

**SCHEME OF EXAMINATION
& SYLLABI
of
MASTER OF BUSINESS ADMINISTRATION
(GENERAL)
(Choice Based Credit System)
FROM THE ACADEMIC SESSION 2021-22**



MAHARSHI DAYANAND UNIVERSITY ROHTAK (HARYANA)

SCHEME OF EXAMINATIONS

FOR

TWO YEAR MBA GENERAL PROGRAMME FROM THE SESSION 2021-22

FIRST YEAR: FIRST SEMESTER

Course Code	Title of the Course (s)	External Marks	Sessional Marks	External Evaluation / Practical	Total Marks	Credits (L-T-P)
CORE COURSES						
19IMG21C1	Management Concepts and Organizational Behavior	80	20	-	100	3-1-0
19IMG21C2	Managerial Economics	80	20	-	100	3-1-0
19IMG21C3	Accounting for Managers	80	20	-	100	3-1-0
19IMG21C4	Business Statistics and Analytics	80	20	-	100	3-1-0
19IMG21C5	Operations Management	80	20	-	100	3-1-0
19IMG21C6	Computer Fundamentals and Office Automation Tools	50	-	50	100	3-0-1
19IMG21C7	Business Environment	80	20	-	100	3-1-0
Discipline Specific Elective Courses (Each student will opt one course)						
19IMG21D1	Business Communication Skills	80	20	-	100	3-1-0
19IMG21D2	Event Management	80	20	-	100	3-1-0
Total Credits in 1st Semester						32

FIRST YEAR: SECOND SEMESTER

Course Code	Title of the Course (s)	External Marks	Sessional Marks	External Evaluation/ Practical	Total Marks	Credits (L-T-P)
CORE COURSES						
19IMG22C1	Financial Management	80	20	-	100	3-1-0
19IMG22C2	Marketing Management	80	20	-	100	3-1-0
19IMG22C3	Human Resource Management	80	20	-	100	3-1-0
19IMG22C4	Business Research Methods	80	20	-	100	3-1-0
19IMG22C5	IT Infrastructure Management	50	-	50	100	3-0-1
19IMG22C6	Comprehensive Viva-voce		-	100-	100	4

Foundation Elective Course						
Each student will opt one course from the pool of Foundation Elective Courses provided by the University, excluding the Foundation Elective Course prepared by the Institute of Management Studies and Research.						2
Open Elective Course						
Each student will opt one course from the pool of Open Elective Courses provided by the University, excluding the Open Elective Courses prepared by the Institute of Management Studies and Research.						3
Discipline Specific Elective Courses (Each student will opt one course)						
19IMG22D1	Entrepreneurship	80	20	-	100	3-1-0
19IMG22D2	Creativity and Innovation Management	80	20	-	100	3-1-0
Total Credits in 2nd Semester						33

NOTE: Immediately after the completion of the Second semester, the students shall proceed for their Summer Vacation Training (SVT) of eight weeks duration. The Summer Training Report prepared after the completion of SVT shall be assessed in the third Semester as a compulsory course. The SVT will be submitted by the candidates in the manner as specified in the Ordinance.

SYLLABI
of
MASTER OF BUSINESS ADMINISTRATION
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FROM THE ACADEMIC SESSION 2021-22



MAHARSHI DAYANAND UNIVERSITY ROHTAK (HARYANA)

Management Concepts and Organizational Behavior

Course Code: 19IMG21C1

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: analyze the behavior of individuals and groups in organizations in terms of the key factors that influence organizational behavior.
- CO2: identify the core competencies, managerial roles and significance of emotional intelligence at work.
- CO3: assess the potential effects of organizational factors on organizational behavior.
- CO4: explain the organizational culture and describe its dimensions and to examine various organizational designs
- CO5: assess organization and classify the contributing disciplines, approaches to OB and understanding challenges and opportunities for OB.
- CO6: apply motivational and leadership theories to resolve problems of employee absenteeism, turnover, stress, job satisfaction, job performance and organizational commitment.

UNIT- I

Nature, Scope and Evolution of Management, Functions, Skills, Roles of Management. Managerial Competencies, Core competencies, Emotional intelligence at work place, Dynamics in social Milieu.

UNIT- II

Motivation: Nature and Theories; Content and Process Theories
Leadership: Nature and Theories: Trait, Behavioral and Contingency approach, Leadership development for learning organizations.

UNIT- III

Foundations and Background of Organizational behavior, Interpersonal: Group behavior, Dynamics Formation and stages, Team building and Intrapersonal process: Attitude, Personality, Perception

UNIT- IV

Organizational process and structure: Work Innovation and Job design, Organization climate and culture, Organization change and development and control.

Recommended Readings:

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education
2. Hellreigel, Management, Thomson Learning, Bombay
3. Koontz, H and Wechrich, H; Management, Tata McGraw Hill
4. Stoner, J et. al, Management, Pearson Education
5. Robbins and Coulter, Management, Pearson Education
6. Pravin Durai, Principles of Management, Pearson Education.
7. Satya Raju, Management – Text and Cases , PHI, New Delhi
8. Richard L. Daft, Management, Thomson South-Western
9. Nelson, Debra L and James C Quick, Organizational Behavior, Thomson Learning
10. Hellgiegel, D and J.W. Slocum, Organizational Behavior, Thomson Learning
11. Luthans, Fred, Organizational Behavior, McGraw Hill, New York
12. New Storm and Keith Davis, Organization Behavior , TMH, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Managerial Economics

Course Code: 19IMG21C2

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: define the basic elements of managerial economic aspects of firm.
- CO2: forecast demand for a product.
- CO3: know what to produce, where to, when to, how to, for whom to produce.
- CO4: frame policy for production to minimize the cost and maximum the profit.
- CO5: construct the cost function.

UNIT-I

Nature and scope of managerial economics; nature of marginal analysis; alternative objectives of business firms; cardinal utility theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; demand elasticity; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

UNIT-II

Law of variable proportions; laws of return; optimal input combination; output-cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; price-output decisions under alternative market structures; shut-down points; Baumol's sales maximization model; advertising and price-output decisions.

UNIT-III

Product differentiation; price-output decision in multi-plant and multi-product firms; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

UNIT-IV

Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies; inflation analysis; tariff analysis.

Recommended Readings:

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
2. V. Agarwal, Managerial Economics, Pearson Education.
2. Monroe, Kent B., Pricing-Making Profitable Decisions, McGraw-Hill, New York
3. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education
4. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Accounting for Managers

Course Code: 19IMG21C3

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: understand and apply accounting concepts, principles and conventions for their routine monetary transaction;
- CO2: recognize circumstances providing for increased exposure to fraud and define preventative internal control measures.
- CO3: create and prepare financial statements in accordance with Generally Accepted Accounting Principles
- CO4: analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements.

UNIT-I

Accounting- Meaning, types, objectives and users of accounting system, Accounting principles- concepts and conventions, accounting cycle-journalization, posting to ledger accounts, preparation of trial balance and final accounts. An overview of IFRS and accounting standards (AS) in India

UNIT-II

Depreciation accounting for fixed assets- objectives, factors affecting depreciation and methods, financial statement analysis- ratio analysis, fund flow analysis and cash flow statement analysis. ^

UNIT-III

Reporting of financial performance- Disclosure in corporate financial reports and their importance, Budgetary control- Budget, budgeting and budgetary Control, classification of budget and preparation, importance and limitations of budgetary control.

UNIT-IV

Marginal Costing and analysis- contribution, break-even point, profit-volume ratio, margin of safety and their applications in managerial decision making, Balanced scorecard- a tool of interactive control.

Recommended Readings:

1. Dhamija, S. Financial Accounting for Managers, Pearson Education.
2. P.C Tulsian, Financial Accounting, Pearson Education.
3. Horngren/Sundem- Introduction to Management Accounting, Pearson Education.
4. Khatri, K. Dhanesh, Financial Accounting, McGraw Hill Education.
5. Ramachandran, N. andKakani, R.K. Financial Accounting for Management, McGraw Hill Education.
6. Bhattacharya, S.K, Accounting for Management: Text and Cases, Vikas Publishing House.
7. Khan, M. Y and Jain, P.K Management Accounting, McGraw Hill Education.
8. Horngren, Charles T., Sundem, Gary L., Elliott, John. A and Philbrick, Donna, Introduction to Financial Accounting, Pearson Education.
9. Narayanaswamy, R., Financial Accounting - A Managerial Perspective, PHI Learning.
10. Gupta, Ambrish, Financial Accounting for Management: An Analytical Perspective, Pearson Education.
11. Anthony, Robert N. etal. Accounting: Text and cases, McGraw Hill Education.
12. Shah: Management Accounting, Oxford University Press.
13. Hansen, D.R. andM owen, M.M., Management Accounting, Thomson South western.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Business Statistics and Analytics

Course Code: 19IMG21C4

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: gain knowledge of basic concept / fundamentals of business statistic.
- CO2: develop practical understanding of various statistical concepts.
- CO3: compute various measures of central tendency, measures of Dispersion, Time Series Analysis, Index Number, Correlation and Regression analysis and their implication on Business performance.
- CO4: understand basic concepts of probability and judge probability theoretical distributions
- CO5: take managerial decision and applying the Concept of Business Analytics.

UNIT- I

Definition, role and application. Measures of central tendencies and their application. Measures of dispersion: range, quartile deviation, standard deviation, coefficient of variance and mean deviation. Skewness and kurtosis.

UNIT- II

Correlation: meaning and type of correlation - positive correlation, negative correlation, linear and non-linear correlation. Scatter diagram, Karl Pearson's coefficient of correlation, properties of correlation coefficient, probable error of correlation coefficient. Multiple and partial correlation coefficient.

Regression: Meaning and types- simple and multiple regression, linear and non-linear regression, regression lines, and properties of regression.

UNIT- III

Time Series: introduction, objectives and identification of trends – variation in time series, secular variation, cyclical variation, seasonal variation and irregular variation. Methods of estimation of trends- moving average and least square method.

Index number: definition, uses, types, simple aggregate method and weighted aggregate method- Laspeyre's, Paasche's, Fisher's and CPI. Construction of index numbers and their uses.

UNIT- IV

Sampling: meaning and basic sampling concept, sampling and non-sampling errors.

Hypothesis testing: formulation and procedure for testing a hypothesis. Large and small sample test- z, t, F test and ANOVA (one way). Non-parametric test: chi-square test, sign test, Kruskal-Wallis test.

Concept of Business Analytics- Meaning, types and application of Business Analytics.

Recommended Readings:

1. Levin, R.I. and Rubin D.S., Statistics for Management, Pearson Education.
2. Gupta, S.P. and Gupta, M.P., Business Statistics, Sultan Chand and Sons.
3. Sharma, J.K., Business Statistics, Vikas Publication House Pvt. Ltd.
4. Bajpai, Naval, Business Statistics, Pearson Education.
5. Davis and Pecar: Business Statistics using Excel, Oxford University Press.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Operations Management

Course Code: 19IMG21C5

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: understand the role of Operations in overall Business Strategy of the firm.
- CO2: understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.
- CO3: identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.
- CO4: understand the trends and challenges of Operations Management in the current business environment.
- CO5: apply the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

UNIT-I

Introduction to operations Management: Objectives, Functions and Scope, types of production systems, operations strategy; Facility Planning, Factors Affecting Plant location and plant layout; Tools and Techniques used for Plant Layout Planning.

UNIT-II

Production Planning and Control Process Planning, Aggregate Production Planning, Capacity Planning: Introduction, Capacity Planning; Product Design, and Development; Project Scheduling, Network Diagrams, Critical Path Method (CPM), Critical Path Method: Problems, Critical Path Method: Problems. Program Evaluation and Review Technique (PERT), Sales forecasting, Forecasting system- Qualitative and Quantitative methods.

UNIT-III

Materials Management - Concepts, Objectives, Functions, Materials Requirement Planning (MRP)-I, Materials Requirement Planning (MRP)-II Purchasing Management - Objectives; Functions; Methods; Procedure Management - Types of Stores; Functions; Coding Methods. Value Analysis - Concepts Inventory Management - Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

UNIT- IV

Quality management: Introduction; Meaning, Concept of Quality, Total Quality Management (TQM), Total Productive Maintenance (TPM), Statistical Quality Control (SQC), concept of Six Sigma and its application; Advanced Manufacturing Technologies: Just in Time (JIT), KANBAN System, Enterprise Resource Planning (ERP), TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts.

Recommended Readings:

1. R. Paneerselvam, Production and Operations Management; PHI; New Delhi
2. Mahadevan, B.; Operations Management - Theory and Practice; Pearson Education
3. Bedi, Production and Operations Management, 2/e, Oxford University Press.
4. K. N. Dervitsiotis, Operation Management, McGraw-Hill International Company.
5. Jay Heizer and B. Render, Operation Management, Pearson Education
6. Gaither, Norman and Frazier, Greg; Operations Management; Thomson Learning; New Delhi
7. Krajewski, Lee J. and Ritzman, Larry P.; Operations Management - Processes and Value Chains; Pearson Education

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Computer Fundamentals and Office Automation Tools

Course Code: 19IMG21C6

L-T-P
3-0-1

External Marks: 50
Sessional Marks: 50
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: understand computer hardware, software and computer applications, computer network, internet and office automation tools in business.
- CO2: learn applications of MS Office and Internet in businesses.
- CO3: demonstrate the ease to work with MS Word and explain the fundamentals of MS Excel and manipulate various functions and commands;
- CO4: elucidate the need of MS PowerPoint, design & templates and manipulate records, creating records and web designing using PPT.
- CO5: creating the databases and handling operations on the data using MS Access.

UNIT-I

Introduction to Computers: Characteristics, capabilities, limitations and applications of computers; types of computers; computer hardware, software; block diagram of computer and overview of working; types of computer language; generation of computer languages; functions and types of operating system

UNIT-II

Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog and Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, E-mail.

UNIT-III

Documentation using MS-Word – Creating and Editing Document, Formatting Document, Auto-text, Autocorrect, Spelling and Grammar Tool, Document Dictionary, Page Formatting, Bookmark, Advance Features of MS-Word-Mail Merge, Printing

Electronic Spread Sheet using MS-Excel - Introduction to MS-Excel, Creating and Editing Worksheet, Formatting and Essential Operations, Formulas and Functions, Charts

UNIT-IV

Presentation using MS-PowerPoint: Presentations, Creating Manipulating and Enhancing Slides, Organizational Charts, Excel Charts, Word Art, Layering Art Objects, Animations and Sounds

Introduction to database: Concept, Characteristics, Objectives, Advantages and limitations, entity, attribute, schema, subschema; Database management using MS-Access.

Recommended Readings:

1. Microsoft Office Complete Reference. BPB Publication.
2. Rajaraman V. (Feb. 2010). Fundamentals of Computers. PHI.
3. Sinha P.K. (2004). Computer Fundamentals. BPB Publication
4. Stultz, Russell A. Learn Microsoft Office. BPB Publication.
5. Taxali, Ravi Kant. (2014). Computer Course windows 7 and Office 2010. India: McGraw Hill Education.
6. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
7. B. Ram, Computer Fundamentals, New Age Publications, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Business Environment

Course Code: 19IMG21C7

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: understand relationship between environment and business and applying the environmental analysis techniques in practice
- CO2: understand Economic, Socio-Cultural and Technological Environment
- CO3: evaluate state policies, Economic legislations and Economic reforms laid by the government

UNIT-I

The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy

UNIT-II

Overview of Political, Socio-cultural, Legal, Technological and Global environment. Recent developments with regard to enactment of business laws. An introduction to MRTP, CCI, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business

UNIT-III

Current industrialization trends and industrial policy; Economic environment for skill development in start-ups and the MSME sector. Infrastructure development and policy; public sector reforms and performance; public and private partnership; intellectual property regime and the R and D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

UNIT-IV

Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment. Policies with regard to foreign trade and investment.

Recommended Readings:

1. Saleem Shaikh "Business Environment", Pearson Education
2. Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
3. Cherunilam, Francis, "Business Environment-Text and Cases", Himalaya Publishing House, New Delhi.
4. Pual, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi
5. Mishra S K and Puri V K - Economic Environment of Business, Himalaya Publishing House, New Delhi.
6. Adhikari M, Economic Environment of Business, Excel Books, New Delhi.
7. Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand and Co. Ltd., New Delhi.
8. Gopal, Namita, "Business Environment", Tata McGraw Hill, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Business Communication Skills

Course Code: 19IMG21D1

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: describe the basics of communication and its process, elements and importance.
- CO2: understand the various barriers in the communication.
- CO3: outline the listening skills and the characteristics of good and poor listeners
- CO4: identify the various types of listening, its approaches, and barriers.
- CO5: explain the effectiveness of oral communication and its application in-group presentation.

UNIT-I

Business communication: Definition, Nature, Process and classification of communication; Importance of communication in management; barriers to communication, overcoming barriers to communication, effective communication; contemporary issues in communication.

UNIT-II

Communication skills: Listening skills- Listening process, types of listening, barriers to listening, improving listening abilities; presentation skills; communication skills for interviews and Group discussions; Basic interviewing skills- Board room Interview preparation, Expressive behavior, Techniques for removing anxiety, fear and inhibitions.

UNIT-III

Nonverbal communication: Body language, Kinesic communication, proxemic communication, haptic communication, paralinguistic communication, Chromatic communication, chronomatic communication.; Business etiquettes- introduction, etiquettes, exchanging business cards, shaking hands, e mail etiquettes, telephone etiquettes, telemarketing etiquettes, elevator , dressing and grooming etiquettes, dining etiquettes.

UNIT-IV

Written communication: Report writing-process of report writing, structures of business reports, business letter components and layout, types of letters; memos, notices and circulars; agenda and minutes of meeting, preparing curriculum vitae.

Recommended Readings:

1. Kaul, Asha, Business Communication, PHI, New Delhi
2. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education
3. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
4. Sinha, K.K. , Business Communication, Taxman Publication, New Delhi
5. Koneru, Arun, Professional communication, McGraw Hill, New Delhi
6. Mehra, Payal, Business Communication for Managers, Pearson Education.
7. Verma, Shalini, Business Communication: Essential Strategies For Twenty First Century Managers, Vikas Publishing House, Noida
8. Sethi, Flatley, Rentz, Lentz, Pande, Business communication: Connecting A Digital World, McGraw Hill, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Event Management

Course Code: 19IMG21D2

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: get familiarity with event management industry.
- CO2: organize events successfully.
- CO3: position themselves and their services in event management industry.

UNIT-I

Events – Nature, definition and scope, C's of events, designing, interaction and importance; Event marketing tools – various needs addressed by events, focusing and implementing events, advantages and disadvantages of events

UNIT-II

Elements of Events – Event, infrastructure, target audience, organizers, venue, media activities to be carried out; concept of market in events, segmentation and targeting of the market events

UNIT-III

Positioning in events and the concept of event property; events as a product, methods of pricing events, events and promotion, various functions of management in events

UNIT-IV

Strategic alternatives arising from environment, competition and defined objectives; pricing objectives; evaluation of event performance – measuring performance and correcting deviations

Recommended Readings:

1. Lynn Van Der Wagen, Event Management, Pearson Education
2. Shone, Anton and Bryn Parry, Successful Event Management, Cengage Learning India Pvt. Ltd, New Delhi
3. Gaur, S.S. and Saggere, S.V., Event Marketing Management
4. Panwar, J.S., Marketing in the New Era, Sage Publications, 1998
5. Avrich, Barry, Event and Entertainment, Delhi, Vision Books, 1994

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Financial Management

Course Code: 19IMG22C1

L-T-P

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: describe about various financial management concepts.
- CO2: apply the concept of time value of money.
- CO3: categorize and analyze different capital budgeting techniques.
- CO4: appraise different project proposals for decision-making.
- CO5: estimate cost of capital for long term source of finance.

UNIT-I

Financial management-scope finance functions and its organization, objectives of financial management; time value of money; sources of long term finance.

UNIT-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

UNIT-III

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and MM theories; determinants of dividend policy and dividend models -Walter, Gordon and MM models.

UNIT-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Note: The topic of capital budgeting, management of cash, inventory management, and receivable management will cover theoretical concepts and simple numerical questions.

Recommended Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Berk, De Marzo, Harford, Fundamental of Corporate Finance, Pearson Education.
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Pearson Education
6. Brigham and Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Marketing Management

Course Code: 19IMG22C2

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: understand the marketing concepts and its evolution
- CO2: analyze the market based on segmentation, targeting and positioning
- CO3: know the consumer behavior and their decision making process
- CO4: make decisions on product, price, promotion mix and distribution
- CO5: understand the rural markets and the contemporary issues in marketing

UNIT -I

Introduction to marketing: Nature, scope, core concepts, tasks of marketing management, and corporate orientation towards marketplace; marketing environment; marketing research and information system; developing marketing strategy and plan; ethical issues in marketing.

UNIT -II

Understanding consumer and business markets: Consumer buying decision process in consumer and business markets; building customer value, satisfaction and loyalty; managing customer relations; Market segmentation, targeting and positioning approaches to deal with market competition; tools of product differentiation.

UNIT -III

Product and pricing decisions: Product life cycle, product mix and product line decisions, new product development process; branding, packaging and labelling decisions; pricing objectives, determinants of price, pricing methods and strategies.

UNIT -IV

Promotion and distribution decisions: Promotion mix - Advertising and sales promotion; public relations; personal selling; Channels of distribution: functions of intermediaries, channel design decisions, selecting channel members, channel management; wholesaling and retailing.

Contemporary marketing trends and issues: Globalization, consumerism, green marketing, digital marketing; evaluation and control of marketing effort; reasons for and benefits of going international; entry strategies in international marketing.

Recommended Readings:

1. Kotler Philip and Keller; Marketing Management, Pearson Education, New Delhi
2. Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective, Pearson Education, New Delhi
3. Kerin, Hartley, Berkowitz and Rudelius, Marketing, TMH, New Delhi
4. Etzel, Michael J, Marketing: Concepts and Cases, TMH, New Delhi
5. Dhunna, Mukesh, Marketing Management – Text and Cases, Wisdom Publications, New Delhi
6. Capon, Noel and Singh Siddharth; Managing Marketing-An Applied Approach, Wiley Publications, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Human Resource Management

Course Code: 19IMG22C3

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: discuss the history and evolution of HRM.
- CO2: explain the importance of HRM in the organizations through their roles & responsibilities, challenges etc.
- CO3: assess the major HRM functions and processes of HRM planning, job analysis and design, recruitment, selection, training and development, compensation and benefits, and performance appraisal
- CO4: identify strategic HR planning and the HRM process to the organization's strategic management and decision making process.
- CO5: explain how training helps to improve the employee performance.

UNIT-I

Strategic importance of HRM; objectives of HRM; challenges to HR professionals; role, responsibilities and competencies of HR professionals; HR department operations; human resource planning– objectives and process; human resource information system, contemporary issues in human resource management

UNIT-II

Talent acquisition: recruitment and selection strategies, career planning and management, succession planning, socialization and induction of new employees; training and development, investment in training, training need assessment, designing and administering training programme; executive development programme, evaluation of T & D programme

UNIT-III

Appraising performance: developing and instituting performance appraisal system, assessment and development centers, potential appraisal; rewarding performance: linking rewards to organizational objectives, determine compensation structure, pay for performance and incentive plans, ESOP, executive compensation, designing and administering benefits and services

UNIT-IV

HR in knowledge era: HR in knowledge industry, HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing HR functions, employee leasing, HR audit, international HRM

Recommended Readings:

1. Dessler, Gary, Human Resource Management, Pearson Education
2. Ivancevich, John M., Human Resource Management, Tata McGraw Hill, New Delhi
3. Gomez. Megia, Luis, David Balkin, and Roberty Cardy, Managing Human Resources, Pearson Education
4. Mathis, Robert, and John Jackson, Human Resource Management, Thomson Learning Inc.
5. Shell, Scott and George Bohlander, Human Resource Management, Thomson Learning Inc.
6. Pattanayak, Biswajert, Human Resource Management, PHI, New Delhi
7. Jyothi P. and D.N.Venkatesh, Human Resource Management, Oxford University Press, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Business Research Methods

Course Code: 19IMG22C4

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: acquire knowledge on various kinds of research questions and research designs.
- CO2: distinguish between qualitative, quantitative and mixed methods of research
- CO2: relate ethical and philosophical considerations
- CO3: design a good quantitative purpose statement and good quantitative research
- CO4: understand good practices in conducting a qualitative interview and observation.

UNIT-I

Business research; its concept, nature, scope, need and managerial value of business research; components of theory – definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal

UNIT-II

Research design – concept and types – exploratory, descriptive, diagnostic and experimental; sampling design; techniques, factors influencing sample size, measurement – concept, measurement scales – types and construction of scales and reliability and validity aspects in measurement

UNIT-III

Methods of data collection – questionnaire/schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation; hypothesis testing – an overview of parametric and non-parametric tests (Analysis of Variance, X test, Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal– Wallis H-test)

UNIT-IV

An overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis); ingredients and constructions of research report; procedure of preparation of reference and bibliography

Recommended Readings:

1. Naval Bajpai, Business Research Methods, Pearson Education
2. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay
3. Cooper, Donald R- and Pamela Schindler, Business Research Methods, Tata McGraw Hills, New Delhi
4. Geode, Millian J. and Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
5. Sekran, Uma, Business Research Method, Miley Education, Singapore
6. Kothari, C.R., Research Methodology

Instructions for External Examiner: The question paper shall be divided in two sections. **Section A** shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section B** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

IT Infrastructure Management

Course Code: 19IMG22C5

L-T-P
3-0-1

External Marks: 50
Sessional Marks: 50
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: Describe the digital technologies and channels being leveraged by businesses.
- CO2: Explain the role of data governance and cloud services in determining the success or failure of a business system.
- CO3: Explain the competitive advantage of data management and business intelligence.
- CO4: Identify opportunities to apply IT infrastructure to improve business efficiency.
- CO5: Explain why IT infrastructure management is a business priority.

UNIT -I

Introduction to IT infrastructure: Data networks and Application Programme Interface (API) – fundamentals, corporate network functions, business uses, wireless and mobile infrastructure, messaging and collaboration technology, data breaches and cyber security challenges, IT risk management, mobile app and cloud security challenges, financial crimes and fraud defenses, sustainability and the triple bottom line approach

Internet technologies and search strategies: Search technology, organic search and search engine optimization, paid search strategies and metrics, semantic web and search

UNIT -II

Information technology in business: Digital technology transforming business processes, competitive advantage and SWOT analysis

Building business capabilities with data governance and cloud services: data governance strategy, enterprise IT architecture, information and decision support systems, data centers and cloud computing, cloud services delivery model

UNIT -III

Data management, Big Data, and Business Intelligence: Data management technologies and techniques, Transaction processing and analytics processing systems, dirty data costs and consequences, data ownership and organizational politics, data life cycle, Big Data analytics, data and text mining, data visualization, enterprise data mashups, digital dashboards, and business intelligence

UNIT -IV

Networked economy: Impact of computer networks on business, elements of networked economy, using IS functions to deal with business risks, privacy, health and ethical issues in networked economy, future of the networked economy.

HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page.

Lab: Web Designing in HTML, Internet Surfing.

Recommended Readings:

1. Turban, Vonino and wood, Information Technology for Management, Wiley Publications, New Delhi.
2. McKeown, Information Technology and the Networked Economy, Thomson Learning
3. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
4. Hagg, Baltzan & Philips, Business Driven Technology, TMH, N. Delhi.
5. Molly, Using HTML 4, PHI, Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. **Section 'A'** shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. **Section 'B'** shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

Entrepreneurship

Course Code: 19IMG22D1

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: develop entrepreneurship as a field of study and as a profession.
- CO2: understand the creative process of opportunity identification and screening.
- CO3: understand the importance of innovation in the creation of sustainable competitive advantage.
- CO4: understand techniques to test a business model to ensure its viability.

UNIT-I

Entrepreneurship: Concept, theories, process, factors impacting emergence of entrepreneurship, Growth of entrepreneurship environment in India, Role of entrepreneurship in economic development, Traits of successful entrepreneurs; Managerial vs. entrepreneurial approach, Entrepreneurial promotion in India.

UNIT-II

Starting the venture: Creative thinking, Business idea generation (Business cases on entrepreneurship), Environmental scanning pertaining to business idea: Feasibility study: Market feasibility, Technical/ Feasibility operations, financial feasibility, Project Report.

UNIT-III

Functional Plans: Drawing a business plan, selecting organization type for business, Organization structure and Job designs, Designing financial plan: Investment, Incomes and Expenditure, Banking and Accounts, understanding profitability.

UNIT-IV

Sources of Finance: understanding Financial Framework: Debt Equity Financing, Commercial banks, Venture Capital, Financial institutions supporting entrepreneurs, Angel investors.
Understanding IPR: Patents, Trademarks, Copy rights, Trade secrets, Licensing, Franchising.

Recommended Readings:

1. Charantimath, Poornima, Entrepreneurship Development & Small Business Enterprises, Pearson Education.
2. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
3. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Education.
4. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi.
5. Kuratko, Donand and Richard Hodgetts, Entrepreneurship, Cengage Learning India Pvt. Ltd., New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of eight short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks

Creativity and Innovation Management

Course Code: 19IMG22D2

L-T-P
3-1-0

External Marks: 80
Sessional Marks: 20
Time Allowed: 3 Hours

Course Outcomes

After completing the course students would be able to:

- CO1: understand challenges managers face today in managing innovation; from recognizing the need and desire to be creative and innovative, using imagination to add value, developing structures, systems and incentives that encourage and implement innovation.
- CO2: understand and evaluate the relationships among individual, group and organizational creativity and learn about the techniques for ideation.
- CO3: question the appropriateness of the features of an organization (eg. structure, culture, etc.) with regards to the characteristics of the innovation in the company.
- CO4: evaluate the sustainability and robustness of the innovative competences of a company.
- CO5: identify the potential for improving knowledge management in an organization and recommend appropriate mechanisms and understand the challenges in managing discontinuous innovation – in spotting emerging changes early and in organizing and acting to deal with them.
- CO6: recognize the role of leadership in managing and championing creativity and innovation in companies.
- CO7: assess the strengths and weaknesses of a company's innovative capabilities and opportunities and threats in its external environment, conduct innovation specific SWOT analysis and recommend strategies and action plans for an effective innovation management system.

UNIT-I

Introduction to Innovation and Creativity: Importance of innovation in modern society. Components of Creativity, Creativity Process and Techniques for improving creativity process. Mechanism of Thinking. Barriers to creativity. Organization and personal factors to promote creativity Identification of needs and opportunities. Creative thinking, evaluation of ideas. Demonstration of the novelty. Myths surrounding creativity.

UNIT-II

Creativity Tools and Techniques: Lateral Thinking, Enablers and Barriers to Creativity, Creative Personality, Brainstorming, Entrepreneurial Creativity. Characteristics of Creative Groups, Three Components of Individual Creativity. Time Pressure and Creativity. Analyse various methods that enhance creative ability.

UNIT-III

Innovation: Meaning, Characteristics, Purpose/goals of innovation, Sources of innovation, Types of innovation. Differences between invention and innovation. Factors that Favor Incremental Innovation. Sustainability and Innovation. Innovation Management Strategies. Incubation and Innovation: How Business Incubators Work. Service Innovations. Innovation Timing, Innovation Management Strategies. Managing Innovation Teams, Implementing Innovation Strategies. Formulate methodologies which enhance innovation. The New Product Development Process. Delineate conditions that support successful new product development.

UNIT-IV

Innovative Entrepreneurship: Models, Dimensions, Degrees, Sources, & Measurement of Innovation. Strategic Management of Innovation: Innovation Strategies, Stage-Gate Models, Timing of Entry & Strategy, Core competences & Robustness Knowledge management. Leadership in Managing Creativity & Innovation

Recommended Readings:

1. Khandwalla, N. Pradip (2009). Lifelong Creativity – An Unending Quest, New Delhi: Tata McGraw Hill
2. Drucker, F. Peter (2015). Innovation and Entrepreneurship, UK: Elsevier, John Wiley
3. Christensen, M. Clayton, Raynor, E. Michael (2003). The Innovators Solution, Harvard Business School Press Boston
4. De Bono, Edward (2008). Creativity Workout: Exercises to unlock Your Most Creative Ideas, 2/e; Amorata Press
5. De Bono, Edward (2015). Lateral Thinking: Creativity Step by Step, International Edition; Harper Perennial Publishers.
6. Business Innovation in the 21st Century, Praveen Gupta, S Chand.
7. Entrepreneurship & Innovation Management - An Industry Perspective) by R. Gopal and Pradip Manrekar, Excel Books.
8. Creativity, Innovation and Entrepreneurship by U. Jerinabi and P. Santhi Allied Publishers Pvt. Ltd.

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