



**CBCS CURRICULUM OF
MASTER OF BUSINESS ADMINISTRATION
SUBJECT CODE = MBA**

FOR POST GRADUATE COURSES UNDER RANCHI UNIVERSITY



Implemented from
Academic Session 2018-2020

**Members of Board of Studies of CBCS Post- Graduate Syllabus
in 2-Year Master of Business Administration (MBA) Programme
as per Guidelines of the Ranchi University, Ranchi.**

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COURSE STRUCTURE FOR POSTGRADUATE PROGRAMME [MBA]**Table AI-1: Distribution of 100 Credits** [*wherever there is a practical there will be no tutorial and vice –versa.]

Course	Papers Theory + Practical	Credits (MBA)
I. Core Course (CC)	(CC 1 to 12)	
Theory	17 Papers	17X4=68
Practical/ Tutorial*	2 Papers	2X4=8
II. Foundation Course (FC)		
1. Foundation Course	(FC)	
Compulsory Foundation/ Elective Foundation	1 Paper	1X4=4
III. Elective Course (EC)		
A. Skill Enhancement Course of the Core Course opted	(SE 1) 1 Paper	1X4=4
B. Discipline Centric Elective Theory OR Theory/Practical/Tutorial*	(DC 1 to 4) 4 Papers	4X4=16
C. Open Elective	(OE 1 to 2) 2 Papers	2X4=8
Total Credit = 108		

Table AI-1.1: Course structure for MBA Programme

Semester	Subject (Core Groups) 19 Papers	Allied (Elective Courses) 7 Papers	Foundation Course (Compulsory Course) 1 Paper	Total Credits
Sem-I	C-1 to C-6 (4X6=24 Credits)		Foundation Course FC (04 Credits)	28 Credits
Sem-II	C-7 to C-11 (4X5=20 Credits)	SE (04 Credits)		24 Credits
Sem-III	C-12 to C-15 (4x4=16 Credits)	GE/DC (2X4=8 Credits)		24 Credits
Sem-IV	C-16 to C-18 (4X3=12 Credits) C-19 (Project) (04 Credits)	GE/DC/Dissertation (2X4=8 Credits) OE (Open Elective) (4x2=8 Credits)		32 Credits
Total = 108 Credits				

COURSES OF STUDY FOR 2-YEAR M.B.A.**Table AI-2 Subject Combinations allowed for M. B. A. Programme (100 Credits)**

Core Subject CC 19 Papers	Discipline Centric Elective/ Generic Elective Course DC/ GE 4 Papers	Skill Enhancement Course SE 1 Paper	Foundation Course FC 1 Paper Open Elective DC/GE 2 Papers
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Table AI-2.1 Semester wise Examination Structure for Mid Sem & End Sem Examinations:

Sem	Core, Allied SE/GE/DC & Compulsory FC Courses				Examination Structure		
	Paper code	Credit	Papers	Mid Semester Theory (F.M.)	End Semester Theory (F.M.)	End Semester Practical/ Viva (F.M.)	
I	Foundation Course	FCMBA101	4	Essentials of Language & Soft Skills	30	70	--
	Core Course	CCMBA102	4	Principles & Practices of Business Management	30	70	--
	Core Course	CCMBA103	4	Organisational Behaviour	30	70	--
	Core Course	CCMBA104	4	Managerial Economics	30	70	--
	Core Course	CCMBA105	4	Management Information Systems & E-Governance	30	70	--
	Core Course	CCMBA106	4	Accounting for Managers	30	70	--
	Core Course	CCMBA107	4	Quantitative Techniques for Management	30	70	--
II	Ability Enhancement Course	ECMBA201	4	Managerial Skill Development	30	70	--
	Core Course	CCMBA202	4	Marketing Management	30	70	--
	Core Course	CCMBA203	4	E-Business	30	70	--
	Core Course	CCMBA204	4	Financial Management	30	70	--
	Core Course	CCMBA205	4	Human Resource Management	30	70	--
	Core Course	CCMBA206	4	Business Research Methods	30	70	--
III	Core Course	CCMBA301	4	Essentials of Strategic Management	30	70	--
	Core Course	CCMBA302	4	Production & Supply Chain Management	30	70	--
	Core Course	CCMBA303	4	Operations Research	30	70	--
	Core Course	CCMBA304	4	Summer Internship Project Assessment	--	--	70 + 30
	Elective-1	ECMBA305	4	One elective from a chosen specialisation*	30	70	--
	Elective-2	ECMBA306	4	One elective from same specialisation as GE/DC1A*	30	70	--
IV	Core Course	CCMBA401	4	Business Laws	30	70	--
	Core Course	CCMBA402	4	Business Ethics & Corporate Governance	30	70	--
	Core Course	CCMBA403	4	Technology & Innovation Management	30	70	--
	Elective-3	ECMBA404	4	One elective from a chosen specialisation	30	70	--
	Elective-4	ECMBA405	4	One elective from same specialisation as GE/DC2A	30	70	--
	Open Elective-1	OEMBA406	4	One elective OE-1 different from specialization chosen for GE/DC	30	70	--
	Open Elective-2	OEMBA407	4	One elective OE-2 same from specialization chosen for OE-1	30	70	--
	PROJECT	PRMBA408	4	Business Project Study	--	--	70 + 30

* The Electives GE/DC1A and GE/DC1B must be from one specialization.

* The Electives GE/DC2A and GE/DC2B also must be from one specialisation.

* The specialisation chosen in Semester IV must be same as the specialisation chosen in Semester III.

* In addition to above, any one Open Elective course (Two Papers) must be opted in Semester IV from the list of elective courses described for Sem-IV.

Table AI-2.2 Description of GE/DC Elective Courses

Sem-III	Stream	GE/DC1A		GE/DC1B	
		Code	Paper	Code	Paper
1	<i>Finance</i>	ECMBA305A	Cost Management	ECMBA306A	Investment Management
2	<i>HR</i>	ECMBA305B	Industrial Relations and Labour Laws	ECMBA306B	Training & Development
3	<i>IT & Systems</i>	ECMBA305C	Database Management Systems	ECMBA306C	Cyber Laws
4	<i>Marketing</i>	ECMBA305D	International Marketing	ECMBA306D	Consumer Behaviour
Sem-IV	Stream	GE/DC2A		GE/DC2B	
		Code	Paper	Code	Paper
1	<i>Finance</i>	ECMBA404A	Management of Financial Derivatives	ECMBA405A	Portfolio Management
2	<i>HR</i>	ECMBA404B	Manpower Planning & HRD	ECMBA405B	Reward & Compensation Management
3	<i>IT & Systems</i>	ECMBA404C	Enterprise Resource Planning	ECMBA405C	System Analysis & Design
4	<i>Marketing</i>	ECMBA404D	Brand Management	ECMBA405D	Services Marketing

Table AI-2.2 Description of Open Elective Courses

Sem-IV	Stream	OE1		OE2	
		Code	Paper	Code	Paper
1	<i>Finance</i>	OEMBA406A	Management of Financial Derivatives	OEMBA407A	Portfolio Management
2	<i>HR</i>	OEMBA406B	Manpower Planning & HRD	OEMBA407B	Reward & Compensation Management
3	<i>IT & Systems</i>	OEMBA406C	Enterprise Resource Planning	OEMBA407C	System Analysis & Design
4	<i>Marketing</i>	OEMBA406D	Brand Management	OEMBA407D	Services Marketing

Note:

- The Electives GE/DC1A and GE/DC1B must be from one specialization (Finance or HR or IT & Systems or Marketing).
- The Electives GE/DC1A and GE/DC1B also must be from one specialisation.
- The specialisation chosen in Semester IV must be same to the specialisation chosen in Semester III.
- **In addition to above, any one Open Elective Course must be opted in fourth semester from the list of elective courses described for Sem-IV. Open Elective course must be different from the specialization opted for GE/DC.**

ACADEMIC REGULATIONS OF 2-YEAR MBA PROGRAMME

TITLE AND COMMENCEMENT

- These regulations shall be called “**The Regulations Governing the Choice Based Credit System for the Two-Year (Four Semester) Master’s Degree in Business Administration**” These regulations shall come into force from the academic session 2018-20. The Institute may from time to time revise, amend or change the Regulations, Curriculum, Syllabus and Scheme of examinations through the Academic Council’s approval.

PROGRAMME OBJECTIVES

- The 2-year Full-time MBA Course offered by the **Institute of Management Studies, Ranchi University, Ranchi** aims to educate and prepare young graduates with the knowledge, analytical abilities, skills and aptitudes needed to provide business leadership in the rapidly changing and competitive global marketplace. The rigorous programme aims in achieving the stated learning objectives through a series of standardized core courses and choice-based electives. The programme provides a comprehensive foundation in the fundamentals of business management.

PROGRAMME DURATION

- The Full-time, Regular MBA Course shall have duration of **two** years with four semesters. The session shall commence from **1st of July** each year.

ELIGIBILITY

- The minimum eligibility criteria for admission in the MBA programme shall be a graduation in any discipline with **50% marks in aggregate of all subjects or in the Honours subject in the bachelor's degree**. Students in the final year of their graduation may also apply provisionally, subject to the condition that, in case selected, they shall compulsorily produce the evidence of the required qualification on or before 31st August of the year of admission, failing which their admission shall be summarily cancelled.
- A relaxation of 5% shall be extended to the SC and ST candidates belonging to the state of Jharkhand with valid caste, income and residential certificates.
- All the educational qualifications of the candidate must be from a Board / Institution / College / University recognized by the state or the central government and the appropriate regulatory body. In such ambiguous cases wherein the candidates claim that their educational qualifications are equivalent to the prescribed essential qualifications, it will be the sole responsibility of the candidates themselves to submit the necessary documents / certificates (order / letter no. with date) issued by the competent authority from which they obtained the educational qualification. Apart from the stated basic minimum qualifications, there are no restrictions on lower or upper age limit for the candidates.

- As per the Notification No. 44 dated 01.03.1995 of the Ministry of HRD, Govt. of India published in Gazette of India edition dated 08.04.1995, the degrees obtained through open universities/distance education mode need to be recognized by Distance Education Council (now Distance Education Bureau) under the UGC. Accordingly, unless such degrees had been recognized for the period when the candidates acquired the relevant qualification, they will not be accepted for the purpose of educational qualification.

ADMISSION PROCEDURE

- The admission to the 2-year MBA programme shall be on the basis of CAT/ XAT/ CMAT/ MAT/ ATMA (any one), past academic record, relevant work experience, group discussion and the performance in Personal Interview. The final Merit List of applicants shall be based on an **Admission Index (A.I.)**, which shall be arrived at as per the following formula:

A.I. = a + b + c + d + e + f + g + h + i, where,

a = Score in G. D. (out of 20)

b = Score in Personal Interview (out of 20)

c = Score against aggregate Marks in class X ($\geq 60 \Rightarrow 5; \geq 45 \Rightarrow 3; \geq 30 \Rightarrow 1; < 30 \Rightarrow 0$)

d = Score against aggregate Marks in class XII ($\geq 60 \Rightarrow 5; \geq 45 \Rightarrow 3; \geq 30 \Rightarrow 1; < 30 \Rightarrow 0$)

e = Score against aggregate Marks in Graduation ($\geq 60 \Rightarrow 15; \geq 45 \Rightarrow 10; \geq 30 \Rightarrow 5; < 30 \Rightarrow 0$;
Appearing Candidates $\Rightarrow 10$)

f = 0.3 * Percentile in CAT / XAT / MAT / CMAT / ATMA

g = 5 in case Physically Challenged, else 0

h = 5 in case a Girl candidate, else 0

- The reservation policy of the Government of Jharkhand shall apply in admission and the benefit of the same shall be given to the candidates belonging to the State of Jharkhand only. The candidates of other states in the reserved category shall be treated as General category candidates. Other relaxations or reservations shall be applicable as per the prevailing guidelines of Ranchi University for Post Graduate admissions.
- The CAT/ XAT/ CMAT/ MAT/ ATMA score should not be more than one year old, reckoning from the 1st of May of the year of admission.
- The candidates have to appear in all the stages of admission. The absence of a candidate at any stage during the admission process shall render his or her candidature as cancelled. The Institute/ University reserves the right to introduce additional stage of examination which would be notified at suitable time, if considered necessary.

MEDIUM OF INSTRUCTION

- The medium of teaching and examination for all the courses shall be invariably English.

ACADEMIC CALENDAR

- Each year the University shall draw out a calendar of academic and associated activities, which shall be strictly adhered to. The same is non-negotiable. Further, the Institute will make all reasonable endeavours to deliver the programmes of study and other educational services as mentioned in its Information Brochure and website. However, circumstances may change prompting the Institute to reserve the right to change the content and delivery of courses, discontinue or combine courses, and introduce or withdraw areas of specialization.

PROGRAMME OVERVIEW/ SCHEME OF THE PROGRAMME

- The two-year MBA programme shall spread over 4 semesters covering 27 papers in all. The Institute shall offer teaching in four areas of specialization namely **Finance, Marketing, Human Resource and IT & Systems**.
- The First Semester shall have 6 Core Papers (C1, C2, C3, C4, C5, C6) and 1 Foundation Course Paper (FC). The Second Semester shall have 5 Core Papers (C7, C8, C9, C10, C11) and 1 Skill Enhancement Paper (SE). The Third Semester shall have 4 Core Papers (C12, C13, C14, C15) and 2 Electives from one specific specialization GE/DC1A and GE/DC1B. The Fourth Semester shall also have 4 Core Papers (C16, C17, C18, C19) and 2 Electives from one specific specialization GE/DC2A and GE/DC2B. The specialisation chosen in the 4th semester must be same to the specialisation chosen in the 3rd semester. In addition to above, any one Open Elective Course must be opted in fourth semester from the list of elective courses described for Sem-IV.
- The title of papers and content therein shall be subject to periodical revision by the Board of Studies and Academic Council of the University within the curriculum structure stated herein.
- There shall be Continuous Semester Internal Assessment (SIA) during the course period and final University Examination at the end of each semester (ESE).

SUMMER INTERNSHIP PROJECT

- All students enrolled in the MBA programme shall have to compulsorily undergo a six-week Summer Internship Project (SIP) under the guidance of an Internal Faculty Guide and an External Company Guide in any area of Business Management in an organisation of choice. The SIP shall commence from 16th of May of the applicable year, after the completion of coursework of the third semester.
- The Faculty Guide should facilitate the student to undertake a meaningful project and provide necessary guidance and supervision. It is important for the faculty guides to periodically monitor the performance of the students working under them and provide them with necessary guidance from time to time.
- The final Summer Internship Project Report must be prepared as per the format prescribed by the Institute. The Institute shall issue the procedural guidelines regarding summer internships from time to time.

ATTENDANCE, ASSESSMENTS AND EXAMINATIONS

- To be admitted to MBA semester examination, a candidate must have
 - i. Registered in the University as a student
 - ii. Attended at least **75%** of the lectures delivered

- The assessment of candidates (in each of the subjects) shall be made on the bases of Internal Assessment of 30 marks (1 hour duration) and End-Semester University Examination (3 hours duration) of 70 marks. The Internal Assessment shall comprise the following:
 - i. One Semester Internal Assessment Test (SIA) 20 marks
 - ii. Course Based Assignment (CBA) 05 marks
 - iii. Class Attendance cum Performance Score (CAPS) 05 marks

- The class performance marks shall be based on factors such as:
 - a) Attendance, Participation in seminars, case discussions and group work activities
 - b) Class tests, quizzes, individual and group oral presentations
 - c) Class-room participation etc.

- The scheme of evaluation of project works shall be as follows:
 - a) **Related to Semester-III:** A Summer Internship Project (SIP) Report based on the summer training has to be submitted within three weeks from the commencement of the third semester. There shall only be an End Semester Examination for SIP. The End Semester Examination shall have two components: Assessment of Summer Internship Project Report (70 marks) and Viva Voce (30 Marks). The Assessment of Summer Internship Project Report shall be done by Internal Faculty Guide (30 marks) and External Examiner (40 marks).

 - b) **Related to Semester-IV:** A Business Project Study Report (BPSR) has to be submitted at the end of the fourth semester. There shall only be an End Semester Examination for BPS. The End Semester Examination shall have two components: Assessment of Business Project Study Report of (70 marks) and Viva Voce by (30 marks). The Assessment of Business Project Study Report shall be done by the Internal Faculty Guide (30 marks) and External Examiner (40 marks).

- Students taking admission in MBA programme are required to maintain a minimum of 75% attendance in every subject. A student who has not satisfied the minimum attendance requirement of 75% shall not be allowed to appear for the semester examination in that course/ subject. In such a case the student will have to repeat the course/ subject in the corresponding semester during the next year.

- To qualify for promotion to the next semester, the students are required to clear **50% in aggregate** in the Semester Examinations.

In absolute terms of marks obtained in a course, **a minimum of 28 marks is essential in the ESE and a minimum of 17 marks is to be secured in the SIA to clear the course.** In other words, a student shall have to pass separately in the ESE and in the SIA by securing the minimum marks prescribed here.

- The Institute/ University reserves the right to postpone, reschedule or cancel the internal or the semester examinations at one or more or all the test centres if necessitated by circumstances beyond control. In such cases, all the students who are registered for that examination will be duly informed of the revised schedule. No refund of fee will be made. The fee paid will be carried forward to the examinations as per the revised schedule.
- The Institute will display important notices pertaining to attendance, assignment, submission dates, projects, examination dates, guest lectures, etc. from time to time. It will be the responsibility of the students to read, understand and follow the notices. **‘No Excuse’ of not having read the notices will be entertained.**
- The Institute maintains old records (including answer scripts) relating to the internal examinations of the MBA programme only up to a period of 14 days from the date of declaration of the related University result. Hence, any enquiry about the internal answer scripts beyond the period of 14 days from the date of declaration of the University result will not be entertained by the Institute.
- The Minimum number of Students required for offering an Elective/ Specialization shall be 20.

PROMOTION AND SPAN PERIOD

- The students of the first semester will be allowed to appear in the examination after clearing the semester fee, required attendance and assignment work.
- A student shall be promoted to the next semester if he/ she clears 50% of the papers of the relevant preceding semester (i.e. 4 papers in Semester I and 3 papers in the subsequent relevant semesters).
- The minimum marks for passing the examination in each paper shall be 45% (both ESE and SIA taken together). However in absolute terms of marks obtained in a course, **a minimum of 28 marks is essential in the ESE and a minimum of 17 marks is to be secured in the SIA to clear the course.** In other words, a student shall have to pass separately in the ESE and in the SIA by securing the minimum marks prescribed here.
- The **span period of the programme is four years** from the date of registration in the programme.
- To be eligible for promotion to the second year of the programme, a student must clear successfully at least 7 papers out of the 13 papers offered during first year of the programme.
- That a student to be eligible for award of degree he/ she must clear all the papers offered during the two year programme within the span period and must obtain the certificate of satisfactory conduct and character from the Director/ Head of the Department.

PUBLICATION OF RESULT

- The result of the examination shall be notified by the Controller of Examinations of Ranchi University in different newspapers and also on University website.
- If a student is found indulged in any kind of malpractice during examination, the examination taken by the student will be cancelled. The candidate will be awarded zero marks in that paper. The candidate may re-appear in the subsequent semesters as per the available provisions.
- There shall be no Supplementary or Re-examination for any subject. Students who have failed in any subject in an even semester may appear in the subsequent even semester examination for clearing the backlog. Similarly, the students who have failed in any subject in an odd semester may appear in the subsequent odd semester examination for clearing the backlog.
- The Grading System for the MBA 2-Year Programme shall be as per the prevailing Ranchi University Regulations for Choice Based Credit System (CBCS) and Continuous Assessment Grading Pattern (CAGP) for Post-Graduate (PG) Degree Programmes.

SEMESTER I

7 Papers**Total 100 x 7 = 700 Marks****I. COMPULSORY FOUNDATION COURSE [FCMBA101]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100	Pass Marks (SIA:17 + ESE:28)=45
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Instruction to Question Setter for***Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

*The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.*

End Semester Examination (ESE):

*The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*

ESSENTIALS OF LANGUAGE & SOFT SKILLS**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

The basic objective of this course is to develop the communication and soft skills of the student for the purpose of enhancing their employability. The course provides adequate training for students in developing their interpersonal skills and build rapport with others in the workplace.

Unit 1 Basics of English Grammar & Language

- Articles, Tenses, Subject – Verb Agreement
- Active & Passive Voice, Direct & Indirect Speech, Transformation of Sentences
- The Punctuation, Right Use of Capital Letters, Sentence Correction Exercises

Unit 2 Vocabulary & Usage

- Synonyms, Antonyms, One Word Substitutions
- Words Often Confused, Common Errors, Make Sentences from the Words Given

Unit 3 Composition & Comprehension

- Paragraph Writing, Précis Writing, Essay Writing, Note Making, Reporting
- Paraphrasing, Reading Comprehension

Unit 4 Listening Skills

- The Importance of Listening, Types of Listening
- Barriers/Obstacles to Effective Listening, Strategies for Effective Listening

Unit 5 Reading Skills

- Skimming, Scanning
- Intensive Reading and Extensive Reading, Comprehension

Unit 6 Speaking Skills

- Conversation Skills
- Interview Skills, Presentation Skills
- Public Speaking, Debates, Group Discussions

Unit 7 Writing Skills

- Official Letter Writing
- Resume Writing
- Writing Cover Letters

Essential Readings

- Carnegie Dale, How to Win Friends and Influence People, New York: Simon & Schuster
 - Daniel Coleman, Emotional Intelligence, Bantam Book
 - Hall and Shepherd. The Anti-Grammar Grammar Book: Discovery Activities for Grammar Teaching. Longman
 - Hewing, Martin. Advanced English Grammar: A Self-Study Reference and Practice Book for South Asian Students. Cambridge University Press. New Delhi
 - Lewis, Norman. Word Power Made Easy. Pocket Books
 - Sasikumar.V and P.V. Dhamija. Spoken English: A Self-Learning Guide to Conversation Practice. 34th Reprint. Tata McGraw-Hill. New Delhi
 - Swets, Paul. W. The Art of Talking So That People Will Listen: Getting Through to Family, Friends and Business Associates. Prentice Hall Press. New York
 - Thomas A Harris, I am ok, You are ok , New York-Harper and Row
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II. CORE COURSE [CCMBA102]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

PRINCIPLES & PRACTICES OF BUSINESS MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

The basic objective of this course is to familiarize the students with the basics of management and its far reaching applications in personal and professional life.

Unit-1 Introduction

- Concept, Nature, Significance, Function, Process and Levels of Management
- Management as an Art and Science, Management and Administration
- Managerial Skills, Roles of a Manager

Unit-2 Development of the Management Thought

- Pre-Classical Approaches, Classical Approaches – Contribution & Limitations of Scientific Management, Bureaucratic Management, Administrative Management
- Neo-Classical Approaches – Group Influences, Hawthorne Experiments, Human Relations Movement, Behavioural Approaches – Douglas McGregor, Abraham Maslow
- Quantitative Approach – Management Science, Operations Management & IS Management.
- Modern Management –Systems Theory, Contingency Theory, Emerging Approaches – Theory Z, McKinsey 7-S & Quality Management

Unit-3 Planning, Decision Making & Forecasting

- Definition, Nature, Purpose and Importance, Types of Plans, Steps in Planning Process
- Planning premises, Essentials of a Good Planning System, Strategic Planning
- Characteristics & Hierarchy of Objectives, Goal Setting, MBO - Advantages & Disadvantages
- Decision Making – Concept, Characteristics, Strategies, Steps, Factors, & Challenges
- Forecasting – Importance, Types, Elements, Techniques & Challenges

Unit-4 Organizing

- Concept, Nature, Characteristic, Process, Significance of Organizing
- Formal and Informal organizations, Line and staff structure, Functional structure
- Organisational Structure & Departmentation – Concept, Elements, Determinants & Types
- Delegation of Authority. Span of Management, Centralisation Vs. Decentralization

Unit-4 Staffing

- Concept, Characteristics, Objectives, Process of Staffing
- Manpower Planning Process, Job Analysis, Job Description and Specification,
- Recruitment and Its Sources, Selection, Types of Interview.
- Concept, Significance and Methods of Training.
- Concept, Significance and Methods of Performance Appraisal.
- Concept, Significance and Methods of Job Evaluation.

Unit-4 Directing & Leadership

- Concept, Techniques and Principles of Directing
- Leadership: Concept, Functions, Process, Styles, Approaches, Leadership Development
- Motivation – Concept, Characteristics and Significance of Motivation

Unit-5 Coordination & Control

- Coordination: Principles, Types, Techniques, Steps, Requirements for Effective Coordination
- Controlling: Concept, Objectives, Process, Steps, Types, Approaches
- Management Control Systems, Reasons for Resistance to Controls, Measures in Dealing with Resistance to Controls

Essential Readings

- Frederick S. and Hillier Mark S, Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets, Hillier Mc Graw Hill
 - Gareth Jones and Jennifer George, Essentials of Contemporary Management, Tata McGraw Hill
 - Koontz and Heinz Wehrich, Essentials of Management, Mc Graw Hill.
 - Koontz and O'Donnel, Management A Global Perspective (10th ed.) McGraw Hill,
 - P.C.Tripathi and P.N.Reddy, Principles of Management, Mc Graw Hill.
 - Robbins & Coulter, Management, , Prentice Hall of India.
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III. CORE COURSE [CCMBA103]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

ORGANIZATIONAL BEHAVIOUR**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:***

The main objective of this course is to familiarize the students with various behavioural dimensions occurring in organizations including group dynamics and other organizational processes.

Unit-1 Introduction to OB

- Organization: Concept, Structure, Types
- OB: Concept, Features, Elements, Significance, Role and Limitations, Foundations & Models, Challenges & Opportunities
- Nature and Process of Human Behaviour, Models of Man, Role of Positive Thinking in Human Behaviour

Unit-2 Determinants of Individual Behaviour

- Personality - Concept, Determinants and Theories
- Perception- Perceptual Process, Selectivity and Managing Perception.

Unit-3 Motivation

- Concept and Its Relevance for Individual and Organization
- Theories- Maslow, Herzberg, McClelland, Vroom's , Equity.

Unit-4 Group and Individual

- Group and Group Dynamics, Team and Skills required for Team Management
- Leadership Concept, Theories and Styles.

Unit-5 Group Activities

- Concept, Types and Formation of Groups, Intergroup Behavior
- Interpersonal Communication and Its Impact on Group, Group Problem Solving.

Unit-6 Stress and Behaviour

- Concept and Nature of Stress
- Sources of Managerial Stress. Stress and Personality.

Unit-7 Impression and Behavior

- Impression Formation and its Management.
- Self Presentation- Physical Appearance, Body and Sign Language.

Essential Readings

- Fred Luthans : Organisational Behaviour (Mc Graw-Hill).
 - J.W. Newstrom & Keith Davis : Organisational Behaviour – Human Behaviour at Work (Tata Mc Graw-Hill).
 - L.N. Prasad : Organisational Behaviour (Sultan Chand & Sons).
 - M.N. Mishra : Organisational Behaviour (Vikas Publishing House).
 - Paul Hersey, K.H. Blanchard & D.E. Hohnson : Management of Organisational Behaviour (Pearson Education).
 - Stephen P. Robbins : Organisational Behaviour (Pearson Education).
 - Suja R. Nair : Organisational Behaviour (Himalaya Publishing House).
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IV. CORE COURSE [CCMBA104]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

MANAGERIAL ECONOMICS**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:***

The objective of this paper is to provide basic understanding of economic concepts, principles and tools of micro economics that can be applied to business decision making. The aim is to help the students promote the development of analytical and critical thinking skills about the market conditions and ability to forecast the future economic conditions. The students are acquainted how the differences in market structure affect the prices and output.

Unit-1 Introduction

- General Foundation of Managerial Economics –Economic approach – Circular Flow of Activity – Nature of firm – Objectives of Firms.
- Baumol’s Theory of Sales Maximization of a firm.
- Decisions of Business Firms – Under different objectives.
- Marginal Analysis and its Uses in the Business decision making.

Unit-2 Demand and Supply

- Demand Function, demand analysis and estimation.
- Determinants of Demand, elasticity measures and business decision making - demand forecasting.
- Theories of Demand – Indifference and Revealed, Preference approach, Income and distribution effect.
- Law of supply, determinants and factors influencing supply, elasticity of supply.

Unit-3 Production Analysis

- Law of Variable proportions – production function in the short run and long run, returns to scale.

- Productivity measurements, optimal input combination relationships, iso-quants and iso-costs.

Unit-4 Cost Functions

- Cost functions – determination of costs – cost forecasting – short run and long run costs.
- Types of costs – analysis of risk and uncertainty.
- Learning curves, economies of scale, diseconomies of scale, returns to scale, economies of scope.

Unit-5 Market Analysis

- Market structure – Perfect competition, Imperfect competition, Monopoly, Price Discrimination, Monopolistic competition, Duopoly and Oligopoly.
- Pricing and employment of inputs under different market conditions.

Unit-6 National Income

- Introduction to National Income.
- Models of National Income Distribution - Methods and Problems, Price Indexes.
- Economic Indicators – Technology and Employment – Issues and Challenges.

Unit-7 Economic Development

- Business Cycles, Phases – Management of Cyclical fluctuations.
- Inflation.
- NITI Aayog.
- GST.

Essential Readings

- Atmanand, “Managerial Economics”, 2009, Excel Publishing
 - D. N. Dwivedi, “Managerial Economics”, 7th Ed Vikas Publishing.
 - D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House.
 - Dominik Salvatore, “Managerial Economics”, 2008, 6th Ed. Oxford University Press.
 - Geethika, Piyoli Ghosh, and P.R. Chaudhary “Managerial Economics”, 2008, Tata McGraw Hills, New Delhi.
 - Mark Hirschey, Log “Managerial Economics-An Integrative Approach”, Cengage Learning.
 - Robert Wasahik “Managerial Economics: A Strategic Approach”, 2010, 2nd Ed. Routledge Publications.
 - Samuelson & Nordhaus, “Economics” 2010, 19th Ed., Tata McGraw Hills.
 - Trunett & Trunett, “Managerial Economics”, 2009, 8th Ed Weiley India.
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V. CORE COURSE [CCMBA105]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

MANAGEMENT INFORMATION SYSTEMS & E-GOVERNANCE**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The main objective of this course is to familiarize the students with the current and emerging trends in ICT and E-Governance and to equip them with the IT skills required for managerial activities.

Unit-1 Basic Concepts

- Hardware, Software & Communications Technology for Information Systems, Systems Software, Application Software, Operating Systems, Programming Languages, Basic Differences between Procedural and Objected Oriented Programming, Database Systems, Different Categories and Generations of Computers, Electronic Data Processing, Open Source, Closed Source, Cloud Computing

Unit 2 Introduction to Management Information System

- Information – Classification, Characteristics and Benefits
- MIS – Definition, Basic elements, Characteristics, MIS as a Corporate Resource, Ethical & Societal issues
- Structure of MIS, Robert Anthony's Framework, Simon's Framework, Zani's Framework

Unit 3 Design of Management Information System

- MIS Planning, Make or Buy decision, Information elements and data sources; Constraints in MIS design, Information flow charts, Symbols used in flow charts, Benefits & limitations of flow charts
- Documentation and Formats in Management Information System, Alternative Approaches to Design.

Unit 4 Implementation, Evaluation and Maintenance

- MIS Implementation – Planning, Methods, Process and Challenges
- Behavioural implications in MIS, Approaches and Process of Evaluation, Control and Maintenance, Environmental Change, Disaster Recovery and Business Continuity Planning

Unit 5: Systems Concept and the New Age Technologies

- Systems concept, System characteristics, Elements of a System, Systems Approach,
- Transaction Processing Systems, OLAP, Decision Support systems, Executive Information Systems, Expert Systems
- Collaboration systems, Groupware, Artificial Intelligence, Virtual Reality, Augmented Reality and contemporary best practices, Enterprise Resource Planning, Customer Relationship Management, e-CRM, e-SCM, Data Warehousing, Data Mining, Big Data, Business Analytics.

Unit 6 Functional Information Systems

- Production information system, Marketing information system, Accounting Information System, Financial Information System, Personnel & HR Information System
- Interrelationship of Functional Management Information Systems, Software Development Life Cycle

Unit-7 Telecommunication and Networks

- Fundamental of Data Communication, Network Concepts and Classification, Telecommunications Media, Network Topologies.

Unit-8 Concept of E-Governance

- E-Governance: Definitions, Good Governance through E-Governance, Evolution, Scope, Current Global trends
- Models of Digital Governance, Maturity Models, E-Governance Infrastructure, Information Security and Controls
- Stages in E-Governance, Case Studies: Government e-Marketplace (GeM), Income Tax – Centralised Processing Centre.

Essential Readings

- Ram, B, Computer Fundamentals, New Age Publications
 - Norton, P, Introduction to computers, McGraw Hill.
 - James, A. O'Brien, Introduction to Information Systems, McGraw Hill.
Rajaraman, V, Introduction to Information Technology, PHI.
 - James A O'Brein. Management Information System Tata Mcgraw Hill New Delhi
 - Kenneth C. Laudon and Jane Price Laudon Management Information Systems – Managing the digital firm, Pearson Education, Asia.
 - Prabhu, C.S.R., E-Governance – Concepts & Case Studies, PHI
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VI. CORE COURSE [CCMBA106]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

ACCOUNTING FOR MANAGERS**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The aim of this course is to familiarize the students with the financial tools. The managers employ to analyze firm's financial functions and decisions. This helps the students to manage the financial resources, maximization of stock holder wealth and distribution of various funds.

Unit 1: Scope and Meaning of Accounting

- Introduction, Meaning of Booking & Accounting.
- GAAP & GAP
- Accounting Concepts, Accounting Conversions, Double Entry System.

Unit-2: Journalising Process

- Introduction, Rules of Debit & Credit
- Formats of Journal, Journalising Entry With Narration, Combined Journal Entry

Unit-3: Ledger Posting and Trial Balance

- Introduction to Ledger, Cashbook (Single, Double and Triple Column with Contra Entry.)
- Ledger posting rules with format
- Introduction & Preparation of Trial Balance

Unit-4: Preparation of Final Accounts.

- Meaning of Final Accounts
- Preparation of Trading Account, Profit & Loss Account and Balance Sheet

Unit- 5: Final Account with Adjustment

- Meaning & Need of adjustment entries, Closing and opening stock
- Outstanding expenses & income, Prepaid Expenses & Accrued income.
- Depreciation, Bad debts and provisions for bad debts and doubtful debts.
- Commission payable on net Profit.

Unit-6: Interpretation of Financial Statements.

- Introduction, Purpose and objective of financial analysis.
- Major tools of financial analysis.
- Comparative financial statement, Common size statement.

Essential Readings

- Dr.S.P.Gupta, Management Accounting, Sahitya Bhawan Publishers
 - M.Y.Khan & P.K.Jain – Management Accounting, Tata McGraw Hill Publishing company Ltd.
 - R.L.Gupta & Radhaswamy, Advanced accountancy – Sultan Chand
 - R.Narayanaswamy – Financial Accounting – A managerial perspective Prentice Hall India Pvt., Ltd., New Delhi.
 - R.S.N.Pillai & Bagavathi – Management Accounting S.Chand & Co. Ltd., New Delhi,
 - S.N.Maheswari, Advanced Accountancy, Vikas Publishers
 - Sharma & Gupta, Management Accounting – Kalyani publishers
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VII. CORE COURSE [CCMBA107]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

QUANTITATIVE TECHNIQUES FOR MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The necessary statistical tools used in optimizing managerial decisions under uncertainty will be studied in the course. The concerned statistical techniques find use in all business functions. Managers do not face a paucity of information but they face the problem of how to best use the available information for taking useful decisions. Properly identifying, measuring, controlling and reducing variation of data ushers in opportunities needed for holistic betterment.

Unit-1 Introduction

- Definition, Importance of Statistics, Presentation of Data, Graphs and Diagrams
- Measures of Central Tendency-Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode,
- Quartiles and Percentiles, Measures of Variation - Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation
- Skewness-Karl Pearson's Method, Bowley's Method.

Unit-2 Correlation and Regression

- Concepts, Scatter Diagram, Coefficient of Correlation - Karl Pearson's and Spearman's Rank Correlation
- Regression Analysis - Regression Lines and Regression Coefficient
- Business Forecasting-Methods of Forecasting, Time Series Analysis: Components of Time Series.

Unit-3 Index Numbers

- Concepts and Applications, Unweighted Index Numbers, Weighted Index Numbers
- Fisher's Ideal Index Number, Consumer Price Index Numbers.

Unit-4 Probability

- Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes' Theore
- Binomial Distribution, Poisson Distribution, Normal Distribution.

Unit-5 Sampling and Sampling Distribution

- Concept and types of Sampling, Point and Interval Estimation
- Confidence Limits for Population Mean, Proportion, Difference of Means and Proportions

Unit-6 Sampling Distribution and Test of Hypothesis

- Central Limit, Sampling Distribution of Mean, Proportion
- Chi Square Test, Analysis of Variances, Quality Control Charts

Unit-7 Matrices and Determinants

- Addition & Multiplication of Matrices
- Adjoint Matrix and Inverse Matrix, Properties of Determinants

Essential Readings

- Anderson, Quantitative Methods in Business, Thomson Learning.
 - Gupta M. P., Business Statistics. Sultan Chand and Sons.
 - Richard I. Levin & Rubin Statistics for Management, , Pearson Education
 - Samul Bodiley Business Analysis - Text & Cases,
 - Sharma, J. K. Business Statistics, Pearsons Education.
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SEMESTER II**6 Papers****Total 100 x 6 = 600 Marks****I. SKILL ENHANCEMENT COURSE [ECMBA201]: (Credits: Theory-04)****Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100 Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

*The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.*

End Semester Examination (ESE):

*The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*

MANAGERIAL SKILL DEVELOPMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The objective of this course is to foster strong written, oral and interpersonal skills amongst students so that they could better represent themselves in the corporate world.

Unit-1 Introduction

- Communication: Meaning, Nature, Process, Types, Importance
- Different Forms Communication.

Unit 2 Communication Networks

- Formal and Informal Communication
- Grapevine, Significance of Corporate Communication

Unit-2 Barriers to Communication

- Causes of Barriers.
- Types of Barriers and Ways to Deal with Them

Unit-3 Principles of Business Letter Writing

- Nature & Function of letters, Principles, Elements of structure, Forms of Layout, Styles of presentation.

- Business Correspondence: Inviting quotations, Sending quotations, Placing orders, Inviting tenders, Sales letters, claim & adjustment letters and social correspondence.

Unit-4 Other Business Communication

- Memorandum, Essentials of a memorandum, Drafting Inter-office Memo,
- Notices, Agenda, Minutes, Job application letter, preparing the Resume

Unit-5 Report Writing

- Business reports, Types, Characteristics, Importance, Elements of structure, Process of writing, Order of writing,
- the final draft, check lists for reports.

Unit 6 - Important Parameters in Communication

- The Cross Cultural Dimensions of Business Communication
- Technology and Communication
- Ethical & Legal Issues in Business Communication
- Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters.

Essential Readings

- Mukherjee H S Business Communication Oxford University Press
 - R.C.Sharma, Krishna Mohan Business Correspondence and Report Writing, Mcgraw Hill
 - Sanjay Kumar & Pushp Lata, Communication Skills, Oxford University Press
 - Shirley Taylor, V.Chandra , Communication for Business, , Pearson
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II. CORE COURSE [CCMBA202]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have **two** groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

MARKETING MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The main objective of this course is to impact basis conceptual understanding of marketing. It provides an over view of marketing in relation to its environment.

Unit-1 Fundamentals of Marketing

- Core concepts of marketing and Company orientation towards the market place
- Scanning the Marketing Environment
- concepts of Green Marketing, Rural Marketing and Consumer Protection.

Unit-2 Market segmentation

- Purpose of Segmentation, Bases of segmenting Consumer Markets - Demographic, Geographic, Psychographic & Behavioural
- Evaluating & Selecting Market Segments, Strategies for the Market leader, Follower, Challenger & Nicher; Market Positioning.

Unit-3 Consumer Behavior:

- Concepts, meaning and significance, determinant of consumer behaviour
- Consumer decision making process and buyer behaviour models.

Unit-4 Product Strategy

- Classification of products, product levels
- Introduction to product line & product mix, Product Life Cycle.

Unit-5 Pricing Strategies

- Introduction to pricing, pricing Objective
- Determining demand, estimating costs, pricing methods

Unit-6 Distribution Strategies

- Concept of Value Networks, Role of marketing channels. Channel design decisions, channel management decisions.
- Channel Integration through Vertical Marketing systems & Horizontal Marketing Systems.

Unit-7 Retailing

- Classification of Store Formats, Types of Retail Formats, Retail positioning, Store Location
- Product assortment & Services, Price, promotion, Store Atmosphere

Essential Readings

- Arun Kumar, N Meenakshi, Marketing Management Vikas Publishing
 - Kotler, Keller, Koshy & Jha, Marketing Management A South Asian Perspective, Prentice Hall/Pearson
 - Rajan Saxena, Marketing Management TMH
 - Russel S. Winner, Marketing Management , Pearson
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III. CORE COURSE [CCMBA203]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

E-BUSINESS**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

In the liberalized global order, organizations are increasingly investing in IT infrastructure, making stronger virtual presence through Digital Business, Business Platforms. The course aims to provide the students a holistic understanding of the E-Business paradigm and the important role it has taken in the success and growth of modern-day organizations.

Unit-1 Introduction

- Digital or Electronic Business, E-Commerce. Origin and Need of E-Commerce, Factors affecting E-Commerce.
- Business Dimensions and Technological Dimensions of E-Commerce.
- Electronic Commerce Models, Types of Electronic Commerce, Value Chains in Electronic Commerce

Unit-2 Internet and E-Business

- Introduction to internet and its applications, Intranet and Extranets. World Wide Web
- Internet Applications, Business Applications on Internet, E-Marketplace

Unit-3 Electronic Payment System

- Electronic Payment System, Types of Electronic Payment Systems, Smart Cards
- Electronic Payment Systems, Infrastructure Issues in EPS, Electronic Fund Transfer.

Unit-4 Security Issues in E-business

- Security Overview, Electronic Commerce Threats
- Encryption, Cryptography, Public Key and Private Key Cryptography
- Digital Signatures, Digital Certificates.

Unit-5 E-Business Applications & Strategies

- Emerging Trends in E-Business, Mobile Commerce, Digital Commerce.
- Business Models & Revenue Models over Internet

Unit-6 E-Commerce and Online Retailing

- On-line retail industry dynamics
- Management challenges in on-line retailing.

Unit-7 Emerging trends and technologies in Digital Business

- E-CRM, E-SCM, E-Tourism, E-Tenders, E-Learning, ITeS, BPO, KPO
- Benefits of E-Commerce; Drawbacks and limitations of E-Commerce.
- Mobile Commerce, Strategies for Business over Web

Essential Readings

- Bajaj, Kamlesh K & Nag, Debjani, E-Commerce: The Cutting Edge of Business, McGraw Hill
 - Laudon and Traver, E-Commerce: Business, Technology, Society Pearson Education
 - Schneider Gary P. and Perry, James T ,Electronic Commerce. , Thomson Learning.
 - Whitley, David, E-Commerce Strategy, Technologies and Applications, Tata McGraw Hill.
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IV. CORE COURSE [CCMBA204]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

FINANCIAL MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The aim of this course is to familiarize the students with the financial tools. The managers employ to analyze firm's financial functions and decisions. This helps the students to manage the financial resources, maximization of stock holder wealth and distribution of various funds.

Unit 1: Nature of Financial Management.

- Introduction, Scope of Finance.
- Finance Function, Roles of Finance Manager.
- Financial Goal: Profit maximization v/s Wealth maximization.

Unit-2: Capital Budgeting Decisions.

- Introduction, Types of investment decision.
- Capital budgeting techniques: NDCF Methods: (a) Payback period, (b) Discounted payback period (c) ARR and DCF Methods: (a) NPV, (b) IRR, (c) Profitability Index (P.I)
- Numerical Problems.

Unit- 3: The Cost of Capital.

- Introduction, Significance of cost of capital.
- Determining component costs of capital.(a) Cost of debt. (b) Cost of preference capital. (c) Cost of equity capital.
- The weighted average cost of capital.
- Numerical problems.

Unit-4: Capital Structure Decision.

- Introduction, Relevance of capital structure.
- Capital structure theories. (a) Net income approach. (b) Traditional approach. (c) NOI approach. (d) MM Approach.
- Financial leverage and DFL. Operating leverage and DOL. Combined leverage and DCL.
- Numerical problems.

Unit- 5: Working Capital Management.

- Introduction, Concepts of working capital.
- Operating cycle, Types of working capital.
- Determinants of working capital, Sources of financing working capital.

Essential Readings

- M.Y. Khan, P.K.Jain, Financial Management, Tata Mcgraw Hill Publication
 - Prasanna Chandra Financial Management, , Tata Mcgraw Hill Publication
 - I.M.Pande, Financial Management, Vikash Publication
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V. CORE COURSE [CCMBA205]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

*The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.*

End Semester Examination (ESE):

*The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*

HUMAN RESOURCE MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

This course discusses the management of Human Resources in organization form a general management perspective. It focuses on how organization recruits select and socialize employees.

Unit-1 Introduction

- Evolution & Growth - Personnel Management, Human Resource Management
- Concepts & Significance of HRM, Principles and Objectives.

Unit-2 Designing and Developing HR System

- Human Resources Planning, Job Analysis, Job Evaluation, Job Design, Job Enlargement, Job Rotation, Job Enrichment
- Recruitment, Selection, Placement, Induction, Transfer & Promotion.

Unit-3 Compensation Management

- Introduction, Objectives, Influencing Factors
- Different forms of employee compensation for Executives & Non- Executives.

Unit-4 Human Resource Development

- Concepts, Different Techniques, Development function
- Training and Development, Performance Appraisal.

Unit-5 Quality of Work Life

- Introduction and Essentials of Quality of work life
- Productivity Concepts in context to HRM - Total Quality Management, Quality Circle.

Unit-6 Behavioural Dimensions of HRM

- Understanding Human Behaviour
- Identifying employee Needs and their Satisfaction.

Unit-7 International Human Resource Management

- Concept, International Human Resource Management Practices.

Essential Readings

- Ashwathappa. HRM and Personnel Management, TMH
 - Ian Beardwell & Len Holden, Human Resource Management, Macmillan India Ltd
 - T.N Chhabra. Human Resource Management, Dhanpat Rai & Sons Pvt Ltd.
 - V.S.P Rao. Human Resource Management, - Excel books.
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VI. CORE COURSE [CCMBA206]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

BUSINESS RESEARCH METHODS**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision-making.

Unit-1 Introduction

- Objective, Types, Methods & Process. Research Problem – Selection
- Need & Techniques for defining a Problem, Concepts of Inductive & Deductive Logic
- Development of Hypothesis.

Unit-2 Qualitative and Quantitative Research

- Concept & Measurement, Causality, Generalization, Replication
- Merging Qualitative and Quantitative Research Methods.

Unit-3 Research Design

- Good Research Design, Exploratory & Descriptive Research Design - Concept, Types, Usage
- Experimental Design - Causal relationships, Concept of Independent & Dependent variables, Concomitant variable, Extraneous variable, Treatment, Control group.

Unit-4 Sampling Design

- Census and Sample survey, Implication of Sample design
- Sample size determination, Characteristics of a good Sample design, Types of Sample design.

Unit-5 Attitude Measurement and Scaling Techniques

- Measurement in Research, Types of Measurement Scales
- Scaling Techniques - Likert, Thurstone, Semantic Differential

Unit-6 Collection, Processing and Analysis of Data

- Primary and Secondary data, Tools of data collection, Questionnaire and Schedule distinction
- Selection of appropriate method of Data Collection, Processing Operations, Problem in Processing, Types of Analysis.

Unit-7 Multivariate Data Analysis

- Introduction to ANOVA, Discriminant Analysis, Factor Analysis
- Conjoint Analysis and Clustering Methods, Significance of these tools for Managerial Decision Making.
- Report Writing

Essential Readings

- Business Research Methods, Bryman, Alan & Emma Bell, Oxford University Press.
 - Business Research Methods, Cooper & Schindler, Tata McGraw Hill.
 - Business Research, Collis J and Hussey R, Palgrave publication
 - Research Methods for Business Students, Saunders, Pearson Education
 - Research Methods for Business, Uma Sekaran, Wiley Publications
 - Research Methods in Behavioural Sciences, Dwivedi R.S, Macmillan.
 - Research Methods in Business & Social Sciences, Kothari C.R., Macmillan.
 - Social research methods, Walliman, Nicholas Sage Publications.
 - Statistical Methods in Business & Social Sciences, Shenray & Pant., Macmillan
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SEMESTER III**6 Papers****Total 100 x 6 = 600 Marks****I. CORE COURSE [CCMBA301]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

*The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.*

End Semester Examination (ESE):

*The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*

ESSENTIALS OF STRATEGIC MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The course has been designed to incorporate strategic management concept by a sequential description of the strategic management process. It is specifically meant for providing academic training to future managers by giving them a global vision through undertaking general business policy as a management tool.

Unit-1 An Overview of Strategic Management

- Concept, evolution of strategic management as a discipline, characteristics of strategic management, defining strategy the objectives of strategic management, strategic decisionmaking
- School of thought on strategy formation, strategy formulation, stakeholders in business, vision, mission and purpose, goals and objectives of business organization

Unit-2 Environmental Appraisal

- Concept, environment appraisal, importance of environmental appraisal, Strategic analysis and choice, environmental threat and opportunity profile (ETOP), organizational capability profile, strategic advantage profile, corporate portfolio analysis
- SWOT analysis, porter's five forces model of competition, mc kinsey's 7s framework, GE nine cell model, distinctive competitiveness, selection of matrix

Unit-3 Corporate level strategies

- Grand strategies, stability strategies, expansion strategies, retrenchment strategies,
- combination strategies, restructuring of business, issues related with all these strategies,

Unit-4 Strategic implementation

- Issues in implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy, behavioural issues
- leadership style, corporate culture, values, power, social responsibilities, ethics, building a capable organization, functional issues, functional plans and policies, financial, marketing, operations and personnel plans and policies

Unit-5 Strategy Evaluation

- Importance, symptoms of malfunctioning of strategy, organization anarchies, operations control and strategic control,
- measurement of performance, analyzing variances, role of organizational systems in evaluation

Unit-6 Strategic Analysis and Choice

- Process of strategic choice, corporate-level strategic analysis, business-level strategic analyses, subjective factors in strategic choice, contingency strategies, strategic plan

Unit-7 New Business Models

- Strategies for Internet Economy, shaping characteristics of E-commerce environment,
- Ecommerce business model and strategies, internet strategies for traditional business, key success factors in E-commerce

Suggested Readings

- Business policy and strategic Management, Azhar Kazmi, Tata McGraw-Hill
 - Cases in Strategic Management, S.B. Budhiraja & Atheya, Excel Books
 - Strategic management and business policy, William F. Glueck, Tata McGraw-Hill
 - Strategic Management, Michael Porter, Prentice hall of India
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II. CORE COURSE [CCMBA302]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

PRODUCTION & SUPPLY CHAIN MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The course is designed to provide an in-depth knowledge of Production Management and SCM concepts and theories and to illustrate the applicability of these concepts with the help of real life examples.

Unit 1 Basic Production Management Concepts

- Production design: Process planning – plant capacity - capacity planning – make or buy decisions – Use of cross over chart for selection processes.
- Plant location: Factories to be considered in plant location – choice of general region, particular community and site – Multiplant location decision – Plant location trends.
- Layout of facilities: Principles of a good layout – Layout factors – Basic types of layout – Service facilities – Principles of materials Handling – Materials handling equipment.

Unit 2 Production and Inventory Control

- Basic types of production, Intermittent, Batch, Continuous – Routing, Scheduling, Activating and Monitoring – Basic Inventory Models – Economic Order Quantity, Economic Batch Quantity
- Reorder point – Safety stock – Classification and codification of stock - Classification and codification of stock – ABC classification – Procedure for stock control, Materials Requirement Planning (MRP). JIT. Implications for Supply chain Management.

Unit3 Introduction to Supply Chain Management

- Generic Types of Supply Chain; Various Definitions and Implications
- Major Drivers of supply chains; SCM as a profession

Unit4 Strategic Decisions and Source Management in Supply Chain:

- Business Strategy in Supply Chain; Core Competencies in Supply Chain; Customer-Relationship Management Strategy and Supplier Relationship Management Strategy
- Elements of Strategic Sourcing; A Collaborative Perspective; Development of Partnership.

Unit-5 Inventory and Transport Management in Supply Chain

- Types of Inventory Supply/ Demand Uncertainties; Vendor Managed Inventory Systems:
- Inventory Performance Measures; Transportation Selections.

Unit6 Mathematical Modelling and Information Systems in Supply Chains

- Tradeoffs; Models for Transportation and Distribution; Third Party Logistics (3PL); IT Solutions for SCM; ERP and SCM; Bull Whip Effect;
- Considerations in Modelling SCM Systems; Overview of the Models; Structuring the Logistics Chain.

Unit 7 Reverse, Integrative, Collaborative and Agile Supply Chains:

- Types of Reverse Flows; Issues in Management of Reverse Supply Chain; Evolution of Collaborative SCMs; Efficient Consumer Response;
- Imperatives for Successful Integrative Supply Chains; Sources of Variability and Characteristics of Agile Supply Chain; Achieving Agility in the Supply Chain.

Unit 8 Operations Scheduling

- Introduction, Purpose of Operations Scheduling, Factors Considered while Scheduling,
- Scheduling Activity under PPC, Scheduling Strategies, Scheduling Guidelines,
- Approaches to Scheduling, Scheduling Methodology [Quantitative], Scheduling in Services

Suggested Readings

- ERP-Demystified – Alexis Leon
 - Principles of Multimedia – Ranjan Parekh
 - Strategic Management – B. Hiriappa
 - Supply Chain Management by Bidur (Vikas Pub. house)
 - Supply Chain Management by R.P. Mohanty & S.G. Deshmukh; Bizantra.
 - Supply Chain Management: strategy, planning & operation; Chopra, Sunil Meindl, Peter, New Delhi : Pearson Education.
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III. CORE COURSE [CCMBA303]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

OPERATIONS RESEARCH**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The objective of the course is to formulate the students with the methods of research by disintegration and integration of operation and help them to the managerial decision making.

Unit-1 Introduction

- Decision Making, Quantitative Approach to Decision Making, Nature and Significance of OR in Decision Making,
- Scientific Methods in Operations Research, Models in Operations Research, Application Areas of OR in Management.

Unit-2 Linear Programming

- Model Formulation, Graphical Method, Simplex Method, Degeneracy in L.P.P.,
- Sensitivity Analysis Applied to Linear Programming Problems.
- Duality in Linear Programming. Dual Simplex Method.

Unit-3 Transportation Problems

- Concept, Formulation of Transportation Problem, Balanced and Unbalanced Problems,
- North -West Corner Rule, Least Cost Method,
- Vogel's Approximation Method, MODI Method, Degeneracy.

Unit-4 Assignment Problems

- Concept, Mathematical Formulation of an Assignment Problem,
- The Assignment Algorithm (Hungarian Assignment Method), Balanced and Unbalanced Assignment Problems,
- Travelling Salesman Problem as an Assignment Problem.

Unit-5 Game Theory

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

Unit-6 Replacement Models

- Types of Failure, Replacement of Items whose Efficiency Deteriorates with Time,
- Replacement of Items that Fail Completely, Queuing Theory-Concepts, Managerial Implications.

Unit-7 Decision Theory

- Concept, Decisions with Probability and Non-probability, EVM Decision EOL
- Decision, Decision Tree.

Suggested Readings

- Introduction to Management Science - Fredrick S. Hillier and Mark S. Hillier, TMH
 - Operational Research - An Introduction, Taha, H.A - Macmillan
 - Operations Research - J.K. Sharma, Macmillan India Ltd.
 - Operations Research - Kanti Swarup, P.K. Gupta, Man Mohan, S. Chand and Company
 - Operations Research - Principles and Practice - Ravindran, Phillips and Solberg, Wiley
 - Principals of Operation Research - Wagner, H.M, Prentice Hall
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IV. CORE COURSE [CCMBA304]:

(Credits: Practical-04)

Marks: 70 Project + 30 Viva Voce =100**Pass Marks =45*****Guidelines to Examiners for******End Semester Examination (ESE):***

The End Semester Examination shall have two components: Assessment of Summer Internship Project Report by External Examiner (70 marks) and by Internal Examiner (30 Marks).

Overall project dissertation may be evaluated under the following heads:

- *Motivation for the choice of topic*
- *Project dissertation design*
- *Methodology and Content depth*
- *Results and Discussion*
- *Future Scope & References*
- *Participation in Field Training Programme*
- *Application of Research technique in Data collection*
- *Report Presentation*
- *Presentation style*
- *Viva-voce*

Distribution of Marks:

<u>Project Report</u>	(Total = 70 marks)
1. By External	= 40
2. By Internal	= 30

<u>Viva Voce Examination</u>	(Total = 30 marks)
1. By External	= 20
2. By Internal	= 10

SUMMER INTERNSHIP PROJECT ASSESSMENT**Practical: 60 Hours****Course Objective:**

The primary objective of the Summer Internship Programme (SIP) is to enable students gain an exposure to industry and understand current and contemporary management practices through practical training in a company (during their summer break between the 2nd and 3rd semester).

- All students enrolled in the MBA programme shall have to compulsorily undergo a six-week Summer Internship Project (SIP) under the guidance of an Internal Faculty Guide and an External Company Guide in any area of Business Management in an organisation of choice. The SIP shall commence from 16th of May of the applicable year, after the completion of coursework of the third semester.
- The Faculty Guide should facilitate the student to undertake a meaningful project and provide necessary guidance and supervision. It is important for the faculty guides to periodically monitor the performance of the students working under them and provide them with necessary guidance from time to time.
- The Institute shall issues the necessary regulations and guidelines concerning the summer internships from time to time.

V. GENERIC/ DISCIPLINE CENTRIC ELECTIVE (GE/DC 1A)
ELECTIVE IN FINANCE SPECIALIZATION **[ECMBA305A]:**
 (Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100	Pass Marks (SIA:17 + ESE:28)=45
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Instruction to Question Setter for

Semester Internal Assessment (SIA):

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

A. COST MANAGEMENT

Theory: 45 Lectures; Tutorial: 15 Hours

Course Objective:-

This course aims to confer comprehensive knowledge in the field of cost management in gradual systematic steps. At the end of the course the students will be able to understand the role of a corporate manager in applying the concept of cost for varying purpose of cost control and cost reduction to achieve the leadership role of any company in the field of Cost Management.

Unit 1: Introduction to Cost Accounting

- Nature & Scope of cost accounting, Cost concepts & Classification.
- Costing Methods, Costing Techniques
- Installation of Costing System, Cost Sheet – Numerical

Unit 2: Material Cost

- Meaning & Types, Purchase Procedure.
- Material control – ABC technique, Stock Levels, EOQ.
- Material Pricing Methods – LIFO & FIFO – Numerical.

Unit 3: Marginal Costing

- Introduction, Marginal Cost, Marginal Costing – Meaning & Features.
- Application of Marginal Costing in Managerial Decision making
- Absorption Costing, Difference between absorption costing & marginal costing.

Unit 4: CVP Analysis & Break- Even Analysis

- CVP Analysis – Meaning and Objectives, P/V Ratio, Margin of Safety, Contribution.
- Breakeven point, Break –Even Analysis – Meaning & Assumptions.
- Methods – Algebraic & Graphical method, Numerical.

Unit 5: Budgetary Control

- Introduction, Budget & Budgetary Control. Advantages & Limitations.
- Essentials of establishing sound system of budgeting. Types of Budgets.
- Approaches – Fixed Budget, Flexible Budget, Performance Budget & Zero Base Budgeting (ZBB).

Unit 6: Standard Costing

- Standard Cost – Meaning & Features. Standard Costing – Meaning & Features.
- Setting of different types of Standards, Advantages & Disadvantages
- Difference between Standard Cost & Estimated Cost.,
- Difference between Standard Costing & Budgeting.

Unit 7: Variance Analysis

- Meaning, Types or Classes of Variances
- Uses of Variance Analysis.
- Material Cost Variance – Numerical, Labour Cost Variance – Numerical

Essential Readings

- Cost Accounting, Charles T Horngren, Pearson Education
 - Cost Accounting, M N Arora, Vikas Publication
 - Cost Accounting, M Y Khan and P K Jain, Tata Mc Graw Hill Publication
 - Principles and Practice of Cost Accounting, N K Prasad, Books Syndicate Pvt. Limited.
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OR**ELECTIVE IN HUMAN RESOURCE SPECIALIZATION [ECMBA305B]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for*****Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

B. INDUSTRIAL RELATIONS AND LABOUR LAWS**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:***

This course is designed to familiarize the students with industrial relation, trade unionism & labour legislations. Its objective is to give students ability for in-depth analysis of the fundamental principles and practices of industrial relations as well as the implementation of labour laws.

Unit-1: Introduction

- Concept and Approaches, Parties to Industrial Relations - Employers, Employees, Trade Unions, Government and other Stakeholders
- Aspects of Industrial Relations- Cooperation and Conflict.

Unit-2: Trade Union and Unionism

- Concept & objectives, Growth of trade unions in India, Membership
- Leadership and functions of trade unions. International Labour Organisation.

Unit-3: Industrial relations aspects and participative management

- Code of discipline, wage boards, board of Arbitration for central government. Employees
- Other tripartite bodies at the state level.

Unit-4: Regulative Legislations

- Industrial Disputes Act 1947- Objective & Scope, Definitions & Provisions related to Lay-off, strike & Lock out, Retrenchment & closures, Settlement of Disputes.
- Trade Union Act, 1926- Objective & Scope, Definitions & Registration of Trade Unions, Rights & Duties of Trade Union.
- Industrial Employment (Standing Orders) Act, 1946- Objective & Scope, Definition & Certification of Standing Order.

Unit-5: Protective Legislations

- Factories Act, 1948- Objective & Scope, Definitions of Factory, Worker & Manufacturing Process, Provisions related to Health, Welfare & Safety.

Unit-6: Wage Legislations

- Payment of Wages Act, 1936- Objective & Scope
- Minimum Wages Act, 1948- Objective & Scope
- Payment of Bonus Act, 1965- Objective & Scope.

Unit-7: Social Security Legislations

- Employee's Compensation Act, 1923- Objective & Scope
- Employees Provident Fund & Miscellaneous Provisions Act, 1952- Objective & Scope, Schemes under Act.
- Payment of Gratuity Act, 1972- Objective & Scope.

Essential Readings

- Industrial relations, Trade Unions and labour legislations, P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshani Shekhar, Pearson Publications
 - Industrial relations and Labour law, S C Srivastava, Vikash Publications
 - Labour Laws one should know, Garg, Ajay, Navi Publication
 - Industrial Relations, C.S.Venkata Ratnam, Oxford Higher Education
 - Sivarethnamohan R. (2010), Industrial Relations and Labour Welfare, PHI Learning (P) Ltd.
 - Bare Act for each prescribed Acts, Universal Law Publishing & Commercial Law Publishers.
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OR**ELECTIVE IN IT & SYSTEMS SPECIALIZATION [ECMBA305C]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for*****Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

C. DATABASE MANAGEMENT SYSTEMS**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

This course has been designed to introduce the participants with the applications of systems designed to manage the data resources of organizations. It provides the participants an opportunity to study the hands –on implementation of a database in corporate environment.

Unit 1: Introduction to Database Management System

- Definition, Scope, Objective, Merits and Demerits, Sources of data,
- Data file environment, Database environment, Database Administrators, Database Users

Unit 2: Database architecture and Data modeling:

- Introduction, Conceptual, Physical, and Logical Data Base Models
- Data Models: Hierarchical model, Network model, Relational model, Object oriented model, Object Relational model Entity Relationship modeling: Introduction, Components, Relationships, E R diagrams

Unit 3: Data Normalization

- Concept, 1NF, 2NF, 3NF, 4NF, 5NF, BCNF

Unit 4: Building of Database Management System

- Building
- Implementation
- Testing.

Unit 5: Database Security

- Introduction, Data base Users, Protection of Data in Data Base, Distributed databases, protection , security and integrity constraints, concurrent operations on databases, recovery, transaction processing, database machines.
- Comparison of various database models, comparison of some existing DBMS.

Reference Books:

- Database Management – Elmasri – Navathe Gupta
 - Database Management System – Alexis Leon
 - Database System Concepts – Abracham Silberschatz
 - Database System concepts by Henry F. Korth and Abraham Silberschatz, McGraw Hill
 - Introduction to Computers Leon Alexis and Mathwes
 - IT tools and appliclations – Sanjay Saxena
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OR**ELECTIVE IN MARKETING SPECIALIZATION****[ECMBA305D]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

D. INTERNATIONAL MARKETING**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

The objective of this course is to impart basic knowledge of present international B.E and factors involved in facing the competitive environment.

Unit-1 Introduction

- Concept of International Marketing, Nature and scope, Key issues in International Marketing.

Unit-2 International marketing environment

- Business Practices and Ethics, Cultural, Political, and Legal Environment, Minimizing Environmental Risk.
- Balance of Payments
- Concept, Influence on country's export & import

Unit-3 Protectionism

- Different Methods and Mechanisms used to Protect Business Interests, Managing Protectionist Threats

Unit-4 International Marketing Research

- Review of the MR Process and Challenges in International marketing Research
- Export Import Process
- Export Documentation, Methods of payment

Unit-5 Market Segmentation

- Segmenting International markets, Selection of International Markets, Alternative market entry strategies

Unit-6 Product & Channel strategy

- Global Market & Product Development, Product Adaptation & Product Standardization in different nations.
- Overseas Distribution system
- Alternative Middleman Choices - Home country, Foreign country and Government affiliated middlemen, Selection of Agents, Locating, Selecting & Motivating Channel Members.

Unit-7 International Promotion Strategy

- Global advertising, Global brands vs Local Brands; International Pricing strategy, Pricing policy & objectives, Leasing, Dumping.

Suggested Readings

- Global Marketing Management, Keegan ,Pearson
 - International Business Management, Sinha & Sinha, Excel Books
 - International Marketing and Export Management, Albaum, Duer & Strandskov, Pearson
 - International Marketing, P K vasudev, Excel Books
 - International Marketing, Rajagopal , Vikas
 - International Marketing-Analysis and strategy ,Onkvsit, Sak and Shaw,TMH
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VI. GENERIC/ DISCIPLINE CENTRIC ELECTIVE (GE/DC 1B)
ELECTIVE IN FINANCE SPECIALIZATION **[ECMBA306A]:**
 (Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100	Pass Marks (SIA:17 + ESE:28)=45
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Instruction to Question Setter for

Semester Internal Assessment (SIA):

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

*The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.*

End Semester Examination (ESE):

*The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain seven descriptive type** questions, each of fifteen marks, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations.*

A. SECURITY ANALYSIS & INVESTMENT MANAGEMENT

Theory: 45 Lectures; Tutorial: 15 Hours

Course Objective:

The course aims at familiarizing students with the investment environment in India and imparting the necessary skills to conduct investment analysis and manage portfolio.

Unit-1: Introduction to investment and securities.

- Investment, Speculation and gambling.
- Investment objectives. Investment process.
- Investment alternatives:- (a) Negotiable Securities. (b) Non- negotiable securities. (c) Schemes of LIC. (d) Mutual funds. (e) Real Estate. (f) Real Assets. (g) Art & Antiques.
- Types of Securities:- (a) Equity shares.(b) Sweat equity. (c) Bonus Shares (d) Preference Stock.(e) Debentures. (f) Bonds. (g) Warrants

Unit-2: New issue market and secondary market.

- Introduction. New issue market- Parties involved in the new issue.
- Secondary market- Function of stock exchange. Members of stock exchange.
- Regulatory Bodies.

Unit-3: Risk.

- Meaning, Systematic Risk.
- Unsystematic Risk, Minimizing risk exposure.
- Risk measurement (Numerical)

Unit-4: Bond Return and Taxation

- Introduction, Bond Risk, Bond Return.
- YTM, Bond Value Theorems.
- Numerical.

Unit-5: Stock return & Valuation.

- Return, The anticipated return, Present value of return.
- Multiple year holding period, Constant growth model, Two stage growth model.
- The three stage growth model.

Unit- 6: Fundamental & Technical Analysis.

- Economic analysis, Industry analysis, Company analysis.
- Technical analysis and assumptions.
- Dow theory, Primary, Secondary and minor trends.

Suggested Readings

- Investment & Portfolio Management, Prasanna Chandra, Tata McGraw Hill
 - Security Analysis & portfolio Management, S Kevin, PHI Learning
 - Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing
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OR**ELECTIVE IN HUMAN RESOURCE SPECIALISATION [ECMBA306B]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100	Pass Marks (SIA:17 + ESE:28)=45
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Instruction to Question Setter for**Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

B. TRAINING & DEVELOPMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:-**

Training plays an important role in the skill development and performance enhancement of an employee and organization. The course designed will appraise the students regarding the new trends in training methods and their effectiveness.

Unit I: Training and Learning

- Training: Concept, Need and Importance of Training in Modern Organizations, Training Principles & Techniques, Training Procedure, Types of Training, Benefits of Employee Training, Training Vs Development, Strategic Issues in Training
- Learning: Principles of Learning, Conditions for Effective Learning, Learning Cycle, Learning Process, Learning Curve

Unit 2 Training Process

- Training Needs Assessment, Components of Training Needs Analysis
- Sources of Data for Training Needs Analysis, Impediments to Effective Training

Unit 3: Design of Training Programme

- Principles of Training Design, Training Design Process
- Outlining Programme Sequences and Themes, Approaches to Programme Design

Unit 4: Implementation of Training Programme

- Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills,
- Post Training Support for Improved Performance at Work; Training Aids
- Various Training Methods,

Unit 5: Training Evaluation

- Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick's Evaluation Model;
- Recent Trends in Training and Development

Suggested Readings:

- Lynton, R.P. & Udai Pareek (2011). Training for Development. New Delhi: Vistaar Publications.
 - Naik, G.P. (2008). Training and Development: Text, Research and Cases. New Delhi: ExcelBooks.
 - Sahu, R. K. (2010). Training for Development. New Delhi: Excel Books.
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OR
ELECTIVE IN IT & SYSTEMS SPECIALISATION

[ECMBA306C]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100

Pass Marks (SIA:17 + ESE:28)=45

Instruction to Question Setter for

Semester Internal Assessment (SIA):

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

C. CYBER LAWS

Theory: 45 Lectures; Tutorial: 15 Hours

Course Objective:-

The course is designed with an objective of providing students a basic understanding of Cyber Laws.

Unit 1 Introduction and Key Concepts

- Evolution of Computer Technology, Emergence of Cyberspace, Need for Cyber laws, Cyber Ethics, Cyber- Jurisdiction, Cyberspace –Web space (WWW), Nature of Cyberspace, Domain names, Web Hosting, Web Development Agreements (specimen), Internet as a Tool for Global Access
- Digital Signatures, Cryptography, Cryptographic Algorithm, Public Cryptography, Private Cryptography, Electronic Governance, Legal Recognition of Electronic Records, Legal Recognition of Digital Signature, Certifying authorities and their roles, Cyber Crime and Offences, Network Service Provider Liability, Cyber Regulation Appellate Tribunal, Penalties and Adjudication

Unit 2 Cyber Crimes& Legal Framework

- Cyber Crimes against Individuals, Institutions and State, Hacking, Digital Forgery, Cyber Stalking/Harassment, Cyber Obscenity, Identity Theft & Fraud, Cyber Terrorism
- Cyber Defamation, Right to Privacy and Data Protection on Internet, Concept of privacy, Threat to privacy on internet, Self-regulation approach to privacy, Ingredients to decide confidentiality of information
- Breach of sensitive personal information and confidentiality under IT Act and penalties

for the same, Right of Interception under IT Act., Cyber Forensics, Investigation Tools

Unit 3 E-Contracting

- Salient features of E-contract, Formation of E-contract and types, E-mail Contracting, Indian Approach on E-contracts

Unit 4: Information Technology Act, 2000

- Overview of IT Act, 2000, Amendments and Limitations of IT Act

Unit5: Cyber Law Issues in Management

- Issues in E-business management, cyber evidence management, cyber law compliancy audit
- International Scenario in Cyber Laws
- PR Policies. WIPO, National IPR Policy, Patent Laws, Trademark law, Copyright, Software – copyright or patented
- Domain Name and Copyright disputes, Electronic Database and its Protection, Law Relating to Employees and Internet, Alternative Dispute Resolution, Online Dispute Resolution (ODR)
- Indian Laws on E-commerce

Essential Readings

- Chris Reed & John Angel, Computer Law, OUP, New York, (2007).
 - Jonthan Rosenoer, Cyber Law, Springer, New York, (1997).
 - Justice Yatindra Singh, Cyber Laws, Universal Law Publishing Co, New Delhi, (2012).
 - Karnika Seth, Computers, Internet and New Technology Laws, Lexis
 - Nexis Butterworths Wadhwa Nagpur.
 - S. R. Bhansali, Information Technology Act, 2000, University Book House Pvt. Ltd.,
 - Sudhir Naib, The Information Technology Act, 2005: A Handbook, OUP, New York,
 - Vasu Deva, Cyber Crimes and Law Enforcement, Commonwealth Publishers, New Delhi,
 - Verma S, K, Mittal Raman, Legal Dimensions of Cyber Space, Indian Law Institute, New
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OR**ELECTIVE IN MARKETING SPECIALISATION****[ECMBA306D]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45***Instruction to Question Setter for*Semester Internal Assessment (SIA):

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have **two** groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

D. CONSUMER BEHAVIOUR**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

This course is designed to provide an in depth knowledge of consumer behaviour, concept and theories and it illustrate the applicability of these concepts with the help of real life examples.

Unit-1 Introduction

Concept, Scope & importance, the consumer research process, quantitative and qualitative research, Socialization concept and importance.

Unit-2 Consumer Motivation

Needs, Goals and their interdependence. Rational vs emotional motives. Dynamic nature of motivation. Motivational research. Personal and psychological influences

Unit-3 Consumer Attitude

Concept of attitude, Attitude formation, Cognitive Dissonance Theory and Attribution Theory. Strategies for Attitude Change

Unit-4 Personality and consumer behaviour

Nature of personality, Personality Traits, Marketing significance, Product personality and brand personification.

Unit-5 Consumer Learning

Elements of Consumer Learning, Marketing Applications of Learning Theories; various learning theories

Unit-6 Consumer decision making models

Howard Sheth Model, Engel Blackwell, Miniard Model, Nicosia Models of Consumer Decision Making

Unit-7 E-Buying behaviour

The e-buyer vis-a vis the brick and mortar buyer, Influences on e-buying.

Suggested Readings

- Consumer behavior, Engel & Blackwell, Thomson
 - Consumer behavior, Schiffman & Kanuk, Pearson
 - Consumer behavior; Concepts & Applications, Loudon, Delabitta
 - Consumer Behaviour, Kazmi & Batra, Excel Books
 - Consumer Behaviour, Raju & Xardel, Vikas
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SEMESTER IV

6 Papers**Total 100 x 6 = 600 Marks****I. CORE COURSE [CCMBA401]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45****Instruction to Question Setter for Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

BUSINESS LAWS**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The objective of the subject is to acquaint the students with the various laws of business so that they can handle the business judiciously and decisions should be appropriate. For this purpose at least 5 cases is to be delivered in the semester.

Unit-1 Indian Contract Act 1872

- Meaning and Nature of Contract, Essentials of a Valid Contract,
- Types of Contract, Performance and Discharge of a Contract, Remedies for Breach of Contract.

Unit-2 Special Contracts

- Indemnity- Concept, Rights and Duties of Parties, Guarantee- Concept, Difference Between Indemnity and Guarantee. Bailment- Concept, Sale, Duties and Rights of Parties,
- Pledge- Concept, Duties and Rights of Parties, Agency- Introduction and Essentials. Nature of Relationship- Test of Agency, Agent and Employee

Unit-3 Indian Partnership Act 1932

- Meaning and Nature of Partnership, Essential Elements of Partnership, Partners and Firms, Registration of Firms,
- Types of Partners, Rights, Duties and Liabilities of Partners, Dissolution of Partnership Firm,

Unit-4 Companies Act 1956

- Meaning, Salient Features and Types of company, Lifting of Corporate Veil, Difference between Public and Private company
- Formation of Company, Memorandum of Association, Articles of Association, Prospectus.

Unit-5 Company Management

- Directors- Appointment and Duties. Managing Director and Board of Directors.
- Meetings- Board, Statutory, Annual General and Extra Ordinary General

Unit-6 Negotiable Instruments Act 1881

- Definition and Characteristics of Negotiable Instruments, Essentials of Negotiable Instruments, Negotiation and Discharge of Negotiable Instruments, Crossing of a Cheque.

Unit-7 Sale of Goods Act 1930

- Introduction and features, Distinction Between 'Sale' and 'Agreement to Sell',
- Subject matter of Contract of Sale, Conditions and Warranties.

Essential Readings

- Bare Act with short notes/comments(For each Different Laws)- Universal Law Publishing Co. Pvt. Ltd., Commercial Law Publishers(India) Pvt. Ltd.
 - Business Law Including Company Law S.S. Gulsan & G.K. Kapoor, New Age International Publishers.
 - Business Law, Satish B Mathur, McGraw-Hill
 - Business Law: One should Know, Ajay Garg, Navi Publication
 - Indian Business Laws, S.K.Aggarawal & K. Singhal, Galgotia Publications Pvt. Ltd.
 - Legal Aspects of Business, Akhileshwar Pathak, Tata McGraw Hill
 - Mercantile Law, M.C.Kuchhal, Vikash Publications
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II. CORE COURSE [CCMBA402]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

BUSINESS ETHICS & CORPORATE GOVERNANCE**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

The basic objective of this course is to familiarize the student with the broad contours of the subject and its implications for the ethical approaches in business.

Unit-1 Introduction

- Concept, relevance and importance, Ethical principles and relevance in business, Normative and Justice & Fairness .

Unit-2 Ingraining Ethics in Life

- Ethical processes in life, Code of conduct - Managers, public servants, Lawyers, Engineers, Academicians and Medical Practitioner.

Unit-3 Environmental Ethics

- Sustainable Development, Industrial Pollution & Environmental Issues.

Unit-4 Corporate Governance

- Introduction to corporate governance, Importance, Issues and Obligations.

Unit-5 Consumer Protection

- Consumer & Consumer protection and Legal Protection to consumers.

Unit-6.Employee Issues

- Rights & responsibilities of employees, privacy issues and Ethical Decision making

Unit-7 Functional Ethics & Social Responsibility

- Concept of Ethics in Marketing, Finance, Human resource & Information Technology. Social Responsibility, Theories & benefits of social responsibility.

Essential Readings

- Business Ethics Concepts & Cases ,Velasquez, TMH Publication.
- Business Ethics text and Cases Viswanath Ghosh, Vikas Publication
- Business Ethics, S.K.Chakravorty, TMH Publication.
- Ethics & the conduct of Business, Boatright, Pearson Publication

III. CORE COURSE [CCMBA403]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

TECHNOLOGY & INNOVATION MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:**

This course will take students through a variety of issues related to managing technology and innovation in the context of a technology-based organization. It is about managing know-how and innovation processes as well as creating an organizational culture that fosters and supports innovation.

Unit1: Conceptual Foundation

- Concept & Meaning of Technology, Elements of Technology, Characteristics, Evolution & Growth – A-U Model, Thomas S Kuhn's Model,
- Impact of Technology on Society & Business, Technology Typology, Drivers, Role of CTO

Unit2: Technology Strategy

- Introduction, Competitive Advantage, Technology as Value Creator, Impact on Management Layers, Roles of Technology in Innovation, Role of Government,
- Impact of Technology on Business Strategies, Managing R & D, Managing Intellectual property

Unit3: Technology Management

- Needs for Technology Management, Characteristics and Components, Choosing Strategic Alternatives,
- Lifecycle of Technology and Its Impact on Technology Management, Value Creating, Value Enabling, Ecosystem Technology Management

Unit4: Innovation Management

- Innovation defined, Theories of Technological Change, Sources of Innovation, Innovation Dimensions, Types of Innovation, Process of Innovation, Innovation Life Cycle
- Disruptive and Continuous Innovation, Open and Closed Innovation, Factors promoting Innovation, Impediments to Innovation, Technological product and process innovation, Technological Innovation system

Unit 5: Strategic Alliances & Networks

- Strategic Alliances, Go-It-Alone Strategy, Octopus Strategy, Complementary Capabilities, Embedded Technologies, Forms of Strategic Alliance: Licensing, Supplier Relations, Outsourcing, Joint Venture, Collaboration, R & D Consortia, Industry Clusters, Innovation Networks, Virtual Company

Unit 6: Technology & Sustainability

- Three pillars perspective of technology & sustainability – Government, Service Provider and Technology User
- Enterprise Green Tech Strategy (ETGS), Diffusion of Green Technology & IP Rights, Impact of Technology in Education, Retail and Healthcare

Essential Reading

- Azad, R. R.(2000). Technology Transfer & Joint Ventures Abroad. Deep & Deep Publications, India.
 - Betz Fredrick. Managing Technological Innovation- Competitive Advantage from Change, Second Edition. John Wiley & Sons, 2003.
 - Jones T. (2003). Innovating at the Edge: How Organizations Evolve and Embed Innovation Capability. Butterwork Heinemann, U. K.
 - Narayanan V.K. Managing Technology and Innovation for Competitive Advantage, Pearson Education. 2006.
 - Sanjiva Shankar Dubey, Technology & Innovation Management, PHI Learning (2017)
 - Szakonyi Robert. Handbook of Technology Management. Viva Books Pvt. Ltd. CRC Press 1999.
 - Tushman, M.L. & Lawrence, P.R. (1997). Managing Strategic Innovation & Change. Oxford University Press, USA, New York.
 - Trott, Paul. Innovation Management & New Product Development, PHI.
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IV. GENERIC/ DISCIPLINE CENTRIC ELECTIVE (GE/DC 2A):
ELECTIVE IN FINANCE SPECIALIZATION **[ECMBA404A]:**
 (Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100	Pass Marks (SIA:17 + ESE:28)=45
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Instruction to Question Setter for Semester Internal Assessment (SIA):

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

A. MANAGEMENT OF FINANCIAL DERIVATIVES

Theory: 45 Lectures; Tutorial: 15 Hours

Course Objective:-

This course aims to provide adequate knowledge for wide range of financial derivatives having pivotal role in enhancing shareholders value by ensuring access to the cheapest source of funds. At the end of the course the students are expected to take appropriate judgmental decisions for sensible control and to execute management strategy to deploy sophisticated derivative strategies successfully.

Unit 1: Introduction to Derivatives

- Meaning and Definition, Features of Financial Derivatives, Classification of Derivatives.
- Types of Derivative Contracts or Instruments, Uses of Derivatives, Critiques of Derivatives.

Unit 2: Forward Contract

- Meaning, Features, Classification of Forward Contract.
- How do Forward Contract works?, Advantages & Disadvantages.

Unit 3: Futures Contract

- Meaning & Definition, Features, Difference between Forward Contract & Futures Contract.
- Types of Futures Contract, Futures market trading mechanism.

Unit 4: Option

- Meaning & Definition, Types of Options, Basic concepts or terms used in Option trading.
- Difference between Options & Futures contract, Value of an Option, Option Positions
- Pay-off profiles of Option Position.

Unit 5: Option Pricing

- Introduction, Determinants of Option Pricing, Lower & Upper limit of Call Option Price.
- Lower & Upper limit of Put Option Price, Put- Call Parity.

Unit 6: Swaps

- Meaning & Definition, Features, Advantages & Disadvantages of Swaps
- Difference between Forward Contract & Swaps, Types of Swaps.

Reference Reading:

- Derivatives Products and Pricing, Satyajit Das, John Wiley and Sons
 - Financial Derivatives: Pricing and Risk Management, Robert W. Kolb, John Wiley & Sons
 - Financial Derivatives: Theory and Concepts & Problems, S.L. Gupta, PHI
 - Introduction to Derivatives and Risk Management, Dom M Chance, South Western Cengage Learning
 - Introduction to Futures and Options Market, Hull John C, PHI
 - Prafulla Kumar Swain, Fundamentals of Financial Derivatives, Himalaya Publishing House
 - Risk Management and Financial derivative, Satyajit Das, McGraw Hill
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OR**ELECTIVE IN HUMAN RESOURCE SPECIALIZATION [ECMBA404B]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100	Pass Marks (SIA:17 + ESE:28)=45
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Instruction to Question Setter for**Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

B. MANPOWER PLANNING & HRD**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others. The course will include topics related to design, development, implementation and evaluation of HRD programmes.

Unit 1: Manpower Planning

- Definition, Need, Objectives, Factors Affecting Manpower Planning
- Turnover – Causes & Measurement

Unit 2: Introduction to HRD

- Evolution of Human Resource Development as a Management Philosophy
- Scope and importance – Personnel Management Vs Human Resource Development
- Human Resources System Designing – Human Resource Development
- Current status and Failure Directions – Human Resource Development experiences in India.

Unit 3: Role analysis and Human Resource Development

- Role Analysis methods – Key Performance Areas – Critical attributes and Role Effectiveness – Development Oriented Appraisal System.

Unit 4: Performance Counselling and Interpersonal feedback

- Developing dynamic relationship through effective counselling
- Potential Appraisal and Development, Career Planning and Individual development.

Unit 5: Organizational Effectiveness

- Organizational culture – Human resource Development / Organizational Development interface – Human resource Development / Approach to Industrial Relations –
- Human Resource Development for TQM & ISO 9000
- Human Resource Development in Service Sector
- Human Resource Development Strategies for Higher Organizational Performance.

Books for Reference:

- Kohli Unit and Sinha, D (Ed) – Human Resource Development – Global changes and strategies
 - Rao, T.V. – Performance Appraisal: Theory & Practice, AIMA – Vikas.
 - Silvera D.M. – Human Resource Development – The Indian Experience, New India Publications.
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OR
ELECTIVE IN IT & SYSTEMS SPECIALIZATION

[ECMBA404C]:

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100

Pass Marks (SIA:17 + ESE:28)=45

Instruction to Question Setter for

Semester Internal Assessment (SIA):

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

C. CONCEPT OF ERP

Theory: 45 Lectures; Tutorial: 15 Hours

Course Objective:-

The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations.

Unit-1 Overview of ERP

- Introduction of ERP, Need of ERP, Advantages of ERP, Growth of ERP, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.

Unit-2 Communication in ERP Systems

- Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems.

Unit-3 ERP and Related Technologies

- Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP) , Supply Chain Management (SCM), Customer Relationship Management (CRM).

Unit-4 Control & maintenance of ERP

- Finance, Production planning, Sales & Distribution, Human Resource Management (HRM), Inventory Control System, Quality Management.

Unit-5 ERP Implementation Life Cycles

- Evaluation and selection of ERP package, Project planning, Implementation team training & testing.

Unit-6 ERP- Resource Management Perspective

- Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management.

Unit-7 Next generation enterprise

- Emerging trends, information mapping, role of centralized /distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise.

Suggested Readings

- Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S , Galgotia Publications.
 - Enterprise Resource Planning: A Manager's Guide, Diwan, Parag & Sharma, Sunil, Excel Books
 - Enterprise Resources Planning and Beyond. Langenalter, A. Gary, St. Lucie Press, USA.
 - ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.
 - ERP Demystified, Alexis, Leon, Tata McGraw Hill.
 - ERP: A Managerial perspective, Sadagopan, S ,Tata McGraw Hill.
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OR**ELECTIVE IN MARKETING SPECIALIZATION****[ECMBA404D]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for*****Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

D. BRAND MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

Firms of nearly all types have come to the realization that one of the most valuable asset have is their brand. This syllabus explores branding across goods and services and intro relevant theory used to design effective branding strategies. Besides discussing appro theories and models, the course contents will also incorporate practical branding cases, students would be trained to make and evaluate branding decisions in the future.

Unit-1 Introduction

- Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Chall & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Equity.

Unit-2 Customer Based Brand Equity

- Sources of Brand Equity- Brand Awareness & Brand Image, Keller's CBBE Model-Ide Meaning, Response & Relationships.

Unit-3 Brand Positioning

- Definition of Target Market & Market Segmentation, Defining the Competitive Fram Reference, Establishing the Points of Parity & Points of Difference. Brand Audit Brand Inventory & Brand Exploratory.

Unit-4 Building Brand Equity

- Identifying the Criteria and Choosing Brand Elements to Build Brand Equity
- Brand Tracking
- Need for Brand Tracking, Designing Brand Tracking Studies.

Unit-5 Measuring Brand Equity

- Need for Measuring Brand Equity, Brand Asset Valuator Model, Aaker Model, Meas Return on Brand Investment (ROBI)

Unit-6 Brand Extension

- Advantages & Disadvantages of Brand Extension, Evaluating the Opportunity for Brand Extension, Brand Extension Guidelines

Unit-7 Branding and Marketing Communication

- Developing Integrated Marketing Communication Programs for Brand Building, Advertising & Brand Building
- Managing Brands over time
- Reinforcing & Revitalizing Brands.

Suggested Readings

- Brand Asset Management, Scott M Davis, McGraw Hill
 - Brand Management, Kirti Dutta, Oxford Publishing
 - Brand Management, Y L R Moorthi, Vikas Publishing
 - Managing Brand Equity, David Aaker, New York Free Press
 - Strategic Brand Management, Keller, Parmeswaran & Jacob, Pearson
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V. GENERIC/ DISCIPLINE CENTRIC ELECTIVE (GE/DC 2B)
ELECTIVE IN FINANCE SPECIALIZATION **[ECMBA405A]:**
 (Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100	Pass Marks (SIA:17 + ESE:28)=45
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Instruction to Question Setter for

Semester Internal Assessment (SIA):

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

A. PORTFOLIO MANAGEMENT

Theory: 45 Lectures; Tutorial: 15 Hours

Course Objective:-

The course aims at familiarizing students with the investment environment in India and imparting the necessary skills to manage portfolio.

Unit 1: Portfolio Construction

- Approaches in Portfolio Construction.
- Determination of Objectives.
- Selection of Portfolio.

Unit 2: Portfolio - Markowitz Model

- Simple Diversification.
- The Markowitz Model.
- Risk and Return with different correlation.
- Markowitz Efficient Frontier.

Unit 3: The Sharpe Index Model

- Single Index Model.
- Corner Portfolio.
- Sharpe's Optimal Portfolio.
- Construction of the Optimal Portfolio.
- Optimum Portfolio with Short Sales.

Unit 4: Capital Asset Pricing Theory & Arbitrage Pricing Theory.

- The CAPM Theory.
- Assumptions.
- Arbitrage Pricing Theory.

Unit 5: The Securities And Exchange Board Of India.

- Objectives of SEBI.
- Functions of SEBI.
- Organization of SEBI.
- SEBI's Role in the Primary Market.
- Secondary Market & SEBI.
- Mutual Funds & SEBI.

Suggested Readings

- Fundamentals of Investments, Alexander, Gordon, Jeffery, and Sharpe Williams
 - Investment & Portfolio Management, Prasanna Chandra, Tata McGraw Hill
 - Investment Analysis and Management, Charles P Jones, John Wiley
 - Modern Investment Theory, Haugen Roberts, PHI
 - Modern Portfolio Theory and Investment Analysis, Elton, Gruber, Brown and Goetzmann
 - Security Analysis & portfolio Management, S Kevin, PHI Learning
 - Security Analysis and Portfolio Management, Fischer & Jordan, PHI
 - Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing
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OR**ELECTIVE IN HUMAN RESOURCE SPECIALIZATION [ECMBA405B]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for*****Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

B. REWARDS & COMPENSATION MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

The objective of the course is to provide the knowledge of industrial compensation issues, regulating principles. It will enhance skills in formulating suitable compensation policy and planning. Knowledge of these concepts will help in designing appropriate pay package.

Unit-1 Introduction

- Concept & Elements. Types of compensation- Base & Supplementary compensation.

Unit-2 Compensation at Macro level

- Introduction to labor market, Wage policy, legal framework, Wage Determination.

Unit-3 Compensation at Micro level

- Compensation Strategy at company level, concept of internal equity & external parity, job evaluation.

Unit-4 Performance Linked Compensation

- Pre-requisites of effective incentive scheme, Types of incentive system, individual and Group Incentives

Unit-5 Compensation Structure

- Salary Structure, Allowances, Competency based compensation.

Unit-6 Managerial Remuneration

- Elements, Benefits, Strategies & Reward for Managerial compensation.

Unit-7 Emerging Issues

- Voluntary Retirement Schemes

Suggested Readings

- Compensation and Reward Management, B.D.Singh, Excel Books Understanding Wage System, A.M. Sharma, Himalaya Publishing House
 - Compensation Management – Text and Cases, Tapomoy Deb, Excel Books.
 - Personnel Management & Industrial Relations, Bhagoliwal, Sahitya Bhawan Publication
 - Personnel Management, C.B. Mamoria, Himalay Publishing House
 - Salary Administration, Mc Beath and Rands, London Business Books
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OR**ELECTIVE IN IT & SYSTEMS SPECIALIZATION****[ECMBA405C]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for*****Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

C. SYSTEM ANALYSIS & DESIGN**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

This course introduces established and evolving methodologies for the analysis, design, and development of an information system. Emphasis is placed on system characteristics, managing projects, prototyping, CASE tools, and systems development life cycle phases. Upon completion, students should be able to analyze a problem and design an appropriate solution using a combination of tools and techniques.

Unit-1 Introduction

- Types of information systems and their characteristics, The process of systems development, System Development Life Cycle, Project Feasibility.

Unit-2 Systems analyst and information systems stakeholders

- System analyst skills, Information system stakeholders and their roles.

Unit-3 Business and information systems

- Understanding information as a resource, Understanding the structure of organizations, Understanding the culture of organizations.

Unit-4 Gathering user requirements and information analysis

- Data sampling, Interviewing techniques, Creating questionnaires, Observing stakeholders and their environment(s), Prototyping.

Unit-5 Data Modeling

- Entity relationship diagrams, Process modeling, Data flow diagrams, Decision tables, Decision trees

Unit-6 CRUD synchronization matrices

- Data dictionaries and information system metadata, Project management, Gantt charts and PERT diagrams, Feasibility and cost benefit analysis, Economic, technical, schedule, and operational feasibility.

Unit-7 Systems design

- Building and testing databases and files, Building and testing network infrastructure. Writing and testing programs, Installing and testing purchased software, Systems implementation. Testing.

Suggested Readings

- Fundamentals of database System, R Elmasri, SB Navathe, Pearson
 - Structured Design: Fundamentals of a Discipline of Computer Program and Systems Design, E Yourdon, LL Constantine , Prentice-Hall
 - Structured Systems Analysis: Tools and Techniques, CP Gane, T Sarson, Prentice-Hall
 - System Analysis and design, Donald Yeates, Tony wakefield, Pearson Education's
 - Systems Analysis and Design, KE Kendall, JE Kendall, Pearson Prentice Hall
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OR**ELECTIVE IN MARKETING SPECIALIZATION****[ECMBA405D]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for
Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have **two** groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

D. SERVICES MARKETING**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

This course aims to provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.

Unit 1: Introduction to Services Marketing

- Evolution of services marketing, Characteristics of services and the implications on marketing strategy - The Service Marketing Mix – The Gaps model of service quality

Unit 2: Consumer Behaviour in Services

- Customer expectations of services – customer perception of services – Listening to customers through research

Unit 3; Service recovery

- Service development and design – Customer defined service standards – Physical evidence and the servicescape.

Unit 4: Employees Roles in Service delivery

- The Customer as Co-Producer - Self-service technologies - Components of the servicescape - Complaint Handling and Service Recovery- Elements of service quality - SERVQUAL scale

Unit 5: Managing demand and capacity

- Delivery services through Intermediaries and Electronic Channels – Integrated Services Marketing Communication – Pricing for services

Books for Reference:

- Adrian Payne The essence of Services Marketing 7th Prentice Hall of India Indian reprint
- Christopher Lovelock and Jochen Wirtz, Services Marketing: People, Technology, Strategy, 6th ed., Prentice Hall.
- Rajendra Nargundkar Services Marketing 2nd ed, Tata McGraw Hill
- Ravi Shanker Services Marketing the Indian Perspective Excel 1st ed reprint
- Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler and Ajay Pandit Services Marketing: Integrating Customer Focus Across the Firm, 4th edition, Tata McGraw-Hill,

VI. OPEN ELECTIVE (OE1A-OE1D)**OPEN ELECTIVE IN FINANCE SPECIALIZATION [OEMBA406A]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100	Pass Marks (SIA:17 + ESE:28)=45
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Instruction to Question Setter for***Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

*The IAT shall have two groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.*

End Semester Examination (ESE):

*The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*

A. MANAGEMENT OF FINANCIAL DERIVATIVES**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

This course aims to provide adequate knowledge for wide range of financial derivatives having pivotal role in enhancing shareholders value by ensuring access to the cheapest source of funds. At the end of the course the students are expected to take appropriate judgmental decisions for sensible control and to execute management strategy to deploy sophisticated derivative strategies successfully.

Unit 1: Introduction to Derivatives

- Meaning and Definition, Features of Financial Derivatives, Classification of Derivatives.
- Types of Derivative Contracts or Instruments, Uses of Derivatives, Critiques of Derivatives.

Unit 2: Forward Contract

- Meaning, Features, Classification of Forward Contract.
- How do Forward Contract works?, Advantages & Disadvantages.

Unit 3: Futures Contract

- Meaning & Definition, Features, Difference between Forward Contract & Futures Contract.
- Types of Futures Contract, Futures market trading mechanism.

Unit 4: Option

- Meaning & Definition, Types of Options, Basic concepts or terms used in Option trading.

- Difference between Options & Futures contract, Value of an Option, Option Positions
- Pay-off profiles of Option Position.

Unit 5: Option Pricing

- Introduction, Determinants of Option Pricing, Lower & Upper limit of Call Option Price.
- Lower & Upper limit of Put Option Price, Put- Call Parity.

Unit 6: Swaps

- Meaning & Definition, Features, Advantages & Disadvantages of Swaps
- Difference between Forward Contract & Swaps, Types of Swaps.

Reference Reading:

- Derivatives Products and Pricing, Satyajit Das, John Wiley and Sons
 - Financial Derivatives: Pricing and Risk Management, Robert W. Kolb, John Wiley & Sons
 - Financial Derivatives: Theory and Concepts & Problems, S.L. Gupta, PHI
 - Introduction to Derivatives and Risk Management, Dom M Chance, South Western Cengage Learning
 - Introduction to Futures and Options Market, Hull John C, PHI
 - Prafulla Kumar Swain, Fundamentals of Financial Derivatives, Himalaya Publishing House
 - Risk Management and Financial derivative, Satyajit Das, McGraw Hill
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OR**OPEN ELECTIVE IN HUMAN RESOURCE SPECIALIZATION****[OEMBA406B]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45***Instruction to Question Setter for**Semester Internal Assessment (SIA):*

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

B. MANPOWER PLANNING & HRD**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:-**

The course aims to equip students to develop themselves into a critically reflective and capable HRD practitioner, or a manager who can facilitate the learning of others. The course will include topics related to design, development, implementation and evaluation of HRD programmes.

Unit 1: Manpower Planning

- Definition, Need, Objectives, Factors Affecting Manpower Planning
- Turnover – Causes & Measurement

Unit 2: Introduction to HRD

- Evolution of Human Resource Development as a Management Philosophy
- Scope and importance – Personnel Management Vs Human Resource Development
- Human Resources System Designing – Human Resource Development
- Current status and Failure Directions – Human Resource Development experiences in India.

Unit 3: Role analysis and Human Resource Development

- Role Analysis methods – Key Performance Areas – Critical attributes and Role Effectiveness – Development Oriented Appraisal System.

Unit 4: Performance Counselling and Interpersonal feedback

- Developing dynamic relationship through effective counselling
- Potential Appraisal and Development, Career Planning and Individual development.

Unit 5: Organizational Effectiveness

- Organizational culture – Human resource Development / Organizational Development interface – Human resource Development / Approach to Industrial Relations –
- Human Resource Development for TQM & ISO 9000
- Human Resource Development in Service Sector
- Human Resource Development Strategies for Higher Organizational Performance.

Books for Reference:

- Kohli Unit and Sinha, D (Ed) – Human Resource Development – Global changes and strategies
 - Rao, T.V. – Performance Appraisal: Theory & Practice, AIMA – Vikas.
 - Silvera D.M. – Human Resource Development – The Indian Experience, New India Publications.
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OR
OPEN ELECTIVE IN IT & SYSTEMS SPECIALIZATION [OEMBA406C]:
 (Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100	Pass Marks (SIA:17 + ESE:28)=45
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Instruction to Question Setter for

Semester Internal Assessment (SIA):

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

C. CONCEPT OF ERP

Theory: 45 Lectures; Tutorial: 15 Hours

Course Objective:-

The course aims to provide an understanding of the issues involved in design and implementation of ERP systems. It focuses on the cross-functional processes and integration of events/transactions across different functional areas in organizations.

Unit-1 Overview of ERP

- Introduction of ERP, Need of ERP, Advantages of ERP, Growth of ERP, Features of ERP, MIS Integration, ERP drivers, Trends in ERP, ERP in India.

Unit-2 Communication in ERP Systems

- Enterprise Integration Application Tools for ERP, Network Structure of ERP System, ERP Work flow, Process modeling for ERP Systems.

Unit-3 ERP and Related Technologies

- Business process Reengineering (BPR), Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP) , Supply Chain Management (SCM), Customer Relationship Management (CRM).

Unit-4 Control & maintenance of ERP

- Finance, Production planning, Sales & Distribution, Human Resource Management (HRM), Inventory Control System, Quality Management.

Unit-5 ERP Implementation Life Cycles

- Evaluation and selection of ERP package, Project planning, Implementation team training & testing.

Unit-6 ERP- Resource Management Perspective

- Business Modules in ERP Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management.

Unit-7 Next generation enterprise

- Emerging trends, information mapping, role of centralized /distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise.

Suggested Readings

- Enterprise Resource Planning, Shankar, Ravi & Jaiswal, S , Galgotia Publications.
 - Enterprise Resource Planning: A Manager's Guide, Diwan, Parag & Sharma, Sunil, Excel Books
 - Enterprise Resources Planning and Beyond. Langenalter, A. Gary, St. Lucie Press, USA.
 - ERP Concepts and Practices, Garg, V.K. and Venket, Krishna, N.K., PHI Publications.
 - ERP Demystified, Alexis, Leon, Tata McGraw Hill.
 - ERP: A Managerial perspective, Sadagopan, S ,Tata McGraw Hill.
-

OR**ELECTIVE IN MARKETING SPECIALIZATION****[ECMBA406D]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for*****Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

D. BRAND MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

Firms of nearly all types have come to the realization that one of the most valuable asset have is their brand. This syllabus explores branding across goods and services and intro relevant theory used to design effective branding strategies. Besides discussing appro theories and models, the course contents will also incorporate practical branding cases, students would be trained to make and evaluate branding decisions in the future.

Unit-1 Introduction

- Concept of Brand, Significance of Branding for Consumers and for Firms, Branding Chall & Opportunities, Concept of Brand Equity, Cost based, Price based and Customer based Equity.

Unit-2 Customer Based Brand Equity

- Sources of Brand Equity- Brand Awareness & Brand Image, Keller's CBBE Model-Ide Meaning, Response & Relationships.

Unit-3 Brand Positioning

- Definition of Target Market & Market Segmentation, Defining the Competitive Fram Reference, Establishing the Points of Parity & Points of Difference. Brand Audit Brand Inventory & Brand Exploratory.

Unit-4 Building Brand Equity

- Identifying the Criteria and Choosing Brand Elements to Build Brand Equity
- Brand Tracking
- Need for Brand Tracking, Designing Brand Tracking Studies.

Unit-5 Measuring Brand Equity

- Need for Measuring Brand Equity, Brand Asset Valuator Model, Aaker Model, Meas Return on Brand Investment (ROBI)

Unit-6 Brand Extension

- Advantages & Disadvantages of Brand Extension, Evaluating the Opportunity for Brand Extension, Brand Extension Guidelines

Unit-7 Branding and Marketing Communication

- Developing Integrated Marketing Communication Programs for Brand Building, Advertising & Brand Building
- Managing Brands over time
- Reinforcing & Revitalizing Brands.

Suggested Readings

- Brand Asset Management, Scott M Davis, McGraw Hill
 - Brand Management, Kirti Dutta, Oxford Publishing
 - Brand Management, Y L R Moorthi, Vikas Publishing
 - Managing Brand Equity, David Aaker, New York Free Press
 - Strategic Brand Management, Keller, Parmeswaran & Jacob, Pearson
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VII. OPEN ELECTIVE (OE2A-OE2D)**OPEN ELECTIVE IN FINANCE SPECIALIZATION****[OEMBA407A]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for******Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: *There may be subdivisions in each question asked in Theory Examinations*

A. PORTFOLIO MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

The course aims at familiarizing students with the investment environment in India and imparting the necessary skills to manage portfolio.

Unit 1: Portfolio Construction

- Approaches in Portfolio Construction.
- Determination of Objectives.
- Selection of Portfolio.

Unit 2: Portfolio - Markowitz Model

- Simple Diversification.
- The Markowitz Model.
- Risk and Return with different correlation.
- Markowitz Efficient Frontier.

Unit 3: The Sharpe Index Model

- Single Index Model.
- Corner Portfolio.
- Sharpe's Optimal Portfolio.
- Construction of the Optimal Portfolio.
- Optimum Portfolio with Short Sales.

Unit 4: Capital Asset Pricing Theory & Arbitrage Pricing Theory.

- The CAPM Theory.
- Assumptions.
- Arbitrage Pricing Theory.

Unit 5: The Securities And Exchange Board Of India.

- Objectives of SEBI.
- Functions of SEBI.
- Organization of SEBI.
- SEBI's Role in the Primary Market.
- Secondary Market & SEBI.
- Mutual Funds & SEBI.

Suggested Readings

- Fundamentals of Investments, Alexander, Gordon, Jeffery, and Sharpe Williams
 - Investment & Portfolio Management, Prasanna Chandra, Tata McGraw Hill
 - Investment Analysis and Management, Charles P Jones, John Wiley
 - Modern Investment Theory, Haugen Roberts, PHI
 - Modern Portfolio Theory and Investment Analysis, Elton, Gruber, Brown and Goetzmann
 - Security Analysis & portfolio Management, S Kevin, PHI Learning
 - Security Analysis and Portfolio Management, Fischer & Jordan, PHI
 - Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing
-

OR**OPEN ELECTIVE IN HUMAN RESOURCE SPECIALIZATION****[OEMBA407B]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45***Instruction to Question Setter for**Semester Internal Assessment (SIA):*

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

B. REWARDS & COMPENSATION MANAGEMENT**Theory: 45 Lectures; Tutorial: 15 Hours****Course Objective:-**

The objective of the course is to provide the knowledge of industrial compensation issues, regulating principles. It will enhance skills in formulating suitable compensation policy and planning. Knowledge of these concepts will help in designing appropriate pay package.

Unit-1 Introduction

- Concept & Elements. Types of compensation- Base & Supplementary compensation.

Unit-2 Compensation at Macro level

- Introduction to labor market, Wage policy, legal framework, Wage Determination.

Unit-3 Compensation at Micro level

- Compensation Strategy at company level, concept of internal equity & external parity, job evaluation.

Unit-4 Performance Linked Compensation

- Pre-requisites of effective incentive scheme, Types of incentive system, individual and Group Incentives

Unit-5 Compensation Structure

- Salary Structure, Allowances, Competency based compensation.

Unit-6 Managerial Remuneration

- Elements, Benefits, Strategies & Reward for Managerial compensation.

Unit-7 Emerging Issues

- Voluntary Retirement Schemes

Suggested Readings

- Compensation and Reward Management, B.D.Singh, Excel Books Understanding Wage System, A.M. Sharma, Himalaya Publishing House
 - Compensation Management – Text and Cases, Tapomoy Deb, Excel Books.
 - Personnel Management & Industrial Relations, Bhagoliwal, Sahitya Bhawan Publication
 - Personnel Management, C.B. Mamoria, Himalay Publishing House
 - Salary Administration, Mc Beath and Rands, London Business Books
-

OR**OPEN ELECTIVE IN IT & SYSTEMS SPECIALIZATION [OEMBA407C]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for*****Semester Internal Assessment (SIA):**

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have two groups of questions. Group A shall be compulsory and shall have a case study based/ analytical/ descriptive type question of 5 marks. Group B shall contain descriptive type five questions of five marks each, out of which any three are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. Group A shall be compulsory and shall contain two questions. Question No.1 will be very short answer type consisting of five questions of 1 mark each. Question No.2 will be of a short answer type of 5 marks. Group B shall contain six descriptive type questions, each of fifteen marks, out of which any four are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

C. SYSTEM ANALYSIS & DESIGN**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

This course introduces established and evolving methodologies for the analysis, design, and development of an information system. Emphasis is placed on system characteristics, managing projects, prototyping, CASE tools, and systems development life cycle phases. Upon completion, students should be able to analyze a problem and design an appropriate solution using a combination of tools and techniques.

Unit-1 Introduction

- Types of information systems and their characteristics, The process of systems development, System Development Life Cycle, Project Feasibility.

Unit-2 Systems analyst and information systems stakeholders

- System analyst skills, Information system stakeholders and their roles.

Unit-3 Business and information systems

- Understanding information as a resource, Understanding the structure of organizations, Understanding the culture of organizations.

Unit-4 Gathering user requirements and information analysis

- Data sampling, Interviewing techniques, Creating questionnaires, Observing stakeholders and their environment(s), Prototyping.

Unit-5 Data Modeling

- Entity relationship diagrams, Process modeling, Data flow diagrams, Decision tables, Decision trees

Unit-6 CRUD synchronization matrices

- Data dictionaries and information system metadata, Project management, Gantt charts and PERT diagrams, Feasibility and cost benefit analysis, Economic, technical, schedule, and operational feasibility.

Unit-7 Systems design

- Building and testing databases and files, Building and testing network infrastructure. Writing and testing programs, Installing and testing purchased software, Systems implementation. Testing.

Suggested Readings

- Fundamentals of database System, R Elmasri, SB Navathe, Pearson
 - Structured Design: Fundamentals of a Discipline of Computer Program and Systems Design, E Yourdon, LL Constantine , Prentice-Hall
 - Structured Systems Analysis: Tools and Techniques, CP Gane, T Sarson, Prentice-Hall
 - System Analysis and design, Donald Yeates, Tony wakefield, Pearson Education's
 - Systems Analysis and Design, KE Kendall, JE Kendall, Pearson Prentice Hall
-

OR**OPEN ELECTIVE IN MARKETING SPECIALIZATION [OEMBA407D]:**

(Credits: Theory-04)

Marks: 30 (SIA: 20 IAT, 1Hr + 5 CBA + 5 CAPS) + 70 (ESE: 3Hrs)=100**Pass Marks (SIA:17 + ESE:28)=45*****Instruction to Question Setter for Semester Internal Assessment (SIA):***

The Semester Internal Assessment (SIA) shall have three components. (a) An Internal Assessment Test (IAT) of 20 Marks, (b) A Course Based Assignment (CBA) of 05 marks, and (c) Class Attendance cum Performance Score (CAPS) of 05 marks.

The IAT shall have **two** groups of questions. **Group A shall be compulsory** and shall have a **case study based/ analytical/ descriptive type question** of 5 marks. **Group B shall contain descriptive type** five questions of five marks each, out of which **any three** are to be answered.

End Semester Examination (ESE):

The End Semester Examination shall have two group of questions. **Group A shall be compulsory** and shall contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be of a short answer type** of 5 marks. **Group B shall contain six descriptive type** questions, each of fifteen marks, out of which **any four** are to be answered.

Note: There may be subdivisions in each question asked in Theory Examinations

D. SERVICES MARKETING**Theory: 45 Lectures; Tutorial: 15 Hours*****Course Objective:-***

This course aims to provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services.

Unit 1: Introduction to Services Marketing

- Evolution of services marketing, Characteristics of services and the implications on marketing strategy - The Service Marketing Mix – The Gaps model of service quality

Unit 2: Consumer Behaviour in Services

- Customer expectations of services – customer perception of services – Listening to customers through research

Unit 3; Service recovery

- Service development and design – Customer defined service standards – Physical evidence and the servicescape.

Unit 4: Employees Roles in Service delivery

- The Customer as Co-Producer - Self-service technologies - Components of the servicescape - Complaint Handling and Service Recovery- Elements of service quality - SERVQUAL scale

Unit 5: Managing demand and capacity

- Delivery services through Intermediaries and Electronic Channels – Integrated Services Marketing Communication – Pricing for services

Books for Reference:

- Adrian Payne The essence of Services Marketing 7th Prentice Hall of India Indian reprint
- Christopher Lovelock and Jochen Wirtz, Services Marketing: People, Technology, Strategy, 6th ed., Prentice Hall.
- Rajendra Nargundkar Services Marketing 2nd ed, Tata McGraw Hill
- Ravi Shanker Services Marketing the Indian Perspective Excel 1st ed reprint
- Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler and Ajay Pandit Services Marketing: Integrating Customer Focus Across the Firm, 4th edition, Tata McGraw-Hill,

VIII. CORE COURSE PROJECT [PRMBA408]:

(Credits: Practical-04)

Marks: 70 Project + 30 Viva Voce =100**Pass Marks =45****Guidelines to Examiners for****End Semester Examination (ESE):**

The End Semester Examination shall have two components: Assessment of Summer Internship Project Report by External Examiner (70 marks) and by Internal Examiner (30 Marks).

Overall project dissertation may be evaluated under the following heads:

- *Motivation for the choice of topic*
- *Project dissertation design*
- *Methodology and Content depth*
- *Results and Discussion*
- *Future Scope & References*
- *Participation in Field Training Programme*
- *Application of Research technique in Data collection*
- *Report Presentation*
- *Presentation style*
- *Viva-voce*

Distribution of Marks:

<u>Project Report</u>	(Total = 70 marks)
1. By External	= 40
2. By Internal	= 30

<u>Viva Voce Examination</u>	(Total = 30 marks)
1. By External	= 20
2. By Internal	= 10

BUSINESS PROJECT STUDY**Theory: 10 Lectures; Practical: 50 Lectures**

Every student will be assigned a Business Project Study at the end of the Fourth Semester and it will be pursued by him/her under the supervision of an internal supervisor / faculty guide. The Project Reports (in duplicate) along with one soft copy will be submitted by the students prior to the date of the commencement of the end-semester examinations. An illustrative format of the report is given below (The Institute may prescribe the format separately).

- Objective of the Research Undertaken
- Literature Review
- Research Methodology
- Data Analysis
- Findings and Conclusions
- Bibliography
- Appendices – to include questionnaire, if any

Students will be required to submit progress reports as per the schedule to be announced by the Institute for assessment by the external examiners. The external assessment shall be done based on Viva Voce and the Business Project Study Report.

SAMPLE CALCULATION FOR SGPA & CGPA FOR POSTGRADUATE 'MBA' PROGRAMME

Table B-1: Semester wise distribution of 100 Credits

	CC	FC	GE/DC/OE	SE	Total credits
Semester I	24	04			28
Semester II	20			04	24
Semester III	16		08		24
Semester IV	16		16		32
	76	04	24	04	108

CC=Core Course; FC=Foundation Compulsory/Elective Course; GE=Generic Elective; SE=Skill Enhancement Course; DC=Discipline Centric Elective; OE=Open Elective

SAMPLE CALCULATION FOR SGPA & CGPA FOR 'P.G. M.C.A.' PROGRAMME

Table B-2: Sample calculation for SGPA for M.C.A. Programme

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit X Grade)	SGPA (Credit Point/Credit)
Semester I					
FCMBA101	04	A	8	32	
CCMBA102	04	B+	7	28	
CCMBA103	04	B+	7	28	
CCMBA104	04	B	6	24	
CCMBA105	04	A	8	32	
CCMBA106	04	B	6	24	
CCMBA107	04	B	6	24	
Total	28			192	6.86 (192/28)
Semester II					
ECMBA201	04	B	6	24	
CCMBA202	04	C	5	20	
CCMBA203	04	A	8	32	
CCMBA204	04	B+	7	28	
CCMBA205	04	B+	7	28	
CCMBA206	04	A+	9	36	
Total	24			168	6.00 (168/28)
Semester III					
CCMBA301	04	A+	9	36	
CCMBA302	04	O	10	40	
CCMBA303	04	A	8	32	
CCMBA304	04	A	8	32	
ECMBA305	04	B+	7	28	
ECMBA306	04	A	8	32	
Total	24			200	8.33 (200/24)

Semester IV					
CCMBA401	04	B	6	24	
CCMBA402	04	A+	9	36	
CCMBA403	04	B+	7	28	
ECMBA404	04	B	6	24	
ECMBA405	04	A	8	32	
OEMBA406	04	A	8	32	
OEMBA407	04	A+	9	36	
PRMBA408	04	A+	9	36	
Total	32			248	7.75 (248/32)
CGPA					
Grand Total	108			808	7.48 (808/108)

Table B-3: Sample calculation for CGPA for P.G. Vocational M.Sc./M.A./M.Com Programme

Semester I	Semester II	Semester III	Semester IV
Credit:28; SGPA:6.86	Credit:24; SGPA: 6.00	Credit:24; SGPA: 8.33	Credit:32; SGPA: 7.75

Thus CGPA= (28 x 6.86 + 24 x 6.00 + 24 x 8.33 + 32 x 7.75) / 108 =7.48

MARKS DISTRIBUTION FOR EXAMINATIONS AND FORMAT OF QUESTION PAPERS

Marks Distribution of Mid Semester Theory Examinations:**Table:** Marks distribution of Theory Examinations of Mid Semester

Topic	Code	Full Marks	Pass Marks	Time	Group-A (Very short answer type Compulsory Questions) No. of Questions x Marks = F.M.	Group-B (Descriptive Questions with Choices) No. of Questions x Marks = F.M.	Total No. of Questions to Set	
							Group A	Group B
Mid Sem*	T30*	30 (20 + 5 +5)	17	1 Hr	1 x 5 =5	3 (out of 5) x5 =15	1	5

* In addition to the Internal Assessment Test of 20 marks (as given above), the Mid Semester Evaluation shall be based on (a) Course Based Assignment (CBA) of 5 marks, (b) Class Attendance cum Performance Score (CAPS) of 5 marks.

Marks Distribution of End Semester Theory Examinations:**Table:** Marks distribution of Theory Examinations of End Semester

Topic	Code	Full Marks	Pass Marks	Time	Group-A [#] (Very short answer type Compulsory Questions) No. of Questions x Marks = F.M.	Group-B (Descriptive Questions with Choices) No. of Questions x Marks = F.M.	Total No. of Questions to Set	
							Group A [#]	Group B
End Sem	T70	70	28	3 Hrs	Q.No.1 (5x1) + 1x5 =10	4 (out of 6) x15 =60	2	6

Question No.1 in Group-A carries 05 very short answer type 1 Mark Questions.

Note : There may be subdivisions in each question asked in Theory Examinations.

FORMAT OF QUESTION PAPER FOR MID SEM EXAMINATION
OF
SUBJECTS WITH/ WITHOUT PRACTICAL



Ranchi University, Ranchi

Mid Sem No.Exam Year

Subject/ Code

F.M. = 20**Time**=1Hr.**General Instructions:**

- i. **Group A** is compulsory & carries a case based/ analytical question.
- ii. **Answer 3 out of 5** subjective/ descriptive questions given in **Group B**.
- iii. Answer in your own words as far as practicable.
- iv. Answer all sub parts of a question at one place.
- v. Numbers in right indicate full marks of the question.

Group A

1.

[5x1=5]

Group B

2.

[5]

3.

[5]

4.

[5]

5.

[5]

6.

[5]

Note: There may be subdivisions in each question asked in Theory Examination.

FORMAT OF QUESTION PAPER FOR END SEM EXAMINATION
OF
SUBJECTS WITHOUT PRACTICAL



Ranchi University, Ranchi

End Sem No.Exam Year

Subject/ Code

F.M. =70**P.M.** =28**Time**=3Hrs.**General Instructions:**

- i. **Group A** carries very short answer type **compulsory** questions.
- ii. **Answer 4 out of 6** subjective/ descriptive questions given in **Group B**.
([kaM *B* ds N% esa ls fdUgha pkj fo'k;fu'B@ o.kZukRed iz"uksa ds mÙkj nsaA)
- iii. Answer in your own words as far as practicable.
(;FkklaHko vius "kCnksa essa mÙkj nsaA)
- iv. Answer all sub parts of a question at one place.
(,d iz"u ds lHkh Hkkxksa ds mÙkj ,d lkFk fy[ksaA)
- v. Numbers in right indicate full marks of the question.
(iw.kkZad nk;ha vksj fy[ks x;s gSaA)

Group A

- | | | |
|----|-----------|---------|
| 1. | | [5x1=5] |
| | i. | |
| | ii. | |
| | iii. | |
| | iv. | |
| | v. | |
| 2. | | [5] |

Group B

- | | | |
|----|-------|------|
| 3. | | [15] |
| 4. | | [15] |
| 5. | | [15] |
| 6. | | [15] |
| 7. | | [15] |
| 8. | | [15] |

Note: There may be subdivisions in each question asked in Theory Examination.