

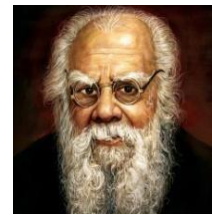


PERIYAR UNIVERSITY

Periyar Palkalai Nagar,

Salem-636011

(Reaccredited with 'A++' Grade by the NAAC)



DEPARTMENT OF MANAGEMENT STUDIES

MASTER OF BUSINESS ADMINISTRATION

GENERAL MANAGEMENT

[CHOICE BASED CREDIT SYSTEM (CBCS)]



OBE REGULATIONS AND SYLLABUS

(Effective from the academic year 2023-2024 onwards)

FIRST SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C01	Management Principles and Business Ethics	Core	4	-	-	-	4	60	25	75	100
23UPMBA1C02	Quantitative Techniques and Research Methods in Business	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C03	Managing Organizational Behaviour	Core	4	-	-	-	4	60	25	75	100
23UPMBA1C04	Accounting for Managers	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C05	Managerial Economics	Core	4	-	-	-	4	60	25	75	100
23UPMBA1C06	Legal Systems in Business	Core	4	-	-	-	4	60	25	75	100
23UPMBA1C07	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	3	45	25	75	100
23UPMBA1S01	Soft Skills I – Executive Communication	Soft Skills	-	-	2	-	2	30	40	60	100

SECOND SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C08	Applied Operations Research	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C09	Human Resource Management	Core	3	-	-	-	3	60	25	75	100
23UPMBA1C10	Marketing Management	Core	3	-	-	-	3	60	25	75	100
23UPMBA1C11	Operations Management	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C12	Financial Management	Core	3	1	-	-	4	60	25	75	100
23UPMBA1C13	Strategic Management	Core	3	-	-	-	3	60	25	75	100
23UPMBA1C14	International Business	Extra Disciplinary	3	-	-	-	3	45	25	75	100
22UPMBA1SW1	Swayam Course	Swayam	-	-	-	-	2	-	-	-	-
23UPPGC1HO1	Human Rights	-	2	-	-	-	1	30	25	75	100
23UPMBA1S02	Soft Skills II – Business Etiquette	Soft Skills	-	-	2	-	2	30	40	60	100
23UPMBA1S03	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	40	60	100

THIRD SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C15	Information Systems for Business	Core	4	-	-	-	4	60	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
	**Choose any one from the list	Elective	3	-	-	-	3	45	25	75	100
23UPMBA1C16	Employability skills	Extra Disciplinary	3	-	-	-	3	45	25	75	100
23UPMBA1S04	Soft Skills IV – Leadership and Team Building Skills	Soft Skills	-	-	2	-	2	30	40	60	100
23UPMBA1I01	***Summer Internship	Internship	-	-	-	1	3	-	100	-	100

**** Students should choose six elective Course from the specialization list in consultation with the Head of the Institution/Department.**

***** Internship will be carried out during the summer vacation after the first year. Viva Voce will be conducted by the University and the same will be included in the Third Semester Marks Statement.**

FOURTH SEMESTER

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1P01	# Project Work & Viva- Voce	Core	-	-	-	Y	12	-	50	150	200

L-Lecture

T-Tutorial

P- Practical

O-Project

The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 150 Marks (8 Credits).

The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 50 Marks (4 Credits).

SEMESTER- I

23UPMBA1C01- MANAGEMENT PRINCIPLES AND BUSINESS ETHICS

COURSE OBJECTIVES			
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization function.		
C2	To provide insights on Planning & Decision Making		
C3	To throw light on Organizing, Managing Change and Innovation		
C4	To elucidate on Leadership, Communication and Controlling.		
SYLLABUS			
UNIT	DETAILS	No. of Hours	Course Objectives
I	Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills - The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture - Environment – Systems Approach to Management – Levels in Management – Disaster Management	12	C1
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models	12	C2
III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.	12	C3
IV	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –	12	C4
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and - CSR Models.	12	C5
	Total	60	
READING LIST			
1.	https://deb.ugc.ac. In		
2.	http://www.managementconcepts. Com		
3.	International journal of Management Concepts and Philosophy		
4.	Journal of Management, Sage Publications		

REFERENCES BOOKS	
1.	Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009
2.	S. K. Mandal., Management Principles and practice, 3 rd Edition, Jaico Publishing House, Jan.2011.
3.	Griffin, R. W., Management, 11 th Edition, South-Western College Publication, January 2018.
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 th Edition, Tata McGraw Hill Education Private Ltd., July 2020
5.	Certo, S C. and Certo, T, Modern Management, 13 th Edition, Prentice Hall, January 2014.
6.	Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition, January 2012
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3

3-Strong 2-Medium 1-Low

23UPMBA1C02- QUANTITATIVE TECHNIQUES AND RESEARCH METHODS IN BUSINESS

COURSE OBJECTIVES			
1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.		
2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.		
3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.		
4	To recognize the principles and characteristics of the multivariate data analysis techniques.		
5	To become familiar with the process of drafting a report that poses a significant problem		
SYLLABUS			
UNIT	DETAILS	No. of Hours	Course Objectives
I	Introduction: Probability - Rules of probability- Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye’s Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.	17	C1
II	Research Methods: Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis - Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule- Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination	10	C2
III	Data Preparation and Analysis: Data Preparation - Editing – Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson’s Vs Correlation Coefficient and Spearman's Rank Correlation- Regression Analysis - One Way and Two Way Analysis of Variance.	15	C3
IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis -Discriminant Analysis- Cluster Analysis -Conjoint Analysis -Multiple Regression- Multidimensional Scaling- Their Application In Marketing Problems -Application of Statistical Software For Data Analysis- SEM Analysis	09	C4
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterisation - Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	09	C5
	Total	60	

READING LIST	
1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf
2.	https://study.com/academy/topic/probability.html
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview
4.	https://hbr.org/1964/07/decision-trees-for-decision-making
REFERENCES BOOKS	
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGraw Hill, 12th Edition, 2012.
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		2		
CO 4				2		2		
CO 5				2		3		

3-Strong 2-Medium 1-Low

23UPMBA1C03- MANAGING ORGANIZATIONAL BEHAVIOUR

COURSE OBJECTIVES			
1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.		
2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation		
3	To throw light on Group Dynamics and Interpersonal Communication		
4	To elucidate on Leadership, Politics, Conflicts and Negotiation.		
5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.		
SYLLABUS			
UNIT	DETAILS	No. of Hours	Course Objectives
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour	12	C1
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.	12	C2
III	Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development– Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication	12	C3
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict –Negotiation Strategies– Negotiation Process.	12	C4

V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence , Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
	Total	60	
READING LIST			
1.	www.himpub.com		
2.	https://iedunote.com/organisational-behaviour		
3.	www.yourarticlelibrary.com/organisation/		
4.	Journal of Organizational Behaviour – wiley Online Library		
REFERENCES BOOKS			
1.	Prasad .L.M., Organisational Behaviour ,Sultan Chand and Sons, 2019		
2.	C.B.Guptha, A Textbook Of Organisational Behaviours ,S.Chand & Company,2019		
3.	K. Aswattappa, Organisational Behaviour, Himalaya Publishing House, 12th Edition, 2016.		
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.		
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.		
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of Organisational Behaviour, 18th Edition, Pearson Education, 2019.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

3-Strong 2-Medium 1-Low

23UPMBA1C04 - ACCOUNTING FOR MANAGERS

COURSE OBJECTIVES			
1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting		
2	To enable the students to prepare, analyses and interpret financial statements		
3	To acquaint the students with the tools and techniques of financial analysis		
4	To enable the students to take decisions using management accounting tools.		
5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (Problems); International Accounting Standards - IFRS	12	C1
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.	12	C2
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Breakeven point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.	12	C3
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.	12	C4
V	Cost Accounting: meaning – Objectives - Elements of Cost – Cost Sheet (Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.	12	C5
Total		60	

READING LIST	
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management
REFERENCES BOOKS	
1.	
2.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.
3.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8th Edition, Tata McGraw Hill Education Pvt. Ltd., 2021.
4.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited
5.	Horngren, C.T., Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013
6.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.
7.	Rustagi, R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		2
CO 2	3	3		3		3	2	
CO 3	3	3	3			3	2	
CO 4	3	3				3	3	
CO 5		3	3	3		3	2	2
3-Strong			2-Medium		1-Low			

23UPMBA1C05 - MANAGERIAL ECONOMICS

COURSE OBJECTIVES			
1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.		
2	To understand the concept of utility and demand analysis and demand forecasting		
3	To know about production function and market structure		
4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.		
5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.	12	C1
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behaviour-Consumer Equilibrium	12	C2
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Is cost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.	12	C3
IV	Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning	12	C4
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.	12	C5
	Total	60	

READING LIST	
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics76225857
4.	The Indian Economic Journal - SAGE Journals
REFERENCES BOOKS	
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 th Edition (2021)
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 th Edition, 2020.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3				
CO 2				3		2	2	
CO 3						3	3	
CO 4								2
CO 5							2	

3- Strong 2-Medium 1-Low

23UPMBA1C06 - LEGAL SYSTEMS IN BUSINESS

COURSE OBJECTIVES			
1	To create knowledge and understanding on law of contracts		
2	To describe about sale of goods and Negotiable instrument act		
3	To have an overall understanding about partnership act and company law.		
4	To familiarize various labour laws for effective administration of Human Resource of an organization.		
5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.	12	C1
II	Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller. Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics	12	C2
III	Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution. Company Law: Evolution of Company Form of organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.	12	C3
IV	Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of	12	C4

	Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules-RTI Act 2005.		
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	12	C5
	Total	60	

READING LIST

1.	http://www.legalserviceindia.com/article/
2.	http://www.freebookcentre.net/Law/Law-Books.html 2
3.	https://www.mooc-list.com/course/business-law-wma
4.	https://ilj.law.indiana.edu/

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1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 th Edition, Taxmann Publications Pvt. Ltd., 2012.
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 th Edition, Taxmann Publications Pvt. Ltd., 2012.
5.	Intellectual Property Laws, Universal Law Publishing, 2012.
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 nd Edition, 2015.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2						2		
CO 3						2	2	
CO 4					2	2	2	
CO 5								2

3-Strong 2- Medium 1- Low

23UPMBA1C07-ENTREPRENEURSHIP DEVELOPMENT

COURSE OBJECTIVES			
1	To introduce students to entrepreneurship and its growth in India.		
2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.		
3	To orient the students on new venture creation		
4	To enable students to prepare a feasible business plan		
5	To give inputs on various types of financing available for new ventures.		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.	9	C1
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms	9	C2
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels	9	C3
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and ecommerce Start-ups. Business Model Canvas	9	C4
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship	9	C5
	Total	45	
READING LIST			
1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf		
2.	https://www.cengage.com/highered		
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum		

4.	The International Journal of Entrepreneurship and Innovation
REFERENCE BOOKS	
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018 Pearson

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3			3	
CO 2							3	2
CO 3						2	3	
CO 4							3	2
CO 5							3	3

3-Strong 2-Medium 1-Low

23UPMBA1S01 - SOFT SKILLS I – EXECUTIVE COMMUNICATION

COURSE OBJECTIVES			
1	To acquire communication awareness, they are going to get for the industry.		
2	To make the customer realize that you can provide them with information and other essential things		
3	To explore the skill of writing business proposals		
4	To develop a plan for the meetings and interviews		
5	To analyse the skills required for non-verbal communication		
SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	UNIT I- Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.	6	C1
II	UNIT II- Business Correspondence: Planning Business Messages: Analysing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, inviting tenders, claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.	6	C2
III	UNIT III- Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.	6	C3
IV	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences - Procedure of Regulating Speech - Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.	6	C4
V	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.	6	C5
	Total	30	

1.	https://www.skillsyouneed.com/ips/communication-skills.html
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-andcommunication-skills-infants-and-toddlers
3.	http://skillopedia.com
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills
REFERENCES BOOKS	
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3				3		3		
CO 4				3		3		
CO 5				3		3		

3-Strong 2-Medium 1-Low

SEMESTER II

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C08	Applied Operations Research	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
3	To learn about various methods adopted in transportation and Assignments models.										
4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management							08	C1		
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.							12	C2		
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel’s approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.							12	C3		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique							18	C4		

	(PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.		
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point –Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.	10	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6	
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7	
CO3	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7	
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7	
CO5	Be imparted knowledge on the various methods of game model	PO2, PO7	
Reading List			
1.	www.cbom.atozmath.com		
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf		
3.	http://164.100.133.129;81/econtent/Uploads/Operations_Research.pdf		
4.	https://www.journals.elsevier.com/operations-research-perspectives		
References Books			
1.	Anderson, D.R., Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approach to Decision Making, 14 th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019		
2.	Gupta, P.K., and Comboj, Introduction to Operations Research, S. Chand, 2014		
3.	Hiller, F., Liebermann, Nag and Basu, Introduction to Operations Research, 11 th Edition Paperback, Tata McGraw-Hill Publishing Co. Ltd., 2021		
4.	Khanna, R.B., Quantitative Techniques for Managerial Decision Making, 3 rd Edition – Paperback, New Age International Publishers, 2018		
5.	Taha, H.A., Operations Research: An Introduction, 10 th Edition, Pearson, 2019		
6.	Vohra,N.D., Quantitative Techniques in Management, 5 th Edition, Tata McGraw Hill Education Pvt. Ltd., 2017.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2	3	2				2	2	
CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C09	Human Resource Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To embark importance of HRM role, functions and need										
2	To assimilate theoretical and practical implications of HRP										
3	To critically use appropriate training tools										
4	To analyze and implement an effective performance management										
5	To extrapolate and design compensation management techniques										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction of Human Resource Management: Importance of Human Resources, Definition and Objectives of Human Resources Management, Qualities of a good HR manager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management. Strategic Human Resource Management (SHRM).Human Resource Policies: Need, type and scope, Human Resource Accounting and Audit-Gig Economy.							12	C1		
II	Human Resource Planning (HRP): Human Resources Planning: Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate-Attrition and retention management							12	C2		
III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.							12	C3		
IV	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from							12	C4		

	evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.		
V	Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity – linked Bonus, Compensation Criteria, Rewards and Recognition.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6	
CO2	Implement appropriate HRP in workplace.	PO6	
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7	
CO4	Demonstrate managing performance of human resources.	PO6, PO7	
CO5	Design and justify compensation framework.	PO4, PO6, PO7	
Reading List			
1.	https://businessjargons.com/performance-management.html		
2.	https://www.hr-guide.com/data/G400.htm		
3.	https://www.managementstudyguide.com/training-development-hr-function.htm		
4.	https://www.tandfonline.com/toc/rjih20/current		
References Books			
1.	Ashwathappa, K., Human Resource Management, 9 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.		
2.	Ivanecevich, J.M., Human Resource Management, 12 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.		
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 th Edition, Pearson India Pvt. Ltd., 2020.		
4	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 th Edition,Wiley India Pvt. Ltd., 2015.		
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 th Edition 2019.		
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 th Edition 2017.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2						M		
CO 3					S	S	M	
CO 4						M	M	
CO 5				M		M	M	

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C10	Marketing Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
2	To provide with opportunities to analyze marketing activities within the firm.										
3	To analyze and explore the buyer behavior pattern in marketing situations.										
4	To understand the branding, pricing and strategies in marketing a product.										
5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	C1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	C2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics							12	C3		
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.							12	C4		
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales							12	C5		

	Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.		
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7	
CO2	Understand the organization’s marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6	
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7	
CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7	
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8	
Reading List			
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/		
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html		
3.	https://www.ama.org/ama-academic-journals/		
4.	https://www.emerald.com/insight/publication/issn/0736-3761		
References Books			
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.		
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 st Edition, 2017		
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 th Edition, Pearson, 2022		
4.	<u>Warren J. Keegan</u> , Global Marketing Management, 8thEdition, Pearson, 2017.		
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 th Edition, McGraw-Hill, 2010.		
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 th Edition, Pearson, 2015		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				3		3		
CO 3				2		2	2	
CO 4			2	2		2	2	
CO 5						2		2

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C11	Operations Management	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To understand the production function, production design & capacity planning,										
2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
4	To elucidate the importance and usefulness of work-study and quality control tools										
5	To provide insights on service operations management and waiting line analysis.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.							12	C1		
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision- Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout-Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.							12	C2		
III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement							12	C3		

	Planning (MRP)- JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance- Group Replacement Vs Individual Replacement- Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.		
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement- Time Study- Performance Rating- Allowance Factors- Standard Time- Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen	14	C4
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter- Designing Service Organizations- Service Facility Location and Layout- Service Blueprinting- Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
	Total	60	

Course Outcomes

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7

Reading List

1.	www.shsu.edu/~mgt_ves/mgt560/ServiceManagement.ppt
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf
3.	https://www.emerald.com/insight/publication/issn/0144-3577
4.	https://www.inderscience.com/jhome.php?jcode=ijaom

References Books

1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 rd Edition, McGraw Hill, 2022.
6.	Prof. K C Jain, Production and Operations Management, 1 st Edition, Wiley, 2022.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
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CO 1		2		2				
CO 2		2					2	
CO 3						2	2	
CO 4	2	2				2	2	
CO 5		2				2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C12	Financial Management	Core	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
2	To create awareness on the various investment techniques on the investment decision making.										
3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.							12	C1		
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.							12	C2		

III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.	12	C3
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of dividend policy.	12	C4
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7	
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1,PO2, PO4, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	S.N.Maheswari, Finanacial Management, Sulthan Chand & Sons, 15th Edition, 2019		
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.		
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.		
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019		
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.		
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
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CO 1				2		2	2	
CO 2	2	3				2	2	
CO 3		2					3	
CO 4						2	3	
CO 5	2	2		3			2	
			3-Strong	2-Medium	1-Low			

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C13	Strategic Management	Core	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To enable the students understand the importance of vision and mission in framing corporate strategy.										
2	To provide insights on how business is responsible socially and ethically.										
3	To highlight on the environmental analysis framework.										
4	To throw light on strategic formulation and strategic choice.										
5	To understand strategic implementation and strategic control.										
SYLLABUS											
UNIT	Details						No. of Hours	Course Objectives			
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission-Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.						12	C1			
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: Social Responsibility of Business –Corporate Governance and Ethical Responsibility.						12	C2			
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.						12	C3			
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary						12	C4			

	Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS		
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit- Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.	12	C5
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7	
CO2	Be social and ethically responsible.	PO3, PO8	
CO3	Possess insights on making environmental analysis.	PO3, PO8	
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7	
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7	
Reading List			
1.	Strategic Management Journal – Wiley online Library		
2.	Journal of strategy and Management – Emerald Insight		
3.	Mastering Strategic Management – WWW.opentextbooks.org.hk		
4.	Mastering Strategic Management – WWW.saylor.org .		
References Books			
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.		
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.		
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.		
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.		
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.		
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			3	2			3	
CO 2			3					3
CO 3			2					3
CO 4		2			3			2
CO 5				3	3			3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1C14	International Business	Extra Disciplinary	3	-	-	-	3	45	25	75	100
Course Objectives											
1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
3	To throw light on international trade theories and the management of business functional operations in an international context.										
4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
5	To know about regional economic integration and contemporary issues in international business.										
SYLLABUS											
UNIT	Details								No. of Hours	Course Objectives	
I	Introduction: Introduction to International Business: Importance, nature and scope of International business-International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.								9	C1	
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction								9	C2	

	— Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.		
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP- GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).	9	C3
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9	C4
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7	
CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7	
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7	
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7	
CO5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8	
Reading List			
1.	www.internationalbusinesscorporation.com		
2.	www.business-ethics.org		
3.	https://www.jstor.org/journal/jintebusistud		
4.	Journal of International Business and Management (JIBM)		

References Books	
1.	International Business: Competing in the Global Marketplace (SIE) 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2.	International Business Fourth Edition By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	
CO 5						3	3	3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1S02	Soft Skills II - Business Etiquette	Soft Skills	-	-	2	-	2	30	40	60	100
Course Objectives											
1	To analyze the Business etiquette at workplace										
2	To determine the Principles of exceptional work behavior										
3	To explore Tech etiquette in using various telecommunication devices and channels										
4	To successfully handle Multi-cultural challenges										
5	To ascertain sensitivity to new and emerging issues in etiquette										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?- Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.							6	C1		
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics							6	C2		

	of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dinning-Specific food Etiquette guidelines.		
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email- Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines	6	C3
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management-Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harasssment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.	6	C4
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.	6	C5
	Total	30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn using business etiquette at work place	PO4, PO6, PO7	
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noulas: HarperCollins		
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and		

	Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23UPMBA1S03	Soft Skills III – Computing Skills	Soft Skills	-	-	2	-	2	30	40	60	100

Course Objectives

1	To create awareness and understanding on the basic functions of MS Excel
2	To elucidate the students on the various advanced functions of MS Excel
3	To educate the students on MS Access and its application in database management
4	To enable the students to understand the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs
5	To enable the students learn the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.

SYLLABUS

UNIT	Details	No. of Hours	Course Objectives
I	MS Excel – Basic Functions - Workbook – Building – modifying - navigating; Worksheet – Auto fill copying and moving cells, inserting and deleting rows, printing; Formulas and functions-Troubleshooting formulas, Functions and its forms like database, reference, Databases – creating, sorting filtering and linking.	6	C1
II	MS Excel Advanced Functions – Vlookup – Hlookup – Charts – Count - Countif – Sum - Sumif – Product – Sumproduct. Functions: Mathematical - Financial - logic – Text - Statistical	6	C2
III	MS Access – Components, creating a database and project, import and exporting, customizing; Tables – creating and setting fields; Queries – types, creating, wizards – Reports – creating and layout.	6	C3
IV	Cloud based apps – Google Drive, Google Sheets, Google Docs,	6	C4
V	Cloud based apps - Google Forms, Google Slides – Google	6	C5

	Cloud Print		
	Total	30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have awareness and understanding on the basic functions of MS Excel	PO4, PO6, PO7	
CO2	Know the advanced functions of MS Excel	PO4, PO6, PO7	
CO3	Possess knowledge on MS Access and its application in database management	PO2, PO4, PO6, PO7	
CO4	Understand and possess knowledge on the functions and usage of various cloud based apps like Google Drive, Google Sheets and Google Docs	PO4, PO5, PO6, PO7	
CO5	Understand and be aware of the functions and usage of Cloud based apps like Google Forms, Google Slides and Google Cloud Printing.	PO4, PO6, PO7	
Reading List			
1.	Humphrey M.L., Excel For Beginners, Kindle Edition, 2017		
2.	Richard Rost, Learning MS Access Kindle Edition, 2013		
3.	Sachin Srivastava, Google Cloud Platform, Kindle Edition, 2021		
4.	Valarie Lestourgeon, A Beginner’s Guide to GCP, Kindle Edition, 2021		
References Books			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins		
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.		
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.		
5.	Travis, R. (2013). Tech Eliquette: OMG, 2 Edition, RLT Publishing.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3	3	
CO 2				3		3	3	
CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	

3-Strong 2-Medium 1-Low