

BIKANER TECHNICAL UNIVERSITY, BIKANER

बीकानेर तकनीकी विश्वविद्यालय, बीकानेर



PROGRAMME SCHEME AND SYLLABUS

MBA

MBA Programme
Teaching & Examination Scheme
1st Year – I Semester

THEORY												
S N	Category	Course		Contact hrs/week			Marks				Cr	
		Code	Title	L	T	P	Exam Hrs	IA	ETE	Total		
1	PCC	M-101	Fundamentals of Management	3	0	0	3	30	70	100	3	
2		M-102	Organizational Behavior	3	0	0	3	30	70	100	3	
3		M-103	Managerial Economics	3	0	0	3	30	70	100	3	
4		M-104	Accounts for Managers	3	0	0	3	30	70	100	3	
5		M-105	Business Environment	3	0	0	3	30	70	100	3	
6	OE	M-106	Human Values	3	0	0	3	30	70	100	3	
Sub Total				18	0	0				600	18	
PRACTICAL & SESSIONAL												
7	PCC	M-107	Business Communication and Technical Writing Skills Lab	0	0	3	3	50	50	100	3	
8			M-108	Computer Application Lab	0	0	3	3	50	50	100	3
9	PS	M-109	Practice School - I	0	0	3	3	50	50	100	3	
Sub- Total										300	9	
TOTAL OF I SEMESTER				18	0	9				900	27	

L: Lecture, T: Tutorial, P: Practical, Cr: Credits

ETE: End Term Exam, IA: Internal Assessment

MBA Programme
Teaching & Examination Scheme
1st Year – II Semester

THEORY											
S N	Categor y	Course		Contact hrs/week			Marks				Cr
		Code	Title	L	T	P	Exam Hrs	IA	ETE	Total	
1	PCC	M- 201	Human Resource Management	3	0	0	3	30	70	100	3
2		M- 202	Marketing Management	3	0	0	3	30	70	100	3
3		M- 203	Financial Management	3	0	0	3	30	70	100	3
4		M- 204	Research Methodology	3	0	0	3	30	70	100	3
5		M- 205	Quantitative Techniques & Operation Research	3	0	0	3	30	70	100	3
6	OE	M- 206	Entrepreneurship Development and Innovation Management	3	0	0	3	30	70	100	3
		Sub Total		18	0	0				600	18
PRACTICAL & SESSIONAL											
7	PCC	M- 207	Seminar on Contemporary Issues	0	0	3	3	50	50	100	3
8		M- 208	Data Science Lab	0	0	3	3	50	50	100	3
9	PS	M- 209	Practice School - II	0	0	3	3	50	50	100	3
		Sub- Total								300	9
		TOTAL OF II SEMESTER		18	0	9				900	27

MBA Programme
Teaching & Examination Scheme
2nd Year – III Semester

Dual Specialization is proposed: Six Subjects (Three from each group) the student will get specialized in two Majors.

THEORY											
S N	Category	Course		Contact hrs/week			Marks				Cr
		Code	Title	L	T	P	Exam Hrs	IA	ETE	Total	
1	PCC	M -301	Business Policy and Strategic Management	3	0	0	3	30	70	100	3
2	PEC	3 subjects from any two elective groups	Elective I (First Group)	3	0	0	3	30	70	100	3
3			Elective II	3	0	0	3	30	70	100	3
4			Elective III	3	0	0	3	30	70	100	3
5			Elective I (Second Group)	3	0	0	3	30	70	100	3
6			Elective II	3	0	0	3	30	70	100	3
7			Elective III	3	0	0	3	30	70	100	3
					Sub Total	21	0	0			
PRACTICAL & SESSIONAL											
8	PS	M-309	Practice School - III	0	0	3	3	50	50	100	3
9	SI	M-310	Summer Internship	0	0	3	3	50	50	100	3
			Sub Total	0	0	6				200	6
			TOTAL OF III SEMESTER	21	0	6				900	27

P: Practical, Cr: Credits, ETE: End Term Exam, IA: Internal Assessment

List of Electives (III Semester)

SUBJECT CODE	FINANCE
FM-311	Security Analysis and Portfolio Management
FM-312	International Financial Management
FM-313	Indian Financial Markets and Services
FM-314	Strategic Cost Management and Control
FM-315	Mergers, Acquisitions and Corporate Restructuring
	MARKETING
MM-321	Integrated Marketing Communication
MM-322	Retail Management
MM-323	Sales Distribution and Logistics Management
MM-324	Product & Brand Management
MM-325	Business to Business marketing
MM-326	Strategic Marketing
MM-327	Managing Corporate Relations
	HUMAN RESOURCE MANAGEMENT
HR-331	Training & Organizational Development
HR-332	Strategic Human Resource Management
HR-333	Leadership, Change Management and Managerial Effectiveness
HR-334	Human Resource Planning and Compensation Management
HR-335	Psychological, Psychometric testing & Self Assessment
HR-336	Recruitment and Selection
HR-337	Personality Development and business Etiquette
HR-338	Human Resource Development
	BUSINESS ANALYTICS
BA-341	Basics of Data
BA-342	Marketing Analytics
BA-343	Predictive Analytics
BA-344	HR Analytics
BA-345	Simulation Modelling
	AGRI BUSINESS MANAGEMENT
AB-351	Introduction to Agri Business Management
AB-352	Agri Business Environment in India
AB-353	Food Retail Management
AB-354	Agri Supply Management
AB-355	Agriculture Marketing
	ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT
ES-361	Entrepreneurship - Theory & Practice
ES-362	Effective Entrepreneurship
ES-363	New Enterprise Creation & Start-Up
ES-364	Family Business Management
ES-365	Business Plan Preparation

MBA Programme
Teaching & Examination Scheme
2nd Year – IV Semester

Dual Specialization: Four subjects (two from each group).

THEORY											
S N	Category	Course		Contact hrs/week			Marks				Cr
		Code	Title	L	T	P	Exam Hrs	IA	ETE	Total	
1	PCC	M-401	Business Ethics, Corporate Social Responsibility, and Indian Ethos	3	0	0	3	30	70	100	3
2		M-402	Project Management and Financing	3	0	0	3	30	70	100	3
3		M-403	Laws and Legal Environment for Business	3	0	0	3	30	70	100	3
4	PEC	2 subjects from any two elective groups	Elective I (First Group)	3	0	0	3	30	70	100	3
5			Elective II	3	0	0	3	30	70	100	3
6			Elective I (Second Group)	3	0	0	3	30	70	100	3
7			Elective II	3	0	0	3	30	70	100	3
			Sub Total	21	0	0				700	21
PRACTICAL & SESSIONAL											
8	PS	M-409	Practice School - IV	0	0	3	3	50	50	100	3
9	PW	M-410	Project Work	0	0	3	3	50	50	100	3
			Sub Total	0	0	6				200	6
			TOTAL OF IV SEMESTER	21	0	6				900	27

P: Practical, Cr: Credits, ETE: End Term Exam, IA: Internal Assessment

List of Electives (IV Semester)

SUBJECT CODE	FINANCE
FM-411	Financial Derivatives and Risk Management
FM-412	Working Capital Management
FM-413	Management of Banking and Insurance
FM-414	Behavioral Finance
FM-415	International Regulatory Framework for Banks
	MARKETING
MM-421	Consumer Behavior & Market Research
MM-422	Marketing of Services
MM-423	International Marketing Management and Communication
MM-424	Rural Marketing
MM-425	Customer Relationship Management
MM-426	Marketing of Innovation
MM-427	Strategic Brand Management
	HUMAN RESOURCE MANAGEMENT
HR-431	Employment Laws
HR-432	Performance Management & Retention Strategies
HR-433	Stress Management
HR-434	International Human Resource Management
HR-435	Management of Conflict and Collaboration
HR-436	Transactional Analysis
HR-437	Development of Management
	BUSINESS ANALYTICS
BA-441	Analytics System Analysis and Design
BA-442	Big Data Analytics
BA-443	Ethical and Legal Aspects of Analytics
BA-444	Data Modelling and Mining
	AGRI BUSINESS MANAGEMENT
AB-451	Management of Farm Inputs
AB-452	Post Harvest Management of Agriculture Produce
AB-453	Agriculture Finance Management and Commodity Markets
AB-454	Farm Management
AB-455	Agri Export Management
	ENTREPRENEURSHIP & SMALL BUSINESS MANAGEMENT
ES-461	Dynamics of family business governance
ES-462	Small Business Promotion
ES-463	Entrepreneurial Finance
ES-464	Social Entrepreneurship
ES-465	Technology innovation and sustainable enterprise
ES-466	Innovation and Creativity

SYLLABUS OF MBA – I SEMESTER 2019-20

M-101-FUNDAMENTALS OF MANAGEMENT

1. COURSE OBJECTIVES

1. To acquire knowledge to understand concepts and key principles of management and be able to critically apply this knowledge to analysis of a complex case study
2. To understand and apply a selected management topic to a real organizational setting
3. To be able to discuss with others the key management principles covered in the textbook and during lectures showing application of knowledge to case study material.

2. COURSE CONTENT

OVERVIEW OF MANAGEMENT

Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills. Evolution of management thought - Classical Approach, Neo Classical Approach, Scientific Approach, Bureaucratic Approach, Administrative, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Management thinkers: Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Peter F. Drucker, Abraham Maslow, Herzberg and McGregor, Trends and Challenges of Management in Global Scenario.

PLANNING

Importance and Advantages of Planning, Planning Process, Types of Plans, Elements of Planning, Principles, Criteria and Limitations of Planning, Management by Objective (MBO), Strategies - Types of Strategies, Policies, Managerial Decision Making - Types of Decision, Decision Making Process, Rational Decision Making.

ORGANIZING

Nature and purpose of Organizing, Organization Structure: Design and Forms, Formal and Informal Groups Organization, Line and Staff Organization, Conflicts between Line and Staff, Measures to overcome the Conflicts, Departmentation.

DELEGATION OF AUTHORITY

Authority & Power, Responsibility and Accountability, Concept, Importance and Process of Delegation, Principles of Delegation and Barriers to effective Delegation, Span of Management, Span of Control and Decentralization and Centralization, Staffing: Importance and Process. Coordination: Concept, importance, principles of coordination, difficulties and techniques to ensure effective coordination.

DIRECTING

Direction: Importance, Principles, Components and Styles of Direction, Motivation and Satisfaction - Motivation Theories - Leadership: Concept and Definition, Importance, Styles of Leadership, Theories of Leadership- Leader vs. Manager, Communication: Concept and Definition, Importance, Process, Barriers to Effective Communication and Measures to Overcome Communication barriers

CONTROLLING

Controlling: Concept, Definition, Basic control process, Requirement of Effective Control, Control Techniques. Organization Culture - Elements and Types of Culture, Managing Cultural Diversity. Management Lessons by Dhirubhai Ambani, Narayan Murthy, Premji, Ratan Tata, Steve Jobs, Bill Gates.

3. TEXT BOOKS

1. Management Fundamentals, Robert N Lussier, 5e, Cengage Learning.
2. Fundamentals of Management, Stephen P. Robbins, Pearson Education.
3. Charles W L Hill, Steven L McShane, 'Principles of Management', McGraw Hill Education, Special Indian Edition.
4. L. M. Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers.

4. REFERENCE BOOKS

1. Essentials of Management, Koontz Kleihrich, Tata Mc – Graw Hill.
2. Management Essentials, Andrew DuBrin, 9e, Cengage Learning.
3. Mukherjee, Principles of Management & Organisational Behaviour, Tata McGraw Hill.
4. Hellriegel, Slocum & Jackson, ' Management - A Competency Based Approach', Thomson South Western, 10th edition.

5. COURSE OUTCOME

CO1 The students understand the significance of Management in their Profession.

CO2 The various Management Functions like Planning, Organizing, Staffing, Leading, Motivation and Control aspects are learnt in this course.

CO3 The students can explore the Management Practices in their domain area.

6. SPECIAL NOTES

1. Case studies may be given on emerging trends from each module.
2. Presentation and Group Discussions
3. Assignments on various topics related to subject matter.

M-102 Organizational Behaviour

1. COURSE OBJECTIVES

1. Understand how application of OB frameworks, tools, and concepts can enhance individual, group, and organizational effectiveness
2. Reflect on your own beliefs, assumptions and behaviours with respect to how individuals, groups and organizations act in order to expand your approaches and increase your own organizational effectiveness.
3. To help the students to develop cognizance of the importance of human behaviour.
4. To enable students to describe how people behave under different conditions and understand why people behave as they do.

2. COURSE CONTENT

CONCEPT OF ORGANISATIOAL BEHAVIOUR

Models of Organizational Behaviour, Systems theory and time dimension of effectiveness, Developing competencies, Limitations of Organizational Behaviour, Continuing challenges. Emerging issues in organizational behaviour.

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- I

Personality: Sources of personality, differences, the Myers –Briggs Type Indicators, The big Five Personality Model, other personality traits Relevant to OB, Measuring Personality

Learning: Concept and Theories of Learning

Attitudes: The nature of Employee Attitudes, Effects of Employee Attitudes, Studying Job satisfaction, Changing Employee Attitudes

UNDERSTANDING AND MANAGING INDIVIDUAL BEHAVIOUR- II

Perceptions, Attributions and Emotions: The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence.

Motivation: Concept of Motivation, Early Theories of Motivation, Contemporary Theories of Motivation

Stress and Counselling: What is stress, Stress model, Work stressors, Stress outcomes, Stress moderators, Stress prevention and management, Employee counselling, Types of counselling

GROUP BEHAVIOUR AND INTERPERSONAL INFLUENCE

Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups. Teams and Team Building, Transactional Analysis

Managing Conflict and Negotiation: Conflict in Organizations, A contemporary perspective on intergroup conflict, what causes intergroup conflict, the causes of dysfunctional intergroup conflict, managing intergroup conflict through Resolution, Stimulating Constructive intergroup conflict

Power and Politics: Concept, Sources of Power, Distinction between Power, Authority and Influence, Approaches to Power

ORGANIZATIONAL PROCESSES, CHANGE AND INNOVATION

Communication: The importance of communication, The communication process, Communicating within organizations, How technology affects communication, Interpersonal communication,

Multicultural communication, Barriers to effective communication, Improving Communication in organizations, Promoting ethical communications

Leadership: What is leadership, Trait approaches, Behavioural approaches, Situational approaches, Other perspectives, concepts and issues of leadership, Multicultural leadership, Emerging approaches to leadership

Managing Change and Innovation: Change at work, Resistance to change, Alternative change management approaches, Learning principles in change management, Change agents: forms of interventions, A model for managing organizational change

EMERGING ASPECTS OF ORGANIZATIONAL BEHAVIOUR

Organizational Behaviour Across Cultures: Conditions affecting multinational operations, Managing International Workforce, Productivity and cultural contingencies, Cross cultural communication

Managing Misbehaviour: The emergence in Management of the study of misbehaviour, selected misbehaviours

3. COURSE OUTCOME

On completion of this course, the students will be able to:

CO1: Demonstrate the applicability of the concept of organizational behaviour to understand the behaviour of people in the organization.

CO2: Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organization.

CO3: Analyse the complexities associated with management of the group behaviour in the organization.

CO4: Demonstrate how the organizational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organization.

CO5: Demonstrate how the behaviour can integrate in understanding Managing International Workforce and Cross cultural communication

4. REFERENCE BOOKS

1. Personality and Organizations (Organization and Management Series) 1st Edition by Benjamin Schneider
2. Work Motivation in Organizational Behavior by Craig C. Pinder
3. Work Motivation: History, Theory, Research, and Practice Book by Gary P. Latham
4. Management Process and Organisational Behaviour Hardcover – Import, 1 Dec 2003 by Sudan Amrik Singh
5. Primal Leadership Book by Daniel Goleman
6. Organizational Culture and Leadership Book by Edgar Schein

5. TEXT BOOKS

1. Organizational Behaviour by Pearson 18e (Stephen P. Robbins, Timothy A. Judge, NeharikaVohra)
2. Organizational Behavior 12th Edition by Fred Luthans
3. Mishra. Organizational Behavior, Vikas Publishing House.
4. Greenberg, Jerald and Baron, Robert. Behavior in Organizations, Prentice Hall of India.
5. Aswathappa. Organization Behavior (Text, Cases & Games), Himalaya Publishing House.
6. Luthans, Fred. Organizational Behavior, Tata McGraw-Hill.
7. Newstrom. Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill

M - 103: MANAGERIAL ECONOMICS

1. COURSE OBJECTIVES

1. To familiarize the students with the fundamental economic concepts & principles.
2. To make students understand about the factors affecting managerial decision making.
3. To make students aware about Macroeconomic principals & stabilization policies

2. CONTENTS

Introduction to Business economics and Demand Analysis: Managerial Economics-Nature, Scope & significance, Fundamental Principles of Managerial Economics: Opportunity Costs, Incremental, Time perspective, Discounting and Equimarginal principles

Theory of Consumer Behavior: rationality, revealed preferences and utility, indifference curves, utility maximization, demand functions, substitution and income effects, substitutes and complements, demand elasticity.

Production analysis: Production function with one variable input and two variable inputs – Law of diminishing of returns – iso-quants and iso-cost analysis – Producer Equilibrium – Law of substitution – Production functions and managerial decision making – Equilibrium of a multiproduct business firm – Expansion path.

Cost & Revenue analysis: Kinds of costs – costs in the short run and in the long run and their behavior – Applications of cost analysis in managerial decision making – The relationship between product and cost curves, business planning or envelope curve, economies and Diseconomies of scale. Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP)

Market structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination. Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership – Monopolistic Competition: Features, Pricing under Monopolistic Competition, Product Differentiation; Pricing strategies and practices: Multi product pricing, price discrimination, transfer pricing, cost plus pricing, incremental / marginal pricing, transfer pricing, peak load pricing etc.

Macro Economics measures: Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators; Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Stabilization Policies: Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls; Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions; Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

CO1 Understand the relative importance of Managerial Economics and basic concepts of Managerial economics.

CO2 Analyze to find firm's equilibrium.

CO3 Understand the modern managerial decision rules and optimization techniques.

CO4 Evaluate features of different kinds of markets and analyzing pricing strategies

CO5 Be equipped with the various measures of Macro economics

CO6 Understand the stabilization Policies, business cycles and inflation

4. REFERENCE BOOKS

1. Managerial Economics, YogeshMaheshwari, PHI, 2/e, 2011
2. Managerial Economics, Atmanand, Excel BOOKS, 2/e, 2010
3. Managerial Economics- Principles and worldwide applications, Dominick Salvatore, Oxford Publication, 6e, 2010

5. TEXT BOOKS

1. Managerial Economics- Theory and Applications, Dr. D.M Mithani, Himalaya Publications.
2. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer & Harris,
3. Managerial Economics, D.N Dwivedi, 8th ed., Vikas Publication.
4. Managerial Economics, H. L Ahuja, S. Chand, 2011
5. Indian Economy, K P M Sundharam and Dutt, 64th Edition, S Chand Publication.
6. Business Environment Text and Cases by Justin Paul, 3rd Edition, McGraw-Hill Companies.

6. PECIAL NOTES

1. Case study related with each module must be discussed in class
2. All the students needs to present a PPT in class on relevant topic which will be evaluated
3. Current Indian and international economic scenario must be discussed in class

4. Field/desk/numerical Assignments must be given to understand the concepts properly

M-104 - ACCOUNTING FOR MANAGERS

1. COURSE OBJECTIVES

The Syllabus aims to develop the student's ability to:

1. Understand and explain the conceptual framework of Accounting
2. Prepare Accounts for various entities under different situations
3. Acquire basic concepts of Cost & Management Accounting relevant for managerial decision making

2. COURSE CONTENTS

Introduction, Definitions, Accounting Cycle, Objectives of Accountings, Basic Accounting Terms, Generally Accepted Accounting Principles, Accounting Concepts and Conventions, Accounting System

Events and Transaction, Voucher, The Concepts of Account, Debit and Credit, Types of Accounts, The Accounting Process: Journals, Ledgers and Trial Balance, Accounting Equation, Accrual Basis & Cash Basis of Accounting, Capital & Revenue Transaction

Preparation of Final Accounts: Trading Account, Profit and loss Account with adjustments, Balance Sheet

Preparation of Cash Flow Statement (Accounting Standard – 3 Revised), Analysis of Financial Statements: Comparative, Common size, Trend Analysis, Inferences and Interpretations from Published Financial Statement

Cost Accounting: Evolution, Meaning, Objectives and Scope, Generally Accepted Cost Accounting Principles (GACAP), Definitions, Methods of Costing, cost & Cost Object, cost Organization, Costing system, Cost Determination

Cost Statements- Introduction, Cost Accumulation, Cost Collection, Cost Sheet formats & Preparation

3. REFERENCE BOOKS

1. Anthony, R. N., Hawkins, F. D., & Merchant, K. A. (2006). Accounting: text and cases (12th ed.). New Delhi: Tata Mcgraw Hill.
2. Albrecht, W. S., Stice, D. J., Stice, E. K., Monte, R., & Swain, R .M. (2010). Accounting: concepts and applications (11th ed.). U.S.A: South Western.
3. Anthony, R. N. (2006). Accounting: text & cases (11th ed.). New Delhi: Tata McGraw Hill.
4. Belverd, E., Needles, Jr., & Powers, M. (2005). Principles of financial accounting (9th ed.). New York: Houghton Mifflin. Faculty of Management Studies, University of Delhi 17
5. Garrison, R. H., Noreen. E. W. (2007). Managerial accounting (12th ed.). New Delhi: Tata McGraw Hill.
6. Hilton, R. W. (2008). Managerial accounting (3rd ed.). New Delhi: Tata McGraw Hill.

7. Larson, D. K., & Chiappetta, B. (2004). Fundamental accounting principles (17th ed.). New Delhi: McGraw Hill.
8. Michael, C. K. (2003). Financial accounting: A focus on decision making (2nd ed.). New Delhi: West Publishing Company.
8. Spiceland, J. D. (2009). Financial accounting (International edition). New Delhi: Tata McGraw Hill.
10. Vij, M. (2009). Management accounting. New Delhi: MacMillan India Ltd.

The list of cases and other specific references including recent articles will be announced by the instructor at the time of launching the course.

M-105 - BUSINESS ENVIRONMENT

1. COURSE OBJECTIVES

1. To develop basic understanding and provide knowledge about business environment to the management students and enable them to realize its impact on environment of Business.
2. Master core concepts and methods from economic, political, and social analysis as they are relevant to the design and evaluation of economic environmental policies.
3. Apply systems, concepts and methodologies to analyze and understand interactions between social and environmental processes.

2. CONTENT OF THE SUBJECT

BUSINESS ENVIRONMENT

Business Environment: Meaning, Nature and Significance, Types of Environment, Economic & Non-economic environment, Environment Scanning and its process, Internal & External environment, Emergence of Market Driven Economies, Essential of Competitive Economies.

ECONOMIC TRANSITION (LIBERALIZATION, PRIVATIZATION AND GLOBALIZATION)

Liberalization :The New Economic Policy of India. Monetary Policy, Fiscal Policy, Export-Import Policy, Industrial Policy, FDI Policy, Reforms in Capital Market. Privatization : Objectives, Routes, Benefits, Success Conditions. Privatization in India. Globalisation : Features and Stages of Globalisation, Impact on Indian economy. LPG and Financial, Automobiles and FMCG industry.

MICRO, SMALL AND MEDIUM (MSME) ENTERPRISES & SUPPORTING INSTITUTIONS

Micro, Small and Medium Enterprises in India, MSME Policy Regulatory and Legal Framework, Institutional Framework : Training Services, SIDBI, NIMSME, NSIC and their role for MSME. Skill Development Initiatives. Role of Financing Institutions for MSME sector.

COMPETITION COMMISSION

Assessment of Regulatory Business Environment, Change from Control to Regulations, Changing role of RBI, IRDA, Pension, Board of Financial Supervision.

BALANCE OF PAYMENT AND BALANCE OF TRADE

Exchange rate and competitiveness, Foreign Capital Flows and Foreign Collaborations, FDI in India, Introduction to Foreign Exchange Management Act 1999 (FEMA), Stock Exchange, Commodity Exchange in India. Role of SEBI.

CONSUMER, CONSUMERISM AND EMERGING TRENDS

Consumer Rights, Consumerism and Business, Consumer Protection in India.

Emerging Trends :Green Initiatives, Sustainable Development Practices, Corporate Governance, Corporate Social Responsibility, Institutional framework for Planning - NITI Aayog and its functioning.

3. COURSE OUTCOME

CO1 Outline how an organization operates in a business environment explaining its framework that regulates the industry.

CO2 Explain the effects of Government Policies on the economic environment and the industries in the country.

CO3 Be able to use the theory and background knowledge learned to enhance general understanding of the significance and likely impacts of different business decisions.

4. REFERENCE BOOKS

1. Francis Cherunilam, Business Environment (Text and Cases), Publisher : Himalayan Publishing House
2. K. Chidambaram and V. Alagappan, Business Environment, Publisher: Vikas Publishing House Pvt. Ltd.
3. M. Adhikari, Economic Environment of Business, Publisher: Excel Books
4. K. Ashwathappa, Business Environment, Publisher: Himalaya Publishing

5. TEXT BOOKS

1. B.N. Gosh, Business Environment, Publisher : Oxford University Press
2. Saleem Shaikh, Business Environment, Publisher : Pearson Education
3. Justin Paul, Business Environment (Text & Cases), Publisher: McGraw Hill Education
4. J. Morrison, The International Business Environment, Publisher: Palgrave

6. SPECIAL NOTES

- | | |
|---|--|
| 1. Case studies | :At least once case study from each module. |
| 2. Presentation | :Individual/ Group presentation can be assigned |
| 3. Group Discussions | :GD can be done on subject topics in modules |
| 4. Assignments | :Individual/ Group Assignments can be allocated |
| 5. Guidelines for students and teachers | :Newspaper, Magazines and Bulletins related to Business Environment and Economy to be referred |
| 6. Recent News/Articles | :Journals, News Feeds, Articles to be referred |

M-106 – HUMAN VALUES

1. COURSE OBJECTIVES

1. To impart Human Value Education to the students and make them aware about their Natural Acceptance.
2. To teach students to live in harmony at all levels like-Self, Family, society and Nature
3. To make students aware about the concept of existence is co-existence.

2. COURSE CONTENT

NEED, BASIC GUIDELINES, CONTENT AND PROCESS FOR VALUE EDUCATION Understanding the need, basic guidelines, Self Exploration - its content and process; 'Natural Acceptance' and Experiential Validation, Continuous Happiness and Prosperity- Human Aspirations, Right understanding, Relationship and Physical Facilities, Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

UNDERSTANDING HARMONY IN THE HUMAN BEING - HARMONY IN MYSELF

Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
Understanding the needs of Self ('I') and 'Body' - Sukh and Suvidha
Understanding the Body as an instrument of 'I', Understanding the characteristics and activities of 'I' and harmony in 'I'
Understanding the harmony of I with the Body: Sanyam and Swasthya; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure Sanyam and Swasthya.

UNDERSTANDING HARMONY IN THE FAMILY AND SOCIETY- HARMONY IN HUMAN-HUMAN RELATIONSHIP

Understanding harmony in the Family, Understanding values in human-human relationship; meaning of Nyaya and program for its fulfillment to ensure Ubhay-tripti; Trust (Vishwas) and Respect (Samman) , meaning of Vishwas; Difference between intention and competence, meaning of Samman, Difference between respect and differentiation; the other salient values in relationship, harmony in the society , Samadhan, Samridhi, Abhay, Sah-astitva as comprehensive Human Goals , Visualizing a universal harmonious order in society- Undivided Society (AkhandSamaj), Universal Order (SarvabhaumVyawastha)- from family to world family.

UNDERSTANDING HARMONY IN THE NATURE AND EXISTENCE - WHOLE EXISTENCE AS COEXISTENCE

Understanding the harmony in the Nature. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature. Understanding Existence as Co-existence (Sah-astitva) of mutually interacting units in all pervasive Space. Holistic perception of harmony at all levels of existence

IMPLICATIONS OF THE ABOVE HOLISTIC UNDERSTANDING OF HARMONY ON PROFESSIONAL ETHICS. NATURAL ACCEPTANCE OF HUMAN VALUES

Definitiveness of Ethical Human Conduct. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order. Competence in Professional Ethics: a) Ability to

utilize the professional competence for augmenting universal human order, b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, technologies and management models. Strategy for transition from the present state to Universal Human Order: At the level of individual: as socially and ecologically responsible engineers, technologists and managers. Case studies related to values in professional life and individual life.

3. COURSE OUTCOMES

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

- CO1: Recognize the need and importance of value education
- CO2: Understand harmony in human being (with body & self)
- CO3: Understand harmony in family and society
- CO4: Understand harmony in nature & learn how to implement these values in their real life and engineering
- CO5: Implications of the above Holistic Understanding of Harmony on Professional Ethics

4. TEXT AND REFERENCE BOOKS

1. R. R. Gaur, R Sangal, G P Bagaria, A Foundation Course in Human Values and Professional Ethics, Excel Books, 2009. ISBN: 978-9-350-62091-5
2. R. Subramanian, Professional Ethics includes Human Values, Oxford Univ. Press.
3. A. N. Tripathy, 2003, Human Values, New Age International Publishers.
4. M Govindrajran, S Natrajan & V.S. Senthil Kumar, Engineering Ethics (including Human Values), Eastern Economy Edition, Prentice Hall of India Ltd.
5. B P Banerjee, 2005, Foundations of Ethics and Management, Excel Books.
6. B L Bajpai, 2004, Indian Ethos and Modern Management, New Royal Book Co., Lucknow. Reprinted 2008.

M-107 – BUSINESS COMMUNICATION & TECHNICAL WRITING LAB

1. COURSE OBJECTIVES

To enable the students to become aware of their communication skills and sensitise them to their potential to become successful managers

1. To introduce them to some of the practices in business communication that are in vogue
2. To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities, such as
 - making speeches,
 - controlling one-to-one communication,
 - enriching group activities and processes,
 - giving effective presentations,
 - writing letters, memos, minutes, reports and advertising and
 - maintaining one's poise in private and in public
3. To build their confidence and to install competitiveness by projecting a positive image of themselves and of their future.

2. COURSE CONTENT

OVERVIEW OF BUSINESS COMMUNICATION

Understanding Business Communication: Concept of Business Communication concept, Models of Communication, Process of Communication, Principles of Communication, Characteristics of effective business communication, Barriers to communication environment and ways to overcome them, Communication and Ethics, Cross Cultural Communication

CHANNELS OF COMMUNICATION AND LISTENING

Channels of communication, Types of communication: Verbal, Non-Verbal, Formal, Informal communication. Body Language, Listening: Importance of Listening, Types of Listening, Barriers to Listening and overcoming them, Listening situations, Developing Listening Skills

BUSINESS WRITING

Business Writing: Fundamental of Business writing, Principles of Written Communication: 7 C.s of written communication. Types of Business letter: Inquiries, Claims, Invitations, Reservations and Orders, Refusal & Collection Letters, Sales Letters; Inter-office Memos; Circulars, Notices & Recommendation Letters.

BUSINESS REPORTS

Business Reports and Proposals: Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

RESUME WRITING

Careers and Resumes : Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process.

VI SPOKEN ENGLISH AND INTERVIEWS

Spoken skills Conducting Presentation, Oral presentation, Debates, Speeches, Interview, Group Discussion, English Pronunciation, Building Vocabulary. Mastering the art of giving interviews in selection or placement interviews, discipline interviews, appraisal interviews and exit interviews

3. COURSE OUTCOME

On completion of this course, the students will be able to:

1. To distinguish among various levels of organizational communication and communication barriers while developing an understanding of Communication as a process in an organization and to draft effective business correspondence with brevity and clarity.
2. To stimulate their Critical thinking by designing and developing clean and lucid writing skills.
3. To demonstrate his verbal and non-verbal communication ability through presentations.

4. TEXT BOOKS

1. Mishra. B, Sharma. S, Communication Skills for Engineers and Scientists. PHI Learning Pvt. Ltd. ISBN: 8120337190.
2. Chaturvedi P. D, Chaturvedi M., Business Communication: Concepts, Cases and Applications. Pearson Education India. ISBN: 8131718727.

3. Greenbaum. Sidney. College Grammar of English. Longman Publishers. ISBN: 9780582285972.

5. REFERENCE BOOKS

1. Pal, Rajendra and Korlahalli, J.S., Essentials of Business Communication. Sultan Chand & Sons. ISBN: 9788180547294.
2. Kaul, Asha, Effective Business Communication. PHI Learning Pvt. Ltd. ISBN: 9788120338487.
3. 3. Murphy, R., Essential English Grammar, CUP. ISBN: 8175960299.
4. 4. C. Muralikrishna and S. Mishra, Communication Skills for Engineers, Pearson education. ISBN: 9788131733844.

M-108 – COMPUTER APPLICATION LAB

1. COURSE OBJECTIVES

This Lab work is designed to make the students of management familiar with the basic concept of working various applications on computer.

2. COURSE CONTENT

MS OFFICE - I

Lab Sessions relating to

1. MS Word
2. Developing business presentation with MS-PowerPoint
3. MS Access
4. MS Project

MS OFFICE- II

Students are expected to Find the following parameters or Prepare for a given dataset using MS Excel

- Draw all types of Diagrams and Graphs
- Construction of one way and two way tables
- Arithmetic Mean
- Geometric Mean
- Harmonic Mean
- Median, Mode
- Quartiles, Deciles, Percentiles
- Minimum, Maximum, Range
- Quartile Deviation, Mean Deviation, Standard Deviation, Variance, Coefficient of Variance
- Co-efficient of Skewness: - Karl- Pearson, Bowley, Kelly,
- Correlation coefficient
- Regression coefficient - Slope (b in $y = a + bx$)
- Regression Constant - Intercept (a in $y = a + bx$)

TALLY SOFTWARE

Use of Tally, Journal Entry in Tally, GST entry in tally software

Design your own web page and web page of your college

INTERNET BASICS

Types of Connection, Internet Protocol, IP Address, Connectivity to Internet, WI-Fi Connectivity.

Google Search Tricks and Techniques.

WORKING WITH GOOGLE SERVICES

Docs, Spreadsheet, presenter, sites, etc.

3. COURSE OUTCOME

CO1 To impart students a broad outline of the basic management software such as MS Office, Tally and internet basics.

CO2 The students will learn the important analytical tools used for practicing computer in management stream.

M-109 – PRACTICE SCHOOL

1. COURSE OBJECTIVE

A management graduate needs to have exposure of the industrial working and understanding of application part of management concepts and also know his responsibility towards the society. Therefore, a new concept of practice school has been introduced in the curriculum.

2. COURSE CONTENT

This practice school in first semester will have two parts -

I. Industry Interaction

In this, students will start his industry interaction in the very first semester of the MBA program. He/ She has to visit an organization for 3 hours /week in any industry finalized/selected by competent authority. This interaction will give him feel and insight to the real time working.

A. This 3 hours /workwill be after the classroom studies

B. Selection criteria of organisation-

1. Have turnover more than 20 lakhs
2. Have more than 20 employees

C. During these hours, student will observe following points in the organisation:

1. Organisational structure and hierarchy
2. Different kind of jobs/works done by the employees at all levels in the company
3. Working of different departments
4. Types of skills require to work in an organisation

5. Ways of internal and external communication
6. Formal dressing and attitude
7. Coordination and team work

II. Social Responsibility

To make students understand his role and responsibility in society & nature and co-existence as whole, student has to take an initiative towards contribution in any relevant social and environmental issue.

- A. This work will be performed after the time of regular classes
- B. Student will perform one or more of the following activities after the approval of mentor and HOD:
 1. Making contribution in increasing the income of any street vender or any needy person from under privileged section
 2. Cleanliness Campaign
 3. Donation of his/her belongings which is of no use to him/her to needy ones
 4. Plantation and care for nature (soil, natural resources, plants and animals)
 5. Girl child and women safety, education and empowerment.
 6. Blood donations and help of needy people at hospitals
 7. Helping the under – privileged section of the society
 8. Educating the street children or in schools when and where needed.
 9. NukkadNatak on any topic of social or environmental concern.
 10. Any other relevant activities.

3. COURSE OUTCOME

CO1 To impart students a real time work experience.

CO2 To make students aware about their role & Responsibility in society.

SYLLABUS OF MBA – II SEMESTER 2019-20

M-201 HUMAN RESOURCE MANAGEMENT

1. COURSE OBJECTIVES

4. Develop the knowledge, skills and concepts needed to resolve human resource management problems or issues.
5. Manage the employment relationship, which is a shared responsibility between employers, management, human resources specialists, and employees. Identify the human resources needs of an organization or department.
6. Evaluate the procedures and practices used for recruiting and selecting suitable employees. Assess training requirements and design a successful orientation and training program

2. COURSE CONTENTS

Introduction to Human Resource Management: Introduction, Nature, Objectives, Principles, Definition, Scope and Origin of HRM, Functions of HRM, HRM Models, Organizational Performance & HRM, Environmental Factors & HRM.

Resourcing the Organization: Job Analysis, Job Design, HR Planning process, Recruitment : Significance, Process, Sources-Internal & External, Evaluation of Recruitment Activity, E-recruitment. Selection: Criteria, Methods, Short listing, Selection & Validation of Selection. Appointment and its process, Induction/ on boarding.

Training & Development: Meaning & Concept, Training Need Assessment, Training & Development (T&D) Process, Designing Training Programme. Methods of Training – On the Job & Off the Job methods, Outsourcing Training, Executive Development Programme, Evaluation of T&D Programmes.

Performance Management System: Meaning, Nature & Components, Identifying & Measuring Employee Performance, Essentials of Effective Performance Management, Methods & Techniques, Performance Evaluation and Feedback, Potential Appraisal, Career Planning and Development, Career stages.

Remuneration & Rewards: Components of Employee Remuneration, Devising a Remuneration Plan, Principles of Remuneration, Salary, Allowances, Incentives, Perks and other benefits, Individual Incentives- Piece Rate System & Bonuses, Monetary & Non-monetary Rewards, Importance of Equity, Profit Sharing, Modern methods of gain sharing.

Emerging Trends in HRM: Workers Participation in Management, Ethical Issues in HRM, Role of Technology in Training & E-Learning, Succession Planning, Talent Acquisition and Management, Employee Turnover, Employee Retention Strategies.

3. COURSE OUTCOMES

1. To have an understanding of the basic concepts, functions and processes of human resource management.
2. To be aware of the role, functions and functioning of human resource department of the organizations.

3. To design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems and develop human resources management which facilitate the internal change necessary to accomplish the business strategy.

4. REFERENCE BOOKS

5. K Aswathappa, Human Resource Management-Text & Cases, Publisher : McGraw Hill Education
6. Pravin Durai, Human Resource Management, Publisher : Pearson
7. Stephen P Robbins, Fundamentals of Human Resource Management, Publisher : John Wiley & Sons
8. Julie Beardwell, Human Resource Management, Publisher : Pearson
9. Gary Dessler, Human Resource Management, Publisher : Pearson

5. TEXT BOOKS

1. Raymond A. Noe, Human Resource Management, Publisher : McGraw Hill Education
2. Derek Torrington, Human Resource Management, Publisher : Pearson
3. B.B Mahapatro, Human Resource Management, Publisher : New Age International
4. P. Subba Rao, Essentials of Human Resource Management, Publisher : Himalaya Publishing House
5. Robert L Mathis, Human Resource Management, Publisher : Cengage Learning

6. SPECIAL NOTES

4. Case studies : At least once case study from each module.
5. Presentation : Individual/ Group presentation can be assigned
6. Group Discussions : GD can be done on subject topics in modules
7. Assignments : Individual/ Group Assignments can be allocated
8. Guidelines for students and teachers : Newspaper, Magazines and Bulletins related to subject area of Human Resource management to be referred
9. Recent News/Articles : Journals, News Feeds, Articles to be referred

M – 202 MARKETING MANAGEMENT

1. COURSE OBJECTIVES

1. To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.
2. To familiarize students with theories, concepts, contexts and practical application of Marketing in real life business environment
3. To develop an understanding of Marketing as central and strategic function in a firm's business strategy.

2. COURSE CONTENTS

Introduction to Marketing: Concept, nature, scope, importance and functions of marketing; Process of Marketing; Basic Concepts - needs, wants, value and satisfaction; Marketing mix; Strategic marketing planning – an overview.

Understanding Marketing Environment: Introduction and Factors affecting Marketing Environment, Competition, Porter's Five Force Model; Marketing Information System; Introduction to Marketing Research, Market Research and Forecasting.

Consumer Behaviour: Introduction, Factors influencing Consumer Behaviour, Consumer buying decision process, Models of Consumer Behaviour, Organizational Buying Behaviour.

Segmentation, Targeting and Positioning: Market Segmentation: Introduction, Criteria for Effective Segmentation, Evaluating and Selecting Market Segmentation, Targeting Selected Markets, Targeting Strategies, Theories of Positioning, Effective Positioning Strategies.

Product Management: Concept of a product, Classification of products, Major product decisions, Product line and product mix, Product life cycle – strategic implications, New product development and consumer adoption process; Branding, Packaging and Labeling.

Pricing Decisions: Factors affecting Price Determination, Pricing Policies and Strategies.

Channels of Distribution: Nature, Functions, and Types of Distribution Channels; Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics

Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion, Publicity and Public Relations, Personal Selling and Sales Management.

Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Holistic Marketing, Social Marketing, Global Marketing; Relationship marketing and other emerging developments of marketing.

3. COURSE OUTCOMES

On completion of this course, the students will be able to:

1. Understand fundamental marketing concepts, theories and principles in areas of marketing policy; of market and consumer behavior; of product, distribution, promotion and pricing decisions.
2. Analyze the interaction of marketing and environmental forces through an understanding of marketing decisions and practices with social, technological, economic, and political forces
3. Apply the knowledge, concepts, tools necessary to understand challenges and issues of marketing in a growing international and global context.

4. REFERENCE BOOKS

1. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. Basic Marketing. New Delhi: Tata McGraw-Hill
2. Ramaswamy, V. S., & Namakumari, S. Marketing management: global perspective Indian context (4th ed.). New Delhi: Macmillan.
3. Saxena, R. Marketing management (4th ed.). New Delhi: Tata McGrawHill.

5. TEXT BOOKS

1. Kotler, P., Keller, K L., Koshy, A. and Jha, M., "Marketing Management", 13th Edition, Pearson Education.
2. Mullins, J., Walker, O. and Harper, B J., "Marketing Management: A Strategic Decision-Making", 7th Edition, McGraw-Hill.
3. Etzel, M.J., Walker, B.J., Stanton, WJ. and Pandit, A., "Marketing: Concepts and Cases", 13th Edition, Tata McGraw-Hill.
4. Kurtz, D. L. and Boone, L.E., "Principles of Marketing", 12th Edition, Thomson
5. Winer, R., "Marketing Management", 3th Edition, PHI.

M-203 FINANCIAL MANAGEMENT

1. COURSE OBJECTIVES

1. To obtain an understanding and ability to use basic business financial management concepts and tools of analysis such as valuation, capital budgeting, cost of capital, Ratio, Fund Flow, capital structure and working capital management, and to become familiar with the various types of financing available to a firm.
2. To equip the students with the understanding time value of money & use it for decision making.
3. To evaluate projects and investments and to demonstrate proficiency in valuation techniques, both DCF (discounted cash flow) and non-DCF
4. To understand theories of dividend policy and emerging issues in financial management.

2. COURSE CONTENTS

Financial management – Introduction to financial management, objectives of financial management – profit maximization and wealth maximization. Changing role of finance managers. Interface of Financial Management with other functional areas.

Indian financial system – Primary market, Secondary market – stocks & commodities market, Money market, Forex markets. (Theory Only)

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

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

Tools for financial analysis: Analysis and Interpretations -Ratio Analysis, Fund flow Statement as per AS3, Break Even Analysis

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

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

Working capital management – factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm (Does not include Cash, Inventory & Receivables Management)

Capital structure and dividend decisions – Planning the capital structure. (No capital structure theories to be covered) Leverages – Determination of operating leverage, financial leverage and total leverage. Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. (No dividend theories to be covered).

Emerging Issues in Financial management: Derivatives, Mergers and Acquisitions, Behavioural Finance, Financial Modelling, Financial engineering, risk management. (Theory Only).

3. COURSE OUTCOMES

At the end of this course students should be able to:

1. Develop the basics of financial management
2. Create and interpret Ratio and Fund flow statements.
3. Determine discount/hurdle rates.
4. Evaluate the Time Value of Money and cost of capital which will lead to sound financial decision making
5. Evaluate investments in working capital and long-term assets.
6. Demonstrate proficiency in valuation techniques, both DCF (discounted cash flow) and non-DCF.
7. Understand the emerging issues in financial management

4. RECOMMENDED BOOKS:

1. Prasanna Chandra ,Financial Management -, 8/e, TMH
2. R K Sharma and Shashi K Gupta, Financial Management, Kalyani Publications
3. Khan M. Y.& Jain P. K Financial Management, 6/e, TMH,
4. Rajiv Srivastava and Anil Misra, Financial Management, Second edition, Oxford University Press
5. Vanhorne, James C, Financial Management & Policy-., 12/e, Pearson,

5. REFERENCE BOOKS:

1. I M Pandey, Financial Management , Vikas Publications
2. Brigham & Houston, Fundamentals of Financial Management, 10/e, Cengage Learning.
3. Damodaran, Corporate Finance, , 2/e, Wiley India (P) Ltd.
4. Paresh P., Shah Financial Management, 2/e, Biztantra.
5. Sheeba Kapil, Fundamentals of Financial Management,Pearson

6. SPECIAL NOTES

1. Two case studies must be given on emerging trends from each module.
2. Assignments on various topics related to subject matter.

M-204 RESEARCH METHODOLOGY

1. COURSE OBJECTIVES

1. To familiarize students with basic of research and the research process.
2. To enable the students in conducting research work and formulating research synopsis and report.
3. To familiarize Students with Statistical packages such as SPSS/EXCEL.
4. 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.

2. COURSE CONTENTS

Introduction to Research: Meaning of Research and Significance of Research in Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.

Process of Research: Define the research problem. Steps Involved in Research Process. Research Design: Various Methods of Research Design. Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Determination and Selection of Sample Member.

Collection of Data: Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Types of Questions, Sequencing of Questions, Check Questions, Length of Questionnaire, Precautions in Preparation of Questionnaire and Collection of Data.

Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams Used in Data Analysis: Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Nonparametric & parametric tests

Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test. Application and Analysis of Variance (ANOVA). Non parametric tests

Research Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report. Their Significance, Drawing Conclusions, Suggestions and Recommendations to the Concerned

3. COURSE OUTCOMES

The aim of the course is to provide participants with an introduction to research methods and report writing. Upon successful completion of the course you are expected to:

CO 1: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.

CO 2: Have basic knowledge on qualitative research techniques

CO 3: Have adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis

CO 4: Have basic awareness of data analysis-and hypothesis testing procedures

4. REFERENCE BOOKS

1. Business Research Methods – Donald Cooper & Pamela Schindler, TMGH, 9th Edition
2. Research Methodology ,Panneerselvam, R. ,Edition: Second Edition
3. Research Methodology : A Guide for Researchers In Management and Social Sciences, Taylor, Bill, Sinha, Gautam, Ghoshal, Taposh
4. Research Methods: A Process of Inquiry, Book by Anthony M. Graziano And Michael L. Raulin

5. TEXT BOOKS

1. Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
2. Research Methodology : Methods and Techniques (Multi Colour Edition) by C.R. Kothari (Author), Gaurav Garg (Author), New Age International Publication

M- 205 - QUANTITATIVE TECHNIQUES & OPERATION RESEARCH

1. COURSE OBJECTIVES

- 1 .To impart knowledge in concepts and methods of Quantitative Techniques
2. To understand the concepts & mathematical models used in Operations Research
3. To apply these techniques constructively to make effective business decisions

2. COURSE CONTENTS

Role and uses of quantitative techniques in business decision making; Frequency Distribution, Measures of Central Tendency; Measures of Variation, Skewness and Kurtosis; Correlation – types, Coefficient of correlation, Coefficient of determination; Regression- types, linear regression model, construction of regression lines, Coefficient of regression

Matrix -Definition, algebra & types, determinant and elementary operations on matrix, Inverse of Matrix, methods of solving linear equations by matrices, Application of matrices for solution to simple business and economic problems.

Probability- concepts, approaches, conditional probability, marginal probability, Bayes' theorem and applications of Probability; Probability Distributions- Concept, types and application of Binomial, Poisson, Exponential and Normal distributions

Role and uses of Operations Research-Definition & scope; Linear Programming- Linear programming, formulation of linear programming model, basics of graphical method, simplex method and Duality in linear programming.

Game Theory – characteristics & formulation of game models, Two person Zero sum games, pure game with saddle point, Mixed strategies, dominance in games, 2 x N and M x 2 games - Graphical and algebraic methods

Decision Theory - decision under uncertainty, decision under Risk, Expected Value of perfect information, decision tree analysis.

3. COURSE OUTCOMES

At the end of the Course, the Student will be able to:

CO1 Understand the relative importance and basic concepts of Quantitative Techniques & Operation Research

CO2 Understand the matrix and its uses in solving the business problems

CO3 Understand the matrix and its uses in solving the business problems

CO4 Understand the probability & probability distributions and their application in business decision making

CO5 Be equipped with the various types of game theories and its applications in business

CO6 Evaluate features of decision theories under uncertainty & risk and of decision tree analysis

4. TEXT BOOKS:

1. Vohra N.D., 2017. Quantitative Techniques in Management. McGraw Hill Education.
2. Khandelwal & Gupta, "Quantitative Techniques for Management", 2008-09, Ajmera Book Company
3. Rathindra P. S., 2010. Operations Research: Algorithms and Applications. 1st Edition, PHI Learning.
4. Sharma J.K., 2012. Operations Research: Theory and Application. 5th Edition, Laxmi Publications.

5. REFERENCE BOOKS:

1. Prabhakar P. and Pai P. P., 2012. Operations Research. OUP India.
2. Cook TM & Russell RA., 1989. Introduction to Management Science. Prentice Hall.
3. Taha H. A., 2014. Operations Research - An Introduction. 9th Edition, Prentice Hall.
4. Wagner H.M., 2005. Principles of Operation Research. Prentice Hall.
5. Kapoor V.K., 2011. Operation Research: Quantitative Techniques for Management. Sultan Chand & Sons.

M- 206 - ENTREPRENEURSHIP DEVELOPMENT AND INNOVATION MANAGEMENT

1. COURSE OBJECTIVES

1. Understanding basic concepts in the area of entrepreneurship and Innovation Management
2. Understanding the role and importance of entrepreneurship for economic development, developing personal creativity and entrepreneurial initiative,
3. Adopting of the key steps in the elaboration of business idea,
4. Understanding the stages of the entrepreneurial process and the
5. Resources needed for the successful development of entrepreneurial ventures.

2. COURSE CONTENTS

Innovation Management: Meaning of Innovations, Introduction to innovation management, Developing new products and services, Introducing new products and services, Entrepreneurial Innovation Process. **Types of Innovations in Business:** Product Innovation Process Innovation, Business Innovation, Organizational Innovation, Technology Innovation, Marketing Innovation, Strategy Innovation.

Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur - Intrapreneur- an emerging class - Concept of Entrepreneurship - Evolution of Entrepreneurship - Development of Entrepreneurship - Entrepreneurial Culture - Stages in entrepreneurial process.

Starting the venture: generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report;

Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Marketing plan - Production/operations plan - Organization plan - Financial plan - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Presenting business plan to investors.

Informal Risk Capital and Venture Capital: Informal risk capital market - venture capital - nature and overview - venture capital process - locating venture capitalists - approaching venture capitalists. Social Entrepreneurship: Social enterprise-need - types - characteristics and benefits of social enterprises-

Sources of finance and IPR: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; **legal issues** – intellectual property rights- patents, trade mark, copy right, trade secrets, licensing; franchising. Rural entrepreneurship, MSME Policies. Make-In India, Start-Up India, Stand-Up India.

3. COURSE OUTCOMES

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

1. Define basic terms,
2. Analyze the business environment in order to identify business opportunities,
3. Identify the elements of success of entrepreneurial ventures,
4. Consider the legal and financial conditions for starting a business venture,
5. Evaluate the effectiveness of different entrepreneurial strategies,
6. Specify the basic performance indicators of entrepreneurial activity,
7. Explain the importance of marketing and management in small businesses venture,
8. Interpret their own business plan.

4. BOOK RECOMMENDED

1. Entrepreneurship: New Venture Creation - David H. Holt
2. Entrepreneurship - Hisrich Peters
3. The Culture of Entrepreneurship - Brigitte Berger

4. Project Management - K. Nagarajan
5. Dynamics of Entrepreneurship Development - Vasant Desai
6. Entrepreneurship Development - Dr. P.C.Shejwalkar
7. Thought Leaders - Shrinivas Pandit
8. Entrepreneurship, 3rd Ed. - Steven Brandt
9. Business Gurus Speak - S.N.Chary
10. The Entrepreneurial Connection - Gurmit Narula

5. SPECIAL NOTES - PRACTICAL COMPONENTS

1. Make a business plan for your intended business - talk to bankers to find out what they look for in a business plan - modify accordingly and present it in the class
2. Analyze the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
3. Interview a local entrepreneur to find out his/her major motivations to start a business - which of the skills and characteristics do you find in the entrepreneur?
4. Study a local for-profit business and try to list out the positive social impacts of the business Visit a trade show and try to compare the marketing activities of various stalls in that show - make a list of good practices you come across in the show
5. Choose an NGO in your locality. Interview the founder and present the case in class on the motivations - challenges - ecosystem support and their impacts - arrive at possible solutions and convey back to NGO.

M-207: SEMINAR ON CONTEMPORARY ISSUES

1. COURSE OBJECTIVES

1. Describe, discuss and critically reflect upon selected contemporary issues in different disciplines of business management.
2. Identify and summarize the major practical implications of the selected issues for organizations as well as for society at large.
3. Independently identify relevant contemporary issues in management as well as gathering scientific knowledge and present the report.

2. COURSE CONTENTS

The exact themes for emphasis will alter as contemporary issues change. Some of the themes that might be focused upon are:

- Talent management
- Organizational learning and knowledge management
- Cross-cultural management
- Managing diversity
- Creative processes and innovation
- Mergers and Acquisitions
- Recent trends in Marketing
- Current Economic Issues

- Stock Market Development
- Other related and relevant themes may be chosen by the student in consultation with the faculty member

Subject Instructions

The course consists of several different forms of learning opportunities, including lectures, seminars and presentations. The composition of the learning environment is naturally used as an important asset in the discussion of the contemporary issues in management from a global perspective.

The faculty members will assign contemporary issues concerning with Business World. The student will prepare seminar under guidance of faculty members to be allotted by the Director/ Head/ Principal of the institute. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ Head/ Principal of the institute or his or her nominee) and External examiner (to be appointed by Director/ Head/ Principal of the institute from a panel proposed by the Board of Studies and approved by the Vice Chancellor of Bikaner Technical University (BTU). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

3. COURSE OUTCOMES

1. Identify and critically evaluate contemporary issues in business world.
2. Express qualified opinions and question traditional approaches of the business and industry.
3. Synthesis new ideas and evaluate implications on the approaches of business and industry.

M-208 DATA SCIENCE LAB

1. COURSE OBJECTIVE

1. Understand and analyze problems with data science and able to solve those problems from a statistical perspective.
2. Collect, Visualize, Blend Data from Different Data Sources. Perform Exploratory Data Analysis and create data products for business applications.
3. Understand Data Science Project Life Cycle and understand the basics of Supervised Regression Techniques and Supervised Classification Techniques.

2. COURSE CONTENTS

Introduction: Introduction to Data Science, Need for Business Analytics, Data Science Life Cycle, Different Tools available for Data Science (Python, R, SQL, Spark, Hive)

Data Exploration & Data Structure: R Packages and R Operators, Importing and Exporting Data from external source, Data Exploratory analysis, R Data Structure (Vector, Scalar, Matrices, Array, Data Frame, List), Functions.

Data Visualization & Statistics: Visual Data Analytics and Tools, Bar Graph, Histogram, Pie Chart, Line Chart, Box Plot, Scatter Plot.

Statistics - Terminologies, Measures of Centers, Probability, Normal & Binary Distribution, Hypothesis Testing, Chi-Square Test, Anova.

Supervised Learning: Supervised Learning - Linear Regression, Bivariate Regression, Multiple Regression Analysis, Correlation. Logistic Regression. Machine Learning - Uses, Process & Categories

Unsupervised Learning: Clustering and its Use, K-means Clustering, Canopy Clustering, Hierarchical Clustering.

Big Data and other Emerging Trends: Big Data and its impact on analytics, Role and importance of Data Scientist, Data Cleaning, Big Data & Data Warehousing, Market Basket Analysis, Sentiment Analysis, Location Based Analysis - Geospatial Analytics, Issues of Legality, Privacy, and Ethics.

3. COURSE OUTCOME

1. Master key facets of data investigation, including data management, exploratory analysis, regression and classification and prediction.
2. Implement foundational concepts of data computation, such as data structure, data exploratory analysis.
3. Leverage knowledge of key areas in data science such as data exploration, trend analysis, or data visualization.

4. REFERENCE BOOKS

1. Murtaza Haider, Getting Started with Data Science, Publisher : Pearson
2. James D Miller, Statistics for Data Science, Publisher : Packt Publishing Limited
3. HBR Guide to Data Analytics Basics for Managers - Paperback 20 May 2018
4. Jeeva Jose, Data Analysis Using R Programming, Publisher : Khanna Publishing

5. TEXT BOOKS

1. Annalyan Ng & Kenneth Soo, Data Science for Layman, Publisher : McGraw Hill Education
2. V.K. Jain, Data Science and Analytics, Publisher : Khanna Publishing
3. Ramesh Sharda - Dursun Delen & Efraim Turban, Business Intelligence, Analytics and Data Science, Publisher : Pearson
4. Cielen Davy, Introducing Data Science, Publisher : Dreamtech Press India Private Limited

M-209 – PRACTICE SCHOOL

In this semester, the practice school theme will remain same as earlier. Students need to do both the activities after the classroom study and these activities will be selected by competent authority. The details need to be submitted online on university portal.

I. Industry Interaction

Students need to work 3 hours/week in an organisation, preferably having turnover more than 20 lakhs and have more than 20 employees

Along with the points mentioned in practice school in first semester, students will also assist in any one department to get exposure of the work carried out there. This will help him in understanding the theoretical concepts learnt in classroom.

II. Social Responsibility

Being a responsible citizen, student has to work for any relevant social& environmental issue.

- a. Contribution to increasing the income of any street vendor or any needy person from underprivileged section of the society.
- b. Cleanliness Campaign, plantation and care of plants.
- c. Donation of his/her belongings which is of no use to him/her to needy ones
- d. Conservation of natural resources (soil, natural resources, plants and animals)
- e. Girl child and women safety and empowerment.
- f. Blood donations and help of needy people at hospitals
- g. Educating the street children or in schools when and where needed
- h. Skits/ Nukkad-Natak on any topic of social or environmental concern
- i. Any other activity related to society welfare and environment.