

20MBA101	INTRODUCTION TO BUSINESS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Syllabus	
Module 1	<p><i>Introduction to Business &amp; Management: Concept of Enterprise, Nature and Purpose of Business, Business Structure, Business &amp; the Environment</i></p> <p>Concept of Management, Evolution of Management Thought, Functions of Management, Levels of Management, Management Skills</p> <p><i>Planning:</i> Objectives of Planning, Planning Process, Types of Plans, Three Levels of Strategy, Strategic Planning Process.</p> <p><i>Organizing:</i> Purpose of Organizing, Organization Structure - Formal and Informal Groups, Line and Staff Authority, Departmentation - Span of Control, Centralization and Decentralization</p>
Module 2	<p><i>Staffing:</i> Human Resource Planning, Recruitment, <i>Selection, Orientation, Training &amp; Development</i>, Performance Management, Compensation, Employee Welfare</p> <p><i>Teams:</i> Formation of teams, Measuring Team Performance, Outperforming other teams</p>
Module 3	<p>Communication, Significance of Communication, Communication Process, Communication Flows, Barriers to Communication</p> <p><i>Oral Communication:</i> Meaning, Principles of successful Oral Communication, Reflection and Empathy: two sides of effective oral communication, Modes of Oral Communication, Listening as a Communication Skill.</p> <p><i>Written Communication:</i> Purpose of writing, Principles of effective writing, The 3X3 writing process for Business Communication: Pre writing, Writing, Revising, Electronic writing process, Business Letters, Reports and proposals.</p> <p><i>Meetings:</i> Planning Meetings, Objectives, Participants, Timing, Venue of Meetings, Meeting Documentation: Notice, Agenda, and Resolution &amp; Minutes.</p> <p><i>Leadership Communication:</i> Elements of Effective Leadership Communication</p>
Module 4	<p><i>Basics of Decision Making:</i> Critical thinking and Creativity, Managerial Creativity, Techniques to enhance Creativity, Barriers to creativity, Decision making process, Types of decision making, Decision making tools and techniques, Individual and Group decision making and Conflict and Negotiation</p>
Module 5	<p><i>Controlling:</i> Importance of Controlling, Levels of Control, Types of Control – Budgetary &amp; Non Budgetary</p> <p>Major Control Systems - <i>Financial Control, Budgetary Control, Quality Control, Inventory Control</i>, Management Information Systems</p> <p><i>Strategic Management:</i> Purpose of Strategic Management, Strategic Analysis, Strategic Choice, Strategy Implementation</p>

20MBA103	QUANTITATIVE TECHNIQUES FOR MANAGERS	CATEGORY	L	T	P	CREDIT
		Core Theory	4	0	0	4

### Syllabus

Module 1	<p>Introduction to Statistics: Meaning and Definition, functions, scope and limitations. Descriptive Statistics: Collection and presentation of data: Methods of data collection, Data presentation using tables &amp; charts, Frequency distribution.</p> <p>Measures of central tendency - Mean, Median, Mode. Measures of dispersion - Range, Quartile Deviation, Mean Deviation, Standard Deviation. Absolute &amp; relative measures, Measures of Variation :Range, Inter-quartile range, Mean Deviation, Standard deviation and variance</p>
Module 2	<p>Probability : Concept of probability and its uses in business decision-making; Random Variables: : Random experiment – outcomes - sample space and events - definitions of probability (classical, relative frequency, subjective, and axiomatic) - addition rule - conditional probability - multiplication theorem – Bayes’ theorem</p>
Module 3	<p>Introduction to sampling distributions, Sampling distribution of mean and proportion, Sampling techniques, Sampling Errors, Sampling Distribution of mean and proportion Hypothesis Testing: Formulation of Hypotheses; Application of Z-test, t-test, F- test.</p>
Module 4	<p>Chi-Square test for several proportions, association of attributes – goodness of fit test One way &amp; two way ANOVA for testing the difference of means of more than two samples.</p> <p>Time Series Analysis: Components of Time Series, Techniques of measuring seasonal variations – Simple Average Method, Moving Averages Method. Least Square Method of Trend Analysis, Applications of Time Series in Business Forecasting.</p>
Module 5	<p>Correlation Analysis: Types of Correlation, Methods of Studying Correlation: Karl Pearson’s correlation coefficient - Spearman’s Rank correlation coefficient – Concurrent deviation method</p> <p>Regression analysis: Regression lines, Regression equations, Coefficient of Determination &amp; Estimation (Theory Only). Multiple Regression ( Theory Only)</p>

20MBA105	ORGANIZATIONAL BEHAVIOUR	CATEGORY	L	T	P	CREDIT
		THEORY	3	0	0	3

### Syllabus

Module 1	Organizational behaviour-nature, assumptions, history; Disciplines contributing to OB - Psychology, Sociology, Anthropology, Social Psychology, Economics & Political Science; Approaches to the study of OB - Human Resource Approach, Contingency Approach, Productivity Approach, and System Approach; Challenges and Opportunities of OB - Limitations of Organizational Behaviour
Module 2	Individual differences and work behaviour - Why individual differences are important; Personality - Sources of personality differences, Personality structure, Personality and Behaviour; The nature of Employee Attitudes, Effects of Employee Attitudes, Job satisfaction, Organizational citizenship behaviour, Changing Employee Attitudes. Perceptions, Attributions and Emotions - The perceptual process, Perceptual grouping, Impression management, Emotions, Emotional Intelligence Learning- operant conditioning, classical conditioning, social learning theory, Principles of Learning - Motivation - Concept of Motivation, Content approaches, Process approaches, Motivation and psychological contract
Module 3	Group-importance – group development- group structure - teams -Formal Organization and Informal Groups and their interaction; Developing high performance teams - turning individuals into team players developing interpersonal awareness - Johari Window- Transactional Analysis - leadership – theories,
Module 4	Power-concept, bases of power; Organizational politics, consequences of political behaviour - Conflict Management: Different views of conflict - conflict process - levels of conflict – Constructive and Destructive conflict - Conflict process - strategies for encouraging constructive conflict - Conflict resolution strategies
Module 5	Organizational Culture – Creating and sustaining culture – Impacts of globalization on organizational culture; Approaches to Managing organizational change –Creating a culture for change; Frustration, ,Work stress and its management - Stress model, Burnout Work stressors, Stress outcomes, Stress moderators, Stress prevention and management

20MBA107	BUSINESS ECONOMICS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

Syllabus	
Module 1	INTRODUCTION TO ECONOMICS– Concept of Economics and Business Economics, Micro Economics and Macro Economics, Fundamental concepts in economics that aid decision making: Incremental Principle, Concept of Cost, Discounting Principle, Time Concept, Concept of Inflation –Types and impact of inflation. Equi-Marginal Principle ( 12 Hours)
Module 2	DEMAND ANALYSIS AND FORECASTING – EQUILIBRIUM OF CONSUMER - Demand Analysis – Types of Demand – Law of Demand & its Exceptions - Elasticity of Demand – Price Elasticity, Income Elasticity, Cross Elasticity, Advertisement Elasticity - Applications of the concept of Elasticity – Demand Forecasting – An overview of Forecasting Techniques – Statistical & Non-Statistical Methods- Analysis of Consumer Equilibrium under Cardinal Utility Analysis –Law of equi-marginal utility – Consumer behaviour under Ordinal Utility analysis -Indifference Curve Analysis(12 Hours)
Module 3	SUPPLY & PRODUCTION- Law of Supply and Factors Influencing Supply - Theory of Production – Production function, Production function with one variable input – Law of Variable Proportions – Returns to Scale, Production function with two variable inputs – Isoquants – Isoclines, Collusive oligopoly (Cartels, Price leadership)-Producers’ Equilibrium, Economies of Scale – Types – Economies of Scope , -Theory of Costs – Classification of Costs – Determinants of Cost - Short Run & Long Run Cost Curves – Graphical Presentation - Revenue Curves (12 Hours)
Module 4	MARKET STRUCTURE - Classification of Markets – Markets based on Competition - Theory of Firm – Profit Maximization Rules - Price & Output Determination under Perfect Competition - Price & Output Determination under Monopoly - Price & Output Determination under Monopolistic Competition - Price & Output Determination under Oligopoly – Kinked Demand curve model only (12 Hours)
Module 5	5A: MONETARY POLICY AND FISCAL POLICY – Business Cycle-Phase of Business Cycle-Concept of Inflation-Types and impact of inflation-Monetary Policy Measures and Challenges of Monetary Policy Measures – Fiscal Policy Measures and Challenges of Fiscal Policy Measures  5B: PRICING PRACTICES & STRATEGIES - Factors affecting Price Determination – Pricing Strategies – Cost Oriented Pricing and Competition Oriented Pricing - Pricing in large enterprises – Pricing in small business. ( (12 Hours)

20MBA109	INFORMATION FOR SYSTEM MANAGERS	CATEGORY	L	T	P	CREDIT
		Core Theory	3	0	0	3

Syllabus	
Module 1	<b>Organizations and Information systems (8 hours)</b> Information systems in modern organizations-Types of IS- roles of IS-Managerial Challenges of IT-Components of IS- Strategic use of IT-Value chain and strategic IS- using IT for creating strategic advantage for business-trends in MIS- e-business-e-commerce models, successful e-commerce companies-impact of IT on business-case study
Module 2	<b>Data and Information (8 hours)</b> Data and information – data management and security - database concepts-basic architecture- Data Warehouses-data mining uses-information as a resource - information in organizational functions - types of information systems- management information systems - decision making with MIS - communication in organisations - types of communication - decision making with communication technology.
Module 3	<b>Competing and Integrating with IT (9 hours)</b> Competitive environment of business - IT strategy - information systems and competitive strategy - value chain -role of CIO - information system's plan - technology updates - Business processes - Business Process Integration - Business Process Re-engineering (BPR) – BPR versus continuous improvement - Motivation for Enterprise Systems - Enterprise wide systems - E- Business Applications and E-governance
Module 4	<b>Enterprise Systems (12 hours)</b> Supply Chain Management Systems - Customer Relationships Management Systems - Challenges of Enterprise Systems Implementation - Managing the implementation – ERP systems-benefits and challenges-International Information Systems - Outsourcing and off-shoring - Decision Support Systems - OLAP, Geographic Information and Data Visualization Systems, visualization techniques, dash boards, DSS software packages MIS and DSS - Decision making - types of decisions - Analytics and Business Intelligence. AI technologies in business, business applications of AI-Expert systems: components, benefits
Module 5	<b>Module 5: Managing Security and ethical issues in IT (8 hours)</b> Security and ethical challenges: IT security, ethics and society, ethical responsibility of business professionals, cyber crime: hacking and cracking, cyber theft, cyber terrorism, Unauthorized use, software piracy, theft of IP, computer virus, adware and spyware, privacy issues, health issues, societal issues-cyber security and cryptography: security management tools, cryptographic keys, encryption, firewalls-Denial of service attacks, e-mail monitoring, virus defenses, other security measures-system controls and audits: information system controls, auditing IT security-Block chain technology: how it works, features, business applications

20MBA111	ACCOUNTING FOR MANAGERS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

	Syllabus
Module 1	Accounting-Types of accounting (Theory)- concepts and Conventions - GAAP- -accounting standards-IFRS.- Financial accounting process - Journal-ledger-Trial balance- trading, profit and loss account and balance sheet(Sole proprietorship).
Module 2	Company accounts-features- legal significance -Auditing- Income statement and balance sheet (preparation) -EPS-DPS- profit prior to incorporation – depreciation –Fictitious assets.
Module 3	Management Accounting: Need and Importance - Types of Financial Analysis- Techniques of financial Analysis - Inter and Intra firm – Analysis and Interpretation of Common Size Statement, Comparative Statements and Trend Analysis (Problems) Ratio Analysis:- Significance-,Types and Classification - Analysis and Interpretation of Profitability, Liquidity, Solvency, Leverage, Turnover and Stock Market Ratios (Problems)
Module 4	<i>Funds Flow Statement:</i> Fund and flow of fund– Concept of Gross and Net Working Capital – Flow of Funds – Schedule of changes in Working Capital- funds from operation- Preparation of fund flow statement – analysis and interpretation. <i>Cash Flow Statement:-</i> cash and non-cash transactions - flow of cash – Cash from operation, Preparation of Cash Flow Statement and its analysis and interpretation.
Module 5	<i>Cost Accounting:-</i> Cost –ClassificationandElementsofCost, costing- Objective –methods and Technique Costing, cost - PreparationofCost Sheet. Standard costing-variance analysis.- material,labour and overhead . <i>Marginal Costing-</i> Marginal Cost, Marginal Costing, Managerial Applications of Marginal Costing, CVP Analysis, Contribution, P/V Ratio, Break Even Analysis, Margin of Safety.

20MBA113	ETHICS, GOVERNANCE AND CORPORATE RESPONSIBILITY	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Syllabus	
Module 1	<p><i>Introduction to Ethics:</i> Meaning &amp; Nature of Business Ethics, Characteristics; Causes of unethical behaviour; Theories of Ethics; Indian Ethos and Values system- Indian Work Ethics; Law and Ethics</p> <p><i>Ethics Programme</i> – code of ethics – ethics training – ethics committee – ethics officer, Ethics Audit, Transparency International - Whistle Blowing – classification – legal support to Whistle-Blower – Tips to successful Whistle Blowing</p>
Module 2	<p><i>Ethics in functional areas of business:</i> Financial Management (Window dressing, misleading financial analysis, insider trading, churning ) –Human Resource Management – (Discrimination– age, gender, race) sexual harassment, ethics at work place, issues affecting privacy of employees, fairness of employment contracts, occupational safety– Marketing Management – Pricing issues like Price discrimination, Price fixing, Price skimming, Ethics in advertising (surrogate, deceptive advertising), Distribution issues like tying arrangement, black market Production Management – Process issues like effluents, optimisation of resources like power &amp; water, Product issues like additive &amp; intrinsically hazardous products, genetically modified products, flawed products– Ethics in Information Technology</p> <p>– Ethics in customer and vendor relationship</p>
Module 3	<p><i>Corporate Governance:</i> - Definition - need for corporate governance –elements of good corporate governance - evidence of corporate governance from Arthashastra</p> <p>-corporate governance theories -Agency Theory - Shareholder Theory - Stake Holder Theory -Stewardship Theory; Codes and guidelines for corporate governance</p>
Module 4	<p><i>Developments in corporate governance</i> – in UK, US and India – board effectiveness</p> <p>- issues and challenges - role and types of directors - corporate board committees – corporate disclosure - emerging trends in corporate governance – corporate board duties - responsibilities and liabilities. Legal framework for corporate governance Companies Act</p>
Module 5	<p><i>Corporate Social Responsibility:</i> Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation</p>

20MBA115	LEGAL SYSTEMS FOR BUSINESS	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Syllabus	
Module 1	<b>Sources of Law</b> - Classification of Law, Natural Justice, History of Indian Judicial system, Indian Contract Act 1872: Definition (Sec 2); Essential elements of a contract - Offer, acceptance, Competency to enter in contracts (Sec 11 &12); Consent- free consent, coercion, undue influence, fraud, misrepresentation, mistake (Sec 13-23); Legality of object & consideration; Types of contracts; Performance of contracts; Void agreement (Sec 24-30); Quasi contracts, Discharge of contracts; Consequences of breach of contract (Sec 73-75) Bailment(S.148 - S.171 & S.180. Salient features of E-contract, Formation of E-contract and Types.
Module 2	<b>The Companies Act 2013</b> - Characteristics of a company ;Kinds of companies; Types of Companies, Formation-S.3, Promoter, Remuneration, Rights & Liabilities of a Promoter, Memorandum of Association (S.4, S.10, S.13), Form, Purpose, Clauses, Alteration. Articles of Association (S.5, S.10, S.14,) Provisions for Membership, Share & Share capital - Distinction between Memorandum & Articles, Incorporation (S.7, S.9, S.12),Prospectus - Public Offer S.25 - S.27, S.30 - S.40;& S.181) Pledge (S.173 - S.179) - Indemnity & Guarantee(S.124, 125 128 - 147) Distinguish Indemnity & Guarantee Laws of Agency Private Offer S.42- Meetings & proceedings; S.173 -S.195 Directors S. 149 - 152,164, 165. Boards powers and restrictions; S. 179, 180. Lifting of Corporate Veil. Doctrine of Ultra Vires, Winding up of companies – Modes S.270, 271, 304,
Module 3	<b>The Indian Partnership Act, 1932</b> - Types of Partnerships and types of Partners, Test of Partnership, Partnership deed, and Property of the firm, Limited Liability Partnership. <b>Negotiable instrument</b> - Characteristics of Negotiable Instrument Presumption; Promissory Notes, Bills of Exchange & Cheques- Negotiation (Sec 46 to 60); Crossing of cheque&dishonour of cheque (Sec 138 to 142). <b>Cyber Law</b> - Overview of cyber law, Salient features of the IT Act, 2000, Cybercrime, Intellectual Property Rights.
Module 4	<b>Sale of Goods Act (1930)</b> , (Sec 2 - 11) Conditions and warranties; (Sec12 - 17, 59) Rights of an unpaid seller. (S.45 - S.58) Title to goods - (S.27 - 30)-Rights & Duties of Buyer & Seller; (S.31 - 44). <b>Consumer Protection Act (1986)</b> : Consumer dispute, restrictive trade practices, unfair trade practices; Central Consumer Protection Council, State Consumer Protection Council; Consumer Redressal Forum.
Module 5	<b>Industrial Disputes Act, 1947</b> ,- Award and settlement- industrial Dispute- Workman Strikes and Lock-out:Lay-off - Retrenchment-Closure - Unfair Labour Practices and Role of Government. <b>The Minimum Wages Act, 1948</b> - Fixation of minimum rates of wages- working hours and determination of wages and claims. <b>Factories Act, 1948</b> - essential features, Safety, Health and Welfare measures. <b>The Sexual Harassment of Women at Workplace</b> (Prevention, Prohibition, and Redressal) Act, 2013- overview.

20MBANC1	<b>EMPLOYABILITY ENHANCEMENT PROGRAMME</b>	<b>CATEGORY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CREDIT</b>
		THEORY	0	0	2	0

### Syllabus

Module 1	<p><b>Communication skills- verbal expression, body language, presentation skills, listening skills, writing skills</b>  Extempore, Just a minute exercises, prepared speech, practice exercises on voice accent, clarity, modulation and intonation, phone etiquettes, short presentations using power point, writing letters, news paper/magazine article preparation on business and economy</p> <p><b>Problem solving skills- coordination and analysis</b>  Short sessions on solving puzzles involving all in the team</p>
Module 2	<p><b>Job searching, Interview skills, additional skills outside curriculum</b>  Job search- registering in portals/placement unit, exploring other resources for job search, CV preparation, mock group discussion, mock interviews, feedback and confidence building exercises to face interviews, individual strength/weakness analysis, planning and executing activities for strengthening one's own resume</p> <p><b>Entrepreneurship skills</b>  Idea generation techniques through practice, Survey of different schemes facilitating entrepreneurship, Business plan preparation, Exercises on how to pitch a brilliant idea</p>
Module 3	<p><b>Self –management- self-awareness, adaptability, time management</b>  Personality assessment tests- MBTI, Big Five; in-basket exercises, goal setting games</p> <p><b>Interpersonal skills-relatedness, cooperativeness, empathy</b>  Role plays, presenting scenarios to give hands on feel of what stand to take</p> <p><b>Negotiation skills- persuasion, rapport building, consensus</b>  Role plays, bargaining, art of converting win-lose to win-win situations</p>
Module 4	<p><b>Team work skills: collaboration, respect, trust, tolerance</b>  Team based activities- planning, organizing and executing small events, team projects</p> <p><b>Multi-Cultural Environment-</b> Managing and surviving in multi-cultural environment</p> <p><b>Leadership skills: motivation, influencing others, positivity</b>  Discussion on leadership styles of Indian Tycoons and their success</p>
Module 5	<p><b>Creative thinking skills: lateral thinking, creativity and innovation</b>  Brain storming exercise, six thinking hats exercise, group discussions</p> <p><b>Critical thinking skills: applying sound reasoning, criteria to explore specific concerns in the contemporary business arena</b>  Debates, article reviews, class room activities</p>

## SEMESTER - 2

20MBA102	MARKETING MANAGEMENT	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

Syllabus	
Module 1	<b>Concepts of Marketing:</b> Meaning, Nature & Scope as the key business function in Organizations - Evolution of marketing-Holistic Marketing Concept – Extended Marketing Mix – Key Customer Markets: Consumer, Business, Global, Non-profit & Government – Market Space – Meta Markets. Concept of Value chain – Marketing Environment – Internal and External environment – Difference between Marketing & sales. Introduction to Marketing Research & Modern Marketing Information System – Concept of Big Data – Market Strategic Planning – Elements of Marketing Plan ( 12 Hours)
Module 2	<b>Buyer Behaviour &amp; Marketing Ecosystem:</b> Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour -Buying Motives - Buyer Roles – Consumer Buying Decision Process: The 5 Stage Model. Organizational Buying Decisions – Buying Center – Tapping Global Markets. Segmentation, Targeting & Positioning – Strategies. Competitor Analysis – Competitive Market Strategies – Leaders, Challengers, Followers & Nichers Customer Relationship Management – Loyalty Programmes and Customer Lifetime Value - (12 Hours)
Module 3	Creating Value: The Product – Goods & Services Continuum – Classification & Levels of Product – Product Decisions: Product Mix and Product Lines – Concepts. Product Life Cycle Strategies – Brand Concepts – Marketing of Services – Extended Marketing Mix for services – Packaging & Labelling Decisions – Warranties & Guarantees – New Market Offering – Types of New Product – New Product Development: Stages – New Product Success & Failure – Diffusion of Innovation – Pricing Policies & Strategies – Factors affecting Price Determination – Steps in Setting the Price. (12 Hours)
Module 4	Distribution as a part of Value Delivery – Multi-channel marketing – Channel Functions & Flows – Channel Levels – Channel Design Decisions – Channel Management - Introduction to Retailing & Wholesaling – Franchising –Teleshopping – Shopping through Internet. Communicating Value – Marketing Communication Mix – An overview of Advertising, SalesPromotion, Personal Selling, Direct Marketing, Public Relations – Managing Integrated MarketingCommunications. (12 Hours)
Module 5	Concept, Process & Types of Marketing Control – Marketing Audit: Concepts, Components & Types – Marketing Challenges in Globalized Era – Marketing through Social Network & Digital platforms – Social Marketing – Elements of Social Marketing Plan – Green Marketing – Consumerism – Red Ocean Strategy – Blue Ocean Strategy - Introduction to Marketing Analytics. (12 Hours)

20MBA104	FINANCIAL MANAGEMENT	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

### Syllabus

<b>Module 1</b>	<i>Introduction to Finance and Financial management:</i> Finance, objective and functions- role of finance manager -sources of finance, capital market and money market - instruments. <i>Time Value of Money:</i> Compounding, compounding intervals and continuous compounding, discounting, future value of single cash flow, annuity and deferred annuity- present value of a single cash flow, annuity, deferred annuity and perpetuity. <i>Risk &amp; Return:</i> Introduction to risk & return, relationship between risk & return- estimation of beta.
<b>Module2</b>	<i>Financing and Capital Structure Decision:</i> External and internal financing. Capitalization- types of capitalization- Capital structure decisions- ploughing back of profit-leverage- operating, financial and composite leverage, overview of capital structure theories (NI, NOI, Traditional and MM only) and value of a firm. Optimum capital structure. Cost of bankruptcy and financial distress.
<b>Module3</b>	<i>Investment Decisions:</i> -Capital budgeting-process of capital budgeting-selection of projects - estimation of cash flows - payback and discounted payback period – ARR, NPV, PI and IRR. Capital budgeting decisions under risk - capital rationing - project selection under rationing. Cost of capital, cost of equity, cost of debt and overall cost of capital, calculation of WACC
<b>Module4</b>	<i>Working Capital:</i> Management of Working capital-need and importance of working capital – sources of working capital. factors affecting composition of working capital – inter dependence among components of working capital – estimation of working capital – cash management, receivables management and inventory management.
<b>Module5</b>	<i>Dividend Decisions:</i> Dividend policy and factors affecting dividend policy – dividend and its forms – relevance and irrelevance. An overview of theories of dividend (Gordon Model, Walter Model, MM Model) - forms of dividend – cash dividend, bonus shares, share split and stock repurchase. <i>Other Sources of Finance:</i> Leasing, Hire Purchase and Venture capital funding- emerging areas in finance-merger –acquisition-takeover – financial engineering.

20MBA106	HUMAN RESOURCE MANAGEMENT	CATEGORY	L	T	P	CREDIT
		THEORY	3	0	0	3

### Syllabus

Module 1	<p><i>Introduction to Human Resource Management (HRM):</i> The concept of Human Resource Management, Models of HRM, Objectives of HRM, Characteristics of HRM, Functions of HRM, Difference between HRM and Personnel Management, A Human Resource Manager's Duties &amp; A Line Manager's Human Resource Duties, Impact of HRM on Organizational Performance</p> <p><i>Job Design:</i> Concept of Job Design, Job Characteristics Model, Significance of Job Design, Approaches to Job Design – Job Rotation, Job Enlargement, Job Enrichment</p> <p><i>Job Analysis:</i> Concept of Job Analysis, Process of Job Analysis, Purpose of Job Analysis</p>
Module 2	<p><i>Human Resource Planning (HRP):</i> Objectives of HRP, Importance of HRP, Factors affecting HRP, Process of HRP</p> <p><i>Recruitment:</i> Concept of Recruitment, Objectives of Recruitment, Factors influencing Recruitment, Process of Recruitment, Sources of Recruitment. <i>Application Form:</i> Purpose and Contents</p> <p><i>Selection:</i> Concept of Selection, Outcomes of a Selection Decision, Process of Selection: Preliminary Interview, <i>Selection Tests</i> – Types of Tests, Choosing a Test, <i>Employment Interview</i> – Types of Interviews, Merits &amp; Demerits of Interviews, Interviewing Arrangements, Dos and Don'ts in a Selection Interview, Reference Check, Physical Examination, Selection Decision, Job Offer, Contract of Employment, Evaluation of Selection Process</p> <p><i>Induction / Orientation:</i> Purpose of Orientation, Types of Orientation, Process of Orientation, <i>Placement</i></p>
Module 3	<p><i>Training &amp; Development:</i> Concept &amp; Significance of Training, The Training Process, Methods of Training, Difference between Training &amp; Development, Concept of Management Development, Methods of Development</p> <p><i>Performance Management (PM):</i> Concept &amp; Objectives of PM, Process of PM, Performance Management Vs Performance Appraisal</p>
Module 4	<p><i>Talent Management (TM):</i> Concept &amp; Significance of TM, TM Life Cycle, TM Initiatives</p> <p><i>Compensation Management (CM):</i> Concept &amp; Significance of CM, Components of Compensation, Factors influencing Compensation</p>
Module 5	<p><i>Managing Employee Benefits &amp; Services:</i> Concept of Employee Benefits, Types of Employee Benefits</p> <p><i>Employee Relations (ER):</i> Concept &amp; Significance of ER, Role of Trade Unions, Process of Collective Bargaining</p> <p><i>Grievance Handling:</i> Sources of Grievance, Grievance Redressal Procedure</p> <p><i>Employee Discipline:</i> Acts of Indiscipline, Handling Employee Indiscipline</p> <p><i>Employee Safety &amp; Health:</i> Managing Health &amp; Safety at Workplace, Importance of Health &amp; Safety at Workplace</p>

20MBA108	OPERATIONS MANAGEMENT	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

### Syllabus

Module 1	Introduction to Operations Management- -Systems Concept- Transformation Process- Evolution of Operations Management- Operations Management Functions-Goods and Service Operations - Mass, Craft & Lean Production- Advantages & Disadvantages Relevance of Operations Strategy-Formulating Operations Strategy--Product and Service Design- -Process Selection-Continuous-Repetitive-Batch-Job Shop- Project-
Module 2	Concept of Productivity- Problems in Employee, Raw Material and Energy Productivity Forecasting-Forecasting Techniques-Qualitative Techniques-Quantitative Techniques Introduction to Facility Layout Planning-Product Layout-Process Layout- Fixed Location Layout- Hybrid Layouts- Cellular Layouts-Process Flow charting
Module 3	Capacity- capacity utilization. Work study- Method study-work measurement techniques.- Plant location, Managerial use of Break-even analysis and make or buy Decisions, location decisions - problems. Quality: Total Quality Management - Quality Specifications, Costs of Quality, Continuous Improvement, SPC Tools, Benchmarking, Fail-safing, ISO 9000, six sigma.
Module 4	Introduction to Supply Chain Techniques of Inventory Control-ABC, VED, FSN, MUSIC-3D analysis- Supply Chain Strategy-Role of Information Technology in SCM-Supply Chain Disruptions- Bullwhip Effect-SCOR metrics-Extended supply chains-reverse logistics- Production Planning & Control, Aggregate Planning, Master Production Scheduling (MPS), Materials Requirement Planning, Manufacturing Resource Planning, ERP.
Module 5	World Class Manufacturing -JIT and Lean Manufacturing-Continuous Process Improvement-Principles of Lean Management-Tools Used for Lean Production- Implementation of Lean Systems- Lean Services-Just-in-Time-Push and Pull Scheduling- Issues in JIT Implementation-Kanban System-Poka Yoke -Industry 4.0-Blockchain technology-AI in Operations Behavioural OM –people related insights for operations problems-more realistic prescription for practice-considering the people in customers-queues and other relevant areas

20MBA110	OPERATIONS RESEARCH	CATEGORY	L	T	P	CREDIT
		CORE THEORY	4	0	0	4

### Syllabus

Module 1	<p>Introduction to Operations Research: Origin and growth of OR, importance of OR in managerial decision making, scope &amp; applications of OR, models and modelling in OR.</p> <p>Linear programming problems: Formulation of the problem, solution by graphical method &amp; simplex algorithm, degeneracy in LPP. Special cases in OR, Duality in LPP, Sensitivity analysis of optimal LP solutions.</p>
Module 2	<p>Allocation Problem models: Transportation problems: formulation, methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel's Approximation Method), test for optimality (MODI Method), unbalanced transportation problems, maximization transportation problem.</p> <p>Assignment problems: formulation, methods of solution, Hungarian method, multiple optimal solutions, unbalanced problems, maximization problems.</p>
Module 3	<p>Decision theory: Concepts of decision making, decision making environments, Decision making under uncertainty – Decision making under risk, decision tree analysis.</p> <p>Queuing model structure, Kendall Lee notation - M/M/1 queues – standard problems.</p>
Module 4	<p>Meaning of Inventory – Basic concepts of Inventory Control – costs associated with inventory- Economic Order Quantity –Reorder Point – safety stock – P-System-Q-System- advantages and disadvantages-Back order-Fill rate, service level</p> <p>Replacement analysis: items that deteriorate over time- items that fail suddenly, optimum replacement policies for both cases.</p>
Module 5	<p>Concepts of network analysis, project network models, Critical Path Method, PERT, project time-cost trade off, resource scheduling</p> <p>Game Theory: Two-person zero-sum game, saddle point games, principle of dominance, graphical solution.</p>

20MBA112	<b>RESEARCH FOR MANAGERIAL DECISIONS</b>	<b>CATEGORY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CREDIT</b>
		CORE THEORY	3	0	0	3

### Syllabus

Module 1	Introduction to business research – definition – research and managers – need for Business research – type of business research – exploratory and conclusive - basic and applied research – qualitative and quantitative research – business research applications in marketing - human resource management - financial and accounting decisions - production and operations management - cross-functional areas - knowledge about research and managerial effectiveness- case studies- business research in the 21st century.
Module 2	General research process- identifying and defining research problem - literature survey - identification of key research variables - theoretical framework - formulating research hypothesis Formulation of research design - sampling design – data collection and data editing - data analysis and interpretation - format of research report - research proposal framework. Measurement and scaling - concepts and operational definitions - nominal, ordinal, interval and ratio scales - comparative scales -non-comparative scales - criteria for good measurement - reliability - validity – sensitivity.
Module 3	Sampling design - probability and non-probability sampling methods - merits and demerits -Review of various sampling methods - determination of sample size – sampling errors. Data Collection: Secondary and primary methods of data collection-data collection and data editing - coding - categorization - handling unsatisfactory responses and missing values - questionnaire construction - type of questions - guidelines for questionnaire designing - questionnaire testing - other methods of data collection - observation - projective methods - goodness of fit of data -reliability and consistency - Cronbach's Alpha.
Module 4	Data analysis and interpretation: Descriptive analysis of uni-variate and bi-variate data – parametric tests for hypotheses testing - z test - t test – ANOVA (Theory only) - introduction to MANOVA and ANCOVA (Theory only); SEM (Theory only) - nonparametric tests for hypotheses testing - Chi-square - run test for randomness - one and two-sample sign tests - Mann-Whitney U test - Wilcoxon signed-rank test - Kruskal-Wallis test - Correlation and regression analysis. Only Theory for the following topics: Multivariate analysis - dependency techniques: multiple regression - discriminant analysis - conjoint analysis inter-dependency techniques: Factor Analysis - Cluster Analysis-
Module 5	Reporting and thesis writing – Structure and components of scientific reports - Types of report – Technical reports and thesis – Significance – Different steps in the preparation – Layout, structure and Language of typical reports – Illustrations and tables - Bibliography, referencing and footnotes- Reference Management Software - Oral presentation – Planning – Preparation – Practice – Making presentation – Use of visual aids - Importance of effective communication – Reproduction of published material – Plagiarism - Citation and acknowledgement - Reproducibility and accountability.

20MBA114	ENTREPRENEURSHIP DEVELOPMENT	CATEGORY	L	T	P	CREDIT
		CORE THEORY	3	0	0	3

Syllabus	
Module 1	Introduction to Entrepreneurship-Types of entrepreneurs, Forms of business, Entrepreneurial Traits and competencies, Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunities for Entrepreneurs in India and abroad. Start-up India, Stand up India, National Skill Development Program, PMEGP, Mudra Yojana, and KVICSchemes.
Module 2	The Entrepreneurial ideation and decision process. Incubation procedures and processes, Business plan preparation, DPR preparation. Managing Finance and Growth- Sources of capital, Venture capitalists, Angel Investors, Crowd Funding, Institutional financial assistance- Role of Financial Institutions and Commercial Banks for loans and financial controls. Features and evaluation of joint ventures, acquisitions, mergers, franchising, public issues, rights issues, bonus issues and stock splits
Module 3	Micro, Small and Medium Enterprises - Importance, Evolution, Organisational Structure, Decision Making, Starting an MSME unit - phases, trainingrequirements,ExtensionTrainingInstitute,Legalframeworks,Registration procedures, concessions and reliefs by Government.
Module 4	Production in MSME , Optimum Size of plant, Factors affecting production process, Production planning, Marketing and channel selection, control, product mix, DIN,TIN,PAN, GST Monitoring and evaluation of enterprise, Reasons for failures, Sickness in Small Scale Industries. Rehabilitation of sick units, Effective management of the enterprise.
Module 5	E-commerce and Entrepreneurship.Rural entrepreneurship, Social entrepreneurship.Challenges in entrepreneurship.Successful Entrepreneurs from the contemporary Indian business world- Success stories of great Indian Tycoons who have contributed to build the nation

<b>20MBANC2</b>	<b>INTEGRATED DISASTER MANAGEMENT</b>	<b>CATEGORY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CREDIT</b>
		<b>No Credit Course</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>

### Syllabus

Module 1	<p>Understanding Disasters: Disaster: Meaning, Factors and Significance; Understanding Disasters :Causes and Effects; Disasters: A Global View; Disaster Profile of India - Regional and Seasonal; Typology of Disasters – Geological Disasters- Hydro-Meteorological Disasters Biological Disasters ; Technological Disasters and Manmade Disasters ; Global Disaster Trends; Emerging Risks of Disasters; Climate Change and Urban Disasters.</p> <p>Demarcate disaster vulnerable zones of Kerala due to various disaster threats in varying colors/intensity and prepare a map</p>
Module 2	<p>Essentials of Disaster Preparedness- Planning Unit, Communication, Leadership and Coordination, Warehousing and Stockpiling; Disaster Management and Awareness- Human Behaviour and Response: Individual Community, Institutions, Community Participation and Awareness, Public Awareness Programme, Information Organisation and Dissemination; Disaster Management: Role of Various Agencies, District Administration, Military and Paramilitary Forces, Ministries and Departments at Centre and State Levels, Non-Governmental Agencies, International Agencies, Media.</p> <p>Arranging awareness programs to avoid panic in vulnerable areas. Preparing video clips on use of special equipment including tips for survival</p>
Module 3	<p>Preparedness and Mitigation- Disaster Mapping, Predictability, Forecasting and Warning, Disaster Preparedness Plan, Land-use Zoning for Disaster Management, Preparing Community Through IEC (Information, Education and Communication), Disaster Mitigation;</p> <p>Preparing survey instrument to assess difficulties faced in the past during various disasters and to prepare reports on ways to mitigate intensity of hardship</p>
Module 4	<p>Relief Measures- Search, Rescue and Evacuation, Shelter for Victims, Livestock and Relief Measures, Clearance of Debris and Disposal of the Dead, Control of Fire, Damage Assessment; Community Health and Casualty Management- Community Health During Disasters, Emergency Health Operations, Drinking Water, Food and Nutrition, Hygiene and Sanitation. Disaster Recovery Planning and Business Continuity Planning.</p> <p>Project on improved preparedness in terms of emotional stability, handling psychological stress, supply chain distribution systems, medical assistance and spreading of diseases</p> <p>Projects on applying modern technologies for Disaster Recovery Planning and Management Projects on Business Continuity Planning.</p>
Module 5	<p>Reconstruction and Rehabilitation- Rehabilitation: Social and Economic Aspects, Reconstruction and Rehabilitation as Means of Development, Agriculture and Irrigation, Housing to Resist Disasters including Relocation, Retrofitting, Repairing and Strengthening of Houses;</p>

Module 6	<p>Projects on Cost estimation for cleaning debris, restoring water and electricity connections on a war-foot basis</p> <p>Projects on Innovative methods of rapid cleaning using mechanized systems</p>
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