SOU. SUSHILA DANCHAND GHODAWAT CHARITABLE TRUST'S

SANJAY GHODAWAT UNIVERSITY

SCHOOL OF COMMERCE AND MANAGEMENT

MASTERS IN BUSINESS ADMINISTRATION

First Year Syllabus

(2018-19)

SANJAY GHODAWAT UNIVERSITY KOLHAPUR

Sanjay Ghodawat University (SGU) is established in the Academic Year 2017-18, as a State Private University under Govt. of Maharashtra Act No. XL of 2017 dated 3rd May 2017, with the approval of the UGC and the state Government. "For the true measure of giving is giving without measure." Spread across 150 Acres, Sou. Sushila Danchand Ghodawat Charitable Trust's Sanjay Ghodawat University (SGU) is situated in serene atmosphere amidst idyllic hills and lush green meadows to study in harmony with Nature. The Institution aspires to run along the lines of best-in- the-world education and become a world-class institution where teaching-learning process gets a far deeper meaning. SGU always stands as the guiding star of brilliance, quality and deliverance beyond expectations. Innovativeness and Creativity are the hallmarks of a genius enterprise and SGU stands to be a stage where these qualities would be nurtured, encouraged and blossomed. The genius is incomplete without the sense of social responsibility and SGU's ultimate goal remains the development of an attitude of gratitude that freely gives back without expectations.

The Sanjay Ghodawat University stands as a beacon of light to guide the younger generation of the day on the right path to fulfilment in career and life. The USP of the University is its research based curriculum and academically oriented teaching staff. The world class ambience and infrastructure helps the students to easily accommodate themselves in an environment that is conducive to the teaching- learning process. Hands on experience, challenge based case studies, maximum participation of students in the classroom, use of modern digital technology, smart classrooms, solution oriented thinking promotion, stress on research and innovation, international tie ups, choice based credit system for flexibility in choosing areas of interest etc. are some of the features of the University.

The university will help students develop as a unique individual-to be educated as a whole person, intellectually, emotionally, socially, ethically, and spiritually. The educational program designs are worked out meticulously in line with best in class universities with special focus on:

- Flexible Choice Based Credit System
- OBE - Outcome Based Education System
- Experiential Learning
- Project Based Learning
- Case Based Learning
- Training need analysis based on Performance Appraisal System
- Active Learning tools for effective delivery

- Mentoring / Proctorship
- On line learning /Self learning platforms
- Flipped Classroom concept
- Effective Student Feedback Mechanism

VISION

Internationally recognized university of excellence in creating and disseminating knowledge through value-based quality education leading to betterment of mankind.

MISSION

- To prepare students for life-long learning and leadership in a global academic culture
- To create intellectual manpower relevant to the industry and society at large
- To collaborate with institutions of international repute for academic excellence
- To promote research and development through conducive environment
- To encourage entrepreneurship and skill development programs

CORE VALUES

- Integrity
- Transparency
- Accountability
- Equality
- Empathy
- Stewardship

QUALITY POLICY

Sanjay Ghodawat University is committed to establish high standards in value-based quality education to enhance and nurture young minds to excel in their chosen profession and develop into socially responsible citizens through resourceful collaboration, innovation and research

CHOICE BASED CREDIT SYSTEM (CBCS)

The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits, and adopt an interdisciplinary approach to learning.

University Grants Commission has come up with the Choice Based Credit System (CBCS) programme in which the students have a choice to choose from the prescribed courses, which are referred as core, elective or minor or soft skill courses and they can learn at their own pace and the entire assessment is graded-based on a credit system. The basic idea is to look into the needs of the students so as to keep up-to-date with development of higher education in India and abroad. CBCS aims to redefine the curriculum keeping pace with the liberalization and globalization in education. CBCS allows students an easy mode of mobility to various educational institutions spread across the world along with the facility of transfer of credits earned by students.

Where the students can choose the prescribed courses, as the core, and elective or soft skill courses, from a range of options, rather than to simply consume what the curriculum offers. They can learn at their own pace and the assessments are graded based on a credit system. It provides an opportunity for students to have a choice of courses or subjects within a programmed resembling a buffet, against the mostly fixed set of subjects now being offered (except for the limited choice of electives in professional degrees and postgraduate programmers) with the flexibility to complete the programmed by earning the required number of credits at a pace decided by the students.

The UGC has always initiated measures to bring efficiency and excellence in the Higher Education System of India. The basic motive is to expand academic quality in all aspects, right from the curriculum to the learning-teaching process to examination and evaluation systems. However, so far multiple methods are followed by different universities across the country towards examination, evaluation and grading system. Considering this diversity, the implementation of the choice based credit system seems to be a good system in assessing the overall performance of a student in a universal way of a single grading system.

OUTCOME BASED EDUCATION (OBE) MODEL

Sanjay Ghodawat University (SGU) has implemented OBE model of education, which is a learner centered approach. SGU has witnessed a sea change in the entire academic systems with implementation of all three components of OBE – Design, Delivery and Assessment. The SGU model of autonomy focuses on experiential learning which believes in learning by doing. This is achieved through hands on experience, industrial assignments, mini projects and live problem solving and collaboration with industries.

SGU is set in to dynamics of transformation and witnessing a shift in focus from teaching to learning and entire academic system of SGU is designed to provide multiple learning

opportunities for students to acquire and demonstrate the Knowledge, Skills and Attitudes (KSA) for rewarding career.

The Vision and Mission of the Management, contribution from eminent BOG members and knowledgeable members of Academic Council and Board of Studies, the motivation and drive of the Director, the relentless efforts of the fellow Deans and Head of Departments and all teaching and non teaching staff along with commitment to learning of students made it possible to successfully transform the institute and stand out to carve a niche for itself as an Institute of repute.

OBE is an approach of curriculum design and teaching that focuses on what students should be able to do (attained) at the end of course/ program. Outcome based education (OBE) is student-centered instruction model that focuses on measuring student performance through outcomes. Outcomes include knowledge, skills and attitudes (KSA). Its focus remains on evaluation of outcomes of the program by stating the knowledge, skill and behavior a graduate is expected to attain upon completion of a program and after 4 – 5 years of graduation. In the OBE model, the required knowledge and skill sets for a particular degree is predetermined and the students are evaluated for all the required parameters (Outcomes) during the course of the program.

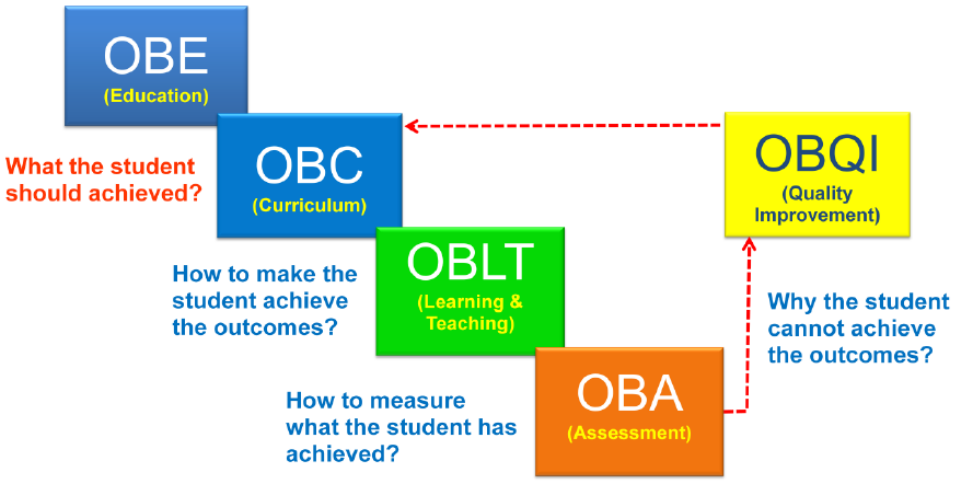
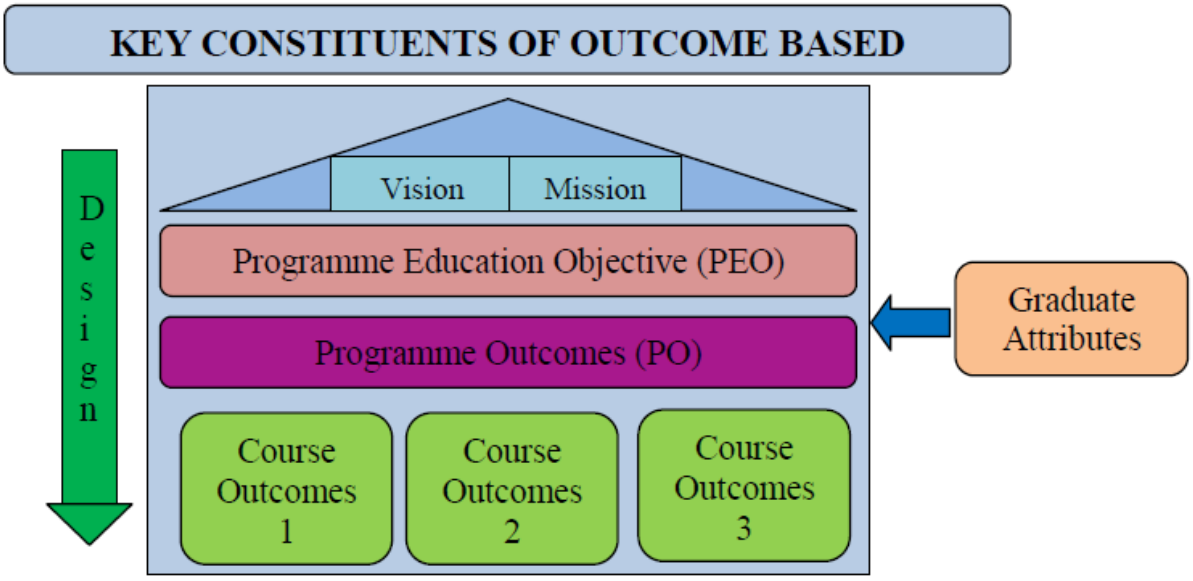


Figure 1: OBE flows and desciption

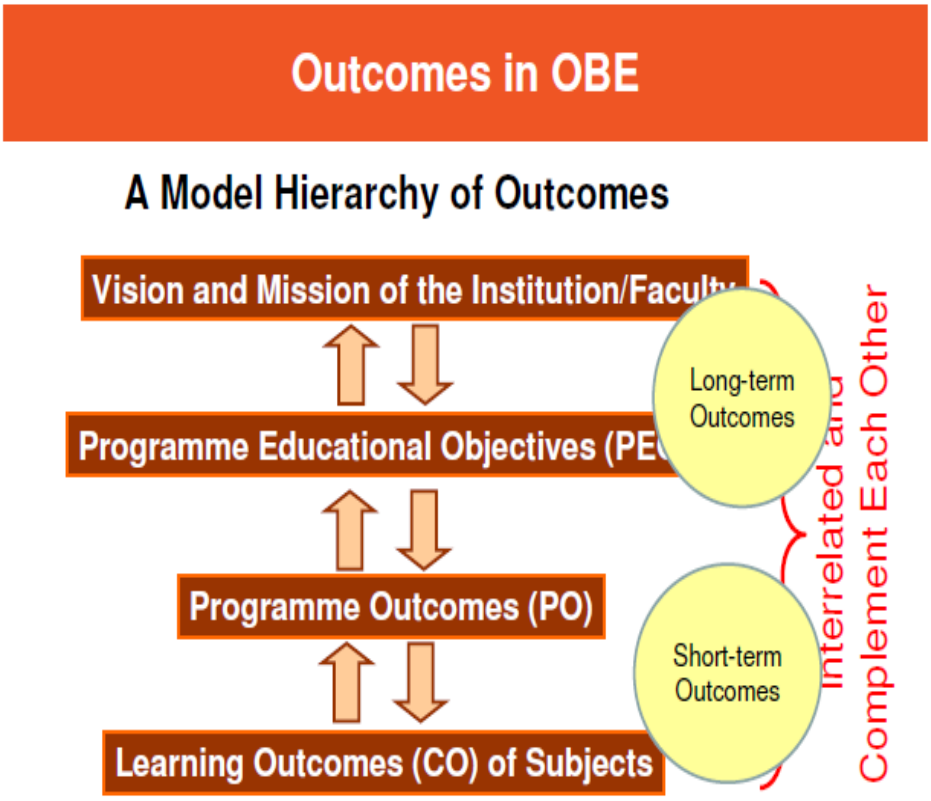


The OBE model measures the progress of the graduate in three parameters, which are

- Program Educational Objectives (PEO)
- Program Outcomes (PO)
- Course Outcomes (CO)

Program Educational Objectives (PEO) are broad statements that describe the career and professional accomplishments that the program is preparing the graduates to achieve. PEO's are measured 4-5 years after graduation. Program outcomes are narrower statements that describe what students are expected to know and be able to do by the time of graduation. They must reflect the Graduate attributes. Course outcomes are the measurable parameters which evaluates each students performance for each course that the student undertakes in every semester.

The various assessment tools for measuring Course Outcomes include Tests and End Semester Examinations, Tutorials, Assignments, Project work, Labs, Presentations, Employer/Alumni Feedback etc,. These course outcomes are mapped to Graduate attributes and Program outcomes based on relevance. This evaluation pattern helps Institutions to measure the Program Outcome. The Program Educational Objective is measure through Employer satisfaction survey (Yearly), Alumni survey (Yearly), Placement records and higher education records.



Special Features of OBE

- OBE is an educational process that focuses on what students **can do** or the **qualities** they should develop after they are taught.
- OBE involves the restructuring of curriculum, assessment and reporting practices in education to reflect the achievement of high order learning and mastery rather than accumulation of course credits.
- Both structures and curricula are designed to achieve those **capabilities** or **qualities**.
- Discourages traditional education approaches based on direct instruction of facts and standard methods.
- It requires that the students demonstrate that they have learnt the required skills and content.

Sanjay Ghodawat University Kolhapur

(Established as a State University under Government of Maharashtra Act No XL dated 3rd May 2017)

Academic and Examination Rules and Regulations

Approved in the second Academic Council Meeting held on 9th May, 2018 and to be implemented from academic year 2018-19. [Version R0]

Sanjay Ghodawat University Kolhapur

Kolhapur - Sangli Highway, A/p Atigre - 416 118,
Tal. - Hatkanangale, Dist. Kolhapur,
Maharashtra, India

(Implemented from Academic year 2018-19)

1.0 Preamble

The Sanjay Ghodawat University (SGU) stands for quality and excellence. It aims at nurturing the young talent and gromming them into responsible citizen and a value added human resource. Outcome Based Education (OBE) model is adopted to enhance the effectiveness of teaching learning process and Credit Based semester system is implemented.

The focus of the University is its research based curriculum and academically oriented teaching staff. The world class ambience and infrastructure helps the students to easily accommodate themselves in an environment that is conducive to the teaching- learning process. Hands on experience, challenge based case studies, maximum participation of students in the classroom, use of modern digital technology, smart classrooms, solution oriented thinking promotion, stress on research and innovation, international tie ups, choice based credit system for flexibility in choosing areas of interest etc. are some of the features of the University.

Vision of SGU is internationally recognized university of excellence in creating and disseminating knowledge through value-based quality education leading to betterment of mankind. To achieve the vision SGU has developed state-of-the-art infrastructure that promotes conducive ambience promoting innovation and research. Create intellectual manpower relevant to the industry and society at large. Foster mutually beneficial partnership with alumni, industry and academia. Inculcate ethics and values to develop socially responsible citizens and promote entrepreneurship.

SGU is offering various programs through schools such as School of Technology, School of Commerce and Management, School of Sciences and School of Arts.

SGU has implemented the outcome-based Education (OBE) system and Credit based Evaluation System in all the schools.

The rules and regulations mentioned in this document are applicable to all the Under Graduate (UG) and Post Graduate programs offered by the Sanjay Ghodawat University from the academic year 2018-19. The rules and regulations stated under here are subject to revisions / refinements, updates and modifications and amendments by Academic Council (AC) from time to time and applicable to all batches including those already undergoing programs in different year and are binding on all stakeholders including students, faculty, parents and University authorities.

The academic programs of the University shall be governed by rules and regulations approved by the Academic Council from time to time. Academic council is the supreme and statutory academic body that governs all academic matters of the university and the decisions of the academic council are final and binding in the matters related to academics.

2.0 Definition of Terms

1. University: University means Sanjay Ghodawat University, Kolhapur
2. Academic Year: The period of the year during which students attend university for all academic activities, usually it starts from first of July and ends on 30th of June next year.
3. **Semester:** Academic Year is divided in to 2 parts called Semester, Odd Semester which starts from July and Even Semester which starts from January.

4. **Duration of Semester**: Total duration of semester is usually 20weeks per semester including instructions, examination and evaluation. Total instructional days are 90 per semester.

5. **Course:** It is a Subject that is in a semester. The course may consist of Theory/Practical/Project/Seminar during semester. Usually taught by instructor in a class. e.g. Physics, Chemistry, Engineering Mechanics, Workshop etc.

6. **Program:** Collection of Courses is called Program. B Tech in Mechanical Engineering,

7. M Tech in Civil Engineering, Bachelor of Business Administration. Bachelor of Science etc.

8. **Department:** Department is a unit of the school which offers one or more programs.

9. **Contact Hours:** Time of students in class/laboratory with instructor. Usually in the range of 26-30 Hrs./Week. For the purpose of uniformity one contact hour is measured as 60 minutes

10. **Academic Council (AC):** Means apex academic body governing the academic programs responsible for framing policy , rules and regulations.

11. **Board of Examination (BOE):** Central body responsible for framing policy ,rules and regulations for Examination.

12. **Board of Studies (BOS):**Departmental academic body to govern the academics of programs(BOS)offered by department.

3.0 Curriculum:

3.1. Curriculum:

Every program has a prescribed structure which, in general, is known as Curriculum. It prescribes courses to be studied in each semester. The booklet containing courses structure along with detail syllabus for each course of each program is updated periodically and made available on the website.

3.2. Semesters:

SGU implements a credit based semester system. The academic year is divided into two regular semesters. The semesters that begin in July are known as Odd semester and the semester that begin in January are known as Even semesters. Total duration of each semester is generally of 20 weeks including the period of examination, evaluation and grade declaration.

3.3. Course Credit System/Structure:

In general, a certain quantum of work measured in terms of credits is laid down as the requirement for a particular program. Calculation of number of credits for a course in any

semester is as per Table 3.1

Table 3.1: Calculation of number of credits for a course

Sr. No.	Course	Credits
1	Lecture of 1 hour/week	**1**
2	Tutorial of 1 hour/week	**1**
3	Practical / Laboratory / Drawing/mini-project of two hours/ week	**1**
4	Seminar (1 hour per week)	**1**

There are mainly two types of courses- viz. Theory courses and Laboratory courses. Generally a theory course consists of Lecture hours (L) and Tutorial hours (T). Tutorial hours may not be assigned to a particular theory course if it has a separate laboratory course. Laboratory course consists of practical hours (P) for which a student works in a Laboratory/Drawing Hall/Workshop. The other courses required to be taken by a student include seminar, mini project, and project at various levels of the program.

A student shall earn credits for a particular course by fulfilling the minimum academic requirements for attendance and evaluation. No credits shall be awarded if a student satisfies the minimum attendance requirements but fails to meet minimum evaluation requirements.

The total number of credits required for completing a program shall be mentioned in the course structure. The total number of credits in a semester which a student registers shall generally be 20--25. The maximum number of credits per semester shall not exceed 30

3.4 Audit Course:

3.4.1 A student may have to register for an audit course in a semester which could be institute requirement or department requirement.

3.4.2 An audit course may include either a) a regular course required to be done as per structure or required as pre-requisite of any higher level course or b) the programmes like practical training, industry visits, societal activities etc.

3.4.3 Audit course shall not carry any credits but shall be reflected in Grade Card as "PP"/"NP" depending upon the satisfactory performance in the semester evaluation as per the course curriculum structure.

4.0 Course Registration:

4.1 Every student must register for the courses that he/she wants to study for earning credits at the beginning of each semester on the prescribed dates announced from time to time and shall be

mandatory for every student till he/she completes the program. Only after registration his/her name shall appear in the roll list of each of such courses.

4.2 Students shall be required to fill up a Course Registration Form which shall be made available to them by the Student section of Administration office after payment of required fees.

4.3 Registration, according to rules, should be carried out as per the schedule given in academic calendar. Late registration may be permitted only for valid reasons and on payment of late registration fees. In any case, registration must be completed before the prescribed last date for registration, failing which his/her studentship shall be liable to be cancelled. Students having dues outstanding towards the institute or hostel shall be permitted to register only after clearing such dues.

4.4 In-absentia registration may be allowed only in rare cases at the discretion of the Dean Academics and with prior permission.

4.5 For registration in an odd semester, the student must have earned all the credits of the pre-previous year and at least 75% credits of the previous year. For example, for registration of the 5^{th} semester courses (i.e. 3^{rd} year of program), a student must have earned all the credits of the first year and 75% credits of the second year. Similarly for registration of the 7^{th} semester courses (i.e. 4^{th} year of program), a student must have earned all the credits of the second year and 75% credits of the third year. However, if 75% calculation turns out to be a mixed number (integer + fraction) then only the integer part of that number shall be considered for taking decision related with this clause.

4.6 A student registered in odd semester shall be eligible to register for the courses offered in the even semester of that year irrespective of his/her SGPI or the number of credits earned by him/her in that odd semester.

5 .0 Lateral Entry For B Tech Programs

Post diploma students in engineering and B.Sc. Graduates can have lateral entry at third semester of the program. Such admissions are governed by the rules of regulatory bodies like AICTE New Delhi and Directorate of Technical Education Maharashtra state and Sanjay Ghodawat University for Admission criteria and shall undergo all academic requirements as specified by the Academic council.

For such students there shall not be First Year Performance Index (FYPI). Semester Performance Index (SGPI) and Cumulative Performance Index (CGPI) shall be calculated from the third semester onwards taking into consideration the courses undergone by them at Sanjay Ghodawat University Kolhapur.

Registration of the students not covered by the cases mentioned above shall be decided by the Academic Council. Such students shall undergo the academic program as specified by the Academic Council. Such odd entry students shall not be eligible for any medals or awards instituted by the institute.

6.0 Change of Program:

This is applicable to B Tech Program only. Students shall be eligible to apply for Change of Program after completing the first two semesters. The following rules/ guidelines shall be used for considering their applications for change:

6.1 The change of program shall be permitted strictly on merit basis subject to the rules of admissions prevailing at the time of such change.

6.2 Students without fail grades and/or backlogs shall be eligible to apply for change of program and can give their choices in the order of preference.

6.3 The request for change of program by a student from program A to program B shall be considered if number of students of program B does not exceed the sanctioned capacity of program B and also the minimum strength required to run the program as decided by Academic Council.

6.4 All such transfers can be effected only once at the beginning of the second academic year of the 4-year UG program. No application for change of program during subsequent academic years shall be entertained.

7. Facilitation to Students:

7.1 Faculty Advisor:

On joining the institute, a student or a group of students shall be assigned to a faculty advisor who shall be mentor for a student throughout his/her tenure in the institute. A student shall be expected to consult the faculty advisor on any matter relating to his/her academic performance and the courses he/she may take in various semesters / summer term. A Faculty advisor shall be the person to whom the parents/guardians should contact for performance related issues of their ward. The role of a faculty advisor is as outlined below:

The role of the Faculty Adviser is outlined below:

a. Guide the students about the rules and regulations governing the courses of study for a particular degree.
b. Advise the students for registering courses as per curriculum given. For this purpose the Faculty Adviser has to discuss with the student his/her academic performance during the previous semester and then decide the number and nature of the courses for which s/he can register during the semester as per the curriculum.
c. Approve the registration of the students.
d. Advice students to overload/ drop one or more courses/activities based on her/his academic performance as per the prescribed rules.
e. At the end of the first semester/year, the Faculty Adviser may even advise a reduced load program for a poorly performing student.

f. Pay special attention to weak students and carefully monitor performance of students recommended for slow track option.
g. Advice students for Course Adjustment / Dropping of courses during the Semester within the stipulated time frame given in the Academic calendar.
h. Advice students seeking semester drop either during the ongoing semester or before the commencement of the semester. FA has to ensure strict compliance of rules and regulations laid down for this purpose. Recommend the cases to the appropriate authorities for consideration.
i. Make revised plan of study for weak/bright students based on their semester wise performance.
j. Suggest modalities for course/credit requirements for the students recommended for exchange program.
k. Guidance and liaison with parents of students for their performance.
l. To ensure that students are not permitted to re-register for courses, which they have already passed.
m. Inform students that any academic activity (course / Lab. / seminar / project / noncredit requirement etc.) undergone without proper registration will not be counted towards the requirements of his/her degree.
n. Strictly warn students that if she/he fails to register during any semester without prior approval, his/her studentship is liable to be cancelled.

- Keep the students updated about the Academic Administration of the University.

7 .2. Helping Weaker Students:

A student with backlog/s should continuously seek help from his/her faculty advisor, Head of the Department and the Dean of respective schools. Additionally, he/she must also be in constant touch with his/her parents/local guardians for keeping them informed about academic performance. The university also shall communicate to the parents/guardians of such student at least once during each semester regarding his/her performance in in-in various tests and examination and also about his/her attendance. It shall be expected that the parents/guardians too keep constant touch with the concerned faculty advisor or Head of the Department, and if necessary - the Dean of the respective school.

8. 0 Discipline And Conduct:

8.1 Every student shall be required to observe discipline and decorous behavior both inside and outside the campus and not to indulge in any activity, which shall tend to bring down the prestige of the university.

8.2 Any act of indiscipline of a student reported to the Dean, Student Development, shall be discussed in a Disciplinary Action Committee of the institute. The Committee shall enquire into the charges and recommend suitable punishment if the charges are substantiated.

8.3 If a student while studying in the university is found indulging in anti-national activities contrary to the provisions of acts and laws enforced by Government he/she shall be liable to be expelled from the institute without any notice.

8.4 If a student is involved in any kind of ragging, the student shall be liable for strict action as per provisions in the Maharashtra anti-ragging act.

8.5 If any statement/information supplied by the student in connection with his/her admission is found to be false/ incorrect at any time, his/ her admission shall be cancelled and he/she shall be expelled from the university and fees paid shall be forfeited.

8.6If a student is found guilty of malpractice in examinations then he/she shall be punished as per the recommendations of the Grievance Redressed Committee (CRC) constituted by Board of Examinations.

8.7Every admitted student shall be issued photo identification (ID) card which must be retained by the student while he/she is registered at Sanjay Ghodawat University Kolhapur. The student must have valid ID card with him/her while in the University Campus.

8.8 Any student who alters or intentionally mutilates an ID card or who uses the ID card of another student or allows his/her ID card to be used by another, student shall be subjected to disciplinary action.

8.9The valid ID card must be presented for identification purpose as and when demanded by authorities. Any student refusing to provide an ID card shall be subjected to disciplinary action.

8.10 Students should switch off the Mobiles during the Instructional hours and in the academic areas of university Building, Library, Reading room etc. Strict action will be taken if students do not adhere to this.

8 .11 during the conduct of any Tests and Examination students must not bring their mobiles. A student in possession of the mobile whether in use or switched off condition will face disciplinary action and will be debarred from appearing for the Test / Examination.

9.0 Academic Calendar

The academic activities of the institute are regulated by Academic Calendar and is made available to the students/ faculty members and all other concerned in electronic form or hard copy. It shall be mandatory for students / faculty to strictly adhere to the academic calendar for completion of academic activities

10. Attendance:

10.1 Regular 100% attendance is expected from all students for every registered course in lectures, tutorial, laboratory, projects, mini-projects and other courses mentioned in program curriculum.

Hence, attendance is compulsory and shall be monitored during the semester rigorously. Students shall be informed at the end of every month if they are failing short of attendance requirements.

10.2 A Maximum of 25% absence for the attendance may be permitted only on valid grounds such as illness, death in family of blood relations (Father, Mother, Sister, and Brother) and any other emergency reason which is beyond the control of the student and shall be approved by the authorities in respective departments.

10.3 If a student fails to put up 75% attendance individually in each course, the student will be put under X grade category and student will be debarred form attending the End Semester Examination (ESE) and Re-Exam for that semester in that course. However, student has an option to re-register for the course whenever it is offered next time or he can appear for 100% examination for which he will be awarded two grade penalties. Student's FET, CAT1 and CAT2 marks are treated as null and void.

10.4 The maximum number of days of absence for students participating in Co-curricular activities /Sports/ Cultural events during a semester shall not exceed 10. Any waiver in this context shall be on the approval of the Academic council only after the recommendation by Dean Academics of the university

The HOD and Dean of the respective school shall report and recommend to Academic Academic council the cases of students not having 75% attendance as per the records of course instructor. After rigorously analyzing these cases AC may take a decision to debar such student from End-Semester Examination (ESE) for that course. Such a student shall re-register for that course as and when it is offered next. ISE and MSE evaluations of such a student for this course during regular semester shall be treated as null & void.

10.5 A student remaining absent during ESE of a course either on medical ground (Accident and/or hospitalization of a student) or any other emergency circumstances (death of immediate close relative i.e. father, mother, brother and sister) or due to representing University at university/state level in sports/co-curricular activities shall be treated as per the rules of Sec 12.6.2 and 11.1.2

The critical cases of absenteeism which are not covered by any of the above clauses shall be reported by concerned Head of Department to Academic dean and all such cases the decision of Academic council is final.

10. Modes of Assessment:

10.1 Assessment of Theory Courses:

10.1.1 A student shall be evaluated for his/her academic performance in a theory course through Faculty Evaluation Theory (FET), Continuous Assessment Tests (CAT1 and CAT2) and End Semester Examination (ESE).

10.1.2 The relative weightage for the theory courses having ESE shall be generally as shown in the Table 10.1.2

Table 10.1.2: Weightage for the theory courses in %

FET	CAT1	CAT2	ESE
20	15	15	50

The details of the weightage of each course shall be listed in the structures of each program.

10.1.3 FET shall be based on student's performance in assignments, quizzes, seminars, Course projects and field assignments, term papers, etc. The mode of FET shall be decided and announced by the Course Instructor at the beginning of the course.

10.1.4 CAT1 shall generally be of one hour duration for each course and shall be held as per the schedule declared in the Academic calendar for that Semester. The test will be based on first two units of the course.

10.1.5 CAT2 shall generally be of one hour duration for each course and shall be held as per the schedule declared in the Academic calendar for that semester based on unit 3 and unit 4 of the syllabus.

10.1.6 ESE is of three hours comprehensive examination having the weightage of 60% for unit 5 and 6 and 40% to unit 1 to unit 4. It is of 100 marks

10.1.6 All examinations and evaluations shall be compulsory. Credits for a course shall be awarded only if a student satisfies evaluation criteria and acquires the necessary minimum grade.

10.1.7 There shall be no re-examination for CAT1 and CAT2 of the courses having all the three components of evaluation viz. FET, CAT1 CAT2 and ESE. However, a student remaining absent for CAT1 and CAT2 for representing the institute in state level or university level sports/co-curricular activities (on prior recommendation and approval from) or on valid grounds such as illness, death in family or other emergency reason which is beyond control of a student (on approval by the head of department and dean of respective school shall be considered for Make- up examinations.

10.1.8 A student remaining absent for ESE of a course either due to medical reason (Accident and/or hospitalization of a student) or other emergency circumstances (death of immediate close relative i.e. father, mother, brother and sister) or due to representing college at university/state level in sports/co-curricular activities shall be awarded with grade "I". Such a student shall be allowed to appear for make-up examination scheduled along with re-examinations of other courses. The student shall apply to COE with proper documentary evidence to appear for make-up examination. After make-up examination, a student shall be entitled to an appropriate grade as per Table I of Sec. 10.1.2 based on his/her performance during the regular semester and in make-up examination.

10.2 Assessment of Laboratory Courses:

10.2.1 The assessment of laboratory course shall be continuous and based on turn-by-turn supervision of the student's work and the quality of his/her work as prescribed through laboratory journals and his/her performance in viva-voce examinations uniformly distributed throughout the semester. Where ESE for the laboratory course is specified ESE shall be based on performing an experiment followed by an oral examination. The relative weightage for FEP and ESE for assessment of laboratory courses shall be 50% each for FEP and ESE and a minimum performance of 40% in both ISE and ESE separately shall be required to get the passing grade.

10.2.2 ESE for laboratory course shall normally be held before the ESE for theory courses and shall be conducted by a panel of examiners appointed by COE from the panel of experts approved by BOS. This activity shall be coordinated by Department Examination Coordinator (DEC) in consultation with HOD of the respective department.

10.2.3 Student failed in ESE of a laboratory course in a regular semester shall be eligible to appear for 100% examination conducted alongwith ESEs of laboratory courses of the subsequent semester. Such examination shall be fairly comprehensive (generally of 3 hours similar to POE i.e. Practical-Oral-Examinations) to properly judge his/her practical skill and theoretical knowledge for that laboratory course. He/She shall suffer one grade penalty.

11.0 The Grading System:

Absolute Grading System (AGS) is adopted based on absolute numerical marks obtained by the student during all stages of evaluation for a course.

11.1. Award of Grade (Regular Semester):

11.1.1 For every course registered by a student in a semester, he/she shall be assigned a grade based on his/her combined performance in all components of evaluation scheme of a course as per the structure. The grade indicates an assessment of the student's performance and shall be associated with equivalent number called a grade point.

11.1.2 The academic performance of a student shall be graded on a ten point scale. The Absolute Grading System is followed. Letter grades, the guidelines for conversion of marks to letter grades and their equivalent grade points are as given in Table 11.1.2

Table 11.1.2: Grade Table for Regular Semester

Marks Obtained	Grade Letter GL	Grade Point GP	Performance Description
90-100	**O**	**10**	Outstanding
80-89	**A+**	**09**	Excellent
70-79	**A**	**08**	Very Good
60-69	**B+**	**07**	Good
50-59	**B**	**06**	Above Average
45-49	**C**	**05**	Average
40-44	**P**	**04**	Pass
00-39	**F**	**00**	Fail
-	**Ab**	**00**	Absent
-	**X**	**00**	Detained (Failed)
-	**Satisfactory**	-	Pass in Non Credit Courses
-	**Un Satisfactory**	-	Failed in Non Credit Courses

11.1.3 A student shall pass the course if he/she gets any grade in the range "O" to "P".

11.1.4 “FF" grade shall be awarded to a student in a course if he/she gets less than 40% marks jointly in the FET, CAT1, and CAT2 & ESE for a theory course and in PET & ESE for a laboratory course. A course shall then be eligible to apply for re-examination. A student failed in laboratory course shall be eligible to apply only for 100% examination conducted with the laboratory examinations of the subsequent semester. In both cases, a student has to suffer one grade penalty.

12 Assignment of X Grade

Grade "X" in a regular course shall be given to a student if he/she falls in any of the following categories.

12.1 A student does not maintain the minimum 75% attendance in any of the theory or laboratory courses.

12.2 A student has not completed most of the Evaluations like FET, CAT1 and CAT2 due to non-medical reasons (for example when a student has missed all or most of the components of internal evaluation conducted by the instructor in that semester).

12.3 The performance of a student is less than 40% in FET, CAT1 and CAT2 Combined.

12.4 A student is guilty of any academic malpractice during semester (Such cases shall be dealt by Grievance Redressed and Discipline Committee).

In above four cases grade "X" shall be declared one week before ESE and intimated to the Academic Office and COE immediately thereafter. Such a student shall not be permitted to take the ESE of that course.

12.5 Grade "X" may be given to a student if

12.5.1 A student eligible for ESE remains absent for ESE of a course with no written intimation to Exam Cell within four days after the respective ESE is over.

12.5.2 A student is guilty of any academic malpractice during examination. (Such cases shall be dealt by Grievance Redressal Committee).

In 12.5.2 grade "X" in that course shall be declared after Grievance Redressed Committee confirms the academic malpractice.

In above two cases when a student gets "X " grade in a course, then this shall be treated as "FF" for the purpose of calculation of Semester Performance Index (SGPI) and First Year Performance Index (FYPI) or Cumulative Performance Index (CGPI).

Following rules apply to the student who has obtained grade "X" in a regular semester:

12.6.1 A student obtaining grade "X" in a course in a regular semester or during examination shall be not be allowed to appear for End semester examination and also Re ESE conducted before the beginning of the next semester. His/her FET, CAT1 and CAT2 evaluations for all courses shall be treated as null and void. He/She needs to re-register for courses of that semester in the next academic year whenever they are offered and undergo all evaluations along with fresh regular students for which he will get one grade penalty.

12.6.2 Grade "I" shall be declared in a theory/laboratory course if a student has satisfactory performance FET, CAT1, CAT2 and has fulfilled the 75% attendance requirement, but has not appeared for ESE due to genuine reasons. Such students shall be eligible for the make-up examination of ESE only on medical grounds/valid reasons and on production of authentic medical certificate or other supporting document/s (as required by the University) to the COE within ten days after the respective examination is over. The application form with requisite amount of fees must be submitted to the Exam Cell before the last date of filling such application forms for make-up examinations. These examinations shall be based on 100% syllabus and shall

be scheduled before the commencement of the subsequent semester for theory courses and along with ESEs of laboratory courses of the subsequent semester. A student with "I" grade when appears for the make-up examination shall be eligible to obtain a regular performance grade ("O" to "F") as per Table 11.1.2 depending on his/her overall performance in FET, CAT1 ,CAT2 and make-up examination. If a student fails to appear for make-up examination too, a grade "XX" shall be awarded to him/her. Thus "I" is only a temporary grade and shall be replaced by a valid grade only after make-up examination.

14.2.4 There shall be a few audit courses as per the policies of the institute or as decided by DPC of respective program. The grade "PP" (Passed)/ "NP" (Not Passed) shall be awarded for such courses depending upon the performance of a student evaluated by the faculty in-charge. No grade points shall be associated with these grades and performance in these courses shall be not taken into account in the calculation of the performance indices (SGPI, CGPI). However, the award of the degree shall be subject to obtaining a "PP" grade in all such courses.

14.3 Award of Grades for Re-Examination:

14.3.1 A student who has obtained grade "F" in regular semester shall be eligible to appear for re-examination conducted before the commencement of the next regular semester. In such cases FET, CAT1 and CAT2 marks are carried forward and a student has to suffer one grade penalty

14.3.2 A student shall apply for re-examination before the last date of such application and shall appear for re-examination.

14.3.2 50% weightage similar to ESE shall be given to re-examination and there is one grade penalty.

14.3.3 A student who has obtained "F" grade in ESE of a regular semester and has not availed re-examination option or a student who has obtained "F" grade in both ESE and re-examination shall be eligible to choose one of the two options below to clear his/her backlog:

- Re-registration for the next regular semester course whenever that course is offered.
- Appearing for ESE of the course when conducted...
  A student detained in a regular semester due to either a) by obtaining "X" grade or b) by involvement in academic malpractice or c) by breaking the institute code of conduct and discipline can re-register for the course when offered next

Following rules apply for these cases:

14.4.1 In first case i.e. Re- registration the earlier performance of a student in all the evaluations of that course shall be treated as null and void. The student has to undergo all the evaluations after re-registration.

14.4.2 Grades for Third and Subsequent attempts:

If A student opts for ESE or Re ESE who previously had obtained grade "F" in a course in two attempts, his/her FET, CAT1 and CAT2 performance of the regular semester shall be considered for evaluation and He/She has to suffer two grade penalty for the third attempt and for 4th and subsequent attempts shall be awarded a grade "P" or "F" or "X" based on his/her performance.. However, if a student takes more than three chances (regular examination being the first chance, re-examination being the second chance, to clear a course, then the maximum passing grade that he/she can get shall be only "P". Thus a student has to suffer a grade penalty by accepting a lower grade than that obtained in the regular examination, re-examination, or examination for a re-registered course.

15. CALCULATION OF PERFORMANCE INDICES:

15.1. Semester Grade Point Average (SGPA)

The performance of a student in a one specific semester is indicated by SGPA. SGPA is a weighted average of the grade points obtained in all courses registered by the students during the semester. SGPA can be calculated by following equation.

$$SGPA = S_i = \frac{\sum_{i=1}^{n} C_i P_i}{\sum_{i=1}^{n} C_i}$$

Where, i = 1,2,3…….n are number of courses during semesters. C = No of credits associated with that course and P = Grade point earned in that course. SGPA will be rounded off to two decimal places.

15.2 Cumulative Grade Point Average (CGPA)

The total cumulative performance of a student at the end of specific semester is indicated by CGPA. An up-to-date assessment of the overall performance of a student for the courses from the first semester onwards till completion of the program shall be obtained by calculating Cumulative Grade Point Average (CGPA).

CGPA is a weighted average of the SGPA obtained in all semesters by the students during the semesters. CGPA can be calculated by following equation.

$$CGPA = \frac{\sum_{j=1}^{n} C_j S_j}{\sum_{j=1}^{n} C_j}$$

Where, j = 1,2,3…….n are number of semester during program. C = Total No of credits in the semester for which CGPA is to be calculated.

CGPA will be rounded off to two decimal places.

Conversion of CGPA to percentage marks for CGPA ≥ 4.5 can be obtained using equations. Percentage marks = (CGPA x 10) – 7.5.

15.3 For the students acquiring "I" grade (which is only a temporary grade) in any of the courses, SGPA, CGPA shall be calculated only after make-up examination.

15.4. First Year Performance Index (FYPI): **(Applicable For B. Tech Programs Only)**

15.2.1 For a student registered in Sanjay Ghodawat University Kolhapur right from the First semester, First-Year-Performance-Index (FYPI) shall be calculated as weighted average of the grade points obtained in all the courses registered by him/her in semesters I and II only.

$$\text{FYPI} = \frac{\sum_{i} C_i g_i}{\sum_{i} C_i}$$

Where summation is for all the courses registered by a student in first two semesters. FYPI shall be calculated when SPI for the second semester is calculated. FYPI shall be rounded off to two decimal places.

15.2.2 FYPI shall reflect all the courses undergone by a student in the first year including the courses in which he/she has failed. FYPI may get modified in the subsequent semesters whenever a student clears his/her first year backlog courses.

15.2.3 If a student has been awarded "I" grade in the regular semester course of the first year then, FYPI shall be calculated after the make-up examination on the basis of the grade obtained by that student in a make-up examination.

15.2.4 If a student has obtained grade "F" or "X" at any time in any of the courses registered by him, then zero grade points corresponding to these grades shall be taken into consideration for calculation of FYPI.

16 Maximum Duration for Completing the Program

Maximum duration for completing any program UG/PG offered by Sanjay Ghodawat University is respective program duration plus two additional years.

Maximum duration for getting the B. Tech degree for students admitted in the first semester of UG program is, program duration plus two additional years (i.e. 12 Semesters and 6 academic years) For lateral entry student academic admitted in the third semester shall be (10 Semester and 5 Years).

The maximum duration of the program includes the period of withdrawal, absence and different kind of leaves permission to student but excludes the period of rustication of the student from the university however genuine case an confidential of valid reason may be referred to academic council for extending this limit by additional criteria

17 NFTE (Not Fit For Technical Education) **(Applicable to B Tech program only)**

It is mandatory for the student to earn all credits of first year specified for semester I & II or eligible for ATKT as per the rules to seek admission to semester III of second year in three years from the date of admission to avoid NFTE. If a student fails to become eligible for admission to Semester III in three year form the date of his admission, he shall be declared as "Not Fit for Technical Education" leading to discontinuation of his/her registration with the university. Such cases should be put up in the academic council.

19. Academic Progress Rules (ATKT Rules):

19.1 A student shall be allowed to register for the courses of the next year's odd semester only if he/she has earned all the credits of the previous year and has earned at least 75% credits of the current year. If 75% calculation turns out to be a mixed number (integer + fraction) then only the integer part of that number shall be considered for deciding the eligibility for ATKT.

At the end of 1st year a student shall be allowed to keep terms (ATKT) to 2nd year of study provided he/she attends course work prescribed for 1st year with prescribed attendance and successfully earned at least 75% of the total credits specified for 1st year program.

For Example: Total credits for B. Tech first year 2017-18, are 45 (Total of Semester I and II). A Student should earn mininum75% of the 45 Credits i.e. 33.15 (Rounded to 33 Credits). A student can go to next higher class with a maximum backlog of 12 credits of semester I & II of the first year.

Student, who fails to earn those credits, cannot register for next semester, either it can re-registrar for the course and credits or can use the next opportunity to earn the credits when exams are conducted. .

(b) At the end of 2nd year a candidate shall be allowed to keep terms to 3rd year of study provided he/she attends course work prescribed for 2nd year with prescribed attendance, and successfully cleared 1st year program and at least 75% of total credits prescribed for 2nd year program.

(c) At the end of 3rd year a candidate shall be allowed to keep terms to final year of study provided he/she attendants course work prescribed for 3rd year with prescribed attendance, and should have completed 2nd year program and 75% of total credits prescribed for 3rd year program.

All such candidates fulfilling the above criteria shall be declared as FAILED, ATKT.

A student shall be allowed to take admission for odd semester of next academic year only if he/ she have earned all the credits of the previous year and 75% happens to be a decimal, it is rounded to only integer part.

20 Semester Grade Report:

20.1 Semester grade report reflects the performance of a student in that semester (SGPI) and also his/her cumulative performance for the first year (FYPI) and also the cumulative performance since the third semester of his/her study (CGPA).

20.2 The semester grade card issued at the end of each semester/ summer term to each student shall contain the following.

- The credits for each course registered for that semester.
- Any audit course/s undertaken by a student in a Semester.
- The letter grade obtained in each course.
- The total number of credits earned by a student for the first year separately.
- The total number of credits earned by a student since the 3rd semester onwards.
- SGPI, FYPI, CGPI.
- A list of backlog courses, if any.
- Remarks regarding eligibility of registration for the next semester.

20.3 Semester grade card shall not indicate class or division or rank however a conversion from grade point index to percentage based on CGPI shall be indicated on the final grade card of the program.

21 Award of Degree:

Following rules prevail for the award of degree.

- A student has registered and passed all the prescribed courses under the general institutional and departmental requirements.
- A student has obtained CGPI ≥ 4.75.
- A student has paid all the institute dues and satisfied all the requirements prescribed.
- A student has no case of indiscipline pending against him/her.
- Academic Council shall recommend the award of degree to a student who is declared to be eligible and qualified for above norms.

22.0 Grace Marks

- Maximum total grace marks will be 1 % of the total theory credit courses x 100 subjected
- To maximum 6 marks in that semester.
- Grace marks will be given candidate for change in grades for theory credit courses, i.e. from
- Fail to pass grade only and will be reflected in final ESE marks.
- The grace marks are applicable only for maximum 1/3rd courses (rounded to higher
- Integer part i.e. if there are 4 theory courses then 4/3 = 1.33 = 2 courses).
- Maximum grace marks will be distributed in maximum courses
- Benefit of grace marks is not applicable for any medal/award.
- Applicable to theory and (Theory + Practical Courses). If is not applicable for Practical courses.
- Scheme for grace marks only can be used when the student will pass in all courses of That semester.

23.0 CGPA Improvement Policy for Award of Degree:

An opportunity shall be given to a student who has earned all the credits required by the respective program with CGPA greater than or equal to 4.00 but less than 4.75 to improve his/her grade by allowing him/her to appear for ESE examinations of maximum two theory courses of seventh semester. Such examinations shall be scheduled along with re-examinations/make-up examinations. However, CGPA shall be limited to 4.75 even though the performance of a student as calculated through modified CGPA becomes greater than 4.75.

Conclusions:

The academic policies regarding conduct of programs in Sanjay Ghodawat University Kolhapur are published in this document. The Academic Council shall reserve the right to modify these policies as and when required from the point of view of achieving academic excellence. In special and abnormal cases (i.e. the cases not covered through above rules) the decision of the (Chairman, Academic Council shall be final and shall be binding on all concerned.

Chairman

Academic Council

SCHOOL OF COMMERCE AND MANAGEMENT

School of Commerce and Management (SCM) is committed towards creating, preserving and imparting internationally benchmarked knowledge & skills to a diverse community of students. SCM provides a variety of opportunities for students to improve their employability. SCM capitalizes on the industry and academic experience of its faculty to prepare students to work effectively in today's complex and challenging business environment. SCM offers undergraduate commerce courses (B.Com), postgraduate commerce courses (M. Com.), undergraduate (B.B.A.), postgraduate (M.B.A.). The commerce and management offer UG and PG programs in management, which are industry oriented with a right mix of knowledge in areas of Management, Commerce and Finance. The aim of management courses undergraduate (B.B.A.), postgraduate (M.B.A.) and commerce programs offered by SCM is to enable students to embark upon a management career.

BACHELOR OF COMMERCE

The B.COM Program is unique with emphasis on case based learning, state of the art infrastructure, emphasis on acquiring practical and life skills, establishing long and lasting Institute-Industry interface culminating in paving successful careers for all B.COM graduates.

BACHELOR OF BUSINESS ADMINISTRATION

The BBA Program offered by School of Commerce and Management is aimed to stimulate in students an interest in Business Management and Administration which will lead to employment and personal growth and making them good human beings and responsible citizens of the society.

MASTER OF BUSINESS ADMINISTRATION

The MBA Program is unique with emphasis on case based learning, state of the art infrastructure, emphasis on acquiring practical and life skills, establishing long and lasting Institute-Industry interface culminating in paving successful careers for all MBA graduates.

Sanjay Ghodawat University Kolhapur

Structure for Masters of Business Administration Program(2017-18)

Semester I										
Course Code	**Course Title**	**L**	**T**	**Pr**	**C**	**Component**	**Evaluation Scheme for (L T P)**			
							Exam	**WT(%)**	**Min Passing %**	
MMC501 (PC| SM) Version: 1.0	Principles and Practices of Management	3	-	-	3	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC503 (PC| SM) Version: 1.0	Accounting For Managers	3	1	-	4	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC505 (PC| SM) Version: 1.0	Business & Corporate Laws	3	1	-	4	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC507 (PC| SM) Version: 1.0	Business Numerical (QTM)	3	1	-	4	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC509 (PC| SM) Version: 1.0	Organisational Behaviour	3	-	-	3	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC511 (PC| SM) Version: 1.0	Business Economics and Environment	3	-	-	3	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC513 (PC| SM) Version: 1.0	Information Technology for Management	1	-	2	2	Pr(100)	FEP	100	40%	40%
MMC515 (PC| SM) Version: 1.0	Professional Communication	1	-	2	2	Pr(100)	FEP	100	40%	40%
MMC517 (PC| SM) Version: 1.0	Social Media as a tool for Business Development	-	-	-	NC	Pr(100)	FEP	100	40%	40%
		20	**3**	**4**	**25**		Total Hrs: 27, Total Credits: 25			

Publication in Conference/Journal * Presentation in department
L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age
PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective
ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts
CAT –I Continuous Assessment Test I, CAT – II Continuous Assessment Test II, ESE End Semester Examination
IE : Internal Evaluation, IA : Internal Assessment, EE: External Evaluation

Sanjay Ghodawat University Kolhapur
Structure for Masters of Business Administration Program(2017-18)

Semester II										
Course Code	**Course Title**	**L**	**T**	**Pr**	**C**	**Evaluation Scheme for (L T P)**				
						Component	**Exam**	**WT (%)**	**Mini. Passing %**	
MMC502 (PC| SM) Version: 1.0	Operations Research	3	-	-	3	Th (100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC504 (PC| SM) Version: 1.0	Financial Management	3	-	-	3	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC506 (PC| SM) Version: 1.0	Marketing Management	3	-	-	3	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC508 (PC| SM) Version: 1.0	Human Resource Management	3	-	-	3	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC510 (PC| SM) Version: 1.0	Business Research Decisions	3	-	-	3	Th(100)	FET	20	40%	40%
							CAT I	15		
							CAT II	15		
							ESE	50	40%	
MMC512 (PC| SM) Version: 1.0	Management Information System	2	-	-	3	Th(100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC514 (PC| SM) Version: 1.0	Management Information System	-	-	2	1	Pr(100)	FEP	100	40%	
MMC516 (PC| SM) Version: 1.0	Fundamentals of Hospitality & Tourism Management	2	-	-	2	Th(100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC518 (PC| SM) Version: 1.0	Introduction to International Business	2	-	-	2	Th(100)	FET	20	40%	40%
							CAT II	30		
							ESE	50	40%	
MMC520 (PC| SM) Version: 1.0	Essentials of Business Analytics	1	-	2	2	Th(100)	FEP	100	40%	
MMC522 (PC| SM) Version: 1.0	Management Games	-	-	2	1	Pr(100)	FEP	100	40%	
	Total	**22**	**00**	**06**	**25**	**Total Hrs: 28, Total Credits: 25**				

Publication in Conference/Journal * Presentation in department
L: Lecture, T: Tutorial, Pr: Practical, C: Credits, Th. : Theory, WT: Weight Age
PC: Program Core, PE: Program Elective, UC: University Core, UE: University Elective
ST: School of Technology, SS: School of Sciences, SC: School of Commerce, SM: School of Management, SA: School of Arts
FET: Faculty Evaluation Theory, CAT –I Continuous Assessment Test I, CAT – II Continuous Assessment Test II, ESE End Semester Examination IE : Internal Evaluation, IA : Internal Assessment, EE: External Evaluation.

MBA PART I SEMESTER I

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC501	PRINCIPLES & PRACTICES OF MANAGEMENT	100

(Program Core, School of Commerce & Management) | (Ver 1.0)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	-	-	3	Theory (100)	FET	30	Min 40
					CAT I	10	
					CAT II	10	
					ESE	50	

Course Outcome(s)

At the end of the course the students should be able to:

CO1 Explain[2] and apply[4] management theories and concepts in practice.

CO2 Discuss[2]and communicate[1] the management evolution and how it will affect future managers.

CO3 Discuss[2]and practice management's planning and organizing functions.

CO4 Discuss[2]and practice management's leading and controlling functions.

CO5 Explain[5] how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.

CO6 Recognize[2] social responsibility and ethics ideologies to create sustainable organization.

SYLLABUS

UNITS	DESCRIPTION	HOURS
I	**Concept of Management:** Introduction of Management- Concept, Definition and Nature of Management, Functions, Roles and Responsibilities of Managers, Skills of Managers. Managing people in new era - Challenges of Management.	5
II	**Early Contribution in Management:** Scientific Management-Contribution of Tylor, Fayol's Principles of Management, Gilbreth, Human Relations approach; Contribution of Mayo-McGregor's Theory, Ouchi Theory Z; System Approach-the Contingency Approach, the Mckinsey 7-S Framework.	5

III	**Planning:** Nature and Purpose of Planning, the Planning Process, Principles of Planning, Types of Plan, Advantages and Limitations of Planning. Types of Objectives, importance of Objectives, setting Objectives, management by Objectives (MBO), benefits and Weaknesses of MBO.	5
IV	**Organizing and Staffing:** Nature and Purpose of Organizing, Bases of Departmentalization, Span of Management, Determinants of Span of Management, Line and Staff Relationship, Line-Staff Conflict, Bases of Delegation, Kinds of Delegation and Decentralization, Methods of Decentralization. Empowerment-Meaning. Staffing- Concept, Need. Human Resource Planning, Recruitment and Selection.	5
V	**Leading and Controlling:** Leading vs managing, Trait approach & contingency approach to leadership; Dimensions of leadership, Leadership behavior & Style; Controlling-Steps in Control Process-Need-Types of Control Method, Control as a feedback system, Techniques of Controlling-Benefits.	5
VI	**Recent Trends in Management:** Social Responsibility of Management and Business Ethics – Environment Friendly Management, Management of Change, Management of Crisis , Total Quality Management, International Management, Benchmarking, Six Sigma, Cross Cultural Issues in Management.	5

BOOKS

- Griffin, Management Principles and Applications, Cengage Learning, India 1st Ed.
- Harold Koontz, O'Donnell and Heinz Weihrich, Essentials of Management. New Delhi, Tata McGraw Hill, 2006.
- Kreitner, Management Theory and Applications, Cengage Learning, India, 2009.
- Prasad L M, Principles and Practice of Management, Sultan Chand & Sons-New Delhi, 2015.
- Richard L. Daft, Principles of Management, Cengage Learning, India, 2009.
- Robbins, Management, Pearson Education, 9th Ed., 2008.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC503	ACCOUNTING FOR MANAGERS	100

(Program Core, School of Commerce & Management) | (Ver 1.0)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	1	-	4	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Explain[2] basic concepts of financial accounting.

CO2 Record[1] business transactions and prepare Financial Statements of business accordance with generally accepted accounting principles.

CO3 Explain[2] depreciation and ratio analysis concepts.

CO4 Explain[2] and apply the knowledge of accounting standard in maintaining accounts of business organization.

CO5 Apply [3]cost accounting methods for evaluation of business performance.

CO6 Analyze[4] cost, volume and profit of business in to responsible business decision.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Financial Accounting:** Book-Keeping and Accounting;Financial Accounting – Concepts,Purpose and Conventions; Importance and Scope, Accounting Principles, Accounting Concepts.	5
II	**Managing Accounting:** Journal, Ledger, Trial Balance, and Preparation of Final Accounts with Adjustments. Branches of Accounting- Financial, Cost and Management Accounting.	5
III	**Depreciation:** Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple Problems Only.	5

IV	**Accounting Standards:** Disclosure of Accounting Policies (As-1), Valuation of Inventories (AS-2), Revenue Recognition (AS-9), Accounting of Property plant and equipment (AS-10), Accounting of investments (AS-13), (Theory), Introduction of IFRS.	5
V	**Cost Accounting:** Basic Concepts, Objectives, Need, Importance and Scope of Cost Accounting, Classification & Analysis of Cost, Methods and Techniques of Costs Accounting. Preparation of Simple Cost Sheet.	5
VI	**Decision Making Tools:** Meaning and Importance of Business Decisions, Marginal Costing, Break-Even Point, Cost Volume Profit Analysis, Application of Marginal Costing Techniques. Problems on Decision Making; Budgetary Control- Meaning, Need, Objectives, Essentials of Budgeting.	5

BOOKS

- Bhattacharyya Debarshi, Management Accounting, Pearson Education India, 2011.
- Clive Marsh, Financial Management for Non-Financial Managers, 1E, Kogan Page Publishers, 2012.
- Miriyala, Ravikant. Accounting Standard made easy, 7E, Bharat Law Publication, 2017.
- Pandey I. M., Management Accounting, 11E, Vikas Publishing House Pvt. Limited, 2015.
- S. N. Maheshwari, S. K. Maheshwari, Financial Management: Principles & Practice, 4E, Vikas Publishing House Pvt. Limited, 2009.
- Vijayakumar, Accounting for Management, Tata McGraw-Hill Education, 2010.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC505	BUSINESS & CORPORATE LAWS	100

(Program Core, School of Commerce & Management) | (Ver 1.0)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	1	-	4	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Demonstrate[5] perpetual base for understanding legal concepts and terminology related to management for achieving organizational goals.

CO2 Develop[1] effective development, interpretation, and expression of ideas through written, oral, and visual communication in legal framework

CO3 Knowledge[2] of procedural rules and evidentiary rules and understand the relationship between procedural rules and substantive law.

CO4 Inculcate[4] creative thinking, innovation, inquiry and analysis, evaluation and syntheses of information.

CO5 Strengthen the ability[3] to connect choices, actions, and consequences to ethical decision-making with the basic legal tools.

CO6 Explain[2]regulation to information& information technology related act.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Introduction to Business Law & Contract:** Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law; Law of Contract –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract.	5
II	**Contracts of Guarantee and Agency:** Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety; Contract of Agency – Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties	5

	and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney	
III	**Sales of Goods Act and Consumer Protection Act:** Law of sales of Goods – Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract; Consumer Protection Act-Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers	5
IV	**Law of Negotiable Instruments and Company's Act:** Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, crossing of cheques, Paying banker; The Company's Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up.	5
V	**Competition Act andIntellectual Property Laws**-The Competition Act-Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations, Miscellaneous Provisions, Finance, Accounts and Audit; Intellectual Property Laws:Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright-its Ownership and Infringement of Copyright, Civil Remedies for Infringement, Trademarks and Designs;	5
VI	**Regulation to Information:** Introduction, Right to Information Act, 2005, Information Technology (Amendment) Act, 2008, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences.	5

BOOKS

1. N.D.Kapoor, Elements of Mercentile Law, Sultan Chand & Sons.
2. Chawla, Garg & Sarin, Mercantile Law, Kalyani Publishers.
3. B.S. Moshal, Mercantile Law, Ane Books Pvt. Ltd.
4. S.S. Gulshan, Mercantile Law, Excel Books.
5. Avtarsingh, Company Law, Eastern Book Company.
6. R.K.Bhangia, Consumer Protection, Laws & Procedure.

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COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC507	BUSINESS NUMERICAL (QTM)	100

(Program Core, School of Commerce & Management) | (Ver 1.0)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	1	-	4	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Recognize[2] statistics concept for multi-disciplinary methods of classifying, tabulating and presenting techniques used for achieving decision making in organizations.

CO2 Implement[5] the life-long learner's skills and competencies developed throughout the course for improved decision making.

CO3 Create[2] models for applied data for making effective management decisions.

CO4 Formulate[3] modules that would help them create innovative management strategies for decision making.

CO5 Explain[2] Probability concepts, Addition Law and Multiplication Law.

CO6 Explain[2] the hypothetical models using data and applying it for decision making.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Introduction to Statistics:** Definition, Importance and Scope in Managerial Decision Making , Collection of Data - Primary Data and Secondary Data, Presentation of Data - Classification and Tabulation of Data, Pie Diagrams, Histograms, Frequency Polygons, Ogives, Application of Diagrams and Graphs.	05
II	**Measures of Central Tendency:** Arithmetic Mean, Geometric Mean and Harmonic Mean, Median and Mode, Quartiles and Percentiles. Measures of Variation Concepts, Range, Mean Deviation, Standard Deviation, Coefficient of Variation.	05
III	**Correlation and Regression:** Concepts, Scatter Diagram, Coefficient of Correlation - Karl Pearson's and Spearman's Rank Correlation, Regression Analysis - Regression Lines and Regression Coefficient. Business Forecasting Methods of Forecasting, Time Series Analysis: Components of Time Series.	05

IV	**Index Numbers:**Concepts and Applications, Unweighted Index Numbers, Weighted Index Numbers, Consumer Price Index Numbers.	05
V	**Probability:** Concepts, Addition Law, Multiplication Law, Conditional Probability and Bayes' Theorem, Normal Distribution. Estimation of Parameters Point and Interval Estimation, Confidence Limits for Population Mean, Proportion, Difference of Means and Proportions.	05
VI	**Sampling and Hypothesis Testing:** Concepts, Random Sampling and Non Random Sampling, Sampling Distribution – Central Limit Theorem, Sampling Distribution of the Mean, Proportions, Difference of Means and Proportions. Type I and Type II Errors, One Tailed and Two Tailed Test, Chi Square Test, Analysis of Variances - ANOVA tables, One-Way Classification, Statistical Quality Control Charts.	05

BOOKS

- Gerald Keller, Statistics for Management and Economics, 10E, South Western Publisher, 2015.
- Lawrence S. Meyers, Glenn C. Gamst, A.J. Guarino, Performing Data Analysis using IBM SPSS, Wiley, 2015.
- Hair, Multivariate Data Analysis, 7E, Pearson Education India, 2014.
- Richard Levin, Davis S Rubin, Sanjay Rastogi, M H Siddiqui, Statistics for Management, 7E, Pearson Education India, 2012.
- Dr. Radha Mohan, Using SPSS in Research, 1E, NeelkamalPblisher, 2016.
- Asthana &BrajBhushan, Statistics for Social Sciences (With SPSS Applications), 2017.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC509	ORGANIZATIONAL BEHAVIOR	100

(Program Core, School of Commerce & Management) | (Ver 1.0)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	-	-	3	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Explain[1] the basic concepts of organizational behavior and management functions and leadership styles.

CO2 Learn[1] the micro dynamic components of organizational behavior and its implications.

CO3 Classify[3]different theories of stress and derive innovative strategies for stress management.

CO4 Explain[4] the organizational development and change strategies for better business process.

CO5 Understanding[2] the importance of groups, teams and group dynamics.

CO6 Explain[1] the Organizational Structure and its Design.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Introduction to Organizational Behavior:** Concept of Organizational Behavior (OB), Nature and other similar fields of Study, Disciplines of Contributing to OB, Challenges in Organizational Behavior, Applying OB Knowledge in Management Practices, Role of OB, Management Functions and Roles, Management Skills	5
II	**Leadership:** Leadership Concept, Leadership Styles, Leadership Theories : Trait Theory, Behavioral Theory, Situational Theory, Managerial Grid, Fiedler's Contingency Model, Hersey-Blanchard 'S Situational Model, Path-Goal Theory.	5
III	**Personality and Perceptions:** Individual Differences, Factors Affecting and Causing Individual Differences, Implications of Individual Differences. Emotional Intelligence, Personality: Concept, Personality Traits, Types of Personality, Factors Determining Personality, Organization Application of Personality. Perceptions – Importance – Factors Influencing Perception – Interpersonal Perception- Impression Management.	5

IV	**Motivation, Attitude and Stress:** Motivation – Meaning, Importance – Types – Theories of motivation - Effects on Work Behavior; Attitude – Meaning, Nature, Components of Attitude, Job Satisfaction; Stress and Behavior:Concept, Nature and Sources of Managerial Stress; Stress and Personality. Verbal and Non-Verbal Indicators of Stress - Assessment and Management.	
V	**Group and Individual:** Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Interpersonal Communication and Its Impact on Group – Team building - Interpersonal relations – Communication – Control. Conflict Management – Nature of Conflict – Types of Conflict.	5
VI	**Organizational Structure and Design:** Organizational Structure and Design – Organization Development – Organization Culture – Organization Change – Learning Organization - Current Trend in OB.	5

BOOKS

- Aswathappa K., Organizational Behavior, 12/E (PB), Himalaya Publishing House,2015.
- D M Pestonjee, Stress and Work: Perspectives on Understanding and Managing Stress,1/E, SAGE Response, 2013.
- Dr. C.D. Balaji, Organizational Behavior (CDB), Margham Publications, 2016.
- Margie Parikh, Rajen Gupta, Organisational Behaviour,1/E, McGraw Hill Education, 2017.
- Mullins, Management & Organizational Behavior 10/E, Pearson Education India, 2016.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behavior, 16/E, Pearson Education, 2016.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC511	BUSINESS ECONOMICS & ENVIRONMENT	100

(Program Core, School of Commerce & Management) | (Ver 1.0)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	-	-	3	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Recognize[2] basic economic theory applicable to decision making within the firm.

CO2 Recognize[2]the economic concepts and principles and apply demand forecasting techniques.

CO3 Discuss[2] and apply[3] production and cost concepts.

CO4 Identify[2] pricing under different market structures.

CO5 Evaluate[3] the macro-economic components for effective managerial decision making.

CO6 Learn[2]andexplain[2] trade cyclestabilization policies.

SYLLABUS

UNITS.	DESCRIPTION	Min. Hours
I	**Introduction to Managerial Economics:** Managerial Economics – Nature, Scope; Basic model of the Firm and Role of profits; Optimisation – Concepts & Techniques; Marginal and Incremental analysis.	5
II	**Demand and the Firm:**Demand and Demand Function, Elasticity of Demand, Consumer's Behaviour – Cardinal Utility Analysis, Indifference curve analysis of demand; Demand Forecasting: Meaning, Level of Demand Forecasting, Methods of Demand Forecasting-Survey Methods, Statistical Methods, Demand Forecasting for a New Products.	5
III	**Theory of Production and Cost Analysis:** The theory of Production – Returns to a variable factor, Production function withtwo variable inputs, Optimum input combination, Cost Analysis, Supply and itselasticity.	5
IV	**Pricing Practices and Strategies:** Price and Output Decisions in Various Market Structures under Perfect Competition-Monopoly, Monopolistic Competition,	5

	Oligopoly; Pricing Strategies- Cost plus pricing, Price discrimination, Pricing of multiple products, Transfer pricing, Game Theory.	
V	**Macroeconomics**: Determination of Exchange Rate. Effects of Changes in trade on Exchange Rate. Purchasing Power Parity and Exchange Rates: Fixed and Flexible. Net Export and Output in an Open Economy. Impact of Trade on GDP. Open Economy Multiplier.	5
VI	**Trade Cycles and Stabilization Policies:**Trade Cycles: Concept, Theories of Trade Cycles and Aggregate Demand;Stabilization Policies-Introduction, Economic Stability, Instruments of economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls.	5

Note **:Practical Assignments and case studies on respective units and concepts.

BOOKS

- Debes Mukherjee, Essentials of Micro and Macroeconomics, 3E, New Central Book Agency, 2010.
- Dominick Salvatore, Managerial Economics: Principles and Worldwide Application, 7E, Oxford Press, 2012.
- Maheshwari Y, Managerial Economics, 3E, Prentice Hall India Learning Private Limited, 2012.
- Marijs A. J., Economics and the Business Environment, New Edition, Routledge Chapman & Hall, 2008.
- Mithani D M,Managerial Economics: Theory and Applications, Himalaya Publishing House, 2016.
- Pailwar, Economic Environment of Business, 3E, Prentice Hall India Learning Private Limited, 2012.
- Shaikh Saleem, Business Environment 3E, Pearson Education India, 2015.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC513	INFORMATION TECHNOLOGY FOR MANAGEMENT	50

(Program Core, School of Commerce & Management) | (Ver 1.0)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
1	-	2	2	Pr(100)	FEP	100	40%	40%

Course Outcome(s):

After completion of this course, students should be able to

CO1 Explain[1] the basic concepts of Information technology, hardware and software types.

CO2 Discuss[1] the Operating system environment as basic of information technology environment.

CO3 Describe[3]the various models of database with its applicationfrom storage to processing to decision making and discuss[2] modules of data warehouses and techniques of mining techniques.

CO4 Analyze[2]the impact of E-commerce & E-banking application on business.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Introduction to Information Technology (IT):** Basics of Information technology, Components of IT, Hardware, Software, Basic Functions of Operating System.	2
Practical	Visit an organization to Study the IT infrastructure which Includes detailed information about Hardware, system & Application software, network type. Submit a report.	5
II	**Computer Network:**Concept, Types of Network- LAN, WAN, MAN, Network Topologies. Components of the Internet Browser, Search Engine –Applications of Internet –Websites, Blogs, Email.	2
Practical	Study different types of networks in an organization.	5
III	**Database Management (DBMS), Data Warehousing and Data Mining Warehouse:** Basics of DBMS, Benefits OF DBMS, Database Models – Hierarchical Network and Relational, Applications of DBMS in Business	3

	Organization. Introduction to Data Warehouse and Data Mining.	
Practical	Study of Applications of DBMS in various functional areas of management (HRM, Finance, Marketing, Production etc.).	5
IV	**Introduction to E- Business:**E-Commerce: Definition, Concept, Types of Ecommerce, M-commerce. E-Banking, Tools, Security Threats and Control Measures in E-Banking.	3
Practical	Practical on E-commerce and E-banking with online Payment System. (NEFT and RTGS).	5

BOOKS

- B Muthukumaran, Information Technology for Management, Oxford University Press, 2010.
- Efraim Turban, Linda Volonino, Information Technology for Management: Transforming Organizations in the Digital Economy, 7E, Wiley, 2010.
- ElmasriRamez, NavatheShamkant, Fundamentals of Database System,7E, Pearson Education, 2017.
- Henry Lucas, Information Technology for Management,7E, McGraw Hill Education,2017.
- PaulrajPonniah, Data Warehousing: Fundamentals for IT Professionals, 2E, Wiley, 2012.
- Rajiv Chopra, Database Management Systems (DBMS), 5E, S Chand Publishing, 2016.

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COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC515	PROFESSIONAL COMMUNICATION	50

(University Core, School of Commerce & Management) | (Ver 1.0)

Lect.	Tut.	Pract.	Credits	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
1	-	2	2	Pr(100)	FEP	100	40%	40%

Course Outcome(s):

After completion of this course, students should be able to

CO1 Explain[1] foundation of communication process with its significance in today's workplace and analyze[4]key messages that can help in advance communication.

CO2 Apply[3] principles of effective business writing and document design in all written documents.

CO3 Develop[4] listening skills so as to be an effective manager.

CO4 Learn[1] key forms of business etiquettes.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Communication:** Communication - Meaning, Importance, Process of Communication; Techniques &Barriers of Effective Communication; Importance of Effective Communication in the Workplace; Media and Types of Communication.	2
Practical	Study ofMedia and Types of Communication/ Barriers of Effective Communication.	5
II	**Professional Writing Skills:** Need, Functions & Types of Business Letters, Planning & Layout of Business Letter; Enquiries and Replies - Placing and Fulfilling Orders - Complaints and Follow-Up - Sales Letters; Circular Letters - Notices, Agenda, Minutes of the Meetings and Memos;	3
Practical	Hands on practice for different types of Letter writing/circular/minutes/memo writing/ Writing Application for Employment and CV/Report Writing.	5

III	**Listening & Presentation Skills:** Listening Skills: Introduction; Listening to Customers, Team Members and Managers; Presentation Skills -Planning and creating effective power point presentation. Mock Interview and Group Discussion;	3
Practical	Preparation of power point presentations/Group discussion/Mock Interview.	5
IV	**Corporate Etiquette:** Use of ICT for business communication; Intercultural communication; Office Etiquette; Meeting Etiquette; Telephone Etiquette; Email Etiquette; Presentation Etiquette.	2
Practical	Practice on Telephonic Etiquette; Email Etiquette; Presentation Etiquette.	5

BOOKS

- Alok Jain, Pravin S.R. Bhatia & A.M. Sheikh, Professional Communication Skills, S. Chand Limited, 2008.
- ArunaKoneru, Professional Communication, 1E, McGraw Hill Education, 2008.
- James R. DiSanza, Nancy J. Legge, Business and Professional Communication: Plans, Processes, and Performance, 6E, Person Publisher.
- John Adhair, Effective Communication: The Most Important Management Skill of All, Pan Macmillan; Reprints edition, 2009.
- Konar N, Communication Skills for Professionals,2E, Prentice Hall India Learning Private Limited, 2011.
- VivekBindra, Everything About Corporate Etiquette, Bloomsbury India, 2015.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC517	SOCIAL MEDIA AS A TOOL FOR BUSINESS	50
	(Program Core, School of Commerce & Management) | (Ver 1.0)	

Lect.	Tut.	Pract.	Credits	Evaluation Scheme				
				Component	Exam	WT (%)	Mini. Passing %	
-	-	-	NC	Pr(100)	FEP	100	40%	40%

Course Outcome(s):

After completion of this course, students should be able to

CO1 Discuss[1] the evolution of social media marketing and identify related ethical issues to communicate its impact on businesses.

CO2 Explain[2] how to develop effective social media marketing strategies for various types of industries and businesses.

CO3 Describe[3] the major social media marketing portals that can be used to promote a company, brand, product, service or person.

CO4 Evaluate[5] a company's current situation, isolate social media issues and provide solutions by identifying appropriate social media marketing portals to influence consumer and improve the company's reputation.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Introduction to Social Media:** Introduction to Social Media, Digital & Social Media Concepts, Social Media Revolution, Types of social media.	2
II	**Social Media for Business** -Social Media as a Business Tool for Marketing - Current & Traditional Marketing Methods - Pros & Cons; Marketing Research Using Social Media.	2
III	**E-Commerce & Social Media:** Introduction to E-commerce & Digital Marketing Concepts - Social Media Advertising, Social Media Strategy, Do's and Don'ts on Social Media, Risks of Social Media –Law & Ethics for Social Media Use.	2
IV	**Social Media in 21st Century:** Future of Social Media Landscape, The WEB and Social Media in Future, Social Media as a Tool for Social Change, Challenges in 21st Century.	2

BOOKS

- Amy Van Looy, Social Media Management, 1E, Springer Nature, 2015.
- Christer Holloman, The Social Media MBA in Practice, John Wiley & Sons, 2013.
- David Meerman Scott, The New Rules of Marketing & PR, John Willey & Sons.
- ShyamaHyder, The Zen of Social Media Marketing, 4E, Benbella Books INC.
- VanitaKohli-Khandekar, The Indian Media Business,4E, Sage Publications India Private Limited, 2017.0
- Venke Sharma, HushidarKharas, The Indestructible Brand: Crisis Management in the Age of Social Media, 1E, Sage Publications India Private Limited, 2017.

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MBA PART I SEMESTER II

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC502	**OPERATIONS RESEARCH**	100

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	-	-	3	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Understand[1]the need and importance of operation research technique in decision making

CO2 Analyze[2] the various operational research technique and concepts for various managerial solving.

CO3 Develop[3] research based thinking and use of quantitative tools for business.

CO4 Understand[2]the concept of project management with its application.

CO5 Analyse[4] the sequencing problem.

CO6 Learn Queuing Model for better service of customer.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Introduction to Operations Research:**Concept, Scope and Applications of Operation Research in managerial decision-making. Decision-making environments - Decision-making under certainty, uncertainty and risk situations; Decision tree approach and its applications.	5
II	**Linear Programming &Transportation Problem:** Linear programming: Mathematical formulations of LP Models for product-mix problems; graphical andsimplex method of solving LP problems; sensitivity analysis; duality; Transportation problem: Various methods of finding Initial basic feasible solution and optimal solution.	5
II	**Game Theory:** Concept of Game; Two-Person Zero-Sum Game; Pure and Mixed	5

	Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for Solving Mixed Strategy Game.	
IV	**Project Management:** Rules for Drawing the Network Diagram, Applications of CPM and PERT Techniques in Project Planning and Control; Crashing of Operations.	5
V	**Sequencing Problem:** Sequencing Problem: Johnsons Algorithm for n Jobs and Two machines, n Jobs and Three Machines, Twojobs and m - Machines Problems;	5
VI	**Queuing Theory:** Characteristics of M/M/I Queue model; Application of Poisson and Exponential distribution in estimating arrival rate and Service Rate; Applications of Queue Model for Better Service to the Customers.	5

BOOKS

- Kothari, Quantitative Techniques, 3E, Vikas Publications.
- S Kalawathy, Operation Research, 5E, Vikas Publications.
- Sharma J K, Operations Research, 3E, Pearson.
- TahaHamdy, Operations Research - An Introduction, 9E, Prentice-Hall.
- Vohra, Quantitative Techniques in Management, 2E, Tata McGraw-Hill.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC504	FINANCIAL MANAGEMENT	100

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	-	-	3	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Understand[2] the basic aspects of financial management so that the organizational goals can be achieved effectively and efficiently.

CO2 Learn[1] different techniques of capital budgeting.

CO3 Learn[1] the concept of capital structure and its relationship with EPS.

CO4 Applying[3]practical skills for preparing working capital .

CO5 Analyze[4]different techniques of inventory management.

CO6 Analyze[4]different techniques of cash management.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Financial Management:** Traditional and Modern Concept of Finance, Function, Nature, Importance; Financial Planning – Meaning and Steps; Profit maximization vs. Wealth maximization. Functions of Finance Manager. Source of finance.	5
II	**Capital Budgeting:** Capital Budgeting Decisions, Evaluation of Projects using DCF and Non DCF methods. Problems on Capital budgeting. Leverage –Meaning, Significance, types and problems on leverages.	5
III	**Capital Structure:** Capital Structure, Theories of Capital Structure, Designing Optimal Capital Structure, EBIT, and EPS Analysis; Dividend – Policies, Forms of Dividends**;**Theories; Problems on EPS.	5

IV	**Working Capital Management:** Concept& Need of working Capital, Operating and Cash Conversion Cycle, Determinants of Working Capital, Problems on Working Capital.	5
V	**InventoryManagement:** Nature, Need, Objective of Inventory Management, Inventory Management Techniques.	5
VI	**Cash Management:** Facets of Cash Management, Motives for Holding Cash, Techniques of Cash Management.	5

BOOKS

- Rustagi R.P, Financial Management: Theory Concept and Problems, 3E Galgotia Publication Company.
- Pandey I M., Financial Management, 10E, Vikas Publication House Pvt. Ltd.
- Chandra Prasanna, Financial Management Theory and Practice, 5E, Tata McGraw-Hill Publishing Company Ltd.
- Khan M Y and P K Jain, Financial Management: Text and Problems and Cases, Tata McGraw-Hill Publishing Company Ltd.
- Brealy and Myers., Principles of Corporate Finance., 3E, Tata McGraw Hill.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC506	**MARKETING MANAGEMENT**	100

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	-	-	3	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Identify[1] core concepts of marketing and the role of marketing in business.

CO2 Understand[1]importance of the marketing environment.

CO3 Understand[1] the role of consumer behavior in making marketing decisions.

CO4 Apply[3] the concepts, strategies, and applications involved in product and price Decision.

CO5 Understand[1] the concept of brand management.

CO6 Define[3] and apply[4] commonly used promotion terms, concepts, and tools

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Introduction to Marketing Management:**Introduction –Meaning of Market and Marketing, Nature, Importance& Scope of Marketing, Core Concepts of Marketing, Marketing Environment, Difference between Sales & Marketing. Marketing Mix.	5
II	**Segmentation, Targeting & Positioning:** Concept of Market Segmentation, Benefits of Market Segmentation, Bases for Market Segmentation, Process of Market Segmentation, Targeting, Market Positioning.Marketing Planning.	5
III	**Consumer Buying Behavior:** Introduction, Nature &Importance of Consumer Behaviour; Consumer Buying Decision Process; Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Steps in Business Buying Process.	5
IV	**Product Mix & Price Mix:** Product Mix, Levels of Products, Classification of	5

	Products, Product Hierarchy, Product Line & Product Mix Decision, New Product Development Process, Product Life Cycle (PLC)-Stages & Strategies. Introduction to Pricing, Pricing Objectives, Price Determination Process& Methods.	
V	**Place Mix & Promotion Mix:** Introduction to Place Mix, channels of Distribution for Consumer & Industrial Products, Levels of Channels, Channel Design Decisions-Factors, Concept of Promotion Mix, Elements of Promotion Mix.	5
VI	**Introduction to Services Marketing** What are services, definition, need & importance of services, Distinction between services & goods, characteristics of services, 7P's of Services Marketing.	5
Note:	Relevant audio, video films and caselets should be discussed. Emphasis should be given on field assignments such as Select any product and study its Segmentation, Targeting, Differentiation and Positioning. Submit a report/Consumer Survey on any FMCG product or Study report on Buying Behaviour/Online exercise: Visit any website of organization marketing its FMCG products and study the different elements related to products. Submit a report.	

BOOKS

- Arun Kumar, N Meenakshi, Marketing Management, 3E, Vikas Publication House, 2016.
- Philip Kotler, Suzan Burton, Marketing Management, Pearson Education Australia, 2008.
- Neeru Kapoor, Marketing Management, PHI Learning Pvt. Ltd., 2014.
- Gary Armstrong, Philip Kotler, Principles of Marketing, Pearson College Division, 2013.
- RajanSaxena, Marketing Management, 4E, Tata McGraw-Hill Education, 2009.
- William Cohen, Drucker on Marketing, McGraw Hill Professional, 2012.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC508	HUMAN RESOURCE MANAGEMENT	100

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	-	-	3	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Understanding[1] perpetual base for the concepts of HRM.

CO2 Adapt[3] technology for making effective recruitment.

CO3 Adapt[3] technology for making effective selection, training and development

CO4 Developing[4] the talent pool within the individuals.

CO5 Differentiate[4] different career paths and planning.

CO6 Understanding[2] Labor relationships.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	HUMAN RESOURCE PHILOSOPHY Definition, Nature and Scope of Human Resource Management (HRM), Evolution of HRM; Difference between HRM and Personnel Management; Role of HR managers. Strategic Human Resource Management; Recent Trends in HRM – Work-force Diversity, Employee Oriented Organisation.	5
II	**Human Resources Planning:** Human Resources Planning: Definition, Objective, Significance, Processes & Factors Influencing HRP; Job Analysis – Job Description, Job Specification. The Systematic Approach to Recruitment: Recruitment Policy, Procedures, Methods, Sources and Evaluation.	5
III	**Systematic Approach to Selection:** Procedure & Selection Methods.Best Practices and Emerging Trends in Recruitment& Selection – Usage of	5

	Social Media as a Recruitment Tool; Human Resources Information system (HRIS): HR Accounting and Audit.	
IV	**Developing A Talent Pool:** Training and Development: Purpose, Training Need Analysis, Methods, Process and Issues of Training; Management Development Programmes (MDP). Human Resources Development (HRD) - Employee Engagement – Meaning & best practices; Employee Commitment; Performance Appraisal: Definition, Purpose, Traditional & Modern Practices/Techniques of Appraisal.	5
V	**Career Planning and Development:** Career Planning and Development - Managing Promotions and Transfers; Compensation. Statutory Benefits- Non-Statutory (Voluntary) Benefits& Employee Welfare. Developing and Retaining Staff Strategies;	5
VI	**Labour Relations:** Employee Security -Industrial Relation-Collective Bargaining: Future of Trade Unionism. Discipline Administration - Grievances Handling-Managing Dismissals and Separation. Role of HRM Department in Corporate Downsizing; Labour Welfare. Contingent Workforce.	5

Note: Relevant caselets should be discussed.

BOOKS

- Gary Dessler, Human Resource Management, 10E, Pearson/Prentice Hall, 2005.
- S S Khanka, Human Resource Management, 1E, S. Chand Publication, 2003.
- Prof. R. C. Agarwal, Suresh Fauzdar, Human Resource Management, 1E, SahityaBhawan Publishers & Distributors Pvt. Ltd. 2015.
- Emma Bridger, Employee Engagement (HR Fundamentals), 1E, Kogan Page, 2014.
- Aswathappa K, Human Resource Management: Text & Cases, 6E, Tata Mcgraw Hill Education Private Limited, 2015.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC510	**BUSINESS RESEARCH DECISIONS**	100

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
3	-	-	3	Theory (100)	FET	20	Min 40
					CAT I	15	
					CAT II	15	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Develop[2] understanding of the basic framework of research process..

CO2 Explain[2] various research designs and techniques.

CO3 Identify[2] various sources of information for data collection & explain[2] data preparation techniques.

CO4 Understand[1] some basic concepts of research and its methodologies.

CO5 Select[5] appropriate scaling technique(s).

CO6 Write[6] a research report.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Foundations of Research:**Meaning, Objectivesof Research;Types of Research; Research Process; Research applications in Social and Business Sciences; Features of a Good Research Study.	5
II	**Research Design:** Concept and Importance in Research–Methods of Research Design; Experimental Design: Causal relationships, Concept of Independent &Dependent Variables, Concomitant Variable, Extraneous Variable, Treatment, Control Group; Qualitative & Quantitative research.	5
III	**Data Collection&Data Preparation:** Types of Data, Methods of Data Collection, Sample, Sampling Frame, Sampling Techniques & Sampling Error, Sample Size; Preparation of Questionnaire, Types of Questions - Hypothesis - Null & Alternative Hypothesis. Hypothesis Testing - Logic & Importance; Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis;	5

IV	**Measurement:** Concept of Measurement, Causality, Generalization, Replication. Merging the Two Approaches; Concept of Measurement, Problems in Measurement in Management Research - Validity and Reliability. Levels of Measurement - Nominal, Ordinal, Interval, Ratio.	5
V	**Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking.	5
VI	**Report Preparation:**Types and Layouts of Report; Layout of Research Paper. Precautions in preparing reports; Drawing suggestion & conclusion; Bibliography and Annexure in the Report-it's Significance; Note: Exercise on research paper/report preparation.	5

BOOKS

- R. Panneerselvam, Research Methodology, 2E, PHI Learning Pvt. Ltd., 2014.
- K. N. Krishnaswamy, AppaIyerSivakumar, M. Mathirajan, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson Education India, 2009.
- C. R. Kothari, Research Methodology: Methods and Techniques, Revised reprint, New Age International, 2004
- D K Bhattacharyya, Research Methodology, 2E, Excel Books India, 2006.
- Naval Bajpai, Business Research Methods, Pearson Education India, 2011.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC512	**MANAGEMENT INFORMATION SYSTEM**	100

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
2	-	-	2	Theory (100)	FET	20	Min 40
					CAT I	30	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Understand[1] the perpetual base for multi-disciplinary principles & concepts in Management Information System for achieving organizational goals.

CO2 Discuss[2] the types of information system on different levels.

CO3 Define[3] system life cycle.

CO4 Learn[1] what are the success and failures of Information system.

CO5 Analyze[4] the various aspects of ERP Modules.

CO6 Analyze[4] the various aspects of SAP modules.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Concept of Information System:** Concept of Data and Information, Introduction and characteristics of System. Concept of Information System, need and scope of information system.	3
II	**Types of Information Systems:** Information Needs at Different Organization Levels; Major Types of Information Systems in Organization- TPS- Introduction, Need and Significance. KWS & OAS- Introduction, Need and Significance.	4
III	**Design, Development and Implementation of Information System:** Building Information Systems: Contemporary Approaches. Overview of System Development-Process; Alternative System Building Methods – System Life Cycle, Prototyping and Outsourcing.	4
IV	**Information System Success and Failure:** Causes of Information System Success	3

	and Failure. Appropriate Strategies for Implementation of IS. Achieving Competitive Advantage with IS.	
V	**Introduction to Enterprise Resource Planning (ERP):** Concept of ERP, Advantages and Disadvantages of ERP.	3
VI	**Introduction to Systems Applications and Products (SAP):**Introduction to SAP, Various SAP-Modules, Advantages of SAP, Carriers in SAP.	3
	Note: Discuss relevant cases.	

BOOKS

- Kenneth C. Laudon, Management Information Systems, Prentice Hall, 13th Edition, 2006.
- Jawadekar W.S., Management of Information Systems, Tata McGraw-Hill Publishing Company Limited, 2002.
- Effy Oz, Management Information Systems, Cengage Learning, 5thEdition, 2007.
- James A. O'Brien, Management of information Systems, 2001.
- Kroenke David, Management of information systems, 2E., McGraw-Hill, 1994.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC514	**MANAGEMENT INFORMATION SYSTEM**	100

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
-	-	2	1	Pr (100)	FEP	100	Min 40

Course Outcome(s):

After completion of this course, students should be able to

CO1 Understand[1]the perpetual base for multi-disciplinary principles & concepts in Management Information System for achieving organizational goals.

CO2 Discuss[2]the types of information system on different levels.

CO3 Define[3]system life cycle.

CO4 Learn[1] what are the success and failures of Information system.

CO5 Analyze[4] the various aspects of ERP Modules.

CO6 Analyze[4] the various aspects of SAP modules.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
Practical	Practical on Study of Data and Information System / Study ofBusiness Information Systems.	3
Practical	Study ofdifferentTypes of Information Systems used in Organization	3
Practical	Practical on System Life Cycle / Studies on System Development/ System Building Methods.	3
Practical	Practical on IS success and failure / Study on How Businesses Use Information Systems.	4
Practical	Practical on ERP Package Selection and Implementation.	3
Practical	Study of SAP functional &/or Technical Modules.	4
	Note: Discuss relevant cases.	

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC514	**BASICS OF HOSPITALITY AND TOURISM MANAGEMENT**	50

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)				
				Component	Exam	WT(%)	Mini. Passing %	
2	-	-	2	Theory (100)	FET	20	40%	40%
					CAT	30		
					ESE	50	40%	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Understanding[2] the hospitality industry and its growth opportunities.

CO2 Lead with the knowledge that the foundation of tourism is based on the respect for the host culture with the responsibility to perpetuate[2] the unique values, traditions, and practices of that place.

CO3 Conduct[3] him/herself in a professional and ethical manner, and practice industry-defined work ethics.

CO4 Apply[4] the concepts and skills necessary to achieve guest satisfaction.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**Introduction to Hospitality:** Introduction to Hospitality Industry –Origin and Growth;Characteristics, Importance & Factors Affecting Hospitality Industry; Future trends in Hospitality Industry; Role and Hospitality & Its Related Sectors; International agencies-Functions; Future trends & Employment Opportunities in Hospitality Industry.	5
II	**Introduction to Tourism:** Tourism – Definition, Historical development, Types and Forms; Distinction between Tourist- Traveller -Visitor-Excursionist; Tourism system: Nature, characteristic & Components; Tourism Organization / Institutions –Elements and Characteristics of Tourism Products;	5
III	**Future of Tourism:** Scope of Tourism – Motivation for Tourism; Indian Culture; Cultural Transition; Cultural Dissimilarities Across World - Domestic and International Tourism; Relation of Hospitality Industry with Tourism.	5
IV	**Travel and Tourism Laws:** Rights of Guests as Buyers of Goods, Consumer of Goods and services including rights of passengers and tourists. Standard of Care for their life, body and property. Hospitality practices-compensation for injury for loss-	5

health and safety laws-Essentials ofFood and Drug laws. Passport and Visa Laws-International Tourism Laws.Ethical and regulatory aspects in a hotel & international hotel regulations.

Note: Discuss relevant cases. Student can do study about the working of selected Hotels/Motels/Restaurant, etc. Or Tourism Trends, Problems or success-factors related to selected Hotels/Motels/Restaurant/tourism organisation/agencies, etc. through field work)

BOOKS

- John R. Walker, Introduction to Hospitality Management, 2nd Edition, Pearson India, 2008.
- Halloran, Apos, Robert M. O Cases in Hospitality and Tourism Management 01 Edition, Pearson India, 2008.
- Roy A. Cook, Laura J Yale & Joseph J Marqua, Tourism: The Business of Travel 3rd Edition, Pearson, 2007.
- David M. Stipanuk, Hospitality Facilities Management and Design, The American Hotel & Lodging Educational Institute, 3rd Edition, 2006.
- Gray and Ligouri: 'Hotel and motel management and operations' PHI,New Delhi,2000.
- Legal Aspects of Business, Akileshwar Pathak, Tata McGraw –Hill, Fourth Edition

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COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC516	**INTRODUCTION TO INTERNATIONAL BUSINESS**	50

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT	Pass
2	-	-	2	Theory (100)	FET	20	Min 40
					CAT	30	
					ESE	50	

Course Outcome(s):

After completion of this course, students should be able to

CO1 Recognize[2]International market to understand an organization's international business decision-making.

CO2 Appraise[4] the environment to evaluate the impact of world issues on an organization's international business opportunities.

CO3 Identify[4] and interpret[3] relevant international financial documents, and evaluate financial strategies that support an organization's integrative trade initiatives.

CO4 Evaluate[6] the impact of statutory and regulatory compliance on an organization's integrative trade initiatives.

SYLLABUS

UNITS.	DESCRIPTION	HOURS
I	**International Business:** Introduction to International Business: Importance, Nature and Scope of International Business; Modes of entry into International Business; Internationalization Process and Managerial Implications; Multinational Corporations and Their Involvement in International Business.	5
II	**International Business Environment:** International Financial Organizations and Environmental framework - Role of GATT, WTO,IMF and World Bank, EPRG Framework;International Business Environment: Economic, Political, Cultural, Legal and Economic Environments in International Business.	5
III	**Global Trading and Investment Environment:**World Trade in Goods and Services – Major Trends and Developments; World Trade and Protectionism – Tariff and Non-Tariff Barriers; Foreign Investments-Pattern, Structure and Effects; Movements in Foreign Exchange and Interest Rates and Their Impact on Trade and Investment Flow.	5
IV	**Development in Monetary Scenario:** Breeton Woods System to EURO and its Implications, SAARC, G7, G20 and BRIC countries, Country Risk Analysis. Foreign Exchange Rate and Market - Types of Exchange Rate.	5

BOOKS

- K Aswathappa,International Business, 5th Ed., Mcgraw Hill Education, 2012.
- Francis Cherunilam, International Business : Text and Cases, 5th Ed., PHI Learning Pvt. Ltd-New Delhi, 2010.
- Rakesh Mohan Joshi, International Business, 1st Ed., Oxford University Press, USA, 2009.
- Sharan, International Business : Concept, Environment and Strategy, Pearson India, 2010.
- Justin Paul, International Business, 6Ed., PHI Learning Pvt. Ltd-New Delhi, 2010.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC518	**ESSENTIALS OF BUSINESS ANALYTICS**	50

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)				
				Component	Exam	WT(%)	Mini. Passing%	
1	-	2	2	Theory (100)	FEP	100	40%	40%

Course Outcome(s):

After completion of this course, students should be able to

CO1 Understanding[1] data base management through its design and development.

CO2 Applying [2]Data Mining Techniques to Applications

CO3 Think critically and evaluating [3] about the business implications, meaningfulness and applicability of observed data patterns and analytical inferences through business analytics.

CO4 Evaluating[4] appropriate analytic tools for specific managerial issues through decision modeling.

SYLLABUS (THEORY)

UNITS.	DESCRIPTION	HOURS
I	**Database Management:** Data – Meaning, sources of data, Importance of data quality; Principles and techniques for managing corporate data resources.	2
Practical	Techniques for managing the design and development of large database systems, data models, concurrent processing, data distribution, database administration, and database manipulation using SQL and data warehousing.	5
II	**Data Mining for Business Intelligence:** Data Mining - Concepts, Data Mining Process, Tools, Classification, Clustering, Association Analysis, and Anomaly/Novelty Detection, Dealing with missing or incomplete data,	3
Practical	Applying Data Mining Techniques to Applications - Fraud Detection, Web Usage Analysis, Customer Churn Analysis, Customer Segmentation, Blog Mining, Text Mining, and Other Business Data Analysis.	5
III	**Overview of Business Analytics:** Introduction to Business Analytics -Definition, Market, Trends and People - The Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics –	2
Practical	Practical on Descriptive - Predictive and Prescriptive Analytics.	5
IV	**Introduction to Decision Modeling:** Optimization - Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization; Decision Making under Uncertainty.	3

Practical	Simulation -Types of problems: inventory management, capital investment analysis, market share estimation.	5

BOOKS

- PurbaHalady Rao, Business Analytics – an application focus, PHI Learning, 2013.
- Marc J. Schniederjans, Dara G. Schniederjans, Christopher M. Starkey, Business Analytics Principles, Concepts, and Applications: What, Why, and How (FT Press Analytics) 1E, Pearson FT Press, 2014.
- Jeffrey D Camm, Essentials of Business Analytics, 1E, South Western, 2015.
- Daniel T. Larose (Author), Chantal D. Larose, Data Mining and Predictive Analytics - Methods and Applications, 2E, Wiley Series.
- R. Boire, Data Mining for Managers: How to Use Data (Big and Small) to Solve Business Challenges, 1E, Palgrave Macmillan, 2014.

COURSE CODE	COURSE TITLE	TOTAL MARKS
MMC520	**MANAGEMENT GAMES**	50

Lect.	Tut.	Pract.	Credits	Evaluation Scheme for (Th and Pr)			
				Component	Exam	WT(%)	Mini. Passing %
-	-	2	1	Pr(100)	FEP	100	40%

Course Outcome(s):

After completion of this course, students should be able to

CO1 Demonstrate[2] a general knowledge framework and understanding[1] of key functions in management as applied in practice.

CO2 Identify and apply[3] new ideas, methods and ways of thinking for solving business problems.

CO3 Effectively Creating[4] skills which will help others, capitalizing on their different thinking, experience and skills for societal benefit.

DESCRIPTION	HOURS
People rarely make decisions in a vacuum. The choices we make affect others, and their choices impact us. Such situations are known as "games" and game-playing. Managers frequently play "games" both within the firm with other divisions and subordinates, etc. as well as outside the firm with competitors, customers, regulators, and even capital markets! The goal of this course is to enhance your ability to think strategically in complex, interactive environments. Knowledge of game theory will give you an advantage in such strategic settings.	
The Management Game is an applied strategic management and general management exercise where teams of students operate computer simulated companies acting as the executive committee of a multi-national manufacturing company. Groups of students compete against each other as they try to add value to their companies. The class teaches competitive dynamics group management skills, cross-functional management and presentation skills. There are multidimensional leadership skills training embedded into various aspects of the class. The class is placed at the end of the curriculum and is intended to provide an illustration of how to apply the tools acquired in other classes in a complex international business environment. A main focus of the learning is the	10

unstructured nature of the problem. We want to train managers to solve open-ended problems with talented people in creative ways.

The class is unique in that students are evaluated primarily by professionals/evaluators. Each team reports to an evaluators and must defend their plans and their outcomes to these people who then provide feedback and evaluate the teams' performance. Each team is asked to engage in externally focused exercises that are relevant to their career choices. Some examples of these exercises include negotiating a labor agreement with real union representatives and presenting their marketing plans to practicing marketing executives. The external feedback and evaluation structure of the course makes the exercise sharply realistic. The highly unstructured nature of the class makes it invaluable for students preparing to enter the job market as skilled leaders.

BOOKS

- John McMillan, Games, Strategies, and Managers, OUP USA, 1996.
- Michael Hugos, Enterprise Games, 1E, Shroff/O'Reilly,2013.
- Chris Elgood, Handbook of Management Games, 3E, Gower, 1984.

Evaluation Pattern

No	Description	Nature of Description	Marks out of 50
1	Term Work	Students will perform during management game(s)/give presentation on given topic or cases/case solution report(s)/practical assignment report(s)/ group exercise or presentation(s) as a part of Term work	50

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