

REGULATIONS SPECIFIC TO
M.B.A. PROGRAMME
IN
UNIVERSITY DEPARTMENT OF MANAGEMENT
SCIENCE



Dr. Babasaheb Ambedkar Marathwada University,
Aurangabad.
(With Effect from Academic Year 2016-17)

REGULATIONS
Specific to
M.B.A. Programme (Full Time)

1. ELIGIBILITY FOR ADMISSION:

Master of Business Administration

- a) Candidates shall have passed any Bachelor's degree examination from any recognized University with not less than 50% (45% for SC/ST category belonging to Maharashtra State only) in any discipline recognized by the Association of Indian Universities.
- b) The admissions will be on the basis of CAP (Centralized Admission Process) as per norms laid down by DTE.
- c) A limited number of admissions are offered to Foreign Nationals and Indians Living Abroad in accordance with the rules applicable for such admission, issued from time to time.
- d) If, at any time after admission, it is found that candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinformation etc., this matter shall be reported to the respective committee, recommending revoking the admission of the candidate.
- e) The institute reserves the right to cancel the admissions of any student and ask him to discontinue his studies at any stage of his career on the grounds of unsatisfactory academic performance, indiscipline or any misconduct.

2. DURATION

The duration of study shall be a minimum of 2 years and maximum of 4 years.

3. ADMISSION/PROMOTION CRITERIA

If candidate gets selected for UDMS MBA course through DTE admission process, he/she have to apply on the application form of the University provided with the prospectus. Once the candidate is admitted to the MBA course, the Student will be promoted to promoted to next semester with full carryon; subject to the registration of candidate in every consecutive semester. Dropout student will be allowed to register for respective semester as and when the concerned courses are offered by the Department, subject to the condition that his/her tenure should not exceed more than twice the duration of MBA course from the date of first registration at UDMS. The admission of respective student will automatically get cancelled if he/she fails to complete the course in maximum period. (Four years/Eight Semesters)

4. MEDIUM OF INSTRUCTION:

The medium of instruction shall be in English.

5. CREDITS AND DEGREES

- i. A candidate who has successfully completed all the Core courses, Elective courses and Project Work as prescribed for the MBA Programme and Service courses as approved by the University with prescribed CGPA shall be eligible to receive the degree.
- ii. One Credit shall mean one teaching period of one hour per week for one semester (of 15 weeks) for theory courses.

6. COURSES

The MBA programme comprises of

- i. Foundation Course: It may be of two kinds Compulsory Foundation Course for Knowledge Enhancement and Elective Foundation Course for value based education.
- ii. Core Course: A core course is course that a candidate admitted to particular P.G. programme must successfully complete to receive the degree.
- iii. Elective Course: Elective courses identified by the Departmental Committee of the department offering the programme. Means these courses given to the candidate as optional from which he/she have to opt for specialization.
- iv. Service Course: There shall be one/two service courses, one amongst the department of the School of Professional Studies and one amongst all university departments. The service courses will be offered in third and fourth semesters only.
- v. Each course shall include lectures/tutorials/laboratory work/field work/seminar/practical training/assignments /mid-term and term end examinations/research paper/report writing or review of literature and any other innovative practice etc, to meet effective teaching and learning needs.
- vi. Each course shall have a unique alphanumeric code. For eg.
MANB402 Statistical Methods
Here,
 MAN means Management
 Science B means MBA course
 402 means Subject Code
- vi. The departmental committee shall design the course structure including the detailed syllabus for this MBA programme offered by the department. The department committee shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.
- vii. **Attendance:** A student must have 75% of mandatory attendance in each Course for appearing in the examination. In the event of Non-Compliance of Attendance criteria(75%), students will have to seek admission next year so as to complete the course. However Student having 65% attendances with medical certificate can apply to the H.O.D. for condonation of attendance.

7. REGISTRATION FOR SERVICE COURSE

- i.** The student will register the service course of his interest either in III Semester or IV Semester in the concerned department on official registration form. The teacher in charge of the respective course will keep the record of the students registered. Maximum 15 days period will be given from the date of admission for completion of registration procedure. The departmental committee shall follow a selection procedure to avoid overcrowding to a particular course(s)
- ii.** No student shall be permitted to register for more than one service course in a semester.
- iii.** University shall prescribe the maximum number of students in each course taking into account the teachers and physical facilities available in the department.
- iv.** The University may make available to all students a listing of all the courses offered in every semester specifying the credits, the prerequisites, a brief description or list of topics the course intends to cover, the instructor who is giving the courses, the time and place of the classes for the course. This information shall be made available on the University Website.
- v.** Normally no service course shall be offered unless a minimum of 10 students are registered.
- vi.** The Student shall have to pay the prescribed fee per course per semester/year for the registration as decided by the University.

8. DEPARTMENTAL COMMITTEE

As an autonomous department, MBA course is monitored by Departmental Committee. The Committee consists of H.O.D. (Director) as Chairman and some/all Respective Faculty of the Department as its members..

9. GRIEVANCE REDRESSAL SCHEME

The University shall form a Grievance Redressal Committee for this course in UDMS with the course teacher and HOD, which shall solve all grievances relating to the Assessment of the student.

10. GRADE AWARDS

- i.** In order to pass the examination following Choice Based Credit and Grading System (CBC&GS) will be followed. Ten point rating scale shall be used for evaluation of performance of the student to provide Letter Grade for each course and overall grade for this course. Grade points are based on the total number of marks obtained by him / her in all the heads of the examination of the course. These grade points and their equivalent range of the marks are shown separately in following:

Table -I: Ten Point grades and grade description

Sr. No.	Equivalent Percentage	Grade points for SGPA and CGPA	Grade	Grade Description
1.	90 – 100	9.00 – 10	O	Outstanding
2.	80 – 89.99	8.00 – 8.99	A++	Excellent
3.	70 – 79.99	7.00 – 7.99	A+	Exceptional
4.	60 – 69.99	6.00 – 6.99	A	Very Good
5.	55 – 59.99	5.50 – 5.99	B+	Good
6.	50 – 54.99	5.00 – 5.49	B	Fair
7.	45 – 49.99	4.50 – 4.99	C+	Average
8.	40.01 – 44.99	4.01 – 4.49	C	Below Average
9.	40	4.00	D	Pass
10.		0.00	F	Fail

ii. **Table – II: Classification for the degree is given as follows**

Classification	Overall letter grade
First Class with distinction	<i>A+ and above</i>
First Class	<i>A</i>
Higher Second Class	<i>B+</i>
Second Class	<i>B</i>
Pass	<i>C+ to D</i>
Fail	<i>F</i>

- iii. In the event of student registered for the examination (i.e. Internal Tests/End Semester Examination/Practical/Seminar/Project Viva-voce), non-appearance shall be treated as the student deemed to be absent in the respective course.
- iv. Minimum D grade shall be the limit to clear /pass the course/subject. A student with F the course by reappearing in the next successive semester examinations. grade will be considered as 'failed' in the concerned course and he/she has to clear There will be no revaluation or recounting scheme under this system.
- v. Using table I, Semester Grade Point Average (SGPA) and then Cumulative Grade Point Average (CGPA) shall be computed. Results will be announced at the end of each semester and Cumulative Grade Card with CGPA will be given on completion of the course.

11. COMPUTATION OF SGPA (SEMESTER GRADE POINT AVERAGE) & CGPA (CUMULATIVE GRADE POINT AVERAGE)

The computation of SGPA and CGPA will be as below:

- i. Semester Grade Point Average (SGPA) is the weighted average of points obtained by a student in a semester and will be computed as follows:

$$\text{SGPA} = \frac{\text{Sum}(\text{Course Credit} * \text{Number of Points in concern course gained by the student})}{\text{Sum}(\text{Course Credit})}$$

The SGPA for all the six semesters will be mentioned at the end of every semester.

- ii. The Cumulative Grade Point Average (**CGPA**) will be used to describe the overall performance of a student in all semesters of the course and will be computed as follows:

$$\text{CGPA} = \frac{\text{Sum(All Six semester SGPA)}}{\text{Total number of semesters}}$$

The SGPA and CGPA shall be rounded off to the second place of decimal.

12. EVALUATION SCHEME

- i. Each 4 Credit theory course will be of 100 Marks and be divided in to Internal Examination (Sessional) of 20 Marks and Semester End Examination of 80 Marks. (ie. 20+80=100).
- ii. Each 2 Credit theory course will be of 100 Marks and be divided in to Internal Examination (Sessional) of 10 Marks and Semester End Examination of 40 Marks. (ie. 10+40=50).
- iii. The Internal Evaluation shall be done on the basis of weekly exams, assignments, fieldwork, seminars, review writing etc.

iv. Semester End Examination Evaluation Scheme

- English shall be the medium of instruction and examination.
- Examination shall be conducted at the end of each semester as per the academic calendar notified by department itself.
- The Semester End Examination theory question paper will have two parts (**20 + 60 = 80**) Marks for 4 Credit/100 marks course and (**10 + 30 = 40**) Marks for 2Credit/ 50 marks paper.

b) For Implant Training and Project Work:

- i. At the end of second semester, all students will have to undergo Summer Training (MANB-551) of 6-8 weeks with an industrial, business or service organization. The condition of successfully completing the programme shall not be deemed to have been satisfied unless a student undergoes summer training under the supervision of the department in organization as approved by the Departmental/Faculty from time to time. Each student will be required to submit the implant training report to the Department/faculty for the work undertaken during this period within three weeks of the commencement of the third semester for the purpose of evaluation in the third semester. Also during Third Semester, in consultation with respective Project Guide the Topic based on selected elective, for Fourth Semester Project would be finalized (MANB 552) and subsequently Final Synopsis for the same would be submitted by the student.
- ii. The final project study (MANB-553) shall commence from third semester and the report should be submitted towards the end of the fourth semester. The project report should cover the theoretical background, field study and comparative analysis. Alternatively the students may take up the problems from the industry and construct a case study. The case studies can also be submitted as project reports.
- iii. The project topic should be in the area of specialization and should necessarily include field work and library work.

- iv. The student will be expected to make a presentation/viva-voce of the project work towards the end of the last semesters.
 - v. Out of aggregate 200 marks assigned to the project report. 100 Marks are assigned to the concerned guide from the industry and 100 Marks are assigned to the Departmental Examination. Further the project report, presentation and viva-voce will be evaluated jointly by the internal and external examiner.
 - vi. Two typed copies of Project Report shall be submitted by the candidate to the concerned teacher for Evaluation.
- c) At the end of each semester the Committee of Department shall assign grades to the students and will prepare the result. Also, the Department will display the grade points and grades for the notice of students.
- d) Every student shall have the right to scrutinize answer sheets of mid semester/semester end examinations and seek clarifications from the faculty regarding evaluation of the sheets as per Grievance Schedule.

13. RULE FOR OFFERING ELECTIVES

The number of students required for offering an Elective /Specialization shall be a batch of minimum of 10 students.

14a. READMISSION FOR PURSUING ADDITIONAL ELECTIVE COURSES

A student can be given readmission for pursuing additional electives, for MBA DUAL specialization, after completion of MBA programme subject to payment of requisite fees as prescribed by the department. Such candidates have to satisfy all the rules including attendance rule in vogue on par with regular students. However they (students who have pursued MBA Course within the Department) are exempted from appearing in those subjects which they have already passed. The same exemption does not apply to those students who have completed their MBA Course from other than University Department of management Science. The admission for the same must be done within three years after completion of MBA programme.

14b. ADMISSION FOR PURSUING OPTIONAL FOREIGN LANGUAGE COURSE

A student can opt for foreign language course offered by department concurrently with the regular course subject to following terms:

1. The number of students required for offering an optional foreign language course shall be a batch of minimum of 10 and maximum of 60 students.
2. Also the course will be offered subject to availability of faculty/experts.

15. GRADE CARD

The University shall issue a Grade Card for the student, containing the grades obtained by the student in the previous semester and his Semester Grade Point Average (SGPA)

The grade card shall list:

- (a) The title of the courses along with code
- (b) The credits associated with the course,
- (c) The grade and grade points secured by the student,
- (d) The total credits earned by the student in that semester.
- (e) The SGPA of the student,
- (f) The total credits earned by the students till that semester and
- (g) The CGPA of the student (On Successful Completion of Programme).

(h) Cumulative Grade Card

The grade card issued on completion of the programme shall contain the name of the programme, the department / school offered the programme, the titles of the courses taken, the credits associated with each course, grades awarded, the total credits earned by the student, the CGPA and the class in which the student is placed.

16. GENERAL CLAUSE

It may be noted that beside the above specified rules and regulations all the other rules and regulations in force and applicable to semester system in Post-Graduate courses in Dr. Babasaheb Ambedkar Marathwada University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations. .

17. Structure of MBA Programme under CBC&GS

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
I	Generic Foundation Course	MANB401	Management Practices and Organizational Behavior	4	60 -02	3	20	80	100
		MANB402	Statistical Methods	4	60 -02	3	20	80	100
		MANB403	Managerial Economics	4	60 -02	3	20	80	100
		MANB404	Research Methodology	4	60 -02	3	20	80	100
		MANB405	Accounting for Managers	2	30 -02	1.5	10	40	50
		MANB406	Environment Management	2	30 -02	1.5	10	40	50
		MANB407	Constitution of India	2	30 -02	1.5	10	40	50
	Skill Based Foundation Course	MANB408	Computer Applications	2	30 -02	1.5	10	40	50
		MANB409	English Language Proficiency	2	30 -02	1.5	10	40	50
		MANB451	Community Service – I	2	30 -03	--	50	--	50
		MANB452	Project	2	30	--	50	--	50
				Total	30	450		230	520

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
II	Generic Foundation Course	MANB410	Optimization Techniques	4	60 -02	3	20	80	100
		MANB411	Human Resource Management	4	60 -02	3	20	80	100
		MANB412	Financial Management	4	60 -02	3	20	80	100
		MANB413	Marketing Management	4	60 -02	3	20	80	100
		MANB414	Production and Operation Management	4	60 -02	3	20	80	100
		MANB415	Business Legislation	4	60 -02	3	20	80	100
	Skill Based Foundation Course	MANB416	Soft Skill Development	2	30 -02	--	50	--	50
		MANB417	Employability Skills	2	30 -02	--	50	--	50
	Core Course	MANB453	Community Service – II	2	30	--	50	--	50
		MANB454	Project	2	30	--	50	--	50
	Open Elective Course	MANB42X	Elective I	2	30 -02	1.5	10	40	50
				Total	34	510		330	520

Elective-I

Open Elective Course	MANB421	Corporate Governance	2	30 -02	1.5	10	40	50
	MANB422	International Business Environment	2	30 -02	1.5	10	40	50
	MANB423	Ethics in Management	2	30 -02	1.5	10	40	50
	MANB424	Creativity and Innovations	2	30 -02	1.5	10	40	50

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total	
							Internal	End Sem Exam		
III	Core Course	MANB501	Business Policies and Strategic Analysis	4	60 -02	3	20	80	100	
		MANB502	DSS and MIS	2	30 -02	1.5	10	40	50	
	Specialization- Finance/Marketing/Human Resource Mgmt/Production and Operations/IT									
	Core Course as per specialization	*Given in following table	Subject I		4	60 -02	3	20	80	100
			Subject II		4	60 -02	3	20	80	100
			Subject III		4	60 -02	3	20	80	100
			Subject IV		4	60 -02	3	20	80	100
			Subject V		4	60 -02	3	20	80	100
			Subject VI		4	60 -02	3	20	80	100
		MANB551	Inplant Training Report	4	60	--	20	80	100	
		MANB552	Project	2	30	--	50	--	50	
		Total	36	540		220	680	900		

*Table showing Electives as per specialization.

Specialization- Finance

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Finance)	MANB503F	Money, Banking & Finance	4	60 -02	3	20	80	100
		MANB504F	Working Capital Management	4	60 -02	3	20	80	100
		MANB505F	Corporate Taxation	4	60 -02	3	20	80	100
		MANB506F	Investment Management	4	60 -02	3	20	80	100
		MANB507F	Financial Decision Analysis	4	60 -02	3	20	80	100
		MANB508F	Management of Financial Institutions	4	60 -02	3	20	80	100

Specialization- Marketing

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Marketing)	MANB503M	Consumer Behavior	4	60 -02	3	20	80	100
		MANB504M	Advertising Management	4	60 -02	3	20	80	100
		MANB505M	Industrial Marketing	4	60 -02	3	20	80	100
		MANB506M	Brand Management	4	60 -02	3	20	80	100
		MANB507M	Sales & Distribution Management	4	60 -02	3	20	80	100
		MANB508M	Digital Marketing	4	60 -02	3	20	80	100

Specialization- Human Resource Management

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (HRM)	MANB503H	Management of Industrial Relations	4	60 -02	3	20	80	100
		MANB504H	Human Resource Planning and Development	4	60 -02	3	20	80	100
		MANB505H	Training and Development	4	60 -02	3	20	80	100
		MANB506H	Performance Management Systems	4	60 -02	3	20	80	100
		MANB507H	HRD – Strategies and Systems	4	60 -02	3	20	80	100
		MANB508H	Cross Culture and Global HRM	4	60 -02	3	20	80	100

Specialization- Production & Operations

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (P&O)	MANB503P	Production Planning & Control	4	60 -02	3	20	80	100
		MANB504P	Purchasing and Materials Management	4	60 -02	3	20	80	100
		MANB505P	Service Operations Management	4	60 -02	3	20	80	100
		MANB506P	Applied Operation Research	4	60 -02	3	20	80	100
		MANB507P	Logistics Management	4	60 -02	3	20	80	100
		MANB508P	World Class Manufacturing	4	60 -02	3	20	80	100

Specialization- Information Technology

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (IT)	MANB503I	Strategic Management & IT	4	60 -02	3	20	80	100
		MANB504I	System Analysis and Design	4	60 -02	3	20	80	100
		MANB505I	Database Management System	4	60 -02	3	20	80	100
		MANB506I	Internet Programming for E-Commerce	4	60 -02	3	20	80	100
		MANB507I	RDBMS and SQL Concepts	4	60 -02	3	20	80	100
		MANB508I	Application Development Using Oracle	4	60 -02	3	20	80	100

Sem	Course	Ref. No	Subject Title	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
IV	Core Course	MANB509	Entrepreneurship Development	4	60 -02	3	20	80	100
		MANB510	Quality Management	4	60 -02	3	20	80	100
		MANB511	Indian Economy	4	60 -02	3	20	80	100
		MANB553	Major Project	8	120	--	40	160	200
				Total	20	300		100	400

			Course Total	120	1800		880	2120	3000
			Service Course	4	60		20	80	100
			GRAND TOTAL	124	1860		900	2200	3100

Subject Title	: Management Practices & Organizational Behaviour		
Subject Ref. No.	: MANB401	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80
Course Objective	: The Subject intends to empower the students to understand the nuances of Organizational Functioning with special reference to Human Behavior, Group Dynamics, Organizational Learning & thereon; thereby making them capable of working in an organizational set-up.		
Pre Requisite	: The students are expected to be prepared with the theoretical aspects of the same, so that the mentor could facilitate the minds to absorb its practical aspects.		
Unit – I	: Genesis of Management Thought & Conceptualization: Understanding of Management Concepts, Evolution of Management Thought, Systems and Contingency Approach for understanding organizations, Managerial Processes, Functions, Skills & roles of a Manager in an organization; Management by Objectives (MBO).		
Unit – II	: Management of Individual Behavior in Organization - I: Personality, Perceptions, Values, Attitudes, Learning.		
Unit – III	: Management of Individual Behavior in Organization - II: Work motivation & Employee Engagement, Individual decision making & problem solving		
Unit – IV	: Group Dynamics: Corporate Leadership, Emotional Intelligence, Understanding & managing group processes-Interpersonal and Group Dynamics - Communication, Group Decision-making, Organizational Design & Structure, Recreation & Work Stress		
Unit – V	: Society vis-à-vis Organization: Corporate Social Responsibility; Corporate Global Citizenship in the wake of Globalization		
Text Books	:	<ol style="list-style-type: none"> 1. Luthans, F. <i>Organizational Behaviour</i>, 7th ed., New York, McGraw Hill, 1995. 2. Robbins, S.P. <i>Management</i>, 5th ed., New Jersey, Englewood Cliffs, Prentice Hall Inc., 1996. Robbins, S.P. <i>Organizational Behaviour</i>, 7th ed., New Delhi, Prentice hall of India, 1996 	
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Koonz, H. and Weachirch, H. <i>Management</i>. 10th ed., New York, McGraw Hill, 1995. 2. Goleman, Daniel <i>Emotional Intelligence</i>, 3. Harvard Business Review's Leadership Manual <p>www.hbpr.com</p>	

Subject Title	: Statistical Methods		
Subject Ref. No.	: MANB402	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80
Course Objective	: The objective of the course is to make student familiar with statistical techniques relevant to management science and focus on applied aspects of subject.		
Pre Requisite	: Basic knowledge of mathematics.		
Unit – I	: Measures of central tendency, mean-median-mode, measures of dispersion, means and standard deviation.		
Unit – II	: Correlation analysis and regression analysis.		
Unit – III	: Time series analysis: components, methods of measurement moving averages and methods of Least Squares.		
Unit – IV	: Probability and probability distribution, Business Forecasting		
Unit – V	: Statistical Reference: Test of Hypothesis, Chi square test, F-test and Analysis of variance.		
Text Books	:	<ol style="list-style-type: none"> 1. Gupta S P, <i>Statistical Methods</i>, New Delhi S Chand and Co Ltd 2008 2. Elhans D N, VeenaAgrawal, B M Fundamental of Statistics New Delhi, KitabMahal, 2002. 3. Sharma S D, Operation's Research, KedarNath and Ram Nath and Co., Meerut, 2000 	
Additional Reference Books	:	<ol style="list-style-type: none"> 1. C Satyadevi, <i>Quantitative</i> , New Delhi S Chand and Co Ltd 2009 2. Shrivastava V K, Shenoy G V, Sharma S C, <i>Quantitative Techniques and Managerial Decisions</i>, New Delhi, New Age International Ltd, 2005 3. Shrivastav, <i>Statistics for Management</i>, Tata McGraw Hill, 2000 4. Levin Richard I and Rubin David S <i>Statistics for Management</i>, New Prentice Hall Inc. 1995. 	

Subject Title	: Managerial Economics		
Subject Ref. No.	: MANB403	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessional	: 20
		Semester Examination	: 80
Course Objective	: The objective of the course is to acquaint the students with concepts and technologies needed in economics and to enable them to apply this knowledge in business decision making at firm level.		
Pre Requisite	: Basic understanding of concepts, theories of economics.		
Unit – I	: Introduction:		
	i. Basic concepts and Principles		
	ii. Theory of firm		
Unit – II	: Theory of Demand:		
	i. Demand and supply analysis		
	ii. Consumer preference and choice		
	iii. Elasticity of demand		
	iv. Demand forecasting		
Unit – III	: Theory of Production and Cost:		
	i. Production Theory		
	ii. Cost concepts		
Unit – IV	: Market Structure:		
	i. Perfect Competition		
	ii. Monopoly		
	iii. Oligopoly		
Unit – V	: Macro-Economic Aspects:		
	i. National Income		
	ii. Money Supply and Inflation		
	iii. Business cycles		

Subject Title	: Research Methodology		
Subject Ref. No.	: MANB404	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques for the purpose of management decision making.		
Pre Requisite	: NA.		
Unit – I	: Nature and Scope of Research Methodology; Research Problem identification; Types of Problems; Problem solving process; Problem Formulation and Statement of Research Objectives; Research Applications.		
Unit – II	: Research process; Research designs-exploratory, descriptive & experimental research designs		
Unit – III	: Methods of Data Collection – Observational and Survey methods; Questionnaire Design; Attitude measurement Techniques; Motivational Research Techniques; Administration of Surveys;		
Unit – IV	: Sample Design; Selecting an Appropriate Statistical Technique; Field Work and Tabulation of Data;		
Unit – V	: Analysis of Data-; Use of SPSS and other Statistical Software Package Advanced Techniques for Data Analysis – ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Cluster Methods; Organization structure of research; Research Proposal; Purpose and types of Research Proposal.		
Text Books	: <ol style="list-style-type: none"> 1. Research methodology methods & techniques by C.R. Kothari 2. Statistical methods: Dr.S.P. Gupta-Sultan Chand & sons New Delhi. 3. Research methodology by Gupta 4. Research methodology in social science by Giridhari 5. Management Research Methodology by K.N. Krishnaswamy, Appa Iyer Sivakumar and M. Mathirajan. 6. Management Research by Andrews, F.M. and S.B. Withey Social Indicators of Well Being. Plenum Press. NY, Bennet, Roger 7. Survey Methods by Fowler, Floyd J.Jr., 8. Exploring Research by Salkind, Neil J., 		

Subject Title	: Accounting for Managers		
Subject Ref. No.	: MANB405	No. of Credits	: 2
		No. of Periods / Week	: 2
		Assignments / Sessionals	: 10
		Semester Examination	: 40
Course Objective	: 1. The basic purpose of this course is to develop an insight of postulates, principles and techniques of accounting. 2. To plan the work & take decisions on the basis of accounting information.		
Unit – I	: Financial Accounting – Concepts, Importance and Scope, Generally Accepted Accounting Principles of Double Entry System of Book-Keeping, Ledger Posting, Preparation of Trial Balance sheet, Preparation of Final Accounts with simple Adjustments		
Unit – II	: Management Accounting – Meaning, Aims, Objectives, Functions, Advantages and Limitations of Management Accounting Difference between Management Accounting and Financial Accounting; Financial Analysis Fund Flow and Cash Flow Statements.		
Unit – III	: Cost Accounting: - Meaning, Concept, Relationship Between Cost Accounting and Financial Accounting, Cost Elements – Material Labour and Overheads, Preparation of Cost Sheet		
Unit – IV	: Marginal Costing , Absorption Costing and Breakeven Analysis, Standards Costing and Variance Analysis.		
Text Books	: 1) ‘Advanced Accountancy’ by Shukla and Grewal. 2) ‘Advanced Financial Accounting’ by R.L.Gupta 3) ‘Advanced Accounting’ by Jain and Naranmg. 4) ‘Advanced Accounting’ by Khan and Jain. 5) ‘Advanced Accountancy’ by S.N.Maheswari.		
Note	: Every week there will be compulsory class test.		
Outcome	: The students will have better understanding of Accounting data & will be able to take decisions of the firm on the basis of Financial Statements.		

Subject Title : Environment Management

Subject Ref. No. : MANB406

No. of Credits	:	2
No. of Periods / Week	:	2
Assignments / Sessionals	:	10
Semester Examination	:	40

Course Objective : UNs Resolution for 2010 & the World Millennium Goals have Environment & Sustainable Development as the core objective. The course is designed to make the budding managers sensitized to Environment along with developing an understanding of inclusive & sustainable growth; thereby creating Managers that cater to the societal demands along with the organizational priorities.

Unit – I : Environment Management: Fundamentals-Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools.

Unit – II : Energy Management-Fossil Fuels use, Nuclear – Wind – Hydro Energy, Bio-fuel; Recycling Industry; Ecosystem Concepts; Ecology: Industrial Ecology, Agro-ecology.

Unit – III : Environment Management System; EMS Standards; Audit Scheme; Clearance/Permissions for establishing industry; Carbon Credit.

Unit – IV : Environmental Management and Valuation: Environmental Accounting, Green Funding, Green Banking; Environment Ethics; Environmental Health & Protection; GATT/ WTO Provisions; Environmental Law.

Unit – V : Pollution and Waste Management- Air, Water, Noise & Land Pollution; Waste Management; Biodiversity Management; forest products and Trade; Global-warming; Bharat Stage – II & Euro – II; Role of NGO's.

Subject Title : Computer Applications

Subject Ref. No. : MANB408

No. of Credits	:	2
No. of Periods / Week	:	2
Assignments / Sessional	:	10
Semester Examination	:	40

Subject Title	: English Language Proficiency		
Subject Ref. No.	: MANB409	No. of Credits	: 2
		No. of Periods / Week	: 2
		Assignments / Sessional	: 10
		Semester Examination	: 40
Course Objective	: 1. The basic purpose of this course is to acquaint the students with the nuances of English language & enhance interpersonal, social skills etc.		
Pre-requisite	: Basic awareness of English language.		
Unit – I	: I. Spoken Vs Written Communication II. Introduction to English		
Unit – II	: Basics of Grammar		
Unit – III	: Building Vocabulary, Speed Reading		
Unit – IV	: Reading Comprehension skills		

II Semester

Subject Title : Optimization Techniques

Subject Ref. No. : MANB410

No. of Credits : 4

No. of Periods / Week : 4

Assignments / : 20

Sessionals

Semester Examination : 80

Course Objective : The objective of the course is to develop in understanding a basic optimization techniques and their role in Managerial Decision Making.

Pre Requisite : Students are required to revise knowledge of statistical methods.

Unit – I : Basics of Operation Research, Applications in Managerial decision making.

Unit – II : Linear Programming, Basic Concepts and methods of solution.

Unit – III : Assignment and transportation models, replacement theory.

Unit – IV : Queuing theory, game theory and simulation.

Unit – V : Decision theory, inventory management techniques, project management by PERT/CPM.

Text Books :

1. Taha, H A Operations Research- An Introduction, New york, Mc-Miillan, 1989
2. Narag A S, Linear Programming and Decision Making, New Delhi, Sultan Chand, 1995.
3. Sharma S D, Operation's Research, KedarNath and Ram Nath and Co., Meerut, 2000

Additional Reference Books :

1. KantiSwarup Gupta, P. K. Manmohan, Operations Research, Sultan Chand and Sons Edu, Publishers, New Delhi 2003
2. Gupta, Prem Kumar and Hira, D S Operations Research, New Delhi, S Chand and Co Ltd 2000

Subject Title:	HUMAN RESOURCE MANAGEMENT
Subject Ref. No.:	MANB-411
No. of credits:	04
No of periods /week:	04
Assignments/ sessions:	20
Semester Exam:	80
Course Objectives:	In a complex world of industry and business organizational efficiency is largely dependent on the contribution made by the members of the organization. The Objectives of this course is to sensitize students to the various facets of managing people and to create an understanding of the policies and practices of human resource management.
Pre-requisites:	Functions of Human Resource Management, Basics of Human Resource Planning and its role in Human Resource Management.
Unit-I	Conceptualization & fundamentals: Introduction to HRM, corporate objectives & HPM, Concepts & functions of HRM, comparison between Personnel Management & HRM, corporate level strategies & its effect on HRM
Unit-II	Employment: Job Design, Job Analysis, Human Resource Planning, Recruitment, Selection, Placement, Induction.
Unit-III	Human Resource Development: Training & Development, career planning & succession Planning, Performance Appraisal, Potential Appraisal, Promotion, Transfer & Demotion, Retention & Retrenchment strategies, Exit Interviews
Unit-IV	Compensation : Job Evaluation, Wage & salary Administration, fringe Benefits, social Security measures
Unit-V	Employee Engagement Practices: Employee welfare, Industrial Relations, Trade Unions, Dispute Resolution & Grievance Management
Text Books:	<ol style="list-style-type: none"> 1. Dessler, Gary Human Resource Management, Prentice Hall 2. Aswathappa K. Human Resources and Personnel Management Tata McGraw Hill New Delhi, 1997. 3. P. Subba Rao; Personnel And Human Resource Management” Text & Cases, Himalay Publishing House. 2009. 4. Sarma A.M., Performanc Management systems, Himalaya Publication House, 2008. 5. Kandula, Performance Management, straltgies, interventions, Drivers, Printice Hall of India, 2007. 6. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.

Subject Title	: Financial Management		
Subject Ref. No.	: MANB412	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The purpose of this course is in creating awareness and understanding of three core areas of Financial Management- Investment Decisions, Financing Decisions and Dividend Decisions		
Pre Requisite	: Elementary Understanding of concepts related to Finance.		
Unit – I	: Foundations of Finance: Overview, Time value of money and Valuation of Bonds and Shares		
Unit – II	: Analysis and Control: Cash flow statement, Financial Statement Analysis, Cost-Volume-Profit Analysis, Budgeting and Profitability.		
Unit – III	: Long Term Investment Decision: Capital Budgeting, Cost of Capital, and Risk Analysis.		
Unit – IV	: Current Asset Management: Working Capital Management, Management of Cash, Receivables and Inventory, Working Capital Financing.		
Unit – V	: Leverage Decisions, Capital Structure Decisions, Long-term Financing and Dividend Policies and Its Determinants		
Text Books	: <ol style="list-style-type: none"> 1. <i>FinancialManagement-</i> Khan and Jain Sixth Ed- Tata McGraw Hill. 2. <i>FinancialManagement-</i>Prasanna Chandra – Seventh Ed, Tata McGraw Hill. 3. <i>FinancialManagement- Principles and Practice-</i> G Sudarshana Reddy, Himalaya Publications 4. <i>FinancialManagemen-</i> R. M ShrivastavHimalaya Publications 5. <i>FinancialManagement-I M Pandey, Vikas Publications</i> 10th Ed 		
Additional Reference Books	:		

Subject Title	: Marketing Management		
Subject Ref. No.	: MANB413	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The purpose of this course is to develop and understanding of the underlying concepts, strategies and issues involved in the marketing of products and services.		
Pre Requisite	: The student should have basic knowledge of Management.		
Unit – I	: Nature and scope of marketing, corporate orientations towards the marketplace. The marketing environment and Environment scanning, Integrating Marketing with other Functions, Marketing information system and Marketing research,		
Unit – II	: Understanding consumer and Industrial markets, Market segmentation, Targeting and positioning; Product decisions-product mix, product life cycle, new product development, branding and packaging decisions,		
Unit – III	: Pricing methods and strategies, Promotion decisions-promotion mix, advertising, sales promotion, publicity and personal selling;		
Unit – IV	: Channel management-selection co-operation and conflict management, vertical marketing implementation and systems, Organizing and implementing marketing in the organization; Evaluation and control of marketing efforts;		
Unit – V	: New issues in marketing-Globalization Consumerism, Green marketing, Internet Marketing, Rural Marketing – Rural Marketing Environment & Strategy. Customer Relationship Management – Components of CRM, Measuring Customer Satisfaction, Marketing of Services – Growth of Services in India, social networking, Bluetooth marketing and Retailing – Nature & Scope.		
Text Books	:	<ol style="list-style-type: none"> 1. Kotler, Philip, <i>Marketing Management, Analysis, Planning, Implementation and Control</i>, New Delhi, Prentice Hall of India. 2. Ramaswamy, V S and Namakumari, S. <i>Marketing Management; Planning Control</i>, New Delhi, Macmillan. 	
Additional Reference Books	:	<ol style="list-style-type: none"> 1. Enis, B M <i>Marketing Classics: A Selection of Influential Articles</i>, New York, McGraw Hill. 2. Station William, J. <i>Fundamentals of Marketing</i>, New York, McGraw Hill. 3. Nelamegham, S. <i>Marketing In India: Cases and Readings</i>, New Delhi, Vikas. 	
		Shah “Advertising and Promotion”, Tata McGraw Hill.	

Subject Title	: Production and Operations Management		
Subject Ref. No.	: MANB414	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The Course is designed to acquaint the students with decision making in: Planning, scheduling and control of Production and Operation function in both manufacturing and services; Productivity improvement in operations through layout engineering and quality management etc.; Effective and efficient flow, replenishment and control of material with reference to both manufacturing and services organizations.		
Pre Requisite	: NA		
Unit – I	: Nature and Scope of Production and Operations Management; Types of Manufacturing Systems & Layouts; Layout Planning and Analysis; Make-or-Buy Analysis		
Unit – II	: Facility Location; factors influencing facility location; Capacity Planning; Types of capacity;		
Unit – III	: Materials Management – Overview of Materials Management, Materials planning, Budgeting, Inventory control, JIT, MRP, Purchase Mgt., Stores Mgt; Vendor Evaluation; Materials Handling- Principles ;Equipments; 5-S. Kaizen; Kanban; Poka-Yoke; Toyota Production Systems; Line Balancing-Problems;		
Unit – IV	: Scheduling; Production Planning and Control-In Mass Production-In Batch/ Job Order Manufacturing; Work Design- Work study, method study, work measurement- work sampling		
Unit – V	: Quality Management System- Quality Assurance- statistical process control - acceptance sampling; TQM-ISO 9000; Maintenance Mgt concepts- Maintenance Mgt; Work environment; Safety management;		
Text Books	: 1. Production and operations Management by Kaniska Bedi 2. Production and operations Management by K. Ashwathappa and K. Shridhara Bhat 3. Operations Management by E. Buffa 4. Production and Operations Management 6 th ed., by Adam, E E & Ebert, RJ.;		

Subject Title	: Business Legislation		
Subject Ref. No.	: MANB415	No. of Credits	: 4
		No. of Periods / Week	: 4
		Assignments / Sessionals	: 20
		Semester Examination	: 80
Course Objective	: The Course bears the onus of developing technical insights in students about the legislative framework of Indian Business Scene.		
Pre Requisite	: The students are required to refer Bare Acts, Law Codes & Supreme Court Precedents on the topics to be discussed in the lecture beforehand.		
Unit – I	: The Indian Contract Act, 1872 (Section 1 – 100)		
	Fundamentals & Conceptualization, Essentials of a Valid Contract, Void-Voidable Contracts, Performance & Breach of Contracts, Remedies on Breach of Contract & Quasi Contracts.		
Unit – II	: The Company Act, 1956		
	Concept, Nature & Types of Companies, Formation of Company, Memorandum of Association & Articles of Association, Prospectus, Allotment of Shares, Director & its Qualifications, Shares & Share Capital, Membership, Borrowing Powers, Management & Meetings, Winding-up of a Company.		
Unit – III	: The Sale of Goods Act, 1930		
	Concept, Definitions, Solemnization of a Sale of Goods Contract, Paid & Unpaid Seller, Rights of an Unpaid Seller, Remedies on breach of Contract,		
Unit – IV	: The Negotiable Instruments Act, 1881		
	Types & Nature of Instruments, Negotiation & Assignment, Holder-in-due Course, Dishonor & Discharge of Negotiable Instruments, Arbitration.		
	& Consumer Protection Act		
Unit – V	: Information Technology Act & Cyber Laws		
Text Books	: Bare Acts & Code Books		
Additional	:		
Reference Books	Supreme Court Journals, Supreme Court Reports & other Reference Journals		

Subject Title	: Soft Skills Development	No. of Credits	: 2
Subject Ref. No.	: MANB416	No. of Periods / Week	: 2
		Assignments / Sessionals	: 50
		Semester Examination	: --
Course Objective	: The subject aims at developing a more confident psychological self, while working on the finishing & externalities of a personality.		
Pre Requisite	: The students are expected to put the day-to-day learning into actionable-processes & practice.		
Unit – I	: Personality: Elements of a Personality, Types of a Personality, Identify your Personality, Assets vs. Challenges of each Personality Type, MBTI Personality Type & Tests, Ways to beautify ones Personality, Identify ‘my’ Learning Style. Emotional Intelligence & Inter-personal Relationships.		
Unit – II	: Goal Setting: Unity of Goal, Me vs. My Goal, Goal Achievement – Way & the War, Ways to Achieve Goal, Game Plan & Achievement.		
Unit – III	: Written Communication: Elements of Formal Drafting, Basics of Drafting, Drafting Business Letters & Reports,		
Unit – IV	: Making of a Corporate Professional i) Team Enrichment – Group Dynamics, Stages of Group Development, Diversity Tolerance & Appreciation, Difference between a Team & a Group, How to manage ‘me’ in a Team, Team Building ii) Leadership – Essence of Leadership, Leader with a Title & without a Title, Habits of a Leader, Qualities of a Leader, Accommodating Diversity.		
Unit – V	: Change Management Concept, Sources of Change, Change & Business Professional, Leadership & Change Management. How to accommodate Change in the Corporate World. Decision Making in event of uncertainty.		
Text Books	: <ol style="list-style-type: none"> 1. Monippally, Matthukutty. M. 2001. <i>Business Communication Strategies</i>. 11th Reprint. Tata McGraw-Hill. New Delhi 2. The Goal – Eliyahu Goldratt 3. The Fish 4. Who Moved my Cheese 5. Think & Grow Rich – Napoleon Hill 6. 7 Habits of Highly Effective People – Dale Carnegie 7. 6 Thinking Hats 		
Additional Reference Books	: <ol style="list-style-type: none"> 1. The Art of Thinking Big 2. The Monk who sold His Ferrari 		

Subject Title	: Employability Skills	No. of Credits	: 2
Subject Ref. No.	: MANB-417	No. of Periods / Week	: 2
		Assignments / Sessionals	: 50
		Semester Examination	: --
Course Objective	: The objective of the course is to train the students with the essential skills required for enhancing his or her employability prospects in the Job Market.		
Pre Requisite	: NA		
Unit – I	: Pre-Interview skills		
	<ul style="list-style-type: none"> • Writing a CV or Resume • Applying for a Job. • Writing a covering Letter. • Writing an effective linkdin Profile. 		
Unit – II	: Interview skills		
	<ul style="list-style-type: none"> • Presentations in Interview. • Presentations to Large groups and conferences 		
Unit – III	: Group Discussions and Debates.		
Unit – IV	: <ul style="list-style-type: none"> • Preparation for Aptitude Test • Assessment- Psychometric Testing 		
Unit – V	: Appearance.		

Subject Title	: Corporate Governance		
Subject Ref. No.	: MANB421	No. of Credits	: 2
		No. of Periods / Week	: 2
		Assignments / Sessionals	: 10
		Semester Examination	: 40
Unit I	Fundamentals & Conceptualization		
Unit II	Corporate Governance: Concept, Overview, Significance in Indian Context, Issues in Corporate Governance, Historical Perspective – Kautilya’s Arthashastra.		
Unit III	Practice of Corporate Governance: Corporate Governance Mechanisms, Indian Model of Governance, Characteristics of Good Corporate Governance. Indian Corporate Governance Committee – CII Committee, Kumaramangalam Birla Committee, Naresh Chandra Committee, Narayanan Murthy Committee & J.J.Irani Committee etc.		
Unit IV	Legislative & Regulatory Framework: Indian Companies Act, 2013 relevant to Corporate Governance, Clause- 49 of Listing Agreement & Whistle Blower Policies & Legislations. SEBI & its role in Corporate Governance		
Unit V	---		
Reference Books	<ol style="list-style-type: none"> 1. A.C. Fernando, Corporate Governance, Pearson Education, 2nd Edition. 2. C.V.Baxi, Corporate Governance, Excel Books, 2007. 		

Subject Title	: International Business Environment		
Subject Ref. No.	: MANB422	No. of Credits	: 2
		No. of Periods / Week	: 2
		Assignments / Sessionals	: 10
		Semester Examination	: 40
Course Objective	: The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.		
Pre Requisite	: NA		
Unit – I	: International business – An overview of international business, International business environment – Economic, Socio – cultural, Political, Natural environment. Theories of International Business, Strategies of International Business, Modes of entering International Business, Advantages and Disadvantages of International Business,		
Unit – II	: Globalization – Introduction, Meaning, and Definition, Features, Stages of Globalization, Globalization of Markets, Globalization of Production, Globalization of Investments and Technology. Advantages and Disadvantages of Globalizations		
Unit – III	: World Trade Organization(WTO), Tariff and non Tariff barriers, General Agreement on Trade and Tariff(GATT),Establishment of World Trade Organization., Uruguay round Package., Organization structure of the WTO,WTO –Anti Dumping Measures.		
Unit – IV	: Regional Economic Integration, Global monetary system, Foreign Exchange Market, Global Capital Market.		
Unit – V	: International Marketing, Global HRM, Global Production, Corporate Social Responsibility.		
	..		
Text Books	: Francis Cherunilam: Business Environment: Text and Cases, 17/e, Himalaya, 2007.		
	- K.Aswathappa, Essentials of Business Environment, 9/e Himalaya, 2007.		
	- P. Subbarao : International Business, Himalaya Publishing.		
	- Charles Hill, International Business – Tata Mc. Graw Hill,		

Subject Title : Ethics in Management
Subject Ref. No. : MANB423

	No. of Credits	:	2
	No. of Periods / Week	:	2
	Assignments / Sessionals	:	10
	Semester Examination	:	40

Unit I Fundamentals & Conceptualization: Morals – Ethics – Values, Indian Heritage on Ethics, Fundamental principles of Ethics-Values in Business, Need for values in Global change,

Unit II Professional Ethics of a Manager, Indian Leaders on Business Ethics. Societal Aspect of Ethics & Corporate Governance: Corporate Social Responsibility & corporate Governance, Corporate Global Citizenship.

Reference Books

1. Mishra “Business Ethics”, Tata McGraw Hill
2. Chakraborty, S.K.: Foundation of Managerial work-Contribution from Indian Thought, Himalaya Publishing House Delhi 1998.
3. Biswanath Ghose, Indian Ethos & Values, Vikas Publishing,2008.
- 4.S.A. Sherlekar, Global Dharimic Management, Himalaya Publication House, 2nd Edition 2005.
5. CVS Murthy, Business Ethics, Himalaya Publishing House, 2006
6. N.M. Khandelwal, Indian Ethnos & values for Manager, Himalaya

Subject Title : Creativity and Innovations
Subject Ref. No. : MANB424

	No. of Credits	:	2
	No. of Periods / Week	:	2
	Assignments / Sessionals	:	10
	Semester Examination	:	40

Unit I Basic concepts of Thinking, Creativity and Innovations

Unit II Lateral Thinking

Unit III Mind Mapping

Unit IV Innovations

Unit V Case Studies

Reference Books

1. “Lateral Thinking” by Edward de Bono
2. “Mind Mapping” by Tony Buzan
3. “Innovation Engine” by Tina Seelig

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