JBIET Academic Regulations - R22

Applicable to

Master of Business Administration
(MBA)
Regular Two-Year Degree Programme

(For the Batches admitted from the Academic Year 2022- 2023)

J.B. INSTITUTE OF ENGINEERING AND TECHNOLOGY

(UGC AUTONOMOUS)

Bhaskar Nagar, Yenkapally (V), Moinabad (M), Hyderabad – 500075, Telangana, India

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(For the Batches admitted from the Academic Year 2022- 2023)

Offered under **Choice Based Credit System (CBCS)**

For Persuing two year program of study in Master of Business Administration(MBA) offered by JB Institute of Engineering & Technology (JBIET) all the rules specified herein after and approved by the Academic council of JBIET shall be in force and applicable to the students admitted from the academic year 2022-2023 onwards.

1.0 Eligibility for Admissions

1.1 Admission to the MBA programme shall be made subject to eligibility, qualification prescribed by the JNTUH University from time to time.

1.2 Admission to the post graduate degree programme shall be made on the basis of the merit /rank obtained by the qualified student in an entrance test conducted by Telangana State Government (ICET) for MBA programme.

1.3 The medium of instructions for MBA Programme will be **ENGLISH** only.

2.0 MBA Programme (Post Graduate Programme in Management) Structure

2.1 The MBA Programme of JBIET is in Semester pattern, with **Four** Semesters consisting of **Two** academic years, each academic year having **Two** Semesters (First/Odd and Second/Even Semesters). Each Semester shall be of 22 weeks duration (inclusive of Examinations), with a minimum of 90 instructional days per Semester.

2.3 UGC / AICTE specified definitions / descriptions are adopted appropriately for various terms and abbreviations used in these PG academic regulations, as listed below:

2.3.1 Semester Scheme

Each Semester shall have 'Continuous Internal Evaluation (CIE)' and 'Semester End Examination (SEE)'. Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) are taken as 'references' for the present set of Regulations. The terms 'SUBJECT' and 'COURSE' imply the same meaning here and refer to 'Theory Subject', or 'Lab Course', or 'Seminar', or 'Project' as the case may be.

2.3.2 Credit Courses

All subjects / courses are to be registered by the student in a semester to earn credits which shall be assigned to each subject/course in an L: T: P: C (Lecture Periods: Tutorial Periods: Practical Periods: Credits) structure based on the following general pattern:

- One credit for one hour/week/semester for theory/lecture (L) courses
- One credit for one hour/week/semester tutorials (T) courses
- One credit for two hours/ week/semester for laboratory/ practical (P) courses

Other student activities like study tour, guest lecture, conference/workshop participations, technical paper presentations, and identified mandatory courses, if any, will not carry credits.

2.3.3 Subject Course Classification

All subjects / courses offered for the MBA Degree Programme is broadly classified as follows.

The University has followed in general the guidelines issued by AICTE/UGC.

S. No	Broad Course Classification	Course Group/Category	Course Description
1	Core Courses (CoC)	CC – Core Course	Includes subjects related to the parent discipline / department
		Project Work	MBA Project or PG Project or Major Project

		Seminar / Pre-Submission of Project Work/ Summer Internship	Seminar/Colloquium based on core contents related to parent discipline/department
2	Elective Courses (EıE)	FE – Functional Electives	Includes elective subjects related to the parent discipline/ department
		OE - Open Electives	Elective subjects which include inter- disciplinary subjects or subjects in an area outside the parent discipline/department
Total number of Credits = 102			

3.0. Course Registration

3.1 A 'Faculty Advisor or Counsellor' shall be assigned to each specialization, who will advise on the MBA, its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.

3.2 The Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work. The Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.

3.3 A Student can apply for Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

3.4 If the Student submits ambiguous choices or multiple options or erroneous entries during Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.

3.5 Subject/ Course Options exercised through Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices also will not be considered. However, if the Subject/ Course that has already been listed for Registration by the College in a Semester could not be offered due to unforeseen or unexpected reasons, then the student will be allowed to have alternate choice

either for a new Subject, if it is offered, or for another existing Subject (subject to availability of seats). Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Classwork for that Semester.

4.0 Attendance Requirements

The programmes are offered on the basis of a unit system with each subject being considered a unit.

4.1 A student is eligible to appear for the semester end examinations, if the student acquires a minimum of 75% of attendance in aggregate of all the subjects / courses (excluding attendance in mandatory courses) for that semester.

4.2 Shortage of attendance in aggregate up to 10% (65% and above, and below 75%) in each semester may be condoned on medical grounds.

4.3 Shortage of attendance below 65% in aggregate shall in no case be condoned.

4.4 Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examinations of that semester.

4.5 A student fulfils the attendance requirement in the present semester, shall not be eligible for readmission into the same class.

4.6 A stipulated condonation fee is payable for condoning of shortage of attendance. This fee will be informed time to time by the college administration.

5.0 Academic Requirements

The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in item no. 4. The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks per subject / course (theory / laboratory), on the basis of Internal Evaluation and Semester End Examination.

5.1 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/course, if he secures not less than 40% of marks (***24 out of 60 marks***) in the End Semester Examination, and a minimum of 50% of marks (**50 marks out of 100 Marks**) in the sum total of CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together.

5.2 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/ course, if he secures not less than 50% of the total marks. The student is deemed to have failed, if he (i) does not submit a report on summer internship, or does not make a presentation of the same before the evaluation committee as per schedule, in such a case, he has to reappear for the same during the supplementary examinations as and when conducted, subject to item 2.2.

5.3 A student shall register for all subjects for total of 102 credits as specified and listed in the course structure for the chosen specialization, put in the required attendance and fulfil the academic requirements for securing 102 credits obtaining a minimum of 'B' Grade or above in each subject, and all 102 credits securing Semester Grade Point Average **(SGPA) 6.0** (in each semester) and final Cumulative Grade Point Average **(CGPA)** (i.e., CGPA at the end of PGP) **6.0**, to complete the PGP successfully.

5.4 Marks and Letter Grades obtained in all those subjects covering the above specified 102 credits alone shall be considered for the calculation of final CGPA, which will be indicated in the Grade Card /Marks Memo of second year second semester.

5.5 If a student registers for extra subject(s) (in the parent department or other departments/ branches of Engineering) other than those listed subjects totalling to 102 credits as specified in the course structure, the performance in extra subject(s) (although evaluated and graded using the same procedure as that of the required 102 credits) will not be taken into account while calculating the SGPA and CGPA. For such extra subject(s) registered, a certificate will be issued with a letter grade indicated as a performance measure, subject to completion of the attendance and academic requirements as stated in items 4 and 4.1 - 4.3.

5.6 A student detained in a semester due to shortage of attendance may be readmitted in the same semester in the next academic year for fulfillment of academic requirements. The academic regulations under which a student has been readmitted shall be applicable. However, no grade allotments or SGPA/ CGPA calculations will be done for the entire semester in which the student has been detained.

5.7 A student eligible to appear for the Semester End Examination in any subject, but absent from it or failed (failing to secure 'B' Grade or above), may reappear for

that subject at the supplementary examination as and when conducted. In such cases, his Internal Marks assessed earlier for that subject will be carried over, and added to the marks secured in the supplementary examination, for the purpose of evaluating his performance in that subject.

5.8 A student shall be declared eligible for the award of the MBA Degree by JNTUH, if he earns 102 credits as per the specified course structure and pursues a course of study

6.0 Evaluation - Distribution and Weightage of Marks

6.1 The performance of a student in every subject/course (including practicals) will be evaluated for 100 marks each, with 40 marks allotted for Continuous Internal Evaluation (CIE) and 60 marks for Semester End Examination (SEE).

6.2 For theory courses, during the semester there is **2 mid-term** examinations (internal exams of **30 marks** each) and **2 assignments** carrying **10 marks** each.

6.3 Each mid-term examination will be of 1 hour 20 minutes consisting of Part-A (short answer questions) for **10 marks** and Part-B (long answer) for **20 marks**. Part-A consists of Five two marks questions and Part- B consists of five questions carrying 5 marks each and student should answer 4 questions.

6.4 First mid-term examination is conducted from first 2 Modules of syllabus and second mid-term examination is conducted for remaining 3 Modules of syllabus during the last week of instruction.

6.5 The Continuous Internal Evaluation for theory course shall be made as average of marks obtained in CIE – I and CIE –II as detailed in the table below.

CIE – I	Marks	CIE - II	Marks
MID – I	30	MID - II	30
Assignment – I	10	Assignment - II	10
Total	40	Total	40

6.6 If a student is absent for any midterm examination, may be permitted to apply for makeup examinations within a week after completion of mid-term examinations on medical grounds. A subcommittee with the following composition will look into such cases.

Subcommittee-composition:

S. No.	Faculty Member	Designation
1	Concern Head of the Department	Chairman
2	Senior faculty nominate by Principal	Member
3	One Senior faculty member of the concern department	Member
4	One faculty member of the other department	Member
5	Additional Controller of Examinations	Member

6.7 The details of the Question Paper pattern for Semester End Examination (Theory) are given below:

The Semester End Examination will be conducted for **60 marks**. It consists of two parts. i).Part A for **10 marks**, ii). Part B for **50 marks**.

- Part-A is a compulsory question which consists of ten sub-questions from all units carrying equal marks.
- Part-B consists of five questions carrying **10 marks** each. Each of these questions is from one unit and may contain sub-questions. For each question there will be an "either" "or" choice, which means that there will be two questions from each unit and the student should answer either of the two questions.

6.8 For practical subjects, **60 marks** shall be awarded for performance in the Semester End Examinations and **40 marks** shall be awarded as Internal Marks. Out of the **40 marks** for internal evaluation, day-to-day work in the laboratory is evaluated for **30 marks** and internal practical examination is evaluated for **10 marks** conducted by the laboratory teacher concerned.

The semester end examination is conducted with an external examiner and the laboratory teacher. The external examiner is selected and appointed by the Principal from the list submitted by Head of the Department

6.9 The student shall undergo summer internship during the summer vacation between I Year II Semester and II year I Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor / mentor and the Head of the department. Summer internship Report is evaluated for 50 marks in the II Year I Semester by the Head, Supervisor/ mentor and a senior faculty of the department. A candidate has to secure a minimum of 50% of marks (*25 out of 50*) to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted, subject to item 2.2.

6.10 Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

6.11 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project coordinator and one senior faculty member.

6.12 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement in all the subjects, both theory and practicals up to II Year I Semester.

6.13 After satisfying 6.13, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.

6.14 The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project Thesis only after successful completion of all theory and practical courses with the approval of PRC not earlier than 20 weeks from the date of approval of the project work. For the approval of PRC the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC.

6.15 After approval from the PRC, the soft copy of the thesis should be submitted to the Department for ANTI-PLAGIARISM for the quality check and the plagiarism report should be included in the final thesis. If the copied information is less than 30%, then only thesis will be accepted for submission.

6.16 For Project Report 1 Stage there is an internal marks of 50, the evaluation should be done by the PRC for 25 marks and Supervisor will evaluate for 25 marks. The Supervisor and PRC will examine the Problem Definition, Objectives, Scope of Work, Literature Survey. A candidate has to secure a minimum of 50% of marks to be declared successful for Project Work Review. If he fails to fulfill minimum marks, he has to reappear during the supplementary examination

6.17 Three copies of the Project Thesis certified by the supervisor shall be submitted to the College, after submission of a research paper related to the project work in a UGC approved journal. A copy of the submitted research paper shall be attached to thesis.

6.18 For Main Project Work Evaluation in II Year II Sem. there is an external marks of 100 and the same evaluated by the External examiner appointed by the principal from the panel 3 examiners submitted by the Head of the Department. The candidate has to secure minimum of 50% marks in Project Evaluation examination. The candidate has to secure a minimum of 50% of marks in Main Project Viva-Voce examination.

6.19 If he fails to fulfil the requirements as specified above, he will reappear for the Main Project examination only after three months.

6.20 The Main Project Viva-Voce External examination marks must be submitted to the Exam Branch on the same day of the examination.

7.0 Re-Admission/Re-Registration

7.1 Re-Admission for Discontinued Student

A student, who has discontinued the MBA degree programme due to any reason whatsoever, may be considered for '**readmission'** into the same degree programme (with the same specialization) with the academic regulations of the batch into which he gets readmitted, with prior permission from the authorities concerned, subject to item 5.6.

8.0 Examinations and Assessment - The Grading System

8.1 Grades will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practical's, or Seminar, or Project, etc., based on the % of marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 7 above, and a corresponding Letter Grade shall be given.

8.2 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

% of Marks Secured in a Subject/Course (Class Intervals)	Letter Grade (UGC Guidelines)	Grade Points
Greater than or equal to 90%	O (Outstanding)	10
80 and less than 90%	A+ (Excellent)	9
70 and less than 80%	A (Very Good)	8
60 and less than 70%	B+ (Good)	7
50 and less than 60%	B (Above Average)	6
Below 50%	F (FAIL)	0
Absent	Ab	0

8.3 A student obtaining F Grade in any Subject is deemed to have 'failed' and is required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted. In such cases, his Internal Marks (CIE Marks) in those subjects will remain as obtained earlier.

8.4 If a student has not appeared for the examinations, 'Ab' Grade will be allocated to him for any subject and shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted.

8.5 A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks.

8.6 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of 'Grade Improvement' or 'SGPA/ CGPA Improvement'.

8.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

Credit Points (CP) = Grade Point (GP) x Credits …. For a Course

8.8 The student passes the Subject/ Course only when he gets GP ≥ 6 (B Grade or above).

8.9 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points (CP) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

$$SGPA = \frac{\sum_{i=1}^{N} C_i G_i}{\sum_{i=1}^{N} Ci} \text{ for each Semester}$$

where 'i' is the subject indicator index (takes into account all subjects in a semester), 'N' is the no. of subjects 'registered' for the semester (as specifically required and listed under the course structure of the department), C_i is the no. of credits allotted to the i^{th} subject, and G_i represents the grade points (GP) corresponding to the letter grade awarded for that i^{th} subject.

8.10 The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over all Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered Courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is rounded off to TWO Decimal Places. CGPA is thus computed from the I Year Second Semester onwards, at the end of each Semester, as per the formula

$$\textbf{CGPA} = \left\{ \frac{\sum_{J=1}^{M} C_J G_J}{\sum_{J=1}^{N} C_J} \right\} \textbf{..... FOR ALL "S" SEMESTERS REGISTERED}$$

(I.E., UP TO AND INCLUSIVE OF S SEMESTER, S ≥ 2),

where 'M' is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has 'REGISTERED' for from the 1^{st} Semester onwards up to and inclusive of the Semester S (obviously M > N), 'j' is the Subject indicator index (taking into account all Subjects from 1 to S Semesters), C_i is the no. of Credits allotted to the j^{th} Subject, and C_i represents the Grade Points (GP) corresponding to the Letter Grade awarded for that j^{th} Subject. After registration and

completion of I Year I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

Illustration of calculation of SGPA:

Course/Subject	Credits	Letter Grade	Grade Points	Credit Points
Course 1	4	A	8	4 x 8 = 32
Course 2	4	O	10	4 x 10 = 40
Course 3	4	C	5	4 x 5 = 20
Course 4	3	B	6	3 x 6 = 18
Course 5	3	A+	9	3 x 9 = 27
Course 6	3	C	5	3 x 5 = 15
	21			152

$$SGPA = \frac{152}{21} = 7.24$$

Illustration of calculation of CGPA:

Semester	Credits	SGPA	Credits*SGPA
Semester-I	24	7	24 x 7 = 168
Semester-II	24	6	24 x 6 = 144
Semester-III	24	6.5	24 x 6.5 = 156
Semester-IV	24	6	24 x 6 = 144
	96		612

$$CGPA = \frac{612}{96} = 6.37$$

9.0 Award of Degree and Class

9.1 If a student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of 102 Credits (with CGPA 6.0), shall be declared to have 'QUALIFIED' for the award of the MBA Degree that he was admitted into.

9.2 Award of Class

After a student has earned the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

Class Awarded	CGPA
First Class with Distinction	≥ 7.75
First Class	6.75≤ CGPA < 7.75
Second Class	6.00≤ CGPA < 6.75

A student with final CGPA (at the end of the **PGP) < 6.00** shall not be eligible for the Award of Degree.

10.0 Withholding of Results

If the student has not paid the dues, if any, to the Institution or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester.

11.0. Transitory Regulations

11.1 A student who has been detained in any semester of I Year of previous Regulations due to lack of attendance, shall be permitted to join the same semester of I Year of R22 Regulations and he is required to complete the study of MBA programme within the stipulated period of four academic years from the date of first admission in I Year I semester. The R22 Academic Regulations under which a student has been readmitted shall be applicable to that student from that semester.

11.2 Candidate detained due to shortage of attendance in one or more subjects is eligible for re-registration of maximum of two earlier or equivalent subjects at a time as and when offered.

11.3 For student readmitted to R22 Regulations, the maximum credits that a student acquires for the award of the degree, shall be the sum of the total number of credits secured in previous regulations of his/her study including R22 Regulations.

11.4 If a student readmitted to R22 Regulations, has any subject with 80% of syllabus common with his/her previous regulations, that particular subject in R22 regulations will be substituted by another subject to be suggested by the Concerned Board of Studies (BOS).

12.0 General

12.1 The academic regulation should be read as a whole for the purpose of any interpretation.

12.2 In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Institution is final.

12.3 The Institution may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the Institution.

MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	If the student:	
1.(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which student is appearing but has not made use of (material shall include any marks on the body of the student which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other student orally or by any other body language methods or communicates through cell phones with any student or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the students involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the student is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year.

3.	Impersonates any other student in connection with the examination.	The student who has impersonated shall be expelled from examination hall. The student is also debarred and forfeits the seat. The performance of the original student who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The student is also debarred for two consecutive semesters from class work and all End examinations. The continuation of the course by the student is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the student has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred for two consecutive semesters from class work and all End examinations. The continuation of the course by the student is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.

6.	Refuses to obey the orders of the chief superintendent /assistant superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performancein that subject and all other subjects the student(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The students also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears off the script or any part there of inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the student has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred for two consecutive semesters from class work and all End examinations. The continuation of the course by the student is subject to the academic regulations in connection with forfeiture of seat.

8.	Possesses any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred and forfeits the seat.
9.	If student of the college, who is not a student for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred and forfeits the seat. Person(s) who do not belong to the college will be handed over to the police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared for including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the student has appeared for including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Examination Result Processing Committee (ERPC) for further action to award a suitable punishment.	

JBIET-R22	J. B. Institute of Engineering and Technology (UGC Autonomous)	MBA
Master of Business Administration Course Structure		

I Year - I Semester

S. No	Code	Course Title	Marks	L	T	P	Credits
1	LE11A	Management and OrganizationBehavior	100	3	1	0	4
2	LE11B	Business Legal Framework	100	3	1	0	4
3	LE11C	Financial Accounting & Analysis	100	3	1	0	4
4	LE11D	Fundamentals of Entrepreneurship	100	3	1	0	4
5	LE11E	Indian Ethos & Values	100	3	0	0	3
6	LE11F	Business Statistics	100	3	1	0	4
7	LE11G	Statistical Data Analysis – Lab	100	0	0	2	2
8	LE11H	Business Communication – Lab	100	0	0	2	2
		Total	**800**	**18**	**05**	**04**	**27**

I Year - II Semester							
S. No	**Code**	**Course Title**	**Total Marks**	**L**	**T**	**P**	**Credits**
1	LE12A	Human Resource Management	100	3	1	0	**4**
2	LE12B	Marketing Management	100	3	1	0	**4**
3	LE12C	Financial Management	100	3	1	0	**4**
4	LE12D	Quantitative Analysis & Business Decisions	100	3	1	0	**4**
5	LE12E	Research Methodology & Report Presentation	100	3	1	0	**4**
6	LE12F	Management Information Systems	100	3	0	0	**3**
7	LE12G	Managerial Economics	100	3	1	0	**4**
		Total	**700**	**21**	**06**	**00**	**27**

Summer Internship:

Every student shall undertake a suitable Internship during the summer vacation between second and this semester, for duration of Eight Weeks, in consultation with the faculty supervisor and the Head of the Department. The **Summer Internship Report (SIR)** prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper. Report of the Internship is to be submitted by the student within 15 days from the commencement of the third semester.

II Year - I Semester							
S. No	**Code**	**Course Title**	**Total Marks**	**L**	**T**	**P**	**Credits**
1	LE21A	Strategic Management	100	3	1	0	**4**
2	LE21B	Data Analytics	100	3	1	0	**4**
3.		**OPEN ELECTIVE - I**	100	2	0	0	**2**
	LE2O1	Customer Relationship Management					
	LE2O2	Total Quality Management					
	LE2O3	Project Management					
	LE2O4	Digital Marketing					
FUNCTIONAL ELECTIVES							
4		**Elective – 1** (Marketing / Finance / Human Resources / Entrepreneurship)	100	3	1	0	**4**
5		**Elective – 2** (Marketing / Finance / Human Resources / Entrepreneurship)	100	3	1	0	**4**
6		**Elective – 3** (Marketing / Finance / Human Resources / Entrepreneurship)	100	3	1	0	**4**
7.	LE21C	Seminar – Summer Internship	50	0	0	2	**2**
Total			**650**	**17**	**05**	**02**	**24**

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II Year - II Semester							
S. No	Code	Course Title	Total Marks	L	T	P	Credits
1	LE22A	Production and Operations Management	100	3	1	0	4
2.		OPEN ELECTIVE - II	100	2	0	0	2
	LE2O5	Technology Management					
	LE2O6	Corporate Governance					
	LE2O7	International Business					
	LE2O8	Intellectual Property Rights					
FUNCTIONAL ELECTIVES							
3		**Elective – 4** (Marketing / Finance / Human Resources / Entrepreneurship)	100	3	1	0	4
4		**Elective – 5** (Marketing / Finance / Human Resources / Entrepreneurship)	100	3	1	0	4
5		**Elective – 6** (Marketing / Finance / Human Resources / Entrepreneurship)	100	3	1	0	4
	LE22B	Project Report I – Stage Submission (Seminar)	50	0	0	2	2
	LE22C	Main Project	100	0	0	4	4
Total			650	14	04	06	24

LIST OF ELECTIVE SUBJECTS

Students have to select any One Specialization (Marketing, Finance, Human Resources and Entrepreneurship) and he / she needs to select the Core Elective Subjects listed under the chosen specialization only.

Course Code	Specialization	Credits
	MARKETING	
LE2M1	Consumer Behavior	**4**
LE2M2	Sales & Distribution Management	**4**
LE2M3	International Marketing Communications	**4**
LE2M4	Marketing of Services	**4**
LE2M5	Retailing Management	**4**
LE2M6	Rural Marketing	**4**
	HUMAN RESOURCES	
LE2H1	Recruitment & Selection	**4**
LE2H2	Learning & Development	**4**
LE2H3	Performance Management	**4**
LE2H4	Compensation & Reward Management	**4**
LE2H5	Employee Relationship Management	**4**
LE2H6	Leadership & Change Management	**4**
	FINANCE	
LE2F1	Strategic Management Accounting	**4**
LE2F2	Security Analysis & Portfolio Management	**4**
LE2F3	Financial Institutions, Market and Services	**4**
LE2F4	Strategic Investment & Financing Decisions	**4**
LE2F5	International Financial Management	**4**
LE2F6	Financial Derivatives	**4**
	ENTREPRENEURSHIP	
LE2E1	Startup Management	**4**
LE2E2	MSME Management	**4**
LE2E3	Family Business Management	**4**
LE2E4	Entrepreneurial Finance	**4**
LE2E5	Entrepreneurial Marketing	**4**
LE2E6	Creativity Innovation & Entrepreneurship	**4**

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MBA I-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE11A		3	1	0	4

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Objective:

a) To provide conceptual understanding of management concepts
b) To study the Evolution of Management and contribution of Management thinkers
c) To Gain an overall perspective on human behaviour in the work place
d) To Demonstrate the importance of interpersonal skills, Learning Skills & Team Skills in the work place
e) To discuss why organizations are needed, why managers are necessary, and why management is a challenge

Course outcomes

Upon successful completion of the course, the students should be able to

a) Practice the process of management's functions: planning, organizing, staffing, Directing leading, and controlling
b) Discuss and communicate the management evolution and how it will affect future managers
c) Develop analytical and problem solving skills, Team Skills, based on understanding of management concepts and theories
d) Understand the importance of Professional Management for effective utilization of resources in organizations
e) Apply Motivational Strategies at the work place.

UNIT – I:

Introduction to Management: The Management Process, Management Functions, kinds of managers, Managerial roles and skills.

Evolution of Management -Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory

UNIT – II:

Planning and Decision Making: Planning and goal setting – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment. Decision making process, types of decisions, decision making styles, Vroom's Participative decision making model.

UNIT – III:

Organizing and Controlling: Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary organizational design and its challenges

Controlling: The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling

UNIT – IV:

Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and diversity, personality theories, perception, Perceptual Process , Factors Influencing Perception, Attribution theory, formation of group behavior, classification of groups, group properties, group cohesiveness.

UNIT – V:

Motivation and Leadership

Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.

Leadership: Leadership traits, Leadership styles, Leadership theories, Power and Politics.

Suggested Readings:

- Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 2015.
- Laurie J. Mullins, Management, and Organizational Behaviour, Pearson Publications, 9e.
- Stephen P. Robbins, Timothy A.Judge, Neharika Vohra, Organizational Behaviour, Pearson, 16 e, 2017.
- Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill, 2011.
- Satya Raju R and Parthasarathy A 200 management: text and cases, Prentice hall of India Private Limited, New Delhi.

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MBA I-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE11B		3	1	0	4

BUSINESS LEGAL FRAMEWORK

Course Objective:

a) To understand the Legal and Business environment for doing business in India
b) To provide the participants basic framework of Laws applicable to Business
c) To provide basic insights into provisions of business laws
d) To enable them to apply the unique advantages offered by Indian Business Environment and improve upon its shortcomings.
e) To develop ability to understand and scan business environment in order to analyze the opportunities and take decisions under the uncertainty.

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Assess the internal external forces of business environment in managing organisation.
b) Chalk out the strategies based on the changes in policy frame work for achieving the organisational goals.
c) Adopt the changes in political-legal and socio-cultural issues to fine tune to the business decision making.
d) Develop understanding of the institutional mechanisms which govern the business.

UNIT I:

Law of Contract - 1872: Nature of contract and essential elements; types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and Discharge of contracts, Remedies for breach of contract, Indemnity and Guarantee, Latest Amendments.

UNIT II:

Companies Act - 2013: Steps and procedure for Incorporation of the company, Company Management– Appointment of Directors; Powers, Duties & liabilities of Directors; Company Meetings, Resolutions, Winding-up of a Company.

UNIT III:

Negotiable Instruments Act – 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, Cheques, and their definitions and characteristics, Types of endorsements, Discharge of Parties, Latest Amendments.

UNIT IV:

Business Environment: Macro Environment Analysis (PESTEL Model); Industrial Policies: Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, EXIM Policy,

UNIT V:

Balance of Payments: Structure, Major components of Balance of payments, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends, FDI in INDIA.

Suggested Readings:

- RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
- N.D.Kapoor, Mercantile L*aw,* Sultan Chand & Sons, latest edition
- S.S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition
- Ravinder Kumar, Legal Aspects of Business, 4e,Cengage Learning, 2016
- K. Aswathappa, Essentials of Business Environment, Himalaya Publication house, 2008.
- Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.

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COURSE CODE	CORE COURSE	L	T	P	C
LE11C		3	1	0	4

FINANCIAL ACCOUNTING AND ANALYSIS

Course Objective:

a) To understand the basic concepts of Accounting.
b) To understand the Accounting Process.
c) To analyse the components and prepare financial statements.
d) To analyse the main features, create and maintain a firm's accounting information.
e) To understand International Financial Reporting Standards.

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Understand and apply accounting concepts, principles and conventions for their routine monetary transaction
b) Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles
c) Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements
d) Inventory Valuation
e) Develop accounting system as per International Financial Reporting Standards

UNIT- I:

Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system–recording business transactions– Classification of accounts– –Accounting cycle.

UNIT- II:

The Accounting Process: Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets -Tangible vs. Intangible assets. Depreciation, Methods of depreciation–their impact on measurement of business Accounting.

UNIT- III:

Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill - Accounting from incomplete records, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts, and ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures

UNIT- IV:

Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits - Preparation and analysis of cash flow statement and funds flow statement

UNIT- V:

Financial Analysis-II: Analysis and interpretation of financial statements, Horizontal Analysis and Vertical Analysis of Company, Financial Statements, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI-Financial Accounting practices, International Financial Reporting Standards (IFRS).

Suggested Readings:

- Dhanesh K.Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
- S.N. Maheswari, S.K. Maheshwari, Financial Accounting, 5e, Vikas Publishing House, 2013.
- V. Rajasekharan, R. Lalitha , Financial Accounting & Analysis, Pearson Education, New Delhi, 2015
- Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi, 2014.
- Seema Srivastava, Financial Accounting, Jawaharlal, S. Chand, 2014.
- P.Periaswamy, A Text book of Financial, Cost and Management accounting, Himalaya Publishing House
- Ashish K Bhattacharya, Essentials of Financial Accounting, Prentice hall of India, New Delhi 2008.

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MBA I-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE11D		3	1	0	4

FUNDAMENTALS OF ENTREPRENEURSHIP

Course Objective:

a) To implore an understanding of the dimensions and traits required to become an entrepreneur.
b) To understand the Entrepreneurial process and also inspire them to be Entrepreneurs
c) To understand the Entrepreneurship and its role in the society
d) To understand the process of Entrepreneurship & preparing business plans
e) To gain knowledge about the Entrepreneurship Development Institutions of Government

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Understand the need and significance of Entrepreneurship in the Economy
b) Develop Entrepreneurial Competencies
c) Develop Business Plan with the required contents.
d) Understand contribution of family business and Social Entrepreneurship in the Economy.
e) Plan Strategic perspectives in entrepreneurship

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UNIT - I:

Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs - Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.

UNIT - II:

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies. Corporate Entrepreneurial Mindset, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

UNIT - III:

Launching Entrepreneurial Ventures - opportunities identification- Finding gaps in the market place – techniques for generating ideas- entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages of Franchising.

UNIT - IV:

Legal challenges of Entrepreneurship - Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls

Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, *MSMED Act 2006 and its legal implications*, Developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

UNIT - V:

Strategic perspectives in entrepreneurship - Strategic planning - Strategic actions- strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship -T-hub, J-hub

Suggested Readings:

- D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
- Bruce R. Barringer/ R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015
- S. S.Khanka, Entrepreneurship Development, S. Chand Publications, 2015. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
- Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012
- Nandan .H, Fundamentals of Entrepreneurship, PHI, 2013
- Madhurima Lal Shikha Sahai – Entrepreneurship, Excel Books.
- S.K Mohanthy, Fundamentals of Entrepreneurship, Prentice Hall of India, New Delhi.

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MBA I-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE11E		3	1	0	4

INDIAN ETHOS AND VALUES

Course Objective:

a) To understand the importance of ethics, culture in organisations
b) To understand the basics of Education system of Ancient India
c) To acquire knowledge and capability to develop and practice ethical standards in conducting business

Course outcomes:

Upon completion of this course, students should be able to

a) Visualize the importance of ethics, culture in organisations
b) Develop awareness of Education system of Ancient India
c) spread awareness on professional ethics and human values
d) Comprehend Corporate Social Responsibility and Corporate Governance practice ethics management

UNIT - I:

Ethics, Culture and values; importance of culture in organizations; Indian Ethos and value systems; Concepts of Dharma; Nishkama karma and purusharthas; Model of Management in the Indian socio-political environment; Work ethos; Indian Heritage in production and consumption.

UNIT -II:

Education system of Ancient India - Gandhian approach in management and trusteeship – Gandhiji's doctrine of Satya and Ahimsa – Concept, importance and relevance of trusteeship principle in modern business

UNIT - III:

Business Ethics; relevance of values in Management; Holistic approach for managers in decision-making; secular Vs. spiritual values in Management; Ethical relativism; whistle blowing; stress in corporate management.

UNIT - IV:

Ethics Management; Role of organizational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers and the CEO; Communicating Ethics; Ethical Audit;

UNIT -V:

Corporate social responsibility and Corporate Governance; Transparency; International and other Ethical bodies

Suggested Readings:

- Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas, New Delhi, 2009.
- B.L. Bajpai, Indian Ethos and Modern Management, New Royal Book Co., Lucknow, 2011.
- Chakrabortty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, New Delhi, 1995.
- John R Boatright, Ethics and the Conduct of Business, Pearson Education, New Delhi, 2005.
- S. Balachandran, KCR Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2012
- Sadri: Business Ethics; concepts and cases , Tata McGraw Hill, New Delhi, 1998
- Indian Ethos and Values by V.S.R. Murthy

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MBA I-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE11F		3	1	0	4

BUSINESS STATISTICS

Course Objective:

a) To acquaint the students with Basic concept / fundamentals of business statistics
b) To understand the Practical application of various concepts business statistics
c) To understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion,
d) To understand the importance of Time Series Analysis, Index Number, Correlation and Regression Analysis to understand the implication on Business performance
e) To use Business Statistics tools to analyse, interpret, evaluate data and draw conclusions for the business problem

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Gaining Knowledge of basic concept / fundamentals of business statistics
b) Develop practical understanding of various statistics concepts
c) Apply, analyze various simple & advanced statistical tools
d) Interpret data through statistical tools.

UNIT – I:

Introduction to Statistics – Functions of Statistics and Managerial Applications of Statistics, Relationship with other subjects. Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean

UNIT – II:

Measures of Dispersion - Range, Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation. Skewness: Karl Pearson's co-efficient of skewness, Bowley's co-efficient of skewness, Kelleys co-efficient of skewness, Kurtosis.

UNIT – III:

Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, two dimensional and three dimensional diagrams and graphs

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test.

UNIT – IV:

Analysis of Variance -One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation, Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients.

UNIT – V:

Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend Analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, unweighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

Suggested Readings:

- Levin R.I., Rubin S. David, Statistics for Management, 7e Pearson, 2015.
- Anderson, Sweeney, Williams, Camm, Cochran, Statistics for Business Economics, Cengage 12e, 2014.J. K Sharma, Business Statistics, 4e, Vikas Publishing House, 2015.
- Beri, Business Statistics, 1e, Tata McGraw Hill, 2015.
- Gupta S.C., Fundamentals of Statistics, 6e, Himalaya Publishing House, 2015.
- Basic Statistics by George Simpson, Fritz Kafka.
- Amir D. Aczel & Jayavel Sounderpandian- Complete Statistics, 6' Edition, TMH.

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MBA I-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE11G		0	0	4	2

STATISTICAL DATA ANALYSIS – LAB

Course Objective:

a) To give the students an overview of Statistical Data analysis and use of Excel to interpret large data.
b) The students will understand the Statistical Tools like averages, variance, measures of central tendency, measure of dispersion.
c) Detailed exposure to students on correlation and regression analysis.
d) Exposure to students on the t-test, f-test, ANOVA, one-way classification, Chi square test and independence of attributes and time series method.
e) Students can analyze large data by using statistical tools.

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Understanding of the basic concepts of statistical tools using excel functions and acquire basic knowledge of Advanced MS Excel.
b) Contributes for the analysis of data using charts and graphs.
c) Contribute to the establishment of relationship between variables.
d) Contributes to the estimation of the hypothesis and level of significance.
e) Facilitate measuring of time series with their components.

SYLLABUS - PART A

About EXCEL

a. Introduction, Uses of Excel, New functions and features of excel 2007.
b. Getting started with excel: Opening a blank or new workbook, general organization.
c. Highlights and main functions: Home, Insert, page layout, formulas.
d. Highlights and main functions: Data, review, view, add-inns.
e. Using the Excel help function.

General EXCEL Lessons

f. Customizing the Quick Access Toolbar.
g. Creating and Using Templates.
h. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
i. Formatting Data and Using the Right Mouse Click.

j. Saving, Page Setup, and Printing.
k. Using Headers and Footers.
l.
m. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
n. Data from External Sources.
o. Using and Formatting Tables.
p. Basic Formulas and Use of Functions.
q. Data Analysis Using Charts and Graphs.
r. Managing, Inserting, and Copying Worksheets.
s. Securing the Excel Document (Protect Cells and Workbook).

ADVANCED EXCEL LESSONS

t. Advanced Formulas and Functions.
u. Advanced Worksheet Features.
v. Advanced Data Analysis using PivotTables and Pivot Charts.

SYLLABUS - PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL

1. Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines

2. t- Test, F-test, ANOVA one way classification, chi square test, independence of attributes**.**

3. Time series: forecasting Method of least squares, moving average method. Inference and discussion of results

Suggested Readings:

- Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.
- D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
- Shelly, MS Office, 2007, Cengage, 2009.
- Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods for Practice and Research, Response, 2009.

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MBA I-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE11H		0	0	4	2

BUSINESS COMMUNICATIONS (LAB)

Course Objective:

a) To prepare students to understand and deliver effectively oral and written communication that suits the business needs
b) To understand the psychological underpinnings of human communication
c) To acquire required skills to manage business communication
d) To give awareness about and to help develop the personality of the students
e) To develop an awareness of the importance of concise written expression to modern business communication and utilize electronic presentation software

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Apply the knowledge of overcoming the Barriers of communication.
b) Asses the role played by nonverbal communication and different personality traits.
c) Apply the types of communication which are effective in organizations.
d) Examine the deliverability take part in interviews, presentations, discussions, etc.
e) Understand and use the models of interpersonal relationships to enhance his/her communicative ability

UNIT - I:

Introduction: Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.

UNIT - II:

Developing Business Writing Skills: Importance of Writing Business Communication, Process of Writing, Process of Revision, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Business Memos

UNIT - III:

Business Reports and Proposals: Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal.

UNIT - IV:

Oral and Employment Communication: The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview, Practicing Business etiquettes

UNIT - V:

Contemporary Aspects in Communication: Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.

Suggested Readings:

- Ober Newman, Communicating in Business, Cengage Learning, 2015.
- P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
- Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
- Rajendra Pal, J S Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
- Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011.
- Varinder Kumar, Managerial Communication, Kalyani Publications, New Delhi, 2015.

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MBA II-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE12A		3	1	0	4

HUMAN RESOURCE MANAGEMENT

Course Objective:

a) To introduce the basic concepts, functions and practices of Human Resource Management.
b) To create an awareness of the roles, responsibilities and functioning of Human Resource Department
c) To understand the purpose, process and applications of human resource planning in the context of different organizational strategies
d) To attract retain and motivate the human resources
e) To provide the students a basic understanding of employee relations, Industrial safety, Hygiene and Occupational Health

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Understand the operational and Managerial functions of HR
b) Demonstrate the skills of human resource planning, recruitment, selection processes
c) Analyse and formulate the compensation plans and welfare measures for the employees
d) Analyze and design the processes for effective employee relations

UNIT - I:

Introduction of HRM: Introduction to HRM – Line Managers – HR Role and responsibilities – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – High Performance Work System's – Labor Legislation in India – Equal Employment Opportunity – HR Score Card developed.- Human Resource Information System – HR Analytics

UNIT - II:

HR Planning – Recruitment & Selection Process – Planning & Forecasting of human resources – Sources of Recruitment – Recruitment on Diverse Work Force – Employee Testing and Selection –- Basic types of Interviews – Errors in Interviews

Recruitment and Selection: Basics of Job Analysis and talent Management process – Methods for Collecting Job Analysis Information – Job Descriptions and specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation,

UNIT - III:

Training & Development– Importance of Training and Development – Training process - Analyzing Training needs & Designing the program – Implementation of training programmes – training methods – Management development process – Evaluation of training and development programmes.

Performance Management - Concept of Performance management and appraisal, the performance appraisal process, Techniques for Performance Appraisal – Career Management.

UNIT - IV:

Compensation and Employee welfare – Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance based pay -Benefits – Insurance – Retirement Benefits – Employee Welfare facilities. Salient features of Workmen Compensation Act & Minimum Wages Act.

UNIT - V:

Employee Relations -Collective Bargaining Process – Grievances – Grievances handling procedure – Employee Engagement – Employee Separation,-Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Act ,1947 – Factories Act.,1948

Suggested Readings:

- Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017
- Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016
- Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
- K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases,, Vikas Publishing , 2e, 2015.
- Nick Wilton, "An Introduction to Human Resource Management" Sage, 2012.

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MBA II-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE12B		3	1	0	4

MARKETING MANAGEMENT

Course Objective:

a) To learn various marketing concepts and to know how to deal customers in the market and to understand how to attain competitive advantage position using various marketing techniques
b) To provide key insights and working knowledge in Marketing Research
c) To develop understanding on Consumer and business buying behaviour
d) To understand a range of common strategies used, with each of the various marketing mix tools: product, pricing, promotion, and distribution
e) To understand the latest trends in Marketing,
f) To understand the impact of Digital Marketing on customer buying behavior

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Remember and Comprehend basic marketing concepts
b) Understand marketing Insights on application of basic marketing concepts
c) Develop a number of pricing tactics & decide alternative pricing strategies
d) Understand and Analyzing Business/ Consumer Markets
e) Ascertain the alternative strategies for product promotion and distribution

UNIT – I:

Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research

UNIT – II:

Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behaviour – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding,

UNIT – III:

Designing a Customer Driven Strategy: Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies

UNIT – IV:

Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing - Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix

UNIT – V:

Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, relationship Marketing, Digital marketing, Social marketing, social marketing, market sustainability and ethics, Global marketing, green marketing.

Suggested Readings:

- Philip Kotler, Gary Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
- Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
- Arun Kumar & N. Meenakshi, Marketing Management , Vikas, 2012
- Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.
- Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

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MBA II-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE12C		3	1	0	4

FINANCIAL MANAGEMENT

***The students need Discounting Table and Annuity tables for the examination.**

Course Objective:

a) To provide an understanding of the function, the roles, the goals and the processes of corporate financial management
b) To familiarize participants with fundamentals of Financial Management in an Organization
c) To understand the concepts and techniques of capital budgeting, working capital management and dividend
d) To throw light on the significance of cost of capital for deciding the capital structure
e) To understand the concept of cash management, working capital, receivables and inventory management

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Understanding of the function, the roles, the goals and the processes of corporate financial management
b) Demonstrate the conceptual frame work of the techniques of capital budgeting, working capital management and dividend
c) Asses the fundamental decision issue in working capital management and the trade-offs involved in making these decisions
d) Develop the relationship between profitability, liquidity, and risk in the management of working capital.

UNIT- I:

The Finance Function: Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Present Value and Future value and the basic valuation model.

UNIT - II:

The Investment Decision: Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR.

Capital budgeting decision under conditions of risk and uncertainty. Cost of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital.

UNIT- III:

Capital Structure: Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

UNIT- IV:

Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy - dividends and valuation of the firm - the basic models – forms of dividend. Declaration and payment of dividends. Bonus shares, Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. Dividends and valuation; Major theories centered on the works of Gordon, Walter and Lintner. A brief discussion on dividend policies of Indian companies

UNIT - V:

Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit, regulation of bank finance.

Management of Current Assets: Management of cash – Basic strategies for cash management, cash planning, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Management of receivables- Credit policy, credit evaluation of individual accounts, monitoring receivables, factoring.

Management of inventory- Inventory management process, Inventory control systems, analysis of investment in inventory.

Suggested Readings:

- I M Pandey, Financial Management, 11 e, Vikas Publications, 2015.
- M.Y Khan, P K Jain, Financial Management-Text and Problems, TMH, 2015.
- James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi.
- Eugene F.Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
- Prasanna Chandra: Fundamentals of Financial Management (TMH)
- Working Capital Management by John J. Hampton, Cecilia L.Wagner

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MBA II-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE12D		3	1	0	4

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Objectives:

a) To equip the student with basic quantitative tools required to perform the role as a manager
b) To provide essential concepts for practical analysis and develop analytical skills necessary to make Business decisions
c) To understand the techniques of optimization and their application
d) To introduce transportation and assignment models.
e) To determine how to plan, monitor and control projects with use of PERT.

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Analyse decision making situations
b) Evaluate the linear programming problems using graphical method and simplex method.
c) Assess optimal cost for Transportation models and assignment models.
d) Examine the network diagrams for different projects and identify critical path.
e) Apply the methods to replace an existing old machine.

UNIT - I:

Introduction to Operations Research : Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

UNIT - II:

Linear Programming Method: Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas**,** solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP.

Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogels approximation Method, Test of optimality by Modi Method, unbalanced Supply and

demand, Degeneracy and its resolution.

UNIT - III:

Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

UNIT- IV:

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

Network Analysis – Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing

UNIT - V:

Queuing Theory: Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Game theory, Saddle point, Value of the Game

Suggested Readings:

- S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008. R. Panneerselvam, Operations Research, Prentice Hall International, 3e, 2012
- J. K. Sharma, Operations Research: Theory and applications, 5e, MacMillan, 2013.
- Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
- Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
- Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand, 2012.
- C.R.Kothari: Introduction to Operational Research, Vikas Publishing House.

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MBA II-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE12E		3	1	0	4

RESEARCH METHODOLOGY & REPORT PRESENTATION

Course Objectives: To Understand the

a) Concept / fundamentals of research and their types
b) Practical application of various research techniques
c) Importance of measurement techniques and sampling techniques
d) Importance of coding, editing, tabulation and analysis in doing research
e) Applying the concept of statistical analysis which includes various parametric test and non parametric test and ANOVA technique and understand technique of report writing

Course outcomes: Students should be able to

a) Gain Knowledge of concept / fundamentals for different types of research
b) Apply relevant research techniques
c) Basics of Research Methodology and Research Design
d) Data Collection methods and the tools for analysis and interpretation
e) Importance of presentation of data analysis and report writing including referencing style.

UNIT - I:

Research— concepts – research methodology – approaches to business research – scientific methods – types of research – research design.

UNIT - II:

Formulation and planning of research - selection of research problem – literature review - setting of objectives - formulation of hypotheses – measurement of variables – research plan — conducting the research

UNIT- III:

Data collection– methods and techniques of primary data & secondary data – interviews – surveys – census and sample surveys – Editing, classification and codification of data – using computer packages.

UNIT - IV:

Data Analysis – qualitative data analysis – descriptive quantitative data analysis – tests of measurement and quality – using computer packages

UNIT - V:

Writing and presenting the report—planning report writing —report format – footnotes and bibliography - references and citations presentation

Suggested Readings:

- Mathew David & Carole D. Sutton, Social Research: The Basics, Sage Publications, New Delhi
- O.R. Krishnaswami, Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai.
- Ajai S. Gaur and Sanjaya S. Gaur: Statistical methods for practice and Research, Sage Publishers.
- Deepak Chawla & Neena Sondhi, Research Methodology, Vikas Publishers, 2011
- Naval Bajpai, Business Research Methods, Pearson, 2013
- CR Kothari, Research Methods and Techniques, New Age International, New Delhi

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MBA II-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE12F		3	1	0	4

MANAGEMENT INFORMATION SYSTEM

Course Objective:

a) To understand the importance of Information System in business
b) To understand the process of information generation and communication in organisations
c) To familiarize with the technologies and methods used for effective decision making in an organization
d) To evaluate the role of the major types of information systems in a business environment and their relationship to each other
e) To provide a basic understanding about security issues of information resources

Course outcomes:

Upon successful completion of the course, the students should be able to understand

a) Concepts & applications of Management Information Systems
b) Information Systems Planning & Implementations
c) The technologies and methods used for effective decision making in an organization
d) Cyber crime and information security

UNIT - I:

Introduction : MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

UNIT - II:

Business Applications of Information Systems: E-Commerce, ERP Systems, DSS, Business Intelligence, and Knowledge Management System.

UNIT- III:

Management of IS: Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

UNIT - IV:

Building of Information Systems: System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for

Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

UNIT - V:

Introduction to Cyber Crime: Cyber space; cyber law; e-business; e - consumers; spam; phishing. Cyber crime and information security, cyber criminals , Classification of cyber criminals - Indian Perspectives - Cyber crimes and Indian IT Act 2000, Global perspective on cybercrime - Cybercrime era.

Suggested Readings:

- Management Information Systems, Laudon & Laudon, Pearson, 2015.
- Management Information Systems–Managerial Perspective, D P Goyal, MacMillan, 3e Edition, 2010.
- Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.
- Management Information Systems, Kelkar, Prentice Hall India, 2012.
- Cyber Security, Nina Godbole & Sunit Belapure, Wiley India, 2012.
- Murthy.CSV, Management Information Systems- Text & Applications, Himalaya Publishing House, 2009

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MBA II-SEM **R22**

COURSE CODE	CORE COURSE	L	T	P	C
LE12G		3	1	0	4

MANAGERIAL ECONOMICS

Course Objective:

a) To familiarize the students with concepts and techniques in Economics
b) To understand the key economic concepts which are used for effective decision making
c) To understand and apply demand and supply analysis to business decisions.
d) To know the basics of market morphology and identify the different market structures.
e) To understand basic macroeconomic concepts which are relevant to business environment.

Course outcomes:

Upon successful completion of the course, the students should be able to

a) Demonstrate an appreciation of the economic perspective on and process of quantitative problem solving and its applicability to decision making.
b) Analyze the economic environment in which business entities operate and understand how managerial decisions can vary under different constraints.
c) Address microeconomic issues ranging from pricing, cost determination, compensation, entry into and exit from markets, and output decisions.
d) Measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income.
e) Derive the equilibrium conditions for cost minimization and profit maximization.

UNIT- I:

Introduction to Business Economics: Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

UNIT- II:

Theory of Demand and Supply: Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting,

Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

UNIT- III:

Production and Cost Analysis: Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Iso-Quant and Iso-Cost Curves, Returns to Scale, Economies of scale - Innovations and global competitiveness. Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves.

UNIT- IV:

Market Structure and Pricing Practices: Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.

UNIT- V:

Pricing Practices- Price Discrimination-Pricing Strategies- Pricing Over Product Life Cycle- Break Even Analysis

Suggested Readings:

- Dominik Salvatore, "Managerial Economics", 2016, 8th Ed. Oxford University Press
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2016.
- Chaturvedi, Business Economics, International Book House, 2012.
- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
- Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
- Justin Paul, Business Environment, Tata McGraw Hill, 2010.