

DEPARTMENT OF BUSINESS MANAGEMENT
TELANGANA UNIVERSITY
DICHPALLY, NIZAMABAD 503 322
TELANGANA STATE
MASTER OF BUSINESS ADMINISTRATION

SYLLABUS

(w.e.f. Academic Year 2023 - 2024)



DEPARTMENT OF BUSINESS MANAGEMENT
TELANGANA UNIVERSITY
NIZAMABAD-503322
TELANGANA STATE

RULES AND REGULATIONS OF M.B.A. PROGRAMME

The Master of Business Administration (M.B.A.) is a Post-Graduate course offered as:

I. Two-year i.e., four semester Full time Day programme

1. ELIGIBILITY CONDITIONS

1.1 M.B.A.

Candidate seeking admission into Full Time M.B.A. programme must be:

1. Bachelor degree holder of Any University or a degree recognized by the university as equivalent thereto and /(or) as per the rules laid down by the University;
2. The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
3. The admission of Non-resident Indians and candidates admitted in lieu of them will be as per the University Rules in force on the date of the admission.
4. Foreign candidates' admission is based on the Screening Process of the University currently in vogue.

2. Instruction Schedule:

Instruction will be provided as per the workload indicated in the structure, Rules and regulations of M.B.A. Program for all Theory, Practical and Project Work course requirements. The almanac will be as follows for all semesters.

Duration of instruction: 14-16 Weeks

Preparation Holidays: 7-10 Days

3. Rules of Attendance:

Students must attend 75% of the total classes conducted for all the courses put together in a semester. Relaxation of 10% of attendance might be given to a student on medical grounds on the basis of a valid medical certificate and payment of condonation fee prescribed by the university.

4. Promotion Rules

A student will be promoted subject to the following rules:

4.1 I Semester to II Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should be registered for the University exam for the I semester.

4.2 II Semester to III Semester

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and should have passed at least 50% of Theory courses of I & II Semesters put together. (Viva Voce and Lab courses not considered for this purpose).

4.3 III Semester to IV Semester:

A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) and having registered for the University Examination.

Cancellation of Admission

The admission of a candidate admitted to the MBA Course stands cancelled if:

He / She does not put in at least 40% of attendance in Semester-I.

Or

He / She puts in at least 40% of attendance in Semester-I, but failed to register for 1st Semester Examinations

Or

He /She fails to fulfill all the requirements for the award of the degree as specified, within 4 academic years from the time of admission in case of full time 2 year MBA program.

5. Project Work:

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Day Programme. Project Report Work should be carried out in the Final Year of MBA Programme i.e., III & IV Semesters for Day Programme. The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student.

The Project work usually consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner. The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose. The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

6. Award of Grades For Project Report and Viva Voce:

Project Report and Viva Voce will be evaluated and awarded grades as per the following percentages of Marks obtained.

Grade A - 70% and above Marks

Grade B - 60% and above but below 70% Marks.

Grade C - 50% and above but below 60% Marks.

Grade D - 40% and above but below 50% Marks.

Grade E (Fail) - Below 40% Marks (Fail)

7. Instructional Work Load For Theory, Practical Courses and 'Mentoring & Project Work':

Each of the Theory Courses of the MBA Programme shall have instructional workload of 4/5 periods of 60 Minutes duration per week in addition to mentoring and project work. The Instructional workload for each of the Practical and Lab Courses shall be 4 Periods of 60 Minutes duration per week.

8. Evaluation System:

1. All courses of MBA Program will carry a Maximum of 100 Marks each.
2. Duration of the university examination for all the courses is three hours each.
3. All the courses will have 70% marks for university examination and 30% marks for internal examination.
4. In case of courses where practical/lab component is involved, of the total 100 marks, 50% marks are for university examination, 30% marks are for internal evaluation and 20% marks are for practical/lab examination.
5. The Guidelines, Rules and Regulations framed by the University in this regard will be applicable to the MBA (Day) Programme.

9. Conduct Of Examinations:

At the end of Odd numbered semesters (viz., I and III), examinations for these Semesters (Day) will be conducted. The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.

At the end of even numbered semester's (viz., II and IV) examinations will be conducted for all Semesters i.e., (I to IV Semesters). The students appearing for regular, backlog and improvement can get registered for the above examinations as per the norms of the University.

10. Rule for Offering Electives:

The Minimum number of Students required for offering an Elective / Specialization shall be 20% of students on rolls of the college for Final Year.

11. Award of Degree and Division:

Candidates will be awarded MBA Degree on successful completion of all Theory Courses, Practical Courses, Viva Voce and Project Report. The Division / Class will be awarded based on the following percentage of marks obtained by the candidate.

1st Division with Distinction - 70% and above of aggregate marks.

1st Division - 60% and above but below 70% of aggregate marks.

2nd Division - 50% and above but below 60% of aggregate marks.

3rd (Pass) Division - 40% and above but below 50% of aggregate marks.

Candidates who have passed all the examinations in the first attempt along with the batch in which they were admitted are eligible for getting Distinction Rank Certificates / Gold Medals / Prizes.

12. Readmission For Pursuing Additional Elective Courses:

A student can be given readmission for pursuing additional electives after completion of MBA programme subject to payment of requisite fee prescribed by the college / Department. Such candidates have to satisfy all the rules including attendance rule in vogue on par with regular students.

13. Total number of credits to be completed to be eligible for the award of MBA Degree:

Total number of credits at the end of fourth semester (MBA) = 28 + 26 + 26 + 26 = 106

14. Electives

MBA Programme offers Electives (Specialization) as Major only. There are four papers in each major area, two in **3rd semester and** two in **4th semester**. Elective once offered cannot be changed for any reason.

15. 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 Telangana University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

MBA Course Objectives

- To create and sustain an environment of excellence in education
- To enable our students of management to become globally competitive
- To use the modern methods of teaching learning and research to instill professional competence
- To empower the students with managerial skills that will enable them to cope up with real-world requirements through meaningful interaction with corporate organizations, mentoring, project work, industrial tours and other input
- To instil a sense of social responsibility and promote environmental consciousness among the students

On successfully completing the program the student will be able to:

1. Demonstrate the knowledge of management science to solve complex corporate problems using limited resources
2. Research literature and identify and analyze management research problems.
3. Identify business opportunities, design and implement innovations in work space.
4. Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to management practice.
5. Apply ethical principles for making judicious managerial decisions.
6. Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings.
7. Communicate effectively with various stakeholders
8. Engage in independent and life-long learning.

Department of Business Management
TELANGANA UNIVERSITY
Choice Based Credit System (CBCS) w.e.f. the Academic Year 2023-24
MBA Course Structure & Syllabus (to be approved)

Semester Wise Structure of MBA Course

1st Semester:

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
1.1	Management Theory & Practice (MTP)	Core Discipline	04	30+70=100	04
1.2	Financial Reporting and Analysis (FRA)	Core Discipline	05	30+70=100	05
1.3	Business Statistics & Analytics (BSA)	Core Discipline	05	30+70=100	05
1.4	Business Communications (BC)	Skill Enhancement course	05	30+70=100	05
1.5	Information Technology for Managers (ITM)	Ability Enhancement Course	03	30+50=80	05
	1.5.1 ITM (Lab)		02	20	
*1.6	Open Elective: 1. Business Economics and Environment (BEE)	Open Elective	04	30+70=100	04
	2. Start Ups		04	30+70=100	04
	3. Introduction to Retail Management (IRM)		04	30+70=100	04
	4. Tourism and Hospitality Management (TQM)		04	30+70=100	04
Total			28	600	28

Note: *Students have to opt only one subject out of four subjects in the case of Open Elective.

1: Maximum total number of marks = 600

2: The total number of credits at the end of the first semester = 28

2nd Semester:

Subject Code	Subject Title	Nature of the Course	No. of Teaching Hours per week	Max. Marks (IA + UE)	No. of Credits
2.1	Human Resource Management (HRM)	Core Discipline	04	30+70=100	04
2.2	Marketing Management (MM)	Core Discipline	04	30+70=100	04
2.3	Financial Management (FM)	Core Discipline	05	30+70=100	05
2.4	Business Research Methodology (BRM)	Ability Enhancement-Course	03	30+50=80	05
	2.4.1 BRM (Lab)		02	20	
2.5	Entrepreneur Development (ED)	Skill Enhancement course	04	30+70=100	04
*2.6	Open Elective 1 .Business Law & Ethics(BLE)	Open Elective	04	30+70=100	04
	2.M.S.M.E (Micro Small & Medium Enterprises)		04	30+70=100	04
	3.Event Management (EM)		04	30+70=100	04
	4.Project Management (PM)		04	30+70=100	04
	Total		26	600	26

Note: *Students have to opt only one subject out of four subjects in the case of Open Elective.

1: Maximum total number of marks in II semester = 600

2: The total number of credits in II semester = 26

1. Maximum total number of marks in FIRST year= 600+600 = 1200

2. The total number of credits in FIRST year = 28+26 = 54

SEMESTER - I

1.1 MANAGEMENT THEORY AND PRACTICE (MTP)

UNIT – I

Introduction to Management - Management:- Nature - Importance - Functions - Levels of Management and Skills of Management. Tasks of a Professional Manager - Henry Fayol's Principles of Management - Social Responsibilities of Business Manager.

UNIT – II

Significance of Planning - Planning:- Importance - Steps in Planning Process - Short Range and Long Range Planning -Characteristics of Sound Plan - Limitations. Decision Making: Importance of Decision Making and process of Decision Making.

UNIT - III

Significance of Directing, Controlling and Staffing - An Overview of Controlling Directing and Staffing: Controlling significance - Process and Prerequisites of Control - Directing significance. Staffing - Recruitment process - Steps in Selection Process.

UNIT – IV

Delegation of Authority - Organizing: Delegation of Authority - Factors effecting deligation of authority - Making deligation effective - Centralization - Reasons for Centralization - Types of Centralization - Decentralization - Reasons for Decentralization - Types of Decentralization - Formal vs Informal Organizations.

UNIT – V

Management Styles - Comparative Management Styles and approaches: American Management Practices - Japanese Management Practices - Characteristics of effective Leaders – Bench marking - Current trends in Managing Diversity.

NOTE: At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Pearson Education, New Delhi, 3rd Edn. 2001.
2. Tim Hannagan, "Management concepts and Practices", Mac Millan India Ltd.1997.
3. Sarah cook, Practical Bench Marking: A manager's guide to creating competitive advantage, London, Kogan Page 1995
4. Peters. T and Waterman, R. "In search of excellence, Random House, New York 1982
5. Hamel G. and Prahlad C.K., "Competing for future" Cambridge, Mass: Havard Business school press, 1994.
7. Heracleous.L and Devoge, S., "Bridging the gap the of relevance: strategic management and organizational development, Long Range planning 31(5), 1998
8. Bateman Snell, "Management: Competing in the new era", McGraw Hill Irwin, 2002.
9. Thite, M. "Managing People in the New economy", Sage publications, New Delhi. 2004.
10. Koontz & amp; Weirich, "Essentials of Management: An International perspective", 8th Edn. Tata McGraw-Hill, New Delhi, 2009.

1.2 FINANCIAL REPORTING AND ANALYSIS (FRA)

UNIT – I

Introduction - Meaning and Definition of Accounting-Scope of Accounting; Accounting Principles - Double Entry System of Recording Business Transactions - Classification of Accounts - Accounting Process and Accounting Cycle - Accounting Equation - Journalizing Transactions (Problems) - Ledger - Parties interested in Accounting Information

UNIT – II

Financial Statements - Preparation and Reporting of Financial Statements- Preparation of Trial Balance - Preparation of Trading and Profit and Loss Account - Preparation of Balance Sheet (Problems with simple adjustments).

UNIT – III

Financial Statement Analysis - Financial Statement Analysis - Meaning - Importance - Types - Techniques of Financial Statements Analysis - Comparative Statement Analysis - Common Size Statement Analysis (Problems) - Concept of Fund Flow Statement and Cash Flow Statement – Concept – Importance - Proforma (Theory).

UNIT – IV

Ratio analysis - Ratio analysis - Utility of ratio analysis - Classification of Ratios - Calculation and Interpretation of Ratios - Profitability Ratios - Liquidity Ratios - Activity Ratios - Leverage Ratios (Simple Problems).

UNIT – V

Emerging Trends in Accounting - Technology, Automation and AI - Block Chain Technology - Accounting Software's - Data Analytics - Green Accounting - HRA Accounting - Computerized Accounting - Cloud Accounting - Data Security - Digital Currency.

NOTE: At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Shukla & Grewal, Advanced Accounts, Vikas Publishers
2. Shashi K. Gupta & R.K Sharma, Management Accounting Principals
3. Ramchandran, Ramkumar Kakani, Financial Accounting for Management, Tata Mc Graw Hill Publishing, Pvt,Ltd.
4. Shah Paresh, Basic Financial Accounting for Business Managers, Oxford University, Press
5. Bhattacharyya Asish K, Financial Accounting for Business Managers, PHI
6. Ambarish Gupta, Financial Accounting for Management - An Analytical Perspective, Pearson education

7. Earl K. Stice and James .D. Stice, Financial Accounting – Reporting and Analysis, South Western, Cengage Learning.
8. Jawaharlal and Seema Srivastava, “Financial Accounting: Principles and Practice,” S.Chand
9. Maheshwari, Basic Accounting, S. Chand Publication, New Delhi
10. Financial Accounting & Analysis, Narender L. Ahuja & Varun Dawar, Taxmann, 1/e
11. Essentials of Financial Accounting, Asish K. Bhattacharya, PHI, Latest Edition
12. Financial Accounting for Management, N Ramachandran and Ram Kumar Kakani, Tata McGraw Hill, Latest Edition
13. Financial Accounting, C.T. Horngren, G. L. Sundem, J.A. Elliott, and D. Philbrick, Pearson Prentice Hall, Latest Edition
14. Management accounting, Khan, M. Y., & Jain, P. K. New Delhi, Tata McGraw Hill, Latest Edition
15. Financial Accounting for Business Managers, Bhattacharya A.K., Prentice-Hall, New Delhi, Latest Edition

1.3 BUSINESS STATISTICS AND ANALYTICS

UNIT – I

Introduction to Statistics - Meaning - Salient Features of Statistics- Classification - Tabulation- Diagrammatic & Graphic Presentation - Statistical Techniques- Measures of Central Tendency(Mean-Median-Mode) - Role of Statistical Techniques in Management Decision Making.

UNIT – II

Sampling Theory and Tests of Significance

Sampling: Concept of Sampling - Types of Samples - Estimation - Hypothesis Testing - Type I and Type-II Errors.

Large Sample Tests: Mean Test - Difference between Two Means- Difference between Two Standard Deviations.

Small Sample Tests: Mean Test - Difference between Means of Two Independent Samples - Difference between Two Dependent Samples or Paired Observations.

UNIT – III

Parametric Tests & Business Forecasting Techniques

Meaning- Advantages, and Limitations of Parametric Tests - T-test and ANOVA - Chi Square Test for Goodness of fit

Techniques of Business Forecasting: Correlation Analysis and Regression Analysis (with two variables) - Time Series Analysis – Trend Analysis - Moving Averages – Least Squares Method.

UNIT – IV

Introduction to Business Analytics - Business Analytics - Big Data - meaning – scope - significance - applications- Types of data - Integrating Analytics with business - Business Analytics for Competitive Advantage - Descriptive - Predictive and Prescriptive Analytics – Dashboards - Data Mining - Data Visualization.

UNIT – V

Emerging Statistical Analysis Tools - Statistical Package for the social sciences (SPSS), R Foundation for Statistical Computing, Matlab (The MathWorks), Microsoft Excel, Statistical Analysis Software (SAS), GraphPad Prism Minitab, Stat Graphics, XLSTAT, Qlik Sense, Origin Pro, Wolfram Mathematica, Phocas Software, Birst, SAS Business Intelligence, Sigma Plot, Matomo Analytics.

NOTE: At least one Case Study is to be discussed per unit in the class

Suggested Books:

1. U. Dinesh Kumar,(207)Business Analytics, A Science of Data Driven Decision Making, Wiley India Pvt. Ltd
2. Richard I. Levin & David S. Rubin, Statistics for Management, PHI.1999, New Delhi
3. Kishor S. Trivedi, Probability and Statistics with Reliability, Queuing and Computer Science Applications, John Wiley & Sons, Singapore, 2002
4. Powell, S. G., & Baker, K. R. (2017). Business analytics: The art of modeling with spreadsheets. Wiley.
5. Levin R.I., Rubin S. David, “Statistics for Management”, Pearson.
6. Gupta S.C, “Fundamentals of Statistics”, HPH.
7. Keller, G, “Statistics for Management”, Cengage Learning.
8. Amir D. Aczel and Jayavel Sounder pandian, “Complete Business Statistics”, TMH,
9. John C Lee, “Business and Financial Statistics Using MS-Excel”, Cambridge.
10. J.K Sharma, “Business Statistics”, Pearson.
11. Arora PN & others, “Complete Statistical methods”, S. Chand.
12. Beri, GC, “Business Statistics”, TMH.
13. Black Ken, “Business Statistics for Contemporary Decision Making”, Wiley.
14. Levine, David M and other, “Statistics for managers using MS. Excel”, PHI.

1.4 BUSINESS COMMUNICATION

UNIT – I

Introduction to Business Communication - Business Communication - Definition - Objectives - Significance - Types of communication - Process of Communication - Barriers to Communication.

LISTENING: Definition - Process - Principles of Active Listening - Barriers of Listening.

UNIT – II

Oral Communication and Presentation Skills - Definition - Essentials of Effective Oral Communication.

PRESENTATION SKILLS - Definition - principles of effective presentation - Stages of Presentation - 4 P's Planning - Preparation - Practice and Perform - Rehearsal for presentation - Non Verbal Dimension of Presentation - Etiquettes of presentation - Effective Presentation Strategies – Persuasive Speaking - Question and Answer session.

UNIT – III

Written Communication - Definition - Advantages – Limitations - Essentials of effective written communication - Business Letters - Characteristics - Lay out - Model business letters - Paragraph writing - Definition - Structure - Essentials of an effective paragraph - Email writing - Principles - Email etiquette - Blogging with examples.

UNIT – IV

Employment Communication - Job application letter - Essentials of effective job application - Examples - Curriculum Vitae – Definition - Structure - Essentials of an effective C.V - Job Interview - Definition - Importance - Interview Etiquettes (before, during and after the interview) - Mock Interviews for corporate jobs.

UNIT – V

Emerging Trends in Business Communication - Role of technology in business communication - Video Conferencing - Definition - Tools - ZOOM, GMEET, MICROSOFT TEAMS, SKYPE etc. - Advantages – Disadvantages.

NOTE: At least one Case Study is to be discussed per unit in the class.

NOTE: Every student has to submit Business Communication Record with CV, Business Letters, Do's and Don'ts in group discussions, Interview preparation techniques and email etiquettes.

Suggested Books:

1. Business Communication : Concepts, Cases And Applications- Chaturvedi P. D, & Mukesh
2. Chaturvedi ,2/e, Pearson Education,2011
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. Lesikar RV & Pettit Jr. JD-Basic Business Communication: Theory & Application (Tata McGraw Hill, 10th Edition).
5. Tayler Shinley-Communication for Business (Pearson Education, 4th Edition)
6. Sharma R.C., Mohan Krishna-Business : Correspondence and Report Writing (Tata McGraw Hill, 3rd Edition).
7. Rajendra Pal - Business Communication (Sultan Chand & Sons Publication).

1.5 – INFORMATION TECHNOLOGY FOR MANAGERS

Unit – I

Basics of Information Technology - Introduction to IT and its development - Data – Information - Elements of Information Technology – Hardware - Software – Input and Output Devices - Memory - Impact and Future of IT in Business.

Unit – II

Computer Networking, Internet and Applications

Computer Networking: Network advantages LAN, MAN, WAN, Network Topology. Networking infrastructure: Repeater, Bridge, Hub, Switch, Router, Firewall, Gateway, NIC, Cables, MODEM.

Applications of Internet: www, mail, news, Chat, social networking, Google Forms: Meaning, Need and Process of creating Google Forms with Examples.

Unit - III

MS Word 2016: Word basics, formatting text and documents, working with headers, footers and footnotes, tabs, tables and sorting, working with graphics, templates, wizards and sample documents, introduction to mail merge and macros.

MS PowerPoint 2016: PowerPoint basics, creating presentation, graphics in power point.

Unit – IV

MS Excel 2016: Excel basics, excel formatting tips and techniques, introduction to functions, Excel’s chart features, working with graphics, using worksheet as databases, automating “what-if” projects.

MS Access: Features - Data Base Creation – Table Creation – Business Applications

Unit – V

Emerging Trends in Information Technology - Artificial Intelligence (AI) – Machine Learning - Virtual Reality, Augmented Reality - Robotics - Big Data - Data Analytics - Internet of Things (IoT) - Cloud Computing - Cyber Security and ChatGPT (only concepts).

NOTE: At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Lucas, Henry C. Jr. “.Information Technology for Management”, McGraw Hill Education.
2. Efraim Turban, Linda Volonino, Gregory R. Wood, “Information Technology for Management - Advancing Sustainable, Profitable Business Growth”, Wiley
3. Anita Goel, “Computer Fundamentals”, Pearson Publishing
4. B. Muthukumar, “Information Technology for Management”, Oxford
5. Westerman, George, et al.,” Leading Digital: Turning Technology into Business Transformation”, Harvard Business Publishing.
6. Williams, B. K., & Sawyer, S. C., “Using information technology: A practical Introduction to Computers & Communications”, McGraw Hill Education.

1.5.1 IT - LAB

MS-Word: Creation of Document - Format Document -Text editing and saving - Organising information with tables and outlines - Mail merge - Publishing documents on Web.

MS Excel: Creating and editing worksheets - Cell formatting - Creating and using formulas and functions - Use of Macros - Sorting and querying data - Working with graphs and charts. Data Analysis with Statistical Tools - Use of Financial Tools - Use of other functions in Excel for data analysis.

MS Power Point: Creation of slides - Use of templates and slide designs for creating power point slides-use of drawings and graphics - Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,

MS Access: Create Databases – Tables - Relationships - Create forms to enter data-filter data - use of queries in data manipulation - Generating reports.

Google Forms: Creating Google forms for Collecting data and conduct of any Survey with Examples.

1.6.2 STARTUPS

Unit – I

Start-up opportunities - The New Industrial Revolution - The Big Idea - Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Start-up Equation - The Entrepreneurial Ecosystem - Entrepreneurship in India - Government Initiatives.

Unit – II

Start-up Capital Requirements and Legal Environment - Identifying Start-up capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions - Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks - The Legal Environment- Approval for New Ventures.

Unit – III

Startup Financial Issues - Feasibility Analysis - The process of raising capital - Unique funding issues of a high-tech ventures - Funding with Equity - Financing with Debt - Funding startups with bootstrapping - Crowd funding - Strategic alliances.

Unit – IV

Start-up Survival and Growth - Stages of growth in a new venture - Venture life patterns - Reasons for new venture failures - Scaling Ventures - Preparing for change - Support for growth and sustainability of the venture.

Unit – V

Planning for Harvest and Exit - Dealing with Failure: Bankruptcy, Exit Strategies - Meaning & Types.

NOTE: At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, CengageLearning, 2016.
2. AnjanRaichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. S. R. Bhowmik& M. Bhowmik, Entrepreneurship, New Age International, 2007.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009

1.6.3 RETAIL MANAGEMENT

UNIT – I

Introduction to Retail Marketing Management - Definition and Concept of Retailing - Retailer's role in distribution channel - Functions of Retailing – Socio Economic significance of retailing - Theories Retailing Formats of retailing - Recent trends in retailing - organized and un organized retailing - Role of technology in retailing - E-retailing.

UNIT – II

Retail Merchandising and Pricing - Types of Merchandise - Merchandise assortments - Merchandise procurement - Process - Sales Forecasting - Merchandise Planning - Merchandise buying systems - Retail Pricing - Factors influencing Retail Pricing - Setting Retail Prices - Different approaches of Retail Pricing.

UNIT – III

Retail Communication and Distribution - Need and importance of promotion mix in retailing - Communication programmes to develop brand images and customer loyalty - Methods of communication - Retail Promotion Budgets - Retail Logistics - Supply Chain Management - Transportation & Warehousing - Inventory Management.

UNIT – IV

Retail Store Location and Store Management - Retail Locations - Store layout design - Store Design - Objectives - Space management - Visual Merchandising - Fixtures - Atmospherics - Human Resource Management in Retailing - Recruitment, Selection Motivation, Compensation and Control of Store employees.

UNIT – V

Retail Customer Behaviour and Customer Service - The buying Process - Types of Buying Decisions - Factors influencing buying process - Factors influencing customer loyalty - Customer Service Strategies - Setting Service standards - Improving retail service quality - Service recovery.

NOTE: At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Swapna Pradhan : Retail Marketing Management: Tata McGraw Hills.
2. Levy, Weitz and Pandit: Retailing Management:Tata McGraw Hills.
3. Managing Retailing – P.K. Sinha, D P Uniyal: Oxford University.
4. SujaNair : Retail Management: Himalaya
5. Barry Berman and Joel R Evans: Retail Management - A Strategic Approach :PearsonEdn
6. Lamba: Art of Retailing : Tata McGraw Hill
7. KVS Madan : Fundamentals of Retailing:Tata McGraw Hill
8. A Shiva Kumar : Retail Marketing: Excel Books
9. Gipson G Vedamani: Retail Management, JAICO publishing house.

1.6.4 TOURISM AND HOSPITALITY MANAGEMENT

UNIT – I

Introduction - Tourism: Definition, Meaning, Nature and Scope; Tourist, Traveller, Visitor and Excursionist - Definition and differentiation; Leisure, Recreation and Tourism interrelationship; Typology and forms of tourism - International, Inbound, Outbound, Inter regional, Intra regional, Domestic, International.

UNIT – II

Tourism an Overview - Tourism - Components (5A's Attraction, Accessibility, Accommodation, Amenities and Activities), Tourism system and Elements of tourism (Leiper's Model) – Characteristics of Tourism (Intangibility, Perishability, Variability, Inseparability, Heterogeneous, Multitude of industry, Pricing competitiveness/Flexibility, Interrelationship of elements.

UNIT – III

Tourism Industry - Introduction to tourism industry - Travel agency - History - Operation/Functions - Types of Tour Operators - Functions - Types Accommodation Industry - Types - Classification - Supplementary - Souvenir Industry & Shopping.

UNIT – IV

Introduction to Hospitality Management - Definitions: Hospitality and Hotel - Link between Hospitality and Travel and Tourism industry: Travelers at rest, Home away from Home - Hospitality culture, AthithidevoBhavah, Expectations of the guest

UNIT – V

Classification & Categorization of Hotels - Hotel Ownership. - A brief account of Commercial Hotels - Residential Hotels - Resort Hotels - Airport hotels - Bed & Breakfast Hotels -Convention hotels - Casino Hotels - Motels - Emerging trends in Accommodation - Time-share - Condominium - Home Stays - Tree Huts - Houseboats - Capsule hotel- . Major Hotel chains in India. – FHRAI.

NOTE: At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. P.N Seth: Successful tourism Management (Vol. 1 & 2) , Sterling Publishers,New Delhi
2. A.K Bhatia: International Tourism Management, Sterling Publishers
3. A.K Bhatia: Tourism Development: Principles and Practices, Sterling Publishers,
4. Christopher.J. Hollway; Longman ; The Business of Tourism
5. Cooper, Fletcher et al, (1993), Tourism Principles and Practices, Pitman.
6. A.K Bhatia:The Business of Tourism concept and strategies , Sterling Publishers
7. John R Walker - Introduction to Hospitality Management – Pearson Education India
8. Mohammed Zulfiker – Introduction to Tourism and Hotel Industry ,UBS Pub, New Delhi
9. Dennis . L. Foster – VIP and Introduction to Hospitality ,McGraw Hill, New Delhi
10. M. L. Ksavana and R. M. Brooks – Front Office procedures ,Educational Institute. A.H.M.A
11. Sudhir Andrews –Hotel front Office Management. Mc.Graw Hill, New Delhi
12. Puspinder. S. Gill – Dynamics of Tourism –Vol.4 –Tourism and Hotel Management,
13. Anmol P

OPEN ELECTIVES

1.6.1 BUSINESS ECONOMICS AND ENVIRONMENT

UNIT - I

Introduction to Business Economics - Definition - Scope - Role of economics in business decision making - Micro and Macro economics - Marginalism - Equi-marginalism - Opportunity cost principle - Discounting principle - Risk and uncertainty - Econometrics - Role of Economist - Relation with other disciplines - Business cycles.

UNIT - II

Demand and Supply Analysis: Demand - Supply - Law of demand and supply - Elasticity of demand and supply.

Production and Cost Analysis: Production function - Types of costs and Break-even Analysis (simple problems) - Market Structures: Perfect competition Monopoly - Monopolistic competition - Oligopoly - Pricing Strategies - Price discrimination - Pricing policies.

UNIT - III

Introduction to Business Environment - Concept - Significance of Business environment - External and Internal environment - Economic Environment - Political and Legal Environment - Socio cultural Environment - Demographic Environment - Natural Environment - Technological Environment - Global Environment.

UNIT - IV

Business Environment - Business Environment Scanning and Forecasting: Techniques for environmental scanning. Business Environment and Strategic Planning: SWOT Analysis - Strategic flexibility and adaptation - Business Environmental Sustainability: Recent Environmental issues and sustainability challenges- Green marketing - Corporate sustainability practices, Sustainable business models.

UNIT - V:

Emerging Economic Trends - Current economic issues and trends affecting businesses - Technological disruptions and innovation - Business Economics and Policy: Government regulations and their impact on business, Public-private partnerships - Global Economic Challenges.

NOTE: At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. D.M.Mithani, Managerial Economics, Himalaya Publishing House,9e, 2022
2. Satya P.Das& J.K Goyal, Managerial Economics, Sage Publications,2e, 2022
3. HL Ahuja, Business Economics, S. Chand & CO, 13e,2019
4. Geetika, PiyaliGhosh,Purba Roy choudhary, Managerial Economics, Tata Mc Graw-Hill,3e 2018
5. R.L.Varshney, K.L.Maheshwari, Managerial Economics, Sultanchand&Sons Publications,2014

6. P.L.Mehta, Managerial Economics, Sultanchand&Sons Publications, 2013
7. P.N.Chopra, Managerial Economics, Kalyani Publishers,1e,2018
8. Francis Cherunilum, Business Environment Text & Cases, Himalaya Publications,13e, 2022
9. Ravinder Kumar, Legal Aspects of Business, Cengage Learning,5e, 2021
10. AkhilshwarPatha, Legal Aspects of Business,TMH,7e,2019
11. Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications,1e, 2022
12. MC Kuchhal, VivekKuchhal, Business Legislation for Management, Vikas Publishing House.
13. K.Ashwathappa, Essentials of Business Environment, Himalaya Publications, 2014

SEMESTER - II

2.1 HUMAN RESOURCE MANAGEMENT (HRM)

UNIT - I

Introduction to HRM - Definition - Nature of HRM - Scope of HRM - Objectives of HRM - Importance of HRM - Managerial and Operative functions of Human Resource Management - Emerging roles of Human Resource Manager - Challenges of HR Professionals.

UNIT - II

Human Resource Planning - Concept - Objectives and Process - Current trends in Growing importance of Human Resource Planning - Job Analysis - Concepts - Process and methods of job Analysis - Job Description - Job Specification - Uses of Job Analysis - Modern Management Techniques of Job Design.

UNIT - III

Recruitment: Concept - Process - Sources of Recruitment - Internal and External - Factors affecting recruitment - E-Recruitment sources - Advantages and disadvantages of e-Recruitment - Selection - Concept - Steps in selection process - Selection Tests - Application Form - Ethical issues in application form design. Interviews - Planning the interview - Process of Interview - Types of interviews Ethics of Interviews. Placement - Socialization process of new employees (Induction and Orientation of new employee).

UNIT - IV

Job Evaluation - Objectives - Process - Training - Purpose of training new employee - Areas of training - Performance Appraisal - Needs - Significance - Objectives - Employee benefits and Objectives of employee benefits - Employee Grievance - Causes of Grievance - Grievance Redressal procedure - Modern Management Techniques of Performance Appraisal.

UNIT - V

Disciplinary Action - Objectives of discipline - Principles of managing discipline - Types of disciplinary action - Disciplinary procedure followed in Indian Organizations. Absenteeism - Reasons for employee absenteeism - Employee Retention Strategies followed in organizations. Stress – Causes - Stress Management techniques personal and professional techniques followed by organizations in current scenario.

NOTE: - At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Aswathappa K - Human Resource and Personnel Management (Tata McGraw Hill, 5th Ed.).
2. Rao VSP-Human Resource Management, Text and Cases (Excel Books, 2nd Ed.),
3. Ivansevich-Human Resource Management (Tata McGraw Hill, 10th Ed.)
4. Dessler-Human Resource Management (Prentice Hall, 10th Ed.)
5. Bernardi-Human Resource Management (Tata McGraw Hill, 4th Ed.)
6. Human Resources Management- Gary Dessler
7. Personnel Management-C.B Mamoria
8. Managing Human Resources - R.S. Dwiwedi
9. Human Resources Management-V.P.Michael
10. Human Resources Management-Dr.P.C.Pardeshi
11. Human Resource Managment, text and Cases 2nd edition –V S P Rao.

2.2 MARKETING MANAGEMENT (MM)

UNIT - I

Introduction - Definition of marketing - Philosophies of marketing - Consumer markets - Industrial markets - Government markets - Micro and macro environment of marketing - Marketing Mix - Market segmentation - Target marketing - Product positioning.

UNIT - II

Product decisions – Product / Service - New Product development - Product Life cycle - Product line decisions - Basics of branding - Packaging - Labelling Pricing Decisions - Definition - Factors influencing pricing - Pricing strategies.

UNIT - III

Distribution channel - Definition - Functions - Levels - Channel design - Channel conflict - Basics of E-Commerce.
Promotion decisions - Definition - Importance - Promotion mix - Advertising - Publicity - Personal selling - Sales Promotion.

UNIT - IV

Market Research - Basic concepts - Definition - Objectives of Market Research - Process of market research - Role of market research in Marketing management - Marketing Research as a profession.

UNIT - V

Emerging issues in marketing - Green marketing - Meaning - Concepts - Types - Importance - Digital marketing - Meaning - Concepts - Tools - Importance - Traditional vs digital marketing - Social Marketing - Meaning - Marketing mix in social marketing - Difference between Commercial and social marketing - Ethics in Marketing.

Suggested Books:

1. Kotler Philip, Garyarmstrong, Prafullay. Agnihotri, EU Haque, “Principles of Marketing”, 2010, 13th Ed, Pearson Education Prentice Hall of Indi.
2. Paul Baines, Chris fill, Kelly page, “Marketing Management”, 2009, 1st Ed. Oxford University Press.
3. Roger j. best, “Market- Based Management”, 2009, 1st Ed. PHI Learning Pvt. Ltd.
4. Kurtz & Boone, “Principles of Marketing”, 2010, 12th Ed. Cengage Publications.
5. Tapan k panda, “Marketing Management”. 2010, 1st Ed. Excel books.
6. Ramaswamy V.S. Namakumari S, “Marketing Management”, 2009, The Global perspective-Indian Context Macmillan India Ltd.
7. Rajan Saxena, “Marketing Management”, 2009, 4th Ed. Tata McGraw Hill1.
8. Principles of Marketing 12th Edition - Philip Kotler and Gary Armstrong
9. Marketing Management - V.S.Ramaswamy and S.Namakumari
10. Analysis for Marketing Planning-Donald Lehmann & Rusell Winer, 6th ed.

2.3 FINANCIAL MANAGEMENT (FM)

UNIT - I

Financial Management: Meaning - Concept - Scope - Functions of Financial Management - Objectives of Financial Management - Profit Maximization Vs Wealth Maximization vs Value Maximization - Role of Finance Manager - Time value of money - Future Value - Present Value (Theory)

UNIT - II

Investment Decision: Capital Budgeting Process and Techniques - Payback period - Accounting rate of return - NPV - IRR - MIRR - Profitability index - Discounted payback period (Problems)

Cost of Capital: Meaning and Concept - Components of cost of capital - Calculation of Specific Costs and WACC - Book Value and Market Value Weights (Problems)

UNIT - III

Financing Decision: Capital Structure Theories - Net income approach - Net operating income approach - Traditional approach - Modigliani Miller model - Pecking Order Theory (Theory)

Leverage and EBIT-EPS Analysis: Concept of leverage - Types of leverage - Operating leverage - Financial leverage - Combined leverage - EBIT-EPS Analysis (Problems)

UNIT - IV

Dividend Decisions: Factors determining Dividend Policy - Forms of Dividends - Cash Dividend, Bonus shares - Stock split - Theories of Dividend and Valuation - Gordon model - Walter model - MM Hypothesis (Problems)

UNIT - V

Current Assets Management - Working Capital Management - Need and Determinants of Working capital - Estimation of Net Working Capital (Problems) - Meaning - Concept - Objectives and Benefits of Cash management - Receivables management - Inventory management - Credit management (Theory)

NOTE: - At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Khan and Jain : Financial Management TMH
2. IM Pandey : Financial Management, Vikas Publications
3. James C vanhorne : Financial Management and Policy (PHI)
4. Prasanna Chandra : Fundamentals of Financial Management (TMH)
5. SN. Maheswari: Financial Management: Principles and Practice, Sultan Chand Publications
6. John J. Hampton : Financial Decision Making (PHI)
7. Lawrence J. Gilma: Principle of Managerial Finance, Addisa W
8. Ravi M Kirhsore, Financial Management, Taxman Publications

2.4 BUSINESS RESEARCH METHODOLOGY (BRM)

UNIT - I

Research: Meaning - Objectives of Research - Scope of Research - Types of Research - Research Methods vs Methodology - Research and Scientific Methods - Problem Formulation and Statement of Research Objectives - Research Problem - Techniques involved in defining a problem - Research Process - Review of Literature - Concepts - Theories - Previous Research findings.

UNIT - II

Hypothesis: Basic Concepts - Procedure for Hypothesis testing - Formulation of Hypotheses with Business applications - **Measurement and Scaling:** Measurement in Research - Errors in Measurement - Techniques of developing measurement tools – **Scaling:** Types of Scale - Scale classification bases - Scale construction techniques - Rating Scales - Arbitrary Scale - Differential Scale - Likert Scale - Cumulative Scale - **Research Design:** Need for Research Design - Types of Research Designs - Sampling Design - Steps in sampling design - Types of Sample designs - Probability Sampling - Non Probability Sampling.

UNIT - III

Data collection: Methods of Data Collection - Primary Data - Tools - Questionnaire - Observation - Interview - Collection of Secondary Data - **Non-Parametric Tests:** The Sign Tests - One Sample Sign Test - The Two Sample Sign Test - The Runs Tests - One Sample Runs Test - The Mann Whitney U Test - The Kruskal Wallis Test - The Wilcoxon Signed Rank Test

UNIT - IV

Data Processing and Preparation: Data Analysis - Interpretation and Presentation - Research Reports - Structure and Components of Research Report - Types of Reports - Characteristics of Good Research Report - Norms of preparing Tables - Charts and Graphs for Presentation- Appendix - Bibliography.

UNIT - V

Analysis of Data: Use of MS-Excel and SPSS for Statistical Analysis of Data - Analysis of Case Study on Primary data using MS-Excel and SPSS - Entering of data - Preparing Tables for Univariate, Bivariate and Multivariate data - Graphical presentation of Data using One dimensional - Two dimensional and Three dimensional Diagrams and Graphs - Correlation - Partial Correlation - Multiple Correlation - Regression - Ethics in Research.

NOTE: - At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Cooper Donald R. and Schindler Parmela., Business Research Methods, McGraw Hill International Editions, Ninth Edition.
2. Naval Bajpai, Business Research Methods, Pearson Education, New Delhi
3. Malhotra Naresh K, Marketing Research - An Applied Orientation, Pearson Education Asia, New Edition.
4. Kothari CR, Research Methodology-Methods And Techniques, New Wiley Eastern Ltd., New Edition, Delhi,
5. Panneerselvam, R., Research Methodology, Prentice hall of India, New Delhi.
6. Uma Sekaran, Research Methods for Business, Wiley Publications.
7. Srivatsava TN. And Shailaja Rega., Business Research Methods, PHI
8. Rao K.V., Research methods for Management and Commerce - Sterling

2.4.1 BRM (Lab)

SPREAD SHEET & SPSS

1. Entering of Primary Data and Secondary Data
2. Preparing Pivot tables
 - Univariate
 - Byvariate
 - Multivariate
3. Calculation of Mean, Median and Mode
4. Calculation of Correlation
5. Calculation of Regression
6. Calculation of T-test / Z-test
7. Calculation of ANOVA (F-test)
8. Graphs and Charts: Bar Chart, Pie Chart and Line Chart
 - One Dimensional
 - Two Dimensional
 - Three Dimensional

2.5 ENTREPRENEUR DEVELOPMENT (ED)

UNIT - I

Introduction – Meaning - Factors effecting entrepreneurship - Entrepreneur - Functions of entrepreneur - Characteristics of successful entrepreneurs - Advantages of entrepreneurship - Barriers of entrepreneurship.

UNIT - II

Entrepreneurial motivation: Definition - Theories of entrepreneurial motivation - Motives for starting business enterprises - Achievement Motivation - Entrepreneurial competencies - Meaning - Major entrepreneurial competencies - How to develop entrepreneurial competencies.

UNIT - III

Opportunity identification and selection - Need - Identification of business opportunities - Business idea - Sources - Business Plan - Meaning - Contents - Importance - Formulation of Business Plan.

UNIT - IV

Sources of finance: Bootstrapping - Commercial banks - Crowd funding - Angel investors - Business incubators - Microfinance - Venture capital - Government support to entrepreneurship in India - Start up India scheme - Atal Innovation Mission - Stand up India - Pradhan Mantri Mudra Yojana.

UNIT - V

Emerging issues in entrepreneurship: Social entrepreneurship - Definition - Characteristics of social entrepreneurs - Examples of social enterprises - Gig economy - Definition - Benefits - Factors contributing to Gig economy - Agri-entrepreneurship - Definition - Scope and importance - Opportunities in agri business - Skills required for argipreneurs.

NOTE: - At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH,
4. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
5. P. Narayana Reddy, “Entrepreneurship-Text and Cases”, 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, 2007, New Age International.
7. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
8. A. Sahay and A. Nirjar, “Entrepreneurship”, 2006, Excel Books.
9. Poornima. M Charantimath, “Entrepreneurial Development and Small Business Enterprises”, 2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., “Cases in Entrepreneurship”, 2006, Sage Publications.
11. T. Satyanarayana Chary-venture Capital : Concepts & Application-Laxmi Publication.

OPEN ELECTIVES

2.6.1 BUSINESS LAW & ETHICS (BLE)

UNIT - 1

Law of Contracts: Definition of Contract and Agreement - Classification of Contracts - Essential elements of a valid Contract - Performance of Contract - Modes of Discharge of Contract - Remedies for breach of Contract - Concept of E-Contract & Legal Issues in formation and discharge of E-Contract.

UNIT - II

Law of Agency: Concept - Modes of creation and termination of Agency - Rights & Duties of Principal and Agent.

Consumer Protection Law: Introduction to consumer protection law in India - Consumer councils - Redressal machinery - Rights of consumers.

Cyber Laws – Introduction - Need for cyber laws (Indian Context) - Information Technology Act 2000 - Challenges to Indian Law and cyber crime scenario in India.

UNIT - III

Companies Act: Definition of company - Characteristics - Classification of Companies - Formation of Company Procedure - Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings - Proceedings - Winding up of a Company.

UNIT - IV

The Sales of Goods Act - Contract of Sale – Essentials of contract of sale - Distinction between Sale and Agreement to sell - Distinguish between Sale and Hire Purchase Agreement - Conditions & Warranties - Concept - Implied Conditions & Warranties - Concept of Doctrine of Caveat Emptor and its Exceptions - Unpaid Seller - Concept - Rights of an unpaid seller - Remedies for Breach of contract of Sale - Concept of Auction sale.

UNIT - V

Business Ethics: The Changing Environment and Business Ethics - Levels of Business Ethics - Five Myths about Business Ethics - Stages of Moral development Kohlberg's study - Carol Gilligan's Theory - Principles of Ethics and Role of Ethics in Business.

NOTE:- At least one case study is to be discussed per unit in the class.

Suggested Books:

1. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
6. S.S Gulshan, Business laws, 2010, Excel Books.
7. Steiner and Steiner – Business Ethics – Mc-Graw Hill
8. V.K.Agarwal, "Consumer Protection in India", Deep and Deep Publications
9. S. K. Chakraborty, "Values and Ethics in Organisation", OUP
10. Nina Godbole & Sunit Belapure, Cyber Security, Wiley India, 2012.

2.6.2 M.S.M.E (MICRO SMALL & MEDIUM ENTERPRISES)

UNIT - I

Micro, Small, Medium Scale Enterprises - Definition of Small Industry - Characteristics of Small Scale Industry - Objectives – Scope of Small & Micro Industries - Opportunities for entrepreneurial growth in MSMEs - Role of MSMEs in Economic development - MSMEs problems.

Unit – II

Management of MSME - Management of Product Line - Communication with Clients - Credit Monitoring System - Management of NPAs – Restructuring - Revival and Rehabilitation of MSME - Problems of Entrepreneurs - Sickness in MSME - Reasons and Remedies - Evaluating Entrepreneurial Performance.

UNIT - III

Policy Support Mechanism - Reservation of Items for Small Scale Industries - Rationale - Procedures - Criticism - De-reservation - Removal of Quantity Restrictions - Government's Purchase Preferences Policy for Small Industries Products - Price Preference Policy for SSI products - Schemes for Women Entrepreneurs.

Unit – V

Institutional Support for MSMEs - Forms of Financial Support - Long-term and Short-term Financial Support - Sources of Financial Support - Dealing with Failure - Bankruptcy - Exit Strategies - Selling the Business - Crashing-out but Staying in-being Acquired - Going Public (IPO) and Liquidation.

Unit – V

District Industries Centers (DIC) - Small Industries Service Institute (SISI) - Entrepreneurship Development Institute of India (EDII) - National Institute of Entrepreneurship & Small Business Development (NIESBUD) - National Entrepreneurship Development Board (NEDB) - Technology Bureau for Small Enterprises - Export Processing Zones (EPZs) - Special Economic Zones (SEZ).

NOTE: - At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures, Pearson, 2019.
2. Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tata McGraw Hill Publishing Company Ltd. New Delhi.
3. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
4. Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers
5. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
6. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
7. Sick Industries Companies Act'
8. Internet Sources: BSE, NSE, SEBI, RBI, IRDA, AMFI etc

2.6.3 EVENT MANAGEMENT (EM)

UNIT – I

Introduction to Event - Event - Meaning of event - Need for Event Management - Analysis of Event - Scope of Event - Decision Makers - Event Manager - Technical Staff - Establishing of Policies and Procedure Developing Record Keeping Systems.

UNIT - II

Event Management Procedure - Principles for holding an Event - General Details - Permissions - Policies - Government and Local Authorities - Phonographic Performance License - Utilities - Fire brigade - Ambulance – Catering - Electricity - Water Taxes Applicable.

UNIT - III

Conduct of an Event - Preparing a Planning Schedule - Organizing Tables - Assigning Responsibilities - Communication and Budget of Event - Checklist - Computer aided Event Management - Roles & Responsibilities of Event Managers for Different Events.

UNIT - IV

Public Relations - Introductions to Public Relations - Concept - Nature - Importance - Limitations - Media - Types of Media - Media Management - Public Relation Strategy & Planning - Brain Storming for idea generation - Writings for Public Relations.

UNIT - V

Corporate Events - Planning of Corporate Event - Job Responsibility of Corporate Events Organizer - Arrangements - Budgeting - Safety of Guests and Participants - Creating Blue Print - Need for Entertainment in Corporate Events and Reporting.

Note: (Practical record - The student has to conduct any event and record the activities)

Preparation of Event Plan for Wedding, Anniversary, Birthdays.

Preparing Budget for conduct of National level intercollegiate sports events.

Preparation of Event Plan for College day celebrations, Get togethers, Freshers & Farewells.

Preparation of Budget for Conducting inter collegiate Management Fest.

Suggested Books:

1. Event Entertainment and Production – Author: Mark Sonderrm CSEP Publisher: Wiley & Sons, Inc.
2. GhouseBasha – Advertising & Media Mgt, VBH.
3. Anne Stephen – Event Management, HPH.
4. K. Venkataramana, Event Management, SHBP.
5. Special Event Production – Doug Matthews – ISBN 978-0-7506-8523-8
6. The Complete Guide to successful Event Planning – Shannon Kilkenny
7. Human Resource Management for Events – Lynn Van der Wagen (Author)
8. Successful Team Management (Paperback) – Nick Hayed (Author)
9. Event Management & Public Relations by Savita Mohan – Enkay Publishing House
10. Event Management & Public Relations By Swarup K. Goyal – Adhyayan Publisher-2009.

2.6.4 PROJECT MANAGEMENT (PM)

UNIT - I

Introduction: Project Management - Objectives of Project Management - Importance of Project Management - Types of Projects - Need for Project Management - Project Management Life Cycle - Project Selection - Feasibility study - Types of feasibility - Steps in feasibility study.

UNIT - II

Project Planning: Need and Importance of Project Planning - Estimating Optimum Project Duration and Cost - PERT and CPM - Project Network Diagram - Activity and Events - Critical Path - Float and Slack - Estimating Probability of Completing Projects in Scheduled Time - Project Crashing (Including Problems).

UNIT - III

Project Scheduling - Meaning and Importance - Steps in Project Scheduling - Risks in Project Management - Sources of Risk - Managing Risk - Project Financing - Sources of Finance - Equity – Debt - Venture Capital - Project Implementation - Meaning-Stages in Project Implementation.

UNIT - IV

Project Organization - Importance of Project Organization - Role and Responsibilities of the project Manager - Skills of the Project Manager - Project Teams - Building a project team - Characteristics of Effective Project Team - Managing Project Teams - Team effectiveness - Conflict in Project Teams - Sources of Conflict - Handling Conflict - Managing Virtual Project teams. Monitoring Project Performance - Project Evaluation - Project Control Cycle - Project Audit - Project Audit Process.

UNIT - V

Project Management Softwares - Features of Project Management Softwares - Commonly Used Project Management Softwares - Microsoft Project - Asana - Trello - JIRA- Base camp - Smartsheet - Wrike - Zoho - Meistertask - Factors for Choosing Project Management Softwares - Future trends in Project Management - Project Termination - Types of project Terminations.

NOTE: - At least one Case Study is to be discussed per unit in the class.

Suggested Books:

1. Gray, Larson: Project Management - Tata McGraw Hill - New Edition
2. Jeffery K.Pinto: Project Management - Pearson Education - New Edition
3. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Wiley India.
4. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, New Edition
5. Thomas M.Cappels: Financially Focused Project Management, SPD, New Edition
6. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, Tata McGraw Hill
7. Clements and Gido, Effective Project Management, Thomson – India Edition.
8. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 8th Edition.
9. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI Publication

SEMESTER EXAM - MODEL QUESTION PAPER

**DEPARTMENT OF BUSINESS MANAGEMENT
MBA-I SEMESTER EXAMINATION
SUBJECT: MANAGEMENT THEORY PRACTICE**

[Time: 3 Hours]

[Max. Marks: 70]

NOTE: Answer all questions form Section-A, Section-B and Section-C

SECTION-A

(5x4=20 marks)

(Write orderly at one place)

1. a) Explain Levels of Management
- b) Define planning
- c) What is meant by Delegation of Authority
- d) What is Motivation
- e) Explain Democratic leadership

SECTION-B

(5x8=40 marks)

2. a) Explain the functions and roles of a manager
or
b) Write about the task and social responsibility of a manager
3. a) Explain the types and steps of planning in detail
or
b) Explain the Decision making techniques
4. a) Write about formal and Informal organizations
or
b) Explain the Line and Staff concept
5. a) What are the special motivational techniques? Explain
or
b) Discuss the requirement for effective control
6. a) Write about the significance of staffing
or
b) Explain the qualities of an effective leader in the globalised era.

SECTION-C (Compulsory)

(1x10=10marks)

(CASE STUDY)

I - INTERNAL EXAM - MODEL QUESTION PAPER
FACULTY OF BUSINESS MANAGEMENT
MBA-I SEMESTER EXAMINATION
SUBJECT: INTRODUCTION TO MANAGEMENT

[Time: 30min.]

[Max. Marks: 30]

Answer any four questions

(4 x 5 = 20 marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Seminar

10 marks

II - INTERNAL EXAM - MODEL QUESTION PAPER
FACULTY OF BUSINESS MANAGEMENT
MBA-I SEMESTER EXAMINATION
SUBJECT: INTRODUCTION TO MANAGEMENT

[Time: 30min.]

[Max. Marks: 30]

Answer any ten questions

(10 x 2 = 20 marks)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.

Seminar

10 marks