

Course Structure
For
MASTER OF BUSINESS ADMINISTRATION
(Applicable for batches admitted from 2020-2021)



Amrita Sai Institute of Science & Technology

Approved by AICTE, New Delhi; Permanently Affiliated to JNTUK, Kakinada ISO 9001:2015 Certified Institution; Accredited by NAAC with “A” grade

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IstYEAR**I-SEMESTER**

| S.No | Course Code | course | Marks | L | T | P | C |
|--------------|----------------------------|---|------------|-----------|----------|----------|-----------|
| 1 | 20AJMB101 | Management and Organizational Behavior | 100 | 4 | 0 | 0 | 4 |
| 2 | 20AJMB102 | Managerial Economics | 100 | 4 | 0 | 0 | 4 |
| 3 | 20AJMB103 | Accounting for Managers | 100 | 4 | 0 | 0 | 4 |
| 4 | 20AJMB104 | Quantitative Analysis for Business Decisions | 100 | 4 | 0 | 0 | 4 |
| 5 | 20AJMB105 | Legal and Business Environment | 100 | 4 | 0 | 0 | 4 |
| 6 | 20AJMB106 | Business Communication and Soft skills | 100 | 2 | 0 | 2 | 4 |
| 7 | 20AJMB107 Open Elective | Cross Cultural Management Rural Innovation projects MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus | 100 | 4 | 0 | 0 | 4 |
| 8 | 20AJMB108 | Business Communication and Soft skills Lab | 50 | 0 | 0 | 2 | 2 |
| 9 | 20AJMB109 | Information Technology – Lab1(Spreadsheet and Tally) | 50 | 0 | 0 | 2 | 2 |
| Total | | | 800 | 28 | 0 | 2 | 32 |

II SEMESTER

| S.No | Course Code | Courses | Marks | L | T | P | C |
|--------------|----------------------------|---|------------|-----------|----------|----------|-----------|
| 1 | 20AJMB201 | Financial Management | 100 | 4 | 0 | 0 | 4 |
| 2 | 20AJMB202 | Human Resource Management | 100 | 4 | 0 | 0 | 4 |
| 3 | 20AJMB203 | Marketing Management | 100 | 4 | 0 | 0 | 4 |
| 4 | 20AJMB204 | Operations Management | 100 | 4 | 0 | 0 | 4 |
| 5 | 20AJMB205 | Business Research Methods | 100 | 4 | 0 | 0 | 4 |
| 6 | 20AJMB206 Open Elective | Project Management Technology Management Lean Management Database Management System | 100 | 4 | 0 | 0 | 4 |
| 7 | 20AJMB207 | IT-lab 2(Programming R) | 50 | 0 | 0 | 2 | 2 |
| Total | | | 650 | 24 | 0 | 2 | 26 |

IInd YEAR**III
SEMESTER**

| S.No | Course Code | Courses | Marks | L | T | P | C |
|--------------|-------------|---|------------|-----------|----------|----------|-----------|
| 1 | 20AJMB301 | Strategic Management | 100 | 4 | 0 | 0 | 4 |
| 2 | 20AJMB302 | Operations Research | 100 | 4 | 0 | 0 | 4 |
| 3 | 20AJMB3E1 | Elective – 1 | 100 | 4 | 0 | 0 | 3 |
| 4 | 20AJMB3E2 | Elective – 2 | 100 | 4 | 0 | 0 | 3 |
| 5 | 20AJMB3E3 | Elective – 3 | 100 | 4 | 0 | 0 | 3 |
| 6 | 20AJMB3E4 | Elective – 4 | 100 | 4 | 0 | 0 | 3 |
| 7 | 20AJMB303 | Industrial Project based on Summer Internship | 100 | 4 | 0 | 0 | 4 |
| Total | | | 700 | 28 | 0 | 0 | 24 |

IV SEMESTER

| S.No | Course Code | Courses | Marks | L | T | P | C |
|------------------------------|-------------|---------------------------------------|-------------|-----------|----------|----------|------------|
| 1 | 20AJMB401 | Supply Chain Management and Analytics | 100 | 4 | 0 | 0 | 4 |
| 2 | 20AJMB402 | Innovation and Entrepreneurship | 100 | 4 | 0 | 0 | 4 |
| 3 | 20AJMB4E1 | Elective – 5 | 100 | 4 | 0 | 0 | 3 |
| 4 | 20AJMB4E2 | Elective – 6 | 100 | 4 | 0 | 0 | 3 |
| 5 | 20AJMB4E3 | Elective – 7 | 100 | 4 | 0 | 0 | 3 |
| 6 | 20AJMB4E4 | Elective – 8 | 100 | 4 | 0 | 0 | 3 |
| 7 | 20AJMB403 | Comprehensive Viva- voce | 50 | 0 | 0 | 0 | 2 |
| Total Marks / Credits | | | 650 | 28 | 0 | 0 | 22 |
| | | | 2800 | | | | 104 |

*Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the two year course work.

III SEMESTER

Human Resource Management

| S. no | Course Code | SUBJECT TITLE |
|-------|-------------|--|
| 1 | 20AJMB3H1 | Leadership and Change Management |
| 2 | 20AJMB3H2 | Performance Evaluation and Compensation Management |
| 3 | 20AJMB3H3 | Human Capital Management |
| 4 | 20AJMB3H4 | Manpower Planning, Recruitment, and Selection |

IV SEMESTER

Human Resource Management

| S. no | Course Code | SUBJECT TITLE |
|-------|-------------|-----------------------------------|
| 5 | 20AJMB4H1 | Labor Welfare and employment laws |
| 6 | 20AJMB4H2 | International HRM |
| 7 | 20AJMB4H3 | Employee Relations and Engagement |
| 8 | 20AJMB4H4 | Human Resources Development |

III SEMESTER FINANCE

| S. no | Course Code | SUBJECT TITLE |
|-------|-------------|--|
| 1 | 20AJMB3F1 | Investment Analysis and Portfolio Management |
| 2 | 20AJMB3F2 | Managing Banks and Financial Institutions |
| 3 | 20AJMB3F3 | Financial Markets and Services |
| 4 | 20AJMB3F4 | Taxation |

IV SEMESTER FINANCE

| S. no | Course Code | SUBJECT TITLE |
|-------|-------------|--------------------------------|
| 5 | 20AJMB4F1 | Financial Derivatives |
| 6 | 20AJMB4F2 | Global Financial Management |
| 7 | 20AJMB4F3 | Financial Risk Management |
| 8 | 20AJMB4F4 | Strategic Financial Management |

III SEMESTER MARKETING

| S. no | Course Code | SUBJECT TITLE |
|-------|-------------|----------------------------------|
| 1 | 20AJMB3M1 | Consumer Behavior |
| 2 | 20AJMB3M2 | Retail Management |
| 3 | 20AJMB3M3 | Customer Relationship Management |
| 4 | 20AJMB3M4 | Strategic Marketing Management |

IV SEMESTER MARKETING

| S. no | Course Code | SUBJECT TITLE |
|-------|-------------|---|
| 5 | 20AJMB4M1 | Services Marketing |
| 6 | 20AJMB4M2 | Promotional and Distribution Management |
| 7 | 20AJMB4M3 | Green Marketing |
| 8 | 20AJMB4M4 | Advertising and Brand Management |

III SEMESTER SYSTEMS

| S. no | Course Code | SUBJECT TITLE |
|-------|-------------|------------------------------------|
| 1 | 20AJMB3S1 | Data Mining for Business Decisions |
| 2 | 20AJMB3S2 | Managing Software Projects |
| 3 | 20AJMB3S3 | Web Designing |
| 4 | 20AJMB3S4 | Business Analytics |

IV SEMESTER SYSTEMS

| S. no | Course Code | SUBJECT TITLE |
|-------|-------------|------------------------------|
| 5 | 20AJMB4S1 | Big Data Analytics |
| 6 | 20AJMB4S2 | Enterprise Resource Planning |
| 7 | 20AJMB4S3 | Cyber Laws & Security |
| 8 | 20AJMB4S4 | Information Systems Audit |

I YEAR I SEMESTER

| | | | | | | |
|------------------|---|------------|----------|----------|----------|----------|
| 20AJMB101 | Management and Organizational Behavior | 100 | 4 | 0 | 0 | 4 |
|------------------|---|------------|----------|----------|----------|----------|

Course Educational Objectives (CEOs):

Objective of the course is

CEO 1 :To give a basic perspective of Management.

CEO 2 :To form foundation to study other functional areas of management.

CEO 3 :To provide the students with the conceptual framework and the theories underlying Organizational Behaviour.

Course outcomes (COs):

Students will be able to understand

CO 1: Evolution of Management and contribution of Management thinkers

CO 2: The relevance of environmental scanning, planning and to take decisions,

CO 3: Organizing and controlling

CO 4: Individual and group Behavior

CO 5: Leadership and Motivation.

Unit – I

Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Hawthorne experiments – systems approach - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management By Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business

Unit-II

Organizing – Principles of organizing – Organization Structure and Design – Types of power - Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques.

Unit – III

Organizational behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories - Personality and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

Unit – IV

Motivation and Job Performance – Content and process Theories of Motivation - Leadership - Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window-Transactional Analysis.

Unit – V:

Organizational conflict-causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Harold Koontz, Heinz Weihrich, A.R. Aryasri, Principles of Management, TMH, 2010.
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Kumar, Rao, Chhaalil "Introduction to Management Science" Cengage Publications, New Delhi
4. V.S.P. Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K. Anbuvelan, Principles of Management, University Science Press, 2013.
6. K. Aswathappa "Organisational Behaviour-Text, Cases and Games", Himalaya Publishing House, New Delhi, 2008.
7. Steven L Mc Shane, Mary Ann Von Glinow, Radha R Sharma: "Organisational Behaviour", TMH Education, New Delhi, 2008

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|------------------|-----------------------------|------------|----------|----------|----------|----------|
| 20AJMB102 | Managerial Economics | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

This subject seek

CEO 1 :To equip the students with the analytical tools of Economics

CEO 2 :To apply the same to rational managerial decision-making.

CEO 3:To seek to develop economic way of thinking in dealing with practical business problems and challenge.

Course outcomes:

Upon successful completion of this course students will be able to:

CO 1 :Understand the roles of managers in firms

CO 2 :Understand the internal and external decisions to be made by managers

CO 3 : Analyze the demand and supply conditions and assess the position of a company

CO 4 :Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.

CO 5: Analyze real-world business problems with a systematic theoretical framework.

UNIT-I:

Introduction to Managerial Economics: Nature and Scope- Fundamental Concepts: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Concept,-Theory of Firm.

UNIT-II:

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products.

UNIT-III:

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants-Cobb-Douglas and CES Production functions.

UNIT-IV:

Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing- Game Theory basics- Dominant Strategy-Nash Equilibrium and Prisoner's Dilemma.

UNIT-V:

Macro Economics and Business: Concept, Nature and Measurement of National Income- Inflation and Deflation: Inflation - Meaning and Kinds, Types, Causes and measurement of inflation Measures to Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter BusinessCycles.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. D.M.Mithani, Managerial Economics, Himalaya PublishingHouse
2. H.Craig Peterson, W.CrisLewis, Managerial Economics, Pearson,2005.
3. Gupta G.S., Managerial Economics, TMH, 1988.
4. P.L. Mehta, Managerial Economics, PHI,2001.
5. K .KDawett, Modern Economic Theory, Sultan Chand & Sons.
6. D.N. Dwivedi, Managerial Economics, 7th Ed, VikasPublishing.
7. Rangarajan and Dholkia, Macroeconomics, TMH.

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|-----------|-------------------------|-----|---|---|---|---|
| 20AJMB103 | Accounting for Managers | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

The objective of this course is

CEO 1 : To acquaint the students regarding various accounting concepts

CEO 2 : To apply the same concepts in managerial decision making.

Course Outcomes:

Upon successful completion of this course students will be able to:

CO 1: Understand the accounting process in business.

CO 2: To gain a knowledge on application of concepts and principles in preparing.

CO 3: To evaluate the tactical decisions of middle level managers relating to cost and management accounting.

CO 4: To analyze the financial statements and evaluate the decisions for better investment.

Unit – I:

Financial Accounting- concept, Importance and scope, accounting principles, accounting cycle, journal ledger, trial balance, Preparation of final accounts with adjustments.

Unit – II:

Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis.

Unit – III:

Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method, an elementary knowledge of activity based costing.

Unit – IV:

Management accounting – concept, need, importance and scope; budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation.

Unit-V:

Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerial decision making, Break Even Analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any

unit. References:

1. MAHESWARI AND MAHESWARI" Financial Accounting", Vikas Publishing House, New Delhi, 2013.
2. Pandey, I.M. Management Accounting, Vikas Publishing House, NewDelhi.
3. Horngen, Sundem& Stratton, Introduction to Management Accounting, Pearson Education, NewDelhi.
4. Hansen &Mowen, Cost Management, ThomsonLearning.
5. Mittal, S.N.ManagementAccountingandFinancialmanagement,ShreeMahavirBookDepot,New Delhi.
6. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani PublishersLudhiana.
7. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N.Delhi.

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|------------------|---|------------|----------|----------|----------|----------|
| 20AJMB104 | Quantitative Analysis for Business Decisions | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

Students would be able

CEO 1 :To acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation

CEO 2 :To apply these tools to real life situations.

Course outcomes:

On successful completion of this course students will be able to:

CO 1 :Explain and discuss the researcher's work (model)

CO 2 :Elucidate basic statistical concepts and tests used in educational research

CO 3 :Use statistics programs

CO 4 :Demonstrate their competence and confidence in using descriptive statistics

CO 5 :Understand and master the handling of data and employ proper analyses

Unit I

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices.

Unit II

Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis
Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential ProbabilityDistributions.

UNIT III

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an activeopponent.

Unit-IV

Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis –One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit-V

Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi- square Test of Independence and Goodness of Fitness- Analysis of Variance.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. N.D.Vohra: "Quantitative Techniques in Management", Tata-McGrawHill Private Limited, New Delhi, 2011.
2. Gupta S.P: "Statistical Methods", S. Chand and Sons, New Delhi.
3. Anand Sharma: "Quantitative Techniques for Business Decision Making", Himalaya Publishers, New Delhi, 2012.
4. D P Apte: "Operation Research and Quantitative Techniques", Excel Publication, New Delhi, 2013.
5. Hamdy, A.Taha: "Operations Research: An Introduction", Prentice-Hall of India, New Delhi 2003.
6. Anderson: "Quantitative Methods for Business", Cengage Learning, New Delhi 2013.
7. Sancheti, Dc & VK Kapoor, "Business Mathematics", S Chand and Sons, New Delhi.

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|-----------|--------------------------------|-----|---|---|---|---|
| 20AJMB105 | Legal and Business Environment | 100 | 4 | 0 | 0 | 4 |
|-----------|--------------------------------|-----|---|---|---|---|

Course Educational Objectives (CEOs):

CEO 1 :To acquaint students with the issues of Indian business environment in which business has to operate

CEO 2 :To relate the impact of environment on business in an integrated manner.

CEO 3:To give an exposure to important commercial and industrial laws.

Course Outcome:

Students will be able to understand

CO 1: Business Laws related to incorporating a company

CO 2: Importance of Ethics in Business

CO 3 :Practical aspects involved relating to Business Law

UNIT-I

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

UNIT-II

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems-Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal- Industrial policies since independence and their significance – regulatory and promotional framework . Structure of Indian Economy- Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

UNIT-III

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881.

UNIT-IV

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital signature-Cyber Frauds.

UNIT-V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References: 1. Francis Cherunillam, Business Environment, Himalaya Publishers.

2. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.

3. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers.

4. N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.

5. Chaula and Garg, Mercantile Law, Kalyani Publishers

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|------------------|---|------------|----------|----------|----------|----------|
| 20AJMB106 | Business Communication and Soft skills | 100 | 2 | 0 | 2 | 4 |
|------------------|---|------------|----------|----------|----------|----------|

Course Educational Objectives (CEOs):

CEO 1 :To acquaint the students with fundamentals of communication.

CEO 2 :To help them honing oral, written and non-verbal communication skills

CEO 3: To transform them as effective communicators.

Course Outcome:

Upon completion of the course the student is able to

CO 1: Understand communication process

CO 2: Analyze synthesis and apply conceptual frameworks to business issues

CO 3: Knowledge about Cross cultural communication.

CO 4: They can apply in real business

Unit – I

Purpose and process of communication: Objectives of Communication-Process of Communication- Types of communication; noise, listening skills, Types of listening, essentials of good listening and tips.

LAB: LISTENING AND SPEAKING SKILLS- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube.(Presenting before the class).

Unit – II

Managing Organizational Communication: Formal and Informal Communication- Interpersonal and Intrapersonal communication- Role of Emotion in Interpersonal Communication- Barriers to Interpersonal Communication- Exchange Theory-Gateways for Effective Interpersonal Communication.

LAB:

Choosing the organization – goal setting - time management — leadership traits – team work – communicating across teams- designing career and life planning.

Unit – III

Non verbal communication and Body Language: Kinesics, Proxemics, Paralanguage, Haptics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures.

LAB: Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

Unit – IV

Written communication: mechanics of writing, report writing- business correspondence-business letter format- Meetings and managing meetings- Resume writing-Formats andSkills.

LAB: Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing forpublications.

Unit- V

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness – strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques.

LAB: Designing presentations and enhancing presentation skills.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organizational Communication: The keystone to managerial effectiveness.
3. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi
C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
4. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
5. Sathya Swaroop Debasish, Bhagaban Das “*Business Communication*”, PHI Private Limited, New Delhi, 2009
6. R.K. Madhukar: “Business Communication”, Vikas Publishing House, New Delhi, 2012.
7. Kelly M Quintanilla, Shawn T. Wahl: “Business and Professional Communication”
, SAGE, New Delhi, 2012.
8. Sangita Mehta, Neety Kaushish: “Business Communication”, University Science Press, New Delhi, 2010.
9. Anjali Ghanekar: “Business Communication Skills”, Everest Publishing House, New Delhi, 2011

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|--|----------------------------------|------------|----------|----------|----------|----------|
| 20AJMB107 Open Elective | Cross Cultural Management | 100 | 4 | 0 | 0 | 4 |
|--|----------------------------------|------------|----------|----------|----------|----------|

***Course Educational Objectives (CEOs):**

The objective of this course is

CEO 1 : To enhance the ability of class members to interact effectively with people from cultures other than their own, in the context of international business.

CEO 2 : To significantly improve the ability of practicing managers to be effective global managers

Course Outcomes :

On successful completion of the course students will be able to:

CO 1:Demonstrate an integrative understanding of the ethical and social issues in cross-cultural management and negotiation.

CO 2:Identify the key issues raised by international business cases in cross-cultural management.

Unit – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

Unit – II

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

Unit – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Unit – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi
2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi
3. EsennDrlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

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|----------------------|----------------------------------|------------|----------|----------|----------|----------|
| 20AJMB107 | Rural Innovation projects | 100 | 4 | 0 | 0 | 4 |
| Open Elective | | | | | | |

Course Educational Objectives (CEOs):

To make the students understand various natural resources and their importance in rural development.

Course Outcomes :

Students will be able to understand :

CO 1: The Structure of Indian Constitution

CO 2 : Social Innovation in Rural Areas

Unit-I

Definition and meaning of Resources, Types of Rural Resources, Natural and Man-made, Characteristics of Resources, Importance of different resources in Rural Development. Rural Governance and Administration in India- Pre & Post independence- Elements of Indian constitution Constitutional amendment to Panchayati Raj system- Development (Department) Administration in Rural India.

Unit-II

Land Resources development experience: Classification of land based on utility, Soils – Structure and importance, Properties of Soil- Physical and Chemical, Soil Conservation- methods and importance. Status of Rural Development in the SAARC countries.

Unit-III

Human Resources Dimensions of Rural Development-Quantitative aspects of rural human resource (Gender & Age wide classification, Density, Issue in rural human resources- Scarcity, lack of skill, attitude, and social status). Food security and public distribution system-Rural Financial Sector –Sources of Rural Credit: Institutional and Non Institutional - Service Delivery System in Rural areas, Rural Infrastructural Sector and Millennium Development Goals Housing in Rural Areas.

Unit-IV

Approaches of Rural Development in India- institutional, technological, area and target group, participatory, individualistic. Rural Development Policies during different plan periods. Strategies of Rural Development – growth oriented strategy, Welfare strategy, Responsive strategy, Holistic strategy, right-based strategy. PURA Model.

Unit-V

Review of Rural Development Programmes in the area of agricultural sector – crop, non- crop, livestock, fishery, forestry. Review of Rural Development Programmes in area of Social Sectors – Health, Sanitation and Education. Project Planning and Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Rural Development: Principles, Policies and Management, Katar Singh, Sage Publications India Pvt. Ltd.,2009.
2. Soil & Water Conservation & Watershed Management Hardcover – 2012, Singh PKMahnot

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|--|--|------------|----------|----------|----------|
| 20AJMB107 Open Elective | MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus | 100 | 4 | 0 | 0 |
|--|--|------------|----------|----------|----------|

NOTE: Students opting for SWAYAM should register for 12 weeks course and need to produce the Pass certificate with minimum 40% (Percentage) for receiving the Academic Credits. The actual percentage mentioned on the certificate will be transferred to the marks memo.

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|------------------|---|-----------|----------|----------|----------|----------|
| 20AJMB108 | Business Communication and Soft skills Lab | 50 | 0 | 0 | 2 | 2 |
|------------------|---|-----------|----------|----------|----------|----------|

Course Educational Objectives (CEOs):

To understand the importance of oral and written communication and its applications in Business

Course Outcomes :

Students will be able to understand

CO 1: The importance of Communication in Business

CO2: To develop writing skills and presentation

CO 3: Writing business proposals and letters

CO 4: Application of business communication in the self-development process.

(LAB):

Evaluation Process:

i) For practical (LAB) subject the distribution shall be **20 marks** for internal evaluation and **30 marks** for the semester end examinations. There shall be continuous evaluation by the internal subject teacher during the semester for **20 internal marks**. Out of the **20 marks internal, 10 marks** shall be for day-to-day performance (**5 marks for day-to-day evaluation and 5 marks for Record**) and **10 marks** shall be evaluated by conducting an internal test towards the end of semester.

ii) Semester End examinations shall be conducted by the teacher concerned and external examiner for **30 marks**. **Three QUESTIONS will be given in the external examination from the activities listed in each unit. Each question carries 10 marks. Duration of the examination is 90 minutes.**

Unit: 1

Listening and speaking skills- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).

Activities for Unit-1:

1. Dos and Don'ts of Group Discussions.
2. Tell me about yourself.
3. Self SWOT Analysis
4. Analysis of Academic Video clip uploaded on the system for the student.
5. News Presentation- Current affairs.

Unit – II

Organizational Communication:

Choosing the organization – goal setting - Time management — leadership traits – Team work – communicating across teams- designing career and life planning.

Activities for Unit-II:

1. Individual goal setting – process / SMART goals.
2. Designing a team activity to be conducted in the class.
3. Preparing a schedule plan for conducting an event (with proper time management).
4. Designing a self career plan.
5. Prepare a time management chart for your daily schedule. (Prioritization)

Unit – III

Non verbal communication and Body Language:

Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

Activities for Unit-III:

- 1) Maintaining the body language for interviews.
- 2) Presenting oneself to an interviewer.
- 3) Importance of kinesics in an interview.
- 4) Role plays on cross cultural communication.

Unit – IV

Written communication:

Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

Activities for Unit-IV:

- 1) Preparation of effective Resume.
- 2) Write dialogues for the following situation: Mr. A calls a Hotel in Shimla to make a reservation for four people.
- 3) Write dialogues for the following situation: Mr.K gives direction to his friend how to reach the JNTUK University.
- 4) Write a covering letter for job application in TCS.
- 5) Write at least 5 E-mail etiquette.

Unit- V

Presentation skills:

Designing presentations and enhancing presentation skills.

Activities for Unit-V:

- 1) Prepare a PowerPoint presentation on presentation skills.
- 2) How to make an effective presentation.
- 3) Prepare and present a PPT on any topic given by the examiner.

References:

1. Mallika Nawal: -Business Communication, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organizational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: -Business Communication, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: -Organizational Communication, JAICO Publishing House, New Delhi.
6. Sathya Swaroop Debasish, Bhagaban Das -Business Communication, PHI Private Limited, New Delhi, 2009.
7. R.K. Madhukar: -Business Communication, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T. Wahl: -Business and Professional Communication, SAGE, New Delhi, 2012.
9. Sangita Mehta, Neety Kaushish: -Business Communication, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: -Business Communication Skills, Everest Publishing House, New Delhi, 2011

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| 20AJMB109 | Information Technology – Lab1 (Spreadsheet and Tally) | 50 | 0 | 0 | 2 | 2 |
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Course Educational Objectives (CEOs):

To let students Understand the basics of the Computers Knowledge with Financial Software

Course Outcomes:

CO 1: It is expected the students are able to design professional presentations.

CO 2: It is expected the students are able to work in research side.

CO 3 :It is expected that the students are able to work in excel.

Knowledge

UNIT- I

Understanding Formulas: Creating Formulas -AutoSum - Common Formulas – Searching for Formulas
 Copying Formulas - Using Relative and Absolute References. Date Formulas: Text Formulas - Case
 Formulas - Fix Number Fields -Trim Spaces -Substitute Text. Conditional Logic: IF Statement - Nested IF
 - AND - OR - NOT -IFERROR -SUMIF -AVERAGEIF -COUNTIF & COUNTIFS -SUMIFS –
 AVERAGEIFS.

Business Statistics: Mean-Median-Mode-Variance-Correlation-Regression-ANOVA.

Data Validation and Analysis: Data Validation - Drop-Down Lists - Removing Duplicates -Text To
 Columns Cell Names - Named Ranges - Formulas with Cell Names. PivotTables: Creating PivotTables –
 Choosing Fields - PivotTable Layout -Filtering PivotTables -Modifying PivotTable Data –Pivot Charts.
 Lookups: VLOOKUP -VLOOKUP Exact Match - HLOOKUP -HLOOKUP Exact Match. Outline, Sort,
 Filter, and Subtotal –Group and Ungroup -Sort Data - Sort Multiple Levels -Filter Data –
 Advanced Filter – Conditional Sorting and Filtering -Sorting with Custom Lists.

UNIT - II

Introduction to Macro: Recording a Macro-Assign a Macro to a Button or Shape -Run a Macro upon
 Opening a Workbook- How to Inspect and Modify a Macro

UNIT- III

Basic of Accounting: Type of Accounts, Rules of Accounting, Principles of concepts and conventions,
 double entry system, book keeping Mode of Accounting, Financial Statements, Transaction, Recording
 Transactions. Getting the functional with Tally, Creation and setting up of company in Tally.

UNIT- IV

Accounting Masters in Tally- Features- Configurations- Setting up Account Heads.

UNIT- V

Inventory in Tally- Stock – groups – Stock Categories - Godowns / Location Units of Measure - Stock
 Items -

Creating Inventory Masters for National Traders

I YEAR II SEMESTER

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| 20AJMB201 | Financial Management | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

The Course is designed for the students

CEO 1 : To understand the Financial Management concepts

CEO 2 : To identify, enrich and fulfill the needs of Financial Markets.

Course outcomes:

Upon successful completion of this course students will be able to:

CO 1 : Identify the financing process of the entrepreneurial business.

CO 2 : Perform financial analysis and plan as applied to startups and forecast free cash flow.

CO 3 : Measure risk and return and explain the trade-off between risk and return.

CO 4: Estimate project cash flows to distinguish between value-creating and value destroying investments.

CO 5 : Estimate cash flows from a project, including operating, net working capital, and capital spending.

CO 6: Estimate the required return on projects of differing risk and how to use the required return in evaluating investment decisions.

UNIT- I

Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT-II

Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT -III

Investment Decision: Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non Discounting Methods.

UNIT-IV

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares – Stock Splits – Dividend policies of Indian Corporate.

UNIT-V

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables – Credit Policies – Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. I.M.Pandey:-**Financial Management**”, Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra:-**Financial Management Theory and Practice**ll, Tata McGraw Hill 2011.
4. P. Vijaya Kumar, M. Madana Mohan, G. Syamala Rao:-**Financial Management**”, Himalaya Publishing House, New Delhi, 2013
5. Brigham, E. F:-**Financial Management Theory and Practice**ll, Cengage Learning, New Delhi, 2013
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

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| 20AJMB202 | Human Resource Management | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

CEO 1 :To equip the students with basic concepts of Human Resource Management

CEO 2 :To equip the students with various functions of HRM including Industrial Relations in the liberalized, socialism environment.

COURSE OUTCOMES

Students who undertake this programme will:

CO 1 :Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM.

CO 2 :Demonstrate competence in development and problem-solving in the area of HR Management.

CO 3 :Provide innovative solutions to problems in the fields of HRM;

CO 4 : Be able to identify and appreciate the significance of the ethical issues in HR.

UNIT -I

HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM – changing , global perspective challenges, environment – cross- cultural problems – emerging trends in HRM.

UNIT -II

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques– Job design , evaluation and Analysis - Management development - HRD concepts.

UNIT -III

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation - Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments in detail - Incentives rewards compensation mechanisms.

UNIT -IV

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non- statutory welfare measures.

UNIT-V

Managing Industrial Relations: Trade Unions - Employee Participation Schemes- Collective Bargaining– Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress. **Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

References:

1. KAswathappa:—HumanResourceandPersonnelManagement, TataMcGrawHill, New Delhi, 2013.
2. N.SambasivaRaoandDr.NirmalKumar:—HumanResourceManagementandIndustrial Relations, Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy:—Human Resource Management: A south-Asian Perspective engage Learning, New Delhi, 2013.
4. SubbaRaoP:—PersonnelandHumanResourceManagement-TextandCases, Himalaya Publications, Mumbai, 2013.
5. MadhurimaLall, SakinaQasimZasidi:—HumanResourceManagement, ExcelBooks

Course Educational Objectives (CEOs):

The Course is designed for the students

CEO 1 :To understand the Marketing concepts and to identify, enrich

CEO 2: To fulfill the needs of customers and markets.

Course Outcomes:

CO 1 :Identify core concepts of marketing and the role of marketing in business and society.

CO 2 : Knowledge of social, legal, ethical and technological forces on marketing decision-making.

CO 3: Appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings.

CO 4 : Ability to develop marketing strategies based on product, price, place and promotion objectives.

CO 5 :Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.

UNIT -I

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept, Green Marketing concept - Indian Marketing Environment.

UNIT -II

Market Segmentation, Targeting and Positioning: Identification of Market Segments

Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

UNIT -III

Product and Pricing Aspects: Product – Product Mix - Product Life cycle - Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes.

UNIT -IV

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force– Determining the Sales Force Size - Sales force Compensation.

UNIT -V

Distribution, Marketing Organization and Control: Channels of Distribution- Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control Efficiency Control – Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Phillip Kotler: -**Marketing Management**-, Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: -**Marketing Management**ll, Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
4. Tapan K Panda: "**Marketing Management**ll, Excel Books, New Delhi, 2012
5. Paul Baines, Chris Fill, Kelly Page Adapted by S inha K: -**Marketing**ll, Oxford University Press, Chennai, 2013

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| 20AJMB204 | Operations Management | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

This Course is designed

CEO 1 : To make student understand the strategic significance of Operation management,

CEO 2 : To acquaint them with application of discipline

CEO 3 : To deal with real life business problem.

COURSE OUTCOMES:

After completing the course the participants shall develop an understanding on how to create a production entity with focus on

CO 1 : Production Base

CO 2: Financial (Cost) Performance

CO 3: Technical and Operational capabilities

CO 4: Human Capabilities

UNIT-I:

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT -II:

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

UNIT-III:

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Unit- IV:

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

UNIT -V:

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk), Total Quality Management (TQM).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Krajewski&Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya,Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy&Sons Asia PvtLimited.
5. K Aswathappa& Sridhar Bhatt, Production & Operations Management,Himalaya, Mumbai.

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| 20AJMB205 | Business Research Methods | 100 | 4 | 0 | 0 |
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Course Educational Objectives (CEOs):

CEO 1 :To Develop the students in Research orientation

CEO 2 :To acquaint them with fundamental of research methods.

Course Outcomes:

On successful completion of the course students will be able to:

CO 1 :Write a literature review that synthesizes and evaluates literature in a specific topic area to justify research questions

CO 2 : Apply appropriate research design and methods to address a specific research question and Acknowledge the ethical implications of the research

CO 3 : Develop a research proposal as the basis for a thesis

CO 4 : Present and defend a research proposal

UNIT -I

Introduction :Nature and Importance of Research, The role of Business Research, Aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business research- Defining Research Problem, Steps in Research process.

UNIT -II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

UNIT -III

Survey Research and data analysis: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires- Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT -IV

Statistical Inference: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

UNIT -V

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. C.R.Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Gupta : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
3. William G. Zikmund, Adhikari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit Singh, Research methodology in social sciences, 7th Edition Himalaya Publications.
5. A Bhujangarao , Research methodology, Excel Books, 2008.

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| 20AJMB206 Open Elective | Project Management | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

The objective of this course is

CEO 1 :To enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal;

CEO 2:To acquaint the students about various issues of projectmanagement.

Course Outcomes :

Students will be able to understand

CO 1 : Importance of Project Management

CO 2 : Project Planning, Execution and implementation

CO 3 : Significance of teams in projects

CO4: Project evaluation techniques.

Unit -I:

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

Unit- II:

Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey

– Demand forecasting techniques, sales projections.

Unit- III:

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) –Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM)

Unit- IV:

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working.

Unit-V:

Project Implementation and Review: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. PrasannaChandra, “Projects,Planning,Analysis,Selection,Financing,ImplementationandReview”,Tata McGraw Hill Company Pvt. Ltd., New Delhi1998.
2. Gido: Effective Project Management, 2e, Thomson,2007.
3. Singh M.K, “Project Evaluation andManagement”.
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications2018.
5. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”, McGraw Hill,2000.

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| 20AJMB206 Open Elective | Technology Management | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

The course aims at providing an overview of various issues connected with Management of Technology in organizations.

Course Outcome:

Student will be able to understand:

CO 1 : Importance of Technological Innovation

CO 2 : Importance of Research and development in technology management

CO 3 : Forecasting of Technology

UNIT-I.

Evolution of Technology-Effects of New Technology- Technology Innovation- Invention-Innovation- Diffusion- Revolutionary and Evolutionary Innovation- Product and Process Innovation- Strategic Implications of Technology- Technology - Strategy Alliance- -Convergent and Divergent Cycle- The Balanced Approach.

UNIT-II:

Technology Assessment- Technology Choice- Technological Leadership and Followership- Technology Acquisition- Technological Forecasting- Exploratory, Intuitive, Extrapolation, Growth Curves, Technology Monitoring- Normative: Relevance Tree, Morphological Analysis, Mission Flow Diagram.

UNIT-III:

Diffusion of Technology- Rate of Diffusion; Innovation Time and Innovation Cost- Speed of Diffusion- Technology Indicators- Various Indicators- Organizational Implications of Technology- Relationship between Technical Structure and Organizational Infrastructure- Flexible Manufacturing Management System (FMMS).

UNIT-IV:

Financial Aspects in Technology Management- Improving Traditional Cost -Management System- Barriers to the Evaluation of New Technology- Social Issues in Technology Management- Technological Change and Industrial Relations- Technology Assessment and Environmental Impact Analysis.

UNIT-V:

Human Aspects in Technology Management- Integration of People and Technology- Organizational and Psychological Factors- Organizational Outcome- Technology Transfer-Technology Management Scenario in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Suggested Readings:

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore,1983.
2. Rohtagi P K, Rohtagi K and Bowonder B: Technological Forecasting, Tata McGraw Hill, NewDelhi.
3. Betz Fredrick: Managing Technology, Prentice Hall, NewJersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Tarek Khalil: Management of Technology, McGraw Hill International, 2000.

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| 20AJMB206 Open Elective | Lean Management | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

To understand issues and challenges in implementing and development in lean manufacturing techniques from TPS and its contribution for improving organizational performance.

Course Outcomes

On completion of this course, the students will be able to

CO 1 :To understand issues & challenges in implementing & developing lean manufacturing techniques From TPS & its contribution for improving organizational performance.

CO2 :Apply lean techniques to bring competitive business culture for improving organization performance

CO3. : Analyze how lean techniques can be applied to manufacturing & service industry

Unit- I

Introduction: Mass production system, Craft Production, Origin of Lean production system , Why Lean production , Lean revolution in Toyota , Systems and systems thinking , Basic image of lean production , Customer focus , Waste Management.

UNIT- II

Just In Time: Why JIT , Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production leveling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

UNIT -III

Kaizen: Six – Sigma philosophy and Methodologies ,QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system , Standards in the lean system, 5S system.

UNIT- IV

Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized work Common layouts.

UNIT- V

Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar , Lessons in Lean Management,
3. Dale H., Besterfield , Carol, Besterfield, et al, Total Quality Management (TQM) 5e by Pearson 2018.

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| 20AJMB206 Open Elective | Data Base Management System | 100 | 4 | 0 | 0 | 4 |
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Course Educational Objectives (CEOs):

The course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

Course Outcomes :

CO 1 : Understand the basic concepts and the applications of database systems.

CO 2 : Master the basics of SQL and construct queries using SQL.

CO 3: Understand the relational database design principles

UNIT- I

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for Database Management – Data models - Database Architecture - Key Issues and Challenges in Database Systems.

UNIT -II

ER and Relational Models: ER Models – ER to Relational Mapping –Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

UNIT- III

Data Definition and Querying: Basic DDL - Introduction to SQL - Data Constraints - Advanced SQL - Views

- Triggers - Database Security – Embedded & Dynamic SQL.

UNIT -IV

Transactions and Concurrency: Introduction to Transactions - Transaction Systems - ACID Properties - System & Media Recovery - Need for Concurrency - Locking Protocols – SQL for Concurrency – Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL- Deadlocks & Managing Deadlocks.

UNIT -V

Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization - Sorting & Joins – Database Tuning - Introduction to Special Topics - Spatial & Temporal Databases – Data Mining and Warehousing.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, —Database System Concepts, Sixth Edition, Tata McGraw Hill, 2010.
2. Ramez Elmasri, Shamkant B. Navathe, —Fundamentals of Database Systems, Sixth Edition, Pearson/Addison - Wesley, 2010.
3. C.J. Date, A. Kannan and S. Swamynathan, —An Introduction to Database Systems, Pearson Education, Eighth Edition, 2006.
4. Raghu Ramakrishnan, —Database Management Systems, Fourth Edition, McGraw Hill, 2015.

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| 20AJMB207 | IT Lab 2 (Programming R) | 50 | 0 | 0 | 2 | 2 |
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Course Educational Objectives (CEOs):

After taking the course, students will be able to

CEO 1: Use R for statistical programming, computation, graphics, and modeling.

CEO 2: Write functions and use R in an efficient way.

CEO 3: Fit some basic types of statistical models

CEO 4: Use R in their own research,

CEO 5: Be able to expand their knowledge of R on their own.

Course Outcomes (COs) :

students should be able to Understand the basics in R programming in terms of constructs, control statements, string functions

SYLLABUS:

UNIT-I:

Introduction, How to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes.

UNIT-II:

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets,- If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Example: A Binary Search Tree.

UNIT-III:

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions for Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /out put, Accessing the Keyboard and Monitor, Reading and writing Files,

UNIT-IV:

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot() Function –Customizing Graphs, Saving Graphs to Files.

UNIT-V:

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests,-ANOVA.

References:

- 1) The Art of R Programming, Norman Matloff, Cengage Learning
- 2) R for Everyone, Lander, Pearson
- 3) R Cookbook, Paul Teetor, O'Reilly
- 4) R in Action, Rob Kabacoff, Manning.
- 5) Garrett Golemund, Hands on Programming with R, O'Reilly