

**DR. A.P.J. ABDUL KALAM TECHNICAL UNIVERSITY
UTTAR PRADESH, LUCKNOW**



Evaluation Scheme & Syllabus

**MBA
(Common)**

First Year

**AS PER
AICTE MODEL CURRICULUM
& NEP 2020**

(Effective from the Session: 2024-25)

**MBA 1st Year Course Structure in accordance with
AICTE Model Curriculum & NEP 2020 Effective w.e.f.
Academic Session 2024-25**

Semester I

S. No.	Codes	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	TE	PE		
1	BMB 101	MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR	4	0	0	20	10	0	30	70	0	100	3
2	BMB 102	MANAGERIAL ECONOMICS	4	0	0	20	10	0	30	70	0	100	3
3	BMB 103	FINANCIAL ACCOUNTING & ANALYSIS	3	1	0	20	10	0	30	70	0	100	3
4	BMB 104	BUSINESS STATISTICS & ANALYTICS	3	1	0	20	10	0	30	70	0	100	3
5	BMB 105	MARKETING MANAGEMENT	4	0	0	20	10	0	30	70	0	100	3
6	BMB 106	CREATIVITY, INNOVATION AND ENTREPRENEURSHIP	2	0	0	20	10	0	30	70		100	2
7	BMB 107	BUSINESS COMMUNICATION	3	1	0	20	10	0	30	70	0	100	3
8	BMB 151	IT SKILLS-1	0	0	3	20	10	0	30	-	70	100	3
9	BMB 152	MINI PROJECT -1	0	0	3	20	10	0	30	0	70	100	3
10	BVC 151	SPORTS & YOGA *	0	0	3	0	100	0	100	0	0	100	0
												1000	26

- Qualifying but Non Credit Course

Semester II

S. No	CODE	SUBJECT	PERIODS			INTERNAL EVALUATION SCHEME				END SEMESTER EVALUATION		TOTAL	CREDIT
			L	T	P	CT	TA	PS	TOTAL	ECE	PE		
1	BMB 201	BUSINESS ENVIRONMENT & LEGAL ASPECT OF BUSINESS	4	0	0	20	10	0	30	70	0	100	3
2	BMB 202	HUMAN RESOURCE MANAGEMENT	4	0	0	20	10	0	30	70	0	100	3
3	BMB 203	BUSINESS RESEARCH METHODS	3	1	0	20	10	0	30	70	0	100	3
4	BMB 204	FINANCIAL MANAGEMENT & CORPORATE FINANCE	4	0	0	20	10	0	30	70	0	100	3
5	BMB 205	OPERATIONS MANAGEMENT	4	0	0	20	10	0	30	70	0	100	3
6	BMB 206	QUANTITATIVE TECHNIQUES FOR MANAGERS	3	1	0	20	10	0	30	70	0	100	3
7	BMB 207	COST & MANAGEMENT ACCOUNTING	4	0	0	20	10	0	30	70	0	100	3
8	BMB 208	MANAGEMENT INFORMATION SYSTEMS	2	0	0	20	10	0	30	70	0	100	2
9	BMB 251	IT SKILLS-2	0	0	2	20	10	0	30	0	70	100	1
10	BMB 252	MINI PROJECT -2	0	0	3	20	10	0	30	0	70	100	2
												1000	26

L/T/P – Lecture/Tutorial/Practical, CT/TA/PS- Class Test/Teachers Assessment/Practical Session, TE/PE- Term End/ Practical End

SEMESTER I
MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR
BMB 101

Course Credit: 3

Contact Hours: 40

Course Objectives:

1. To provide fundamentals of management concepts and theories.
2. To help the students understand the concepts of organizational behaviour
3. To apply the concepts of management and organizational behaviors in real world situations
4. Familiarizing the students with the contemporary challenges and prospects in management.
5. Developing managerial and leadership skills among students

UNIT I (8 Lectures)

Fundamentals of Management: Management practices from past to present, Different levels of management, Managerial skills and Managerial Functions, Case Studies
Planning- Objective of planning, Planning process, Types of planning, Types of plans, Management by Objective, Decision-making- types, process & techniques, Case Studies

UNIT-II (8 Lectures)

Organising & Staffing- Types of organization, Organization structure, delegation and decentralization of authority, Meaning of staffing, Recruitment, selection & placement, Training & development..
Directing & Controlling- Principle of directing, Essence of coordination, Different control techniques, Management by exception. Case Studies.

UNIT III(8 Lectures)

Fundamentals of individual behavior: Concepts of OB,OB Model, Components of OB, Personality, types of personality, Personal effectiveness, meaning of Attitudes, Types, Components, attitude formation and attitude change. Meaning & Type of Group Behaviour, Interpersonal skills, Transactional Analysis, Johari Window, Meaning of Perception, process, behavioral applications of perception. Case Studies.

UNIT IV (8 Lectures)

Motivation:, Theory of Motivation: Maslow's, Herzberg's, McClelland, Contemporary theories of Motivation: Self Determination Theory, Self Efficacy Theory, Vroom's Expectancy Theory, Equity Theory, Reinforcement Theory.

UNIT V: (8 Lectures)

Leadership: What is leadership, types of leaders and leadership styles, traits and qualities of effective leader, trait theory, LSM – Leadership Situational Model, Team Building, Tuckman Model of Team Development. Organizational Change: Meaning of organizational change approaches to managing organizational change, creating a culture for change, implementing the change, Kurt Lewin Model of change. Case Studies

COURSE OUTCOME

Course Outcomes	Bloom's taxonomy
CO 1: Developing understanding of managerial practices and their perspectives.	Knowledge (K 2) Remembering (K1)
CO2: Understanding and Applying the concepts of organizational behavior	Knowledge (K 2) Applying (K 4)
CO 3: Applying the concepts of management and analyze organizational behaviors in real world situations	Applying (K 4) Analyzing (K 5)
CO 4: Comprehend and practice contemporary issues in management.	Comprehending (K 3)
CO 5: Applying managerial and leadership skills among students	Applying (K4)

Suggested Readings

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

MANAGERIAL ECONOMICS

BMB 102

Course Credit: 3

Contact Hours: 40

Course Objective:

1. To understand the importance of Managerial Economics in management and businesses
2. To apply the principles of managerial economics in achieving business objectives
3. Be equipped with the tools necessary in forecasting product demand
4. Understand and be able to apply latest pricing strategies
5. Understand and analyze the macro environment affecting the business decision making.

UNIT –I (6 Hours)

Basic Concepts and principles: Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions. Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility. Case Studies

UNIT –II (8Hours)

Demand and Supply Analysis: Theory of Demand, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement. Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods.(numerical Exercises) Case Studies
Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces . Case Studies

UNIT –III (10Hours)

Production and cost Analysis: Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale.
Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of revenue. Average Revenue, Marginal Revenue . Case Studies

UNIT –IV (10Hours)

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

UNIT –V (6Hrs)

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

Course Outcomes:

Course Outcomes	Bloom's taxonomy
CO1: Students will be able to remember the concepts of micro economics and also able to understand the various micro economic principles to make effective economic decisions under conditions of risk and uncertainty.	<ul style="list-style-type: none">• Knowledge (K 2)• Remembering (K1)
CO2: The students would be able to understand the law of demand & supply & their elasticities, evaluate & analyse these concepts and apply them in various changing situations in industry. Students would be able to apply various techniques to forecast demand for better utilization of resources.	<ul style="list-style-type: none">• Knowledge (K 2)• Applying (K 4)• Synthesizing (K6)• Evaluating (K7)
CO3: The students would be able to understand the production concept and how the production output changes with the change in inputs and able to analyse the effect of cost to business and their relation to analyze the volatility in the business world	<ul style="list-style-type: none">• Comprehending (K 3)• Applying (K 4)• Analyzing (K 5)• Evaluating (K7)
CO4: The students would be able to understand & evaluate the different market structure and their different equilibriums for industry as well as for consumers for the survival in the industry by the application of various pricing strategic	<ul style="list-style-type: none">• Applying (K 4)• Analyzing (K 5)• Synthesizing (K6)
CO5: The students would be able to analyse the macroeconomic concepts & their relation to micro economic concept & how they affect the business & economy.	<ul style="list-style-type: none">• Knowledge (K 2)• Comprehending (K 3)

Suggested Readings

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

FINANCIAL ACCOUNTING AND ANALYSIS

BMB 103

Course Credit: 3

Contact Hours: 40

Course Objectives:

- 1) To understand the fundamentals, basic theory and concepts of financial accounting.
- 2) To have a knowledge about various Accounting Standards used in preparation of financial statements.
- 3) To have an understanding of preparation and presentation of financial statements.
- 4) To acquire knowledge about various techniques used for analysing financial statements with its application.
- 5) To enable students acquainted with current trends and social responsibility accounting.

UNIT I (4 Hrs)

Meaning and Scope of Accounting: Evolution and Users of Accounting, Basic Accounting terminologies, Principles of Accounting, Accounting Concepts & Conventions, Accounting Equation, Depreciation Accounting. GAAP(introduction).

UNIT II (10 Hrs)

Mechanics of Accounting: Accounting Standards and IFRS: International Accounting Principles and Standards; Matching of Indian Accounting Standards with International Accounting Standards, Double entry system of Accounting, journalizing of transactions; Ledger posting and Trial Balance.

UNIT III (12 Hrs)

Presentation of Financial Statement: Preparation of final accounts (Profit & Loss Account and Balance Sheet) according to companies act 2013 (vertical format), Excel Application to make Balance sheet, Case studies and Workshops, Preparation of Cash Flow Statement and its analysis.

UNIT IV (8 Hrs)

Analysis of financial statement: Ratio Analysis- Solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; leverage Ratio, Detailed Analysis using excel application.

UNIT V (6 Hrs)

Financial Statement Analysis and Recent Types of Accounting: Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations, Case Study and Workshops in analysing Balance sheet. Human Resource Accounting, Forensic Accounting, Accounting for corporate social responsibility.

Course Outcome:

After successful completion of this course students will be able to

S.No	Course Outcome	Bloom's Taxonomy
1	CO1. Understand and apply accounting concepts, principles and conventions for their routine monetary transaction.	Knowledge (K2)/ Comprehending (K 3)
2	CO2. Understand about IFRS, Ind AS and IAS for preparation and reporting of financial statements.	Knowledge (K2) Synthesizing (K6)/
3	CO3. Create and prepare financial statements and Cash flow in accordance with Generally Accepted Accounting Principles	Remembering (k1)
4	CO4. Analyse, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.	Analysing (K 4) / Evaluating (K7))
5	CO5. Recognising various types of accounting and utilize the technology and social responsibility in facilitating and enhancing accounting and financial reporting processes	Knowledge (K2) Applying (K 4)

Suggested Readings

1. Maheshwari S.N & Maheshwari S K – A text book of Accounting for Management (Vikas, 10th Edition)
2. Essentials of Financial Accounting (based on IFRS), Bhattacharya (PHI, 3rd Ed)
3. Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
4. PC Tulsian- Financial Accounting (Pearson, 2016)
5. Dhamija - Financial Accounting for managers: (Prentice Hall, 2nd Edition).
6. Narayanswami - Financial Accounting: A Managerial Perspective (PHI, 5th Ed)
7. DhaneshkKhatrri- Financial Accounting (TMH, 2015)
8. Ambrish Gupta - Financial Accounting: A Managerial Perspective (Prentice Hall, 4th Edition)
9. Ramchandran & Kakani - Financial Accounting for Management (TMH, 2nd Edition).
10. Mukherjee - Financial Accounting for Management (TMH, 2nd Edition).

BUSINESS STATISTICS & ANALYTICS

BMB 104

Course Credit: 3

Contact Hours: 40 hours

Course Objectives

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

Unit I (10 Sessions): Descriptive Statistics

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

Unit II (8 Sessions): Time Series & Index Number

Time series analysis: Concept, Additive and Multiplicative models, Components of time series, Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making.

Index Numbers:- Meaning , Types of index numbers, uses of index numbers, Construction of Price, Quantity and Volume indices:- Fixed base and Chain base methods.

Unit III (6 Sessions): Correlation & Regression Analysis

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation.

Unit IV (8 Sessions): Probability Theory & Distribution

Probability: Theory of Probability, Addition and Multiplication Law, Baye's Theorem

Probability Theoretical Distributions: Concept and application of Binomial; Poisson and Normal distributions. Introduction to bivariate and multivariate data analysis(Cluster and Factor analysis)

Unit V (8 Sessions) Hypothesis Testing & Business Analytics

Hypothesis Testing: Null and Alternative Hypotheses; Type I and Type II errors; Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test)

Concept of Business Analytics- Meaning types and application of Business Analytics, Use of Spread Sheet to

analyze data-Descriptive analytics and Predictive analytics.

Course Outcome:

Course Outcome	Blooms Taxonomy
CO1. Gaining Knowledge of basic concept / Fundamentals of business statistics.	<ul style="list-style-type: none">• Knowledge (K 2)
CO2. To compute various measures of central tendency, Measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.	<ul style="list-style-type: none">• Remembering (K1)• Applying (K 4)
CO3. Evaluating basic concepts of probability and perform probability theoretical distributions	<ul style="list-style-type: none">• Comprehending (K 3)• Applying (K 4)
CO4. To apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test	<ul style="list-style-type: none">• Analyzing (K 5)• Synthesizing (K6)
CO5. To perform practical application by taking managerial decision and evaluating the Concept of Business Analytics.	<ul style="list-style-type: none">• Evaluating (K7)• Applying (K 4)

Suggested Readings

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

MARKETING MANAGEMENT

BMB 105

Course Credit: 3

Contact Hours: 40 hours

Course Objectives

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

Unit 1(6 hours)

Introduction: Nature and scope of marketing, Various marketing orientations, Need, Want, Demand, Elements of Marketing mix, customer value and the value delivery process.

Understanding Consumer Behavior: Buying motives, factors influencing buying behavior, buying habits, stages in consumer buying decision process, types of consumer buying decisions.

Unit 2 (8 hours)

Market segmentation, Targeting and Positioning: Meaning, Factors influencing segmentation, Market Aggregation, Basis for segmentation, Segmentation of Consumer. **Targeting:** Meaning, Basis for identifying target customers, Target Market Strategies. **Positioning:** Meaning, product differentiation strategies, tasks involved in positioning. **Branding:** Concept of Branding, Brand Types, Brand equity, Branding Positioning.

Unit 3 (8 hours)

Product Decisions: Concept, Product Hierarchy, New Product Development, Diffusion process, Product Life cycle, Product mix strategies. **Packaging / Labeling:** Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging. **Pricing Decisions:** Pricing concepts for establishing value, Pricing Strategies-Value based, Cost based, Market based, Competitor based, New product pricing – Price Skimming & Penetration pricing

Unit 4 (8 hours)

Place Decision: Meaning, Purpose, Channel alternatives, Factors affecting channel choice, Channel design and Channel management decisions, Channel conflict, Retailing & Types of Retailers. **Advertising:** Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, **Public Relation:** Meaning, Objectives, Types, and Functions of Public Relations. **Sales Promotion:** Sales Promotion Mix, Kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion, **Personal Selling:** Concept, Features, Functions, Steps/process involved in Personal Selling, **Direct Marketing:** Meaning, Features, Functions, Growth and benefits of direct marketing, different forms.

Unit 5 (6 hours)

CRM: Meaning, Relationship Marketing Vs. Relationship Management, Types of Relationship Management, Significance of Customer Relationship Management. **Global Marketing:** current scenario, Global Marketing environment, Entry strategies, Global P's of Marketing., Recent trends and Innovation in Marketing- Green Marketing, Agile Marketing

Course Outcomes:

Upon the successful completion of this course, the student will be able to:

S.No	Course Outcome	Bloom's taxonomy
1	CO1. Remember and Comprehend basic marketing concepts.	<ul style="list-style-type: none">• Remembering (k1)• Knowledge (K 2)
2	CO2. Understand marketing Insights on application of basic marketing concepts.	<ul style="list-style-type: none">• Synthesizing (K6)• Comprehending(K3)
3	CO3. Able to Apply and develop Marketing Strategies and Plans	<ul style="list-style-type: none">• Applying (K 4)
4	CO4. Understand and Analyzing Business/ Consumer Markets and ability Identify & evaluate Market Segments and Targeting	<ul style="list-style-type: none">• Analyzing (K 5)
5	CO5. Develop skills to understand the current global and digital aspect of marketing.	<ul style="list-style-type: none">• Evaluating (K7)

Recommended Text Books :

1. Marketing Management: A South Asian Perspective - Kotler, Keller, Kevin 15/e, Pearson Education, 2016.
2. Marketing Management - Ramaswamy V. S. & Namakumari S, 6/e, Sage Publication India Pvt Ltd., 2018.
3. Marketing Management - Tapan Panda, 5/e, Excel Publication, 2007.
4. Fundamentals of Marketing Management - Etzel M. J, B J Walker & William J. Stanton, 14/e, McGrawHill Education Publishers, 2015.
5. Marketing: Asian Edition Paul Bainies, Chris Fill Kelly Page third edition, Oxford.

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

BMB 106

Course Credit: 2

Contact Hours: 20 hours

COURSE OBJECTIVES:

1. The purpose of this course is to expose the student to the basic concepts of entrepreneurship, functions of entrepreneurs and problems faced by them in the real world
2. To provide insights to students in converting an Idea into an opportunity and develop an understanding of various funding sources for a startup
3. Familiarize the students with SME sector activities and the role of government agencies supporting SMEs.
4. To understand the process of a Business Plan

Unit 1 (4 Hours)

Creativity and Innovation: Meaning, the difference between innovation and creativity, Innovation types & Platforms, Business Model Innovation, Service Innovation, Design-led innovation, Improvisation, Large firm Vs. Start-up innovation, Co-creation and open innovation, developing an innovation strategy, Sources of innovation, Innovation Environment, Creative Destruction

Unit 2 (5 Hours)

Entrepreneurship: Meaning, definition and concept, Factors affecting entrepreneurship, characteristics and skills of an entrepreneur, entrepreneur v/s manager. Types of entrepreneurs, functions of an entrepreneur, entrepreneurial decision-process. Social, rural and women Entrepreneurship, Case Studies of Successful Entrepreneurs, Entrepreneurial Failure

Unit 3 (5 Hours)

Entrepreneurial Eco-System in India: Overview of MSME, Role of Central Govt & State Govt in supporting SMEs, subsidies, grants, export-oriented units - fiscal & tax concessions, other government initiatives and inclusive entrepreneurial growth Government e Market place (GeM), Zero effect Zero defect, Lean Manufacturing., Startup India, Stand Up India, Make in India, Innovate in India.

Entrepreneurial Finance: Estimating financial requirements; Sources of finance — banks & financial institutions; Bootstrapping, Crowdfunding. Angel investing Venture Capital; IPO

Role of agencies assisting entrepreneurship: DICs, SSIs, NSICs, NISBUD, Entrepreneurship Development Institute of India (EDII). New initiatives taken by the government to promote entrepreneurship. State Startup Ranking by DIPIT, State Innovation Ranking by NITI AAYOG (India Innovation Index),

Unit 4 (6 Hours)

From Idea to Opportunity: Idea generation- sources and methods, identification and classification of ideas. Individual creativity: idea to business opportunity Process of New Venture and its Challenges.

Developing a Business Plan: Business Planning Process: elements of business planning, preparation of project plan, components of an ideal business plan: market plan, financial plan, operational plan, and Feasibility Analysis — aspects and methods: Economic analysis, financial analysis, market-, and technological feasibility, Business Model Launching a new venture, Growth and Sustainability.

COURSE OUTCOMES

	Course Outcome	Expected Levels of Learning as per Bloom's Taxonomy for Assessment of Course Outcome.
CO 1:	Remember and comprehend basic concepts of creativity, innovation and entrepreneurship	<ul style="list-style-type: none"> • Remembering (K1) • Knowledge (K 2) • Comprehending(K3)
CO2:	Develop knowledge on Entrepreneurial Finance, Assistance and role of Entrepreneurial Development Agencies	<ul style="list-style-type: none"> • Applying (K 4) • Analyzing (K 5) • Evaluating (K7)
CO3:	Develop understanding of converting an Idea to an opportunity and develop understanding of various funding sources	<ul style="list-style-type: none"> • Analyzing (K 5) • Evaluating (K7)
CO4:	Gain in depth knowledge of innovation and its various sources	<ul style="list-style-type: none"> • Remembering (K1) • Knowledge (K 2) • Analyzing (K 5)
CO5:	Develop understanding of various dimensions of innovation along with current trends and general awareness of innovation and startup	<ul style="list-style-type: none"> • Knowledge (K 2) • Synthesizing (K6) • Evaluating (K7)

Suggested Readings

1. Roy: Entrepreneurship, OUP
2. Ahmad, Ali and Bhatt, Punita.: Entrepreneurship in Developing and Emerging Economies, SAGE Publishing India
3. Mitra, Jay: The Business of Innovation, 2017, SAGE Publishing
4. Entrepreneurship 10th Ed (Indian Edition) 2016 by Robert Hirsch Michael Peters Dean Shepherd, McGraw Hill
5. Khanka, S.S.; Entrepreneurial Development; S. Chand and Co.
6. Kumar, Arya; Entrepreneurship; Pearson Education.
7. Desai, Vasant; Dynamics of Entrepreneurial Development and Management; Himalaya Publishing
8. Blundel, R. and Lockett, N.; Exploring Entrepreneurship Practices and Perspectives; Oxford Publications.
9. Dollinger, M. J.; Entrepreneurship: New Venture Creation; PHI Learning.
10. "Reinventing Your Business Model" by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann)

BUSINESS COMMUNICATION

BMB 107

Course Credit: 3

Contact Hours: 40 hours

Course Objectives

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

UNIT I : (8 Hours)

Introduction: Role of communication – defining and classifying communication – purpose of communication – process of communication – characteristics of successful communication – importance of communication in management – communication structure in organization – communication in crisis barriers to communication. Case Studies

UNIT II: (8 Hours)

Oral communication: What is oral Communication – principles of successful oral communication – what is conversation control – reflection and empathy: two sides of effective oral communication – effective listening – non – verbal communication. Written communication: Purpose of writing – clarity in writing – principles of effective writing – approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features – coherence – electronic writing process.

UNIT III: (8 Hours)

Business letters and reports: Introduction to business letters – writing routine and persuasive letters – positive and negative messages- writing memos – what is a report purpose, kinds and objectives of report writing. Presentation skills: What is a presentation – elements of presentation – designing a presentation. Advanced visual support for business presentation types of visual aid

UNITIV: (8 Hours)

Employment communication: Introduction – writing CVs – Group discussions – interview skills Impact of Technological Advancement on Business Communication networks – Intranet – Internet – e mails – SMS – teleconferencing – video conferencing. Case Studies

UNITV : (8 Hours)

Group communication: Meetings – Planning meetings – objectives – participants – timing – venue of meetings – leading meetings. Media management – the press release press conference – media interviews Seminars – workshop – conferences. Business etiquettes. Case Studies

Course Outcomes

Upon successful completion of this course, the student should be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.	Applying (K4)
2	CO2. Analyse ethical, legal, cultural, and global issues affecting business Communication.	Analyse (K5)
3	CO3. Develop an understanding of appropriate organizational formats and channels used in business communications	Knowledge (K2)
4	CO4. Gaining an understanding of emerging electronic modes of communication.	Comprehending(K3)
5.	CO5. Developing effective verbal and non verbal communication skills.	Remembering(K1)/ Applying (K4)

Suggested Readings:

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

IT SKILLS-1

BMB 151

Course Credit: 3

Contact Hours: 40

Course Objectives

1. To provide knowledge about the functioning of computers and its uses for managers
2. To provide hands on learning on Internet and its applications
3. To provide hands on learning on Word processing software
4. To provide hands on learning of applications on Spreadsheet software
5. To provide hands on learning on Presentation software

UNIT I (05 hours) Conceptual Framework

Hardware: (a) Input devices - keyboard, printing devices, voice speech devices, scanner, MICR, OMR, Bar code reader, digital camera etc. (b) Output devices - Visual Display UNIT, printers, plotters (c) Storage Devices – Magnetic storage devices, Optical storage devices, Flash Memory.

Software: Types of software with examples; Introduction to languages, compiler, interpreter and Assembler, Operating System Functions, Types and Classification, Elements of GUI based operating system. Network and Internet: Types of computer networks (LAN, WAN and MAN), Netiquettes, Basic services over Internet like WWW, FTP, Telnet, Gopher, URL, Domain names, Web Browsers, Multimedia and its applications: Concepts of Text, Graphics, Animation, Audio, Images, Video. Multimedia Application in Education, Entertainment, Marketing. Names of common multimedia file formats,

UNIT II : Windows and Users Interface (Lab Work)- 7 hours

Windows operating System: Introduction and characteristics, Elements of GUI. Using Mouse, My Computer Icon, The Recycle Bin, Status Bar, Start and Menu & Menu-selection, Running an Application, Windows Explorer: Viewing of File, Folders and Directories Creating and Renaming of files and folders Opening and closing of different Windows, Windows Setting: Control Panels, Wall paper and Screen Savers Setting the date and Sound. Concept of menu, Using Help, Using right Button of the Mouse, Creating Short cuts, Basics of Window Setup, Notepad, Window Accessories

UNIT III: Word Processor Software (Lab Work) – 8 hours

Word processing concepts: Opening, Saving, Closing the file, Opening an existing document, Selecting text, Editing text, Finding and replacing text, printing documents, Creating and Printing Merged Documents, Character and Paragraph Formatting, Page Design and Layout. Editing and Profiling Tools: Checking and correcting spellings. Using Graphics, Tables, Charts, Document Templates and Wizards.

UNIT IV: Spreadsheet Software (Lab Work) – 10 hours

Spreadsheet Package Spreadsheet: Concept and Working Interface, Creating, Saving and Editing a Workbook, Inserting, Deleting Work Sheets, entering data in a cell / formula Copying and Moving from selected cells, handling operators in Formulae. Functions in Spreadsheet: Mathematical, Logical, statistical, text, financial, Date and Time functions, Using Function Wizard. Formatting a Worksheet and Cell: changing data alignment, changing date, number, character or currency format, changing font, adding borders and colors. Printing worksheets, Charts and Graphs – Creating, Previewing, and Modifying Charts. Integrating word processor, spread sheets, web pages.

UNIT V: Presentation Software (lab Work) – 8 hours

Interface of the Presentation Package: Creating, Opening and Saving Presentations. Professional Look of the Presentation: Working in different Design & Views, Working with Slides. Formatting and Editing: Text, Image and Paragraph formatting, Checking Spelling and Correcting Typing Mistakes, Making Notes Pages and Handouts, Drawing and Working with Objects, Adding Clip Art and other pictures, Designing Slide Shows, Running and Controlling a Slide Show, Printing Presentations.

Course Outcomes

Upon successful completion of this course, the student should be able to:

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Gain in depth knowledge about the functioning of computers and its uses for managers	Knowledge (K2)
2	CO2. Learn to use Internet and its applications	Applying (K4)
3	CO3. Understand and implement Word processing software	Synthesizing (K6)
4	CO4. Learn applications on Spread sheet softwares	Applying (K4) Knowledge (K2)
5	CO5. Analyse and learn Presentation software	Analyse (K5)

Suggested Readings

1. Nasib Singh Gill – Handbook of Computer Fundamentals, Khanna Publishing House, Delhi
2. Shrivastava-Fundamental of Computer& Information Systems (Wiley Dreamtech)
3. Leon A and Leon M - Introduction to Computers (Vikas, 1st Edition).
4. ITL ESL – Introduction to Information Technology (Pearson, 2nd Edition).
6. Introduction to Computers, Norton P. (TATA McGraw Hill)
7. Leon - Fundamentals of Information Technology, (Vikas)
8. Satish Jain-BPB's Computer Course Windows 10 with MS Office 2016 (BPB)
9. Linda Foulkes- Learn Microsoft Office 2019: A comprehensive guide to getting started with Word, PowerPoint, Excel, Access, and Outlook (Packt Publishing Limited)

MINI PROJECT -1
BMB 152
(Scanning of ideas for opportunities)

Course Credit -2

Course Objective-

1. To develop an innovative idea for a product or service in form of a project report.
2. To understand the importance and relevance of innovative ideas, its feasibilities and detailed descriptions.

Project/Practical work / Seminar

In the first semester, the students (individuals or teams of 2-3) are required to develop an innovative idea for a product or service and a project report to be prepared on that idea under the guidance of a faculty member. The report will be prepared individually and this report will consist of importance and relevance of the innovative idea, its feasibilities and detailed descriptions. The report will be evaluated by one external examiner appointed by the university. Student has to present his output in a seminar.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Gain in depth knowledge on innovative idea for product or services in form of a project report.	Knowledge (K2)
2	CO2. To apply innovative idea, its feasibilities and detail descriptions.	Applying (K4)

BVA 151 : SPORTS AND YOGA

Objective of the Course:

- To maintain mental and physical wellness upright and develop ability in the students to cope up with the stress arising in the life.
- To create space in the curriculum to nurture the potential of the students in sports/games/yoga etc.

To introduce a practice oriented introductory course on the subject. More involved / advanced course may come up in subsequent years of study

PART A : SPORTS & GAME

Some form of Athletics would be compulsory for all students, unless restricted due to medical / physical reasons. In addition to this, student has to opt for at least one game out of the remaining mentioned below.

A fair theoretical knowledge and a reasonable amount of field / site practice of the chosen games will be essential.

- | | |
|-----------------|-------------------|
| 1. Athletics | Compulsory |
| 2. Volleyball | |
| 3. Basketball | |
| 4. Handball | |
| 5. Football | |
| 6. Badminton | |
| 7. Kabaddi | |
| 8. Kho-kho | |
| 9. Table tennis | |
| 10. Cricket | |

PART B: YOGA

a. Introduction of Yoga

Introduction of Yoga, Origin of Yoga, Aims and Objective of Yoga, Patanjali Yoga darshan, Hath yoga, Gheranda Samhita, Karm yoga, Gyan yoga.

b. Asanas, Pranayam and Meditation Practices

Meaning of Asanas, Objective of Asanas, rules and regulations of Asanas and Pranayams, Types of Yogasana

Yogic postures: Standing Posture, Sitting posture, Supine posture, Prone posture, balancing Postures, Pranayam according to Patanjali and Hath Yoga, Meditaion Mudras.

c. Science of *effects* Yoga

Physiological of Asanas- Paranayama and meditation, stress management and yoga, Mental health and yoga practice, Health and Personality Development.

General Guidelines

1. Institutes must assign minimum of three periods in the Time Table for the activities of Sports/Yoga.
2. Institutes must provide field/facility and offer a minimum of five choices of the Games/Sports.
3. Institutes are required to provide sports instructor / yoga teacher to mentor the students.

Student must be made familiar with the terminologies, rules/regulations, dimension/ marking of the play field/area and general knowledge of national/ international level facts/figures related to the chosen game.

Assessment:	
The Institute must assign coordinator / subject teacher for the subject, for every batch/group of the students, who would be responsible for coordinating the required activities and keep watch on the level of student's participation in the chosen game.	
Coordinator/mentor would be responsible for the award of the sessional marks based upon following components.	
I. Level of understanding and general awareness	(20 %)
II. Involvements in the Practice Sessions	(50 %)
III. Regularity, Sincerity and Discipline	(20 %)
IV. Participation in University level / District level / State level / National Level events	(10 %)

Semester II

Business Environment & Legal Aspect of Business

BMB 201

Course Credit: 3

Contact Hours: 40 hours

Course Objectives:

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

Unit I - (10Hrs)

Introduction to Micro Environment –

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

Unit II - (6 Hrs)

Macro Factors: Economic, Socio-Cultural, Competitive & International Environment –

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

UNIT- III (8 hrs)

Law of Contract: Definition, essentials and types of contracts, offer definition and essentials, acceptance – definition and essentials, consideration – definition and essentials, exceptions to the rule, no consideration, no contract, doctrine of privity of contract, capacity of parties, free consent, quasi contract, legality of object, performance of contract, termination of contract, remedies for breach of contract.

Sale of Goods Act: Essentials, sale v/s agreement to sell. Condition v/s warranties, rights of unpaid seller

UNIT IV (8hrs)

Companies Act Definition, characteristics and kinds of companies, steps in formation of company. Memorandum of Association, Articles of Association, prospectus. Directors: appointment, power, duties and liabilities, meeting and resolutions: types of meetings. Auditor: appointment, rights and liabilities, modes of winding up of a company.

UNITV (8 hrs)

Consumer Protection Act: Definitions - Aims and objectives, Consumer protection councils, Redressal agencies and penalties for violation.

The Information Technology Act: Definition, Digital Signature, Electronic Governance, Attribution, Acknowledgment and Dispatch of Electronic Records, Sense Electronic Records and Sense Digital Signatures, Regulation of Certifying Authorities, Digital Signature Certificates, Duties of Subscribers, Penalties and Offences.

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1) Develop understanding and fundamental knowledge about business environment	Remembering (k1) Knowledge (K 2)
2	CO2) Develop understanding on the concepts of Business Environment and international business environment.	K2 Knowledge
3	CO3) Develop basic understanding of law of contract	K2 Knowledge
4	CO4) understanding of provisions of Companies Act concerning incorporation and regulation of business organizations	K2 Knowledge
5	CO5) Able to analyze case laws in arriving at conclusions facilitating business decisions.	K4 Applying K5 Analysing

Suggested Readings

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

HUMAN RESOURCE MANAGEMENT

BMB 202

Course Credit: 3

Contact Hours: 40 hours

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

UNIT I: (7 Hours)

Essentials of HRM: Functions of HRM, HRM vs.HRD, Strategic HRM: Meaning and Roles in Strategy formulation and implementation, Barriers to strategic HRM, Linking HR strategy with business strategy, Roles of HR Manager, roles of HR in merger and acquisitions, Technology & HR and changing roles of HR due to technology, HRM linkage with TQM & productivity. Case Studies

UNIT II: (8 Hours)

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

UNIT III: (8 Hours)

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

UNIT IV: (9 Hours)

Compensation Management and Employee Relations: Introduction to compensation management, Components and structure of employee compensation, Factors affecting employee compensation, Employee incentive schemes, and recent trends in compensations management, Meaning of employee relation and industrial relations. Case Studies

UNIT V: (8 Hours)

Employee Safety/ Health and International Human Resource Management: Needs and legal provision of employee health, measures to promote employee health , purpose of employee safety, accidents: causes & prevention, effective safety management ,& legal provisos. basic principles governing International Human Resource Case Studies

COURSE OUTCOME

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. Synthesize the role of human resources management as it supports the success of the organization including the effective development of human capital as an agent for organizational change.	K6 Synthesizing
2	CO2. Demonstrate knowledge of laws that impact behaviour in relationships between employers and employees that ultimately impact the goals and strategies of the organization.	K2 Knowledge
3	CO3. Understand the role of employee benefits and compensation as a critical component of employee performance, productivity and organizational effectiveness.	K3 Comprehending
4	CO4. Show evidence of the ability to analyze, manage and problem solve to deal with the challenges and complexities of the practice of collective bargaining.	K5 Analysing
5	CO5. Demonstrate knowledge of practical application of training and employee development as it impacts organizational strategy and competitive advantage.	K2 Knowledge K4 Applying

Suggested Readings

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

BUSINESS RESEARCH METHODS

BMB 203

Course Credit: 3

Contact Hours: 40 hours

Course objectives

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

Unit 1 (8 Sessions)

Research: – Definition, Meaning, Importance types and Qualities of Research; Research applications in functional areas of Business, Emerging trends in Business research.

Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process

Concept of Scientific Enquiry: – Formulation of Research Problem – Management Question – research Question – Investigation Question

Research Proposal – Elements of a Research Proposal, Drafting a Research Proposal, evaluating a research proposal.

Unit 2 (8 Sessions)

Research design: Concept, Features of a good research design, Use of a good research design; Qualitative and Quantitative research approaches, Comparison – Pros and Cons of both approaches.

Exploratory Research Design: Concept, Types: Qualitative techniques – Projective Techniques, Depth Interview, Experience Survey, Focus Groups, Observation.

Descriptive Research Designs: Concept, types and uses. Concept of Cross-sectional and Longitudinal Research

Experimental Design: Concept of Cause, Causal relationships, Concept of Independent & Dependent variables, concomitant variable, extraneous variable, Treatment, Control group.

Unit 3 (6 Sessions)

Scaling & measurement techniques: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Attitude Scaling Techniques: Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired comparison & Forced Ranking – Concept and Application.

Unit 4 (6 Sessions)

Sampling:Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame (practical approach for determining the sample frame expected), Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response.

Probability Sample: Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling.

Non Probability Sample: Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. Determining size of the sample – Practical considerations in sampling and sample size, sample size determination.

Unit 5 (8 Sessions)

Data Analysis: Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Histogram.

Hypothesis: Qualities of a good Hypothesis –Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing – Logic & Importance. Analysis of Variance: One way and two way Classifications. Mechanism of Report Writing- Report Preparation: Types, Report Structure: preliminary section, main report, interpretation of results, suggestions and recommendations, limitations of the study, Report formulation.

COURSE OUTCOME

Course Outcomes	Blooms Taxonomy
CO1. Knowledge of concept / fundamentals for different types of research.	<ul style="list-style-type: none"> • Knowledge (K 2)
CO2. Applying relevant research techniques.	<ul style="list-style-type: none"> • Remembering (K1) • Applying (K 4)
CO3. Understanding relevant scaling & measurement techniques and should use appropriate sampling Techniques	<ul style="list-style-type: none"> • Comprehending (K 3) • Applying (K 4)
CO4.Synthesizing different techniques of coding, editing, tabulation and analysis in doing research.	<ul style="list-style-type: none"> • Analyzing (K 5) • Synthesizing (K6)
CO5.Evaluating statistical analysis which includes ANOVA technique and prepare research report.	<ul style="list-style-type: none"> • Evaluating (K7)

Suggested Readings

1. Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication
2. Business Research Methods, Naval Bajpai, Pearson Education
3. Research Methodology, C R Kothari, New Age International.
4. Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
5. Business Research Methods by Alan Bryman & Emma Bell, Oxford University Press, 2ndEdition.
6. Business Research Methods by T N Srivastava & Shailaja Rao, TMH Publication, 2ndEdition.

FINANCIAL MANAGEMENT AND CORPORATE FINANCE

BMB 204

Course Credit: 3

Contact Hours: 40 hours

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

- 1) To understand the fundamentals, various models and agency problems of Corporate Finance.
- 2) To acquire knowledge about various techniques used for analysing various long-term projects.
- 3) To have an understanding about various capital structure techniques and selecting best source of finance.
- 4) To have an understanding of various dividend models and its applicability.
- 5) To acquaint students about corporate valuation in mergers and acquisitions.

UNIT I (8 Hrs)

Introduction to Finance & Corporate Finance: Corporate Finance & its scope, Corporate Governance and Agency Problem, Finance & Corporate Strategy, Time Value of Money, Risk and Return. Types of Financial Markets: Capital Market, Factors affecting Financial Markets, Linkages between Economy & Financial Markets, Integration of Indian Financial Markets with Global Financial Markets.

UNIT II (8 Hrs)

Investment and Financing Decision: Capital Budgeting, Nature of investment decisions, Risk Analysis in investment decisions, Concept of Opportunity Cost, Cost of Debenture, Preference and Equity capital, Composite Cost of Capital, Cash Flows as Profit and components of Cash Flows, Capital Budgeting Decisions, Calculation of NPV and IRR, Excel Application in Analysing Projects.

UNIT III (8 Hrs)

Financial Decision: Capital Structure, Relevance and Irrelevancy theory, Leverage analysis – financial, operating and combined leverage along with its implications, EBIT EPS Analysis, Point of Indifference.

UNIT IV (8 Hrs)

Dividend Relevance: Factors Affecting Dividend Policy, Forms of Dividends, Types of Dividend Policies, Dividend Models: Walter and Gordon Model, Miller- Modigliani (MM) Hypothesis. Theories of Dividend Payout (Dividend Irrelevance Theory, Bird- in hand Theory, Tax Preference Theory).

UNIT V (8 Hrs)

Working Capital Management: Concepts & Principles of Working Capital, Need for working capital, Classification and importance of working capital, Working capital cycle, Inventory Management, Cash Management, Accounts receivable Management and Factoring, Credit policy, Financing working capital.

Course Outcome: After successful completion of this course, students will be able:

S.No	Course Outcome	Bloom's Taxonomy
1.	CO1 Understand the different basic concepts / Models of Corporate Finance and Governance	<ul style="list-style-type: none"> • Knowledge (K2) • Remembering(K1)
2.	CO2 Understand the practical application of the time value of money and evaluating long-term investment decisions	<ul style="list-style-type: none"> • Analyzing (K5) • Evaluating(K7)
3.	CO3 Develop analytical skills to select the best source of capital, structure and leverage.	<ul style="list-style-type: none"> • Analyzing(K5) • Synthesizing(K6)
4.	CO4 Understand the use and application of different models for a firm's optimum dividend payout.	<ul style="list-style-type: none"> • Comprehending(K3) • Applying(K4)
5.	CO5 Understand the recent trends of mergers and acquisitions and its valuation	<ul style="list-style-type: none"> • Comprehending(K3) • Synthesizing (K6)

Suggested Readings

- 1) Khan and Jain - Financial Management (Tata McGraw Hill, 7th Ed.)
- 2) Pandey I M - Financial Management (Vikas, 11th Ed.)
- 3) William HakkaBettnerCarcello- Financial and Management Accounting (TMH-16th Ed.)
- 4) Sheebakapil-Fundamental of financial management (Wiley,2015)
- 5) Prasanna Chandra - Fundamentals of Financial Management (TMH, 9th Ed.)
- 6) Bark DemazoThampy- Financial Management (Pearson,2nd Ed.)
- 7) R P Rustagi - Financial Management (Galgotia, 2000, 2nd revised ed.)
- 8) Damodaran, A., Applied Corporate Finance, 3rd Edition, Wiley, 2012
- 9) Ravi.M Kishore – Financial Management (Taxman, 7th Ed)
- 10) Fundamentals to Financial Management, Brigham & Houston, 14/e, Cengage Learning
- 11) Van Horne - Financial Management and Policy (Prentice hall, 2003, 12th Ed.)

OPERATIONS MANAGEMENT

BMB 205

Course Credit: 3

Contact Hours: 40 hours

Course Objectives:-

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

UNIT –I (7 sessions) Production Concepts:

Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.

UNIT –II (8 sessions) Operations Concepts:

Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model. Case Studies

UNIT-III (10 sessions) Material and Inventory Management:

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

UNIT-IV (8 sessions) Supply Chain Management:

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

UNIT-V (7 sessions) Productivity and Quality:

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

Expected Course Outcomes:

S.No.	Course Outcomes	Bloom's Taxonomy
CO1.	Understand the role of Operations in overall Business Strategy of the firm - the application of OM policies and techniques to the service sector as well as manufacturing firms.	<ul style="list-style-type: none">• Knowledge (K2)• Comprehending (K 3)• Remembering (K1)
CO2.	Understand and apply the concepts of Material Management, Supply Chain Management and TQM perspectives.	<ul style="list-style-type: none">• Knowledge (K2)• Remembering (K1)• Applying (K4)
CO3.	Identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.	<ul style="list-style-type: none">• Comprehending (K3)• Applying (K4)
CO4.	Analyze / understand the trends and challenges of Operations Management in the current business environment.	<ul style="list-style-type: none">• Analyzing (K5)
CO5.	Apply techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.	<ul style="list-style-type: none">• Synthesizing (K6)• Evaluating (K7)

Suggested Readings:-

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

QUANTITATIVE TECHNIQUES FOR MANAGER

BMB 206

Course Credit: 3

Contact Hours: 40 hours

Course Objectives

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

Unit I (6 Sessions)-Operations Research & Decision Making Environments

Operations Research:- Uses, Scope and Applications of Operation Research in managerial decision-making .*Decision-making environments*:- Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.

Unit II (6 Sessions)-Linear Programming Problem

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

Unit III (10 Sessions)- Transportation Problem & Assignment model

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

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

Unit IV (10 Sessions)-Sequencing & Queuing Theory

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

Queuing Theory: Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and service rate; Applications of Queue model for better service to the customers.

Unit V (8 Sessions) Project Management

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

Course Outcomes

CO1	Be able to understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type.	Knowledge (K2)/ Remembering (K1)
CO2	To formulate linear programming problem and to find optimal solution by graphical simplex method.	Knowledge (K2)
CO3	Be able to build and solve Transportation Models and Assignment Models also to solve game theory problems by understanding pure and mix strategies.	Applying (K 4)
CO4	To assign optimal sequence of difference jobs on different machines and develop understanding of queuing theory concepts.	Applying (K 4)
CO5	To implement replacement of equipments at right time and able to implement project management concepts like CPM, PERT to reduce cost and time.	Synthesizing (K6)/ Evaluating (K7)

Suggested Readings

1. R. Panneerselvam - Operations Research (PHI, 2nd Edition)
2. Sharma J K - Operations Research (Pearson, 3rd Edition)
3. Apte-Operation Research and Quantitative Techniques (Excel Books)
4. S Kalawathy-Operation Research (Vikas IVth Edition)
5. Natarajan- Operation Research(Pearson)
6. Singh & Kumar—Operation Research(UDH Publisher edition 2013)
7. Taha Hamdy - Operations Research - An Introduction (Prentice-Hall, 9th edition)
8. Vohra - Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
9. Kothari - Quantitative Techniques (Vikas 1996, 3rd Edition).

COST AND MANAGEMENT ACCOUNTING

BMB 207

COURSE OBJECTIVES

1. To provide an in depth knowledge of the detailed procedures and documentation involved in cost ascertainment systems.
2. To understand the concepts of Financial Management and its application for managerial decision making.
3. Understand the cost and management accounting techniques for evaluation, analysis and application in managerial decision making.
4. Compare and contrast marginal and absorption costing methods in respect of profit reporting;
5. Apply marginal and absorption costing approaches in job, batch and process environments;
6. Prepare and interpret budgets and standard costs and variance statements;
7. Identify and apply the concepts of Financial Management

Credit 3

Contact Hour: 40

UNIT - I (10 Hours)

Meaning, nature and scope of Management Accounting; Difference between management accounting and financial accounting, Cost concepts: , Cost Unit, Cost Control and Cost Reduction; Components of total Cost, Cost Sheet, Classification of costs, Types and methods of costing, Inventory Management, Labour Cost, Overheads, Activity based costing.

UNIT - II (8 Hours)

Cost-Volume-Profit Analysis: Marginal cost, Contribution per unit and Total contribution. Profit-Volume Ratio, Break-even Point : Margin of safety. Decision Making such as : Key Factor, Pricing, Product Profitability, Dropping a product line, Make or Buy, Export Order, Sell or Process Further, Shut down vs. Continue operations.

UNIT - III (4 Hours)

Budgets and Budgetary Control: Meaning, Types of Budgets, Steps in Budgetary Control, Fixed and Flexible Budgeting, Sales budget, Production Budget, Raw material consumption Budget, Raw Material Purchase Budget, Overhead Budgets, Cash Budget, and Master Budget. Zero based budgeting.

UNIT –IV (8 Hours)

Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications; Material Variance, Overhead Variance, Sales Variance, Sales Margin Variance

UNIT –V (10 Hours)

Process costing, concepts of normal loss, abnormal loss, abnormal effectiveness. Preparation of process accounts, normal loss account, abnormal loss account, abnormal gain account. Process costing with opening and closing WIP; equivalent units (using FIFO) and Cost allocation. Joint and by products : Allocation of joint costs based on Physical units method, Relative market value methods (Sales value at split off method and Net realizable value method). Introduction to the concept of Target Costing, Life Cycle Costing, Quality Costing, and Activity based Costing.

Course Outcomes

CO1	Understanding and Basic Knowledge of Cost Accounting and explaining Basic Accounting Procedure ,Apply cost concepts, Balancing of Accounts & Management Accounting.	Knowledge (K2)/ Remembering (K1)
CO2	Computation of Fixed, Variable, Semi-Fixed And Semi-Variable Cost Concepts. Analyzes The Relationship Between The Cost-Volume And Profit Contribution Margin, Margin Of Safety, Security Ratio, Profit Margin Concepts. Critically analyze and provide recommendations to improve the business operations using accounting techniques.	Applying (K 4)
CO3	Identify problems associated with relying on financial accounting information for internal decision making	Comprehending (K3) Applying (K4)
CO4	Computing of Budgeting And Operating Budgets. Applying the concepts of Management Accounting For Businesses	Applying (K 4)
CO5	Computation of Standard Variation Analysis Through Standard Costs Understanding and calculation of Standard Cost Concept	Synthesizing (K6)/ Evaluating (K7)

Text Books:

1. Agrawal,Srinivasan Accounting Made Easy 1e Tata McGraw Hill
2. Sudhindra Bhat Management Accounting Excel Books, New Delhi
3. S.N. Maheshwari, Introduction to Accountancy, Vikas Pub Edition, 2009
4. Nitin Balwani Accounting and Finance for Managers, Excel Books, New Delhi
5. N.Ramchandran, Kakani, Financial Accounting for Management, TMH, 2008
6. Jain & Jain Accounting for Manager, PathMaker, Bangalore

Reference Books:

1. Paresh Shah, Basic Financial Accounting for Management, New Delhi, Oxford University Press, 2008.
2. Banerjee, Financial Accounting, PHI, 2009.
3. John Wild, Financial Accounting Information for Decisions, New Delhi, TataMacGraw-Hill, 2008
4. S.N. Maheshwari and S. K. Maheshwari, A Text Book of Accounting for Management, New Delhi, Vikas Publishing House, 10th Edition, 2009
5. Louderback, Managerial Accounting 10th edition, Cengage Learning,India

MANAGEMENT INFORMATION SYSTEMS

BMB 208

Course Credit: 2

Contact Hours: 20 hours

Course Objective

1. To help the students understand the importance of information management in business and management
2. To provide understanding about different types of information systems in business
3. To apply the theory and concepts in practical with help of software
4. To understand various security and ethical issues with Information Systems
5. To provide hands on learning of applications on Spreadsheet and database software

UNIT -1 (6 Hours)

Management Information Systems - Need, Purpose and Objectives, Contemporary Approaches to MIS, Information as a strategic resource, Use of information for competitive advantage, MIS as an instrument for the organizational change. Information Technology – Characteristics and emerging trends, IT Capabilities and their organizational impact, IT enabled services. Transaction Processing System: Characteristics and its importance

UNIT -II (6 Hours)

Information, Management and Decision Making - Attributes of information and its relevance to Decision Making, Types of information. Models of Decision Making - Classical, Administrative and Herbert Simon's Models. Management Support Systems: Decision Support Systems, Group Decision Support Systems, and Executive Information Systems.

UNIT -III (8 Hours)

Managing Data Resources- The need for data management, Challenges of data management, Data independence, Data redundancy, Data consistency, Data administration. Database Management System – Concepts and types of DBMS, Fields, Records, Table, View, Reports and Queries. Data warehouse and Data mining – Characteristics and uses of Data warehouse, Techniques of Data Mining, Business Intelligence

Database Management System (Lab): Creation of Table, View and Reports. Basics of SQL and running queries

Course Outcomes

CO1	Be able to understand the importance of information management in business and management.	Knowledge(K2) / Remembering (K1)
CO2	To understand and formulate different types of information systems in business	Knowledge (K2)
CO3	Be able to apply the theory and concepts in practical with help of software	Applying (K 4)
CO4	To apply various security and ethical issues with Information Systems	Applying (K 4)
CO5	To synthesize applications on Spread sheet and database software	Synthesizing (K6)/ Evaluating (K7)

Suggested Readings

1. Management Information System – James ‘O’ Brian
2. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
3. Management Information Systems, Jawadekar, Tata McGraw Hill
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall
5. Database Management Systems: A Business-Oriented Approach Using ORACLE, MySQL and MS Access, by Sotirios Zygiari
6. Computer Applications in Business (CBCS) by Dr. Sushil Kumar Sharma & Ms. Mansi Bansal (Taxmann)
7. Excel 2019 All-In-One: Master the new features of Excel 2019 / Office 365, Lokesh Lalwani (BPB)

IT SKILLS-2

BMB 251

Lab work

20 Hours

Course Objective

1. To develop pivot table and understand the validating & auditing techniques
2. To understand different charting techniques in MS Excel
3. To understand different formatting techniques in MS Excel

Unit I (Lab work on spreadsheet)

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

Unit II (Lab work on spreadsheet) 15 Hours

Creating and formatting Charts: Understanding chart types, column chart, bar chart, line chart, pie chart, XY Scatter chart , Area chart, surface chart, bubble chart. Create a combined chart like: column and line, column and area. Change the chart type for a defined data series, Add, delete a data series in a chart, Re-position chart title, legend, data labels. Change scale of value axis: minimum, maximum number to display, major interval. Change display units on value axis without changing data source: hundreds, thousands, millions. Format columns, bars, pie slices, plot area, chart area to display an image.

References

Excel Data Analysis: Modeling and Simulation , Hector Guerrero (Springer)

COURSE OUTCOME

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To gain knowledge of pivot table and understand the validating & auditing techniques	Knowledge (K2)
2	CO2. Learn to use different charting techniques in MS Excel	Applying (K4) Synthesizing (K6)
3	CO3. Learn to use different formatting techniques in MS Excel	Applying (K4) Knowledge (K2)

MINI PROJECT -2
BMB 252
(Business Ideas Validation & Fesibility)

Course Credit: 2

Seminar by students

Objective –

1. To validate the idea which was identified in the last semester.
2. To identify the issues & challenges of the identified industry / market.
3. To prepare a report on the emerging technologies in the selected industry.

In second semester, the students are required to validate the idea which was screened in the previous semester & presented. The validation report shall be a detailed analysis considering the market feasibility, select a Lean Canvas for making your assumptions , test yours assumptions around the identified market, the future scope of the selected product or service, test your value proposition, and prepare a project report. Preference should be given to the application of emerging technologies in the selected industry. It may consist of Fintech, Blockchain, Financial Services, Data Science, Social Entrepreneurship or any other suitable area of interest. The report will be prepared individually. The report will be evaluated by one external examiner appointed by university. Feasibility analysis of the idea (market, technical and financial analysis).

COURSE OUTCOME

S. No.	Course Outcome	Bloom's Taxonomy
1	CO1. To gain knowledge of issues challenge of the industry	Knowledge (K2)
2	CO2. Learn to prepare report on the application of emerging technologies in the selected industry	Applying (K4) Synthesizing (K6)