

**Institute of Management Studies
Devi Ahilya Vishwavidyalaya
MBA (Full Time) Semester 1
Course Scheme**

S.No	CODE	COURSE NAME	CREDITS
SEMESTER I			
1.	MS5A-501	Management Principles and Practices	3
2.	MS5A-503	Marketing Management – I	3
3.	MS5A-505	Organisation Behaviour	3
4.	MS5A-507	Managerial Economics	3
5.	MS5A-509	Business Accounting	3
6.	MS5A-511	Managerial Communication	3
7.	MS5A-513	Business Ethics and Management by Indian Values	3
8.	MS5A-515	IT Applications for Business	3
9.	MS5A-551	Quantitative Methods	3

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) Semester I			
Subject Name	MANAGEMENT PRINCIPALS AND PRACTICES	Subject Code	MS5A-501
		Total Credits	03
Subject Nature: DISCIPLINE SPECIFIC COURSE			
Course Objective:			
<ol style="list-style-type: none"> 1. To expose the students to basic concepts of management. 2. To enable them to gain appreciation for emerging ideas, techniques, procedures and practices in the field of management. 3. To highlight professional challenges that managers face in various organization. 			
Learning Outcome:			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> 1. Interpolate various managerial skills, roles, functions and levels. 2. Acquire the knowledge of Management Process, theories and structure. 3. Engage in management functions: Planning, organizing, staffing, directing and controlling 4. Explore role of IT in management functioning. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case / caselet to be discussed in each Unit			
Course Contents			
UNIT –I Concept of Management	1.1 Nature and Purpose of Management 1.2 Managing: Science or Art? 1.3 The Evolution of Management Thoughts 1.4 The Function of Manager: Planning, Organizing, Staffing, Leading and controlling. 1.5 Theories: Classical, Human relations and Contingency 1.6 System approach to Management Process.		
Unit-2 Planning and Strategies	2.1 Nature and Purpose of Planning 2.2 Planning process, Principles of Planning 2.3 Types, Advantages, Limitations 2.4 Objectives, Management by Objectives. 2.5 Strategies, Policies and Planning Premises 2.6 Strategic Planning Process (TOWS Matrix, Porters Generic Competency) 2.7 Forecasting 2.8 Decision Making, Models, Managerial decision-making process		
Unit-3 Organizing	3.1 Nature, Purpose and Principles of Organizing 3.2 Formal and Informal Organization, Organization Levels and the Span of Management. 3.3 Structure and Process of Organization.		

	<p>3.4 Departmentation 3.5 Line and Staff Authority, Conflict 3.6 Decentralization of Authority and Methods 3.7 Delegation of Authority and Kinds 3.8 Organization Charts.</p>
Unit- 4 Directing and Staffing	<p>4.1 Concept, Importance and elements of Directing 4.2 Direction Process, Principles of effective direction 4.3 Definition of Staffing,an overview of Staffing Function</p>
Unit-5 Controlling	<p>5.1Concept and Process of Control, Control Techniques 5.2Human Aspects of Control, Control as a Feedback System 5.3Profit and Loss Control, Control Through Return on Investment 5.4Major Controlling Techniques: Budgetary and Non-Budgetary Control Devices 5.5The Use of Computer for Controlling and Decision Making, The Challenges Created by IT as a Control Tool</p>
Unit-6 Contemporary Management Issues and its Challenges	<p>6.1 Cross cultural issues in management-Diversity and the new work force. 6.2 New ways of managing the workforce-Neuro managing, Globalization and its complexity 6.3 Service economy, Management communication and technology, Knowledge management and knowledge economy.</p>
<p>Learning Resources: Text Books: 1.1. Stephen P. Robbins and Mary Coulter, 'Management', Prentice Hall of India 2.2. Harold Koontz, Heinz Wehrich and Mark V Cannice, 'Management -A global perspective 3.3. P.Subba Rao, Principles of Management, Himalaya Publishing 4.4. Mukherjee, Principles of Management and Organizational behavior, Tata McGraw Hill 5.5. K.Aswathappa, Organizational Behaviour, 5Ed, Himalaya Publishers, 2001. 6.6. Sridharan Bhat ,Management and Behavioural Process, Text and Cases, Himalaya Publishers 7.7. L.M.Prasad, Principles and Practice of Management, 7Ed, S.Chand Publishers, 2007.</p>	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) SEMESTER 1			
SUBJECT NAME	MARKETING MANAGEMENT-I	SUBJECT CODE	MS5A-503
		TOTAL CREDITS	03
SUBJECT NATURE: DISCIPLINE SPECIFIC COURSE			
Course Objective:			
<ul style="list-style-type: none"> The objective of the course is to equip the students with the concept and methods of Marketing. The students will be able to plan, design and carry out marketing using the techniques discussed. 			
Learning Outcome:			
At the end of the course student should be able to;			
<ol style="list-style-type: none"> Help to get a basic understanding of marketing concepts. Develop skills for marketing. Attain some elementary level of knowledge of sales and marketing. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case / caselet to be discussed in each Unit			
Course Contents Sessions			
Unit - 1 Marketing Concepts	1.1 Understanding and Defining Marketing 1.2 Customer Value, Satisfaction, Customers Delight, and Loyalty 1.3 Conceptualizing Tasks and Philosophies of Marketing Management, 1.4 Value chain.		
Unit - 2 Marketing Environment, and Research	2.1 Scanning the Marketing Environment. 2.2 Marketing Information System 2.3 Marketing Research Process 2.4 Applications of Marketing Research		
Unit - 3 Consumer Behaviour	3.1 Understanding Consumer Behavior - Concept and Applications 3.2 Factors Influencing Buying Behavior, 3.3 Buying Decision Process		
Unit-4 Market Segmentation, Targeting, Positioning	4.1 Market segmentation 4.2 Levels of market segmentations, 4.3 Patterns, procedures, requirement for effective segmentation, 4.4 Market Targeting 4.5 Developing a positioning strategy.		
Unit - 5 Marketing Strategies	5.1 Developing Marketing Strategies 5.2 Understanding Marketing Mix		

Unit - 6 Product Decisions	6.1 Objectives, 6.2 Product classification, 6.3 Product-Mix, 6.4 Product life cycle strategies	
	TOTAL CLASSROOM CONTACT SESSIONS	40
<p>Learning Resources:</p> <ol style="list-style-type: none"> 1. Philip Kotler, and Gary Armstrong, " Principles of Marketing", Latest Edition, Pearson Education. 2. Philip Kotler, Kelvin Lane Keller, Abraham Koshy, MithileshwarJha “Marketing Management - A South Asian Perspective” –New Delhi: Pearson Education. <p>Reference Books:</p> <ol style="list-style-type: none"> 1. Willam J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit “Marketing Concepts and Cases”, Tata Mc Graw Hill. 2. RajanSaxena, Marketing Management, , Tata McGraw Hill 		

INSTITUTE OF MANAGEMENT STUDIES (DAVV) INDORE			
M.B.A. (FULL TIME) SEMESTER 1			
Subject Name	ORGANIZATIONAL BEHAVIOUR	Subject Code	MS5A-505
		Total Credits	03
Subject Nature: DISCIPLINE SPECIFIC COURSE			
Course Objective: Objective of this course is to help students to understand Human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.			
Learning Outcome: At the end of the course learners will be able to; <ol style="list-style-type: none"> 1. Demonstrate an understanding of key terms, theories/ concepts and practices within the field of OB. 2. Demonstrate competence in development and problem solving in the area of management. 3. Analyze the key issues related to administrating the human elements such as Perception, Learning, Motivation, Leadership, Team Building and others. 4. Know the meaning of terminology and tools used in managing employees effectively. 			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case / caselet to be discussed in each Unit			
Course Contents			
UNIT –I Introduction	1.1 Definition, concept, need and importance of OB 1.2 Nature and scope of OB 1.3 OB models		
Unit-2 The Individual Behaviour	2.1 Personality: Determinants and attributes 2.2 Perception: Factors influencing perception, process, Attribution theory 2.3 Learning: Concept, Theories of learning 2.4 Attitude: Concept and types, cognitive dissonance theory		
Unit-3 Motivation	3.1 Definition, concept and theories of motivation - Maslow's Hierarchy of Needs, Herzberg's Two Factor theory 3.2 ERG theory, Vroom's Expectancy theory, 3.3 Equity theory, Reinforcement theory and Behavior Modification.		
Unit- 4 Group Behaviour	4.1 Defining and classifying group 4.2 Group development, properties, structure, process 4.3 Group Dynamics: Group think, Group shift 4.4 Teams: Types, creating effective teams		
Unit -5 Leadership	5.1 Nature and significance of leadership, leadership in different cultures 5.2 Leadership theories and styles, Trait theories, Behavioral theories: Ohio studies, Michigan studies and managerial grid		

	5.3 Contingency theories: Fiedler's model, SLT theory, LMX theory Path goal theory.
Unit-6 Organizational Change and Conflict Management	6.1 Organizational Change: forces of change, resistance to change Lewin's change management model 6.2 Meaning of conflict, types, transition in conflict thoughts 6.3 Conflict Process 6.4 Conflict management Techniques.
Learning Resources: Text Reading: Latest Edition 1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi "Organizational Behaviour", Pearson Education 2. K. Aswathappa: Organisation Behaviour, Himalya publishing House 3. Fred Luthans, "Organizational Behaviour", New York, McGraw Hill. 4. John W Newstrom: Organizational Behaviour, Mc Graw Hill 5. Kavita Singh: Organizational Behaviour Text and Cases , Pearson 6. Margie Parikh Rajen Gupta: Organizational Behaviour, Mc Graw Hill 2011 7. P G Aquinas: organizational Behavior, Excel books 8. Udai Pareek, Understanding Organizational Behavior, Oxford Higher Education, 2nd Edition, 2008 9. M.N. Mishra, Organizational Behavior, Vikas Publishing House, Reprint 2008	

INSTITUTE OF MANAGEMENT STUDIES			
MBA(FULL TIME)- SEMESTER I			
Subject Name	MANAGERIAL ECONOMICS	Subject Code	MS5A-507
Subject Nature: DISCIPLINE SPECIFIC COURSE			
Course Objective: Objective of this Course is to help the students analyze and understand economic environment.			
At the end of the course learners will be able to;			
<ol style="list-style-type: none"> 1. Analyze how buyers and sellers interact in a free and competitive market to determine prices and quantities of goods. 2. Measure how changes in price and income affect the behavior of buyers and sellers. 3. Use the concept of producer, consumer surplus, and total surplus to explain the outcomes of markets for individuals, firms, and society. 4. Analyze how firms can use various pricing strategies to maximize profit. 5. Evaluate macro-economic factors using various indicators. 6. Utilize strengths and weakness of fiscal and monetary policy to determine an appropriate stabilization policy for a given macroeconomic situation 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have five theory questions out of which a student will be required to do any four questions. Section B will be of 20 marks and consist of numerical / case(s).			
Note: One Case / caselet to be discussed in each Unit			
Course Content			
UNIT 1 Introduction to economics and managerial economics	Content 1.1 Nature scope, characteristics and significance of managerial economics. 1.2 Relationship of managerial economics with economics, operation research, 1.3 decision making, statistics, accounting.		
UNIT 2 Fundamental concepts:	2.1 Incremental reasoning, Marginal analysis, Equi marginal utility, time perspective, 2.2 consumer surplus, opportunity cost, time value of money 2.3 Theories of Firm – Managerial theories – Baumol and Williamson, Behavioral theories – Simon, Cyret and March		
UNIT 3 Supply & Demand Analysis	3.1 – Concept, Determinates & Types of Demand. Utility and its types, law of Diminishing Marginal utility. 3.2 Demand Function, Law of Demand. Elasticity of Demand Price, Income, Cross, 3.3 Advertising & price expectation. Demand Forecasting		

<p>UNIT4 Production and cost analysis:</p>	<p>4.1 Meaning of production, production function, short run and long run production analysis. 4.2 Isoquant curves and Isocost lines, Ridge lines, Equilibrium production, expansion path. 4.3 Cost – meaning and types of cost, cost function, short run and long run cost function. 4.4 Economies and diseconomies of scale. Law of supply.</p>
<p>UNIT 5 Pricing:</p>	<p>5.1 Price determination under perfect competition. 5.2 Monopoly and Price Discrimination, Monopolistic Competition, 5.3 Oligopoly – kinked demand curve, cartel formation, 5.4 Price leadership.</p>
<p>UNIT 6 Profit:</p>	<p>6.1 Meaning, types and theories of profit, 6.2 Profit planning – break even analysis.</p>
<p>UNIT 7 Micro-macro interrelations :</p>	<p>7.1: Circular flow of economic activity, National Income concepts, Concepts and Objectives of Private Business. 7.2 Meaning and Phases of Business Cycles: Economic stabilization & Role of govt. in the econ.</p>

Learning Resources:

Text Books:

- P.L. Mehta – Managerial Economics, Sultan Chand, New Delhi.
- Mishra & Puri – Micro Economics, Himalaya Publishing House, New Delhi
- G.S. Gupta: Managerial Economics, Tata McGraw Hills, New Delhi
- Peterson & Lewis: Managerial Economics, Princeton Hall of India, New Delhi.

Reference Books:

- Koutsoyiannis – Modern Micro Economics, Macmillan Press, New Delhi
- Dr. Atmanand – Managerial Economics, Excel books, New Delhi
- Howard Davis – Managerial Economics, Macmillan Press, New Delhi
- D.N. Dwivedi – Managerial Economics, Vikas Publishing, New Delhi
- Hal Varian – Intermediate micro economics, Tata McGraw Hills, New Delhi

Web References: <http://ocw.mit.edu/courses/economics/>

Supplementary Material:

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) SEMESTER I			
SUBJECT NAME	BUSINESS ACCOUNTING	SUBJECT CODE	MS5A-509
		TOTAL CREDITS	03
SUBJECT NATURE: ABILITY ENHANCEMENT COMPULSORY COURSE			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Financial Accounting and Cost Accounting.			
LEARNING OUTCOME: At the end of the course learners will be able to; 1. Practice accounting systems, basics of accounting, accounting books and preparation of trial balance. 2. Apply methods of accounting to analyze business situations and take decision. 3. Illustrate basics of Cost Accounting and related decision criteria.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
Note: One Case / caselet to be discussed in each Unit			
COURSE CONTENTS			
UNIT –I Introduction to Accounting	1.1. Accounting Evolution, Significance, 1.2. Accounting Principles, Concepts & Conventions, GAAP, Overview of International Accounting Standards, 1.3. Accounting Equation, 1.4. Concept of Capital and Revenue, 1.5. Types of Accounts, 1.6. Rules of Debit and Credit.		
Unit-2 Accounting Cycle	2.1. Recording of Transactions – Preparation of Journal, Ledger, Trial Balance and Closing Entries including Numerical. 2.2. Preparation of Financial Statements: Trading and P & L Account and Balance Sheet- Concepts, Format of P&L A/C and Balance Sheet with Adjustments (Vertical & Horizontal Formats), including Numerical.		
Unit-3 Treatment of Depreciation	3.1. Concept, Meaning, Nature, Causes of Depreciation and Other Related Terms. 3.2. Methods of Depreciation: SLM and WDV Methods including Numerical.		
Unit- 4 Introduction to Cost Accounting	4.1. Understanding and Classifying Cost, Elements of Cost, Component of Total Cost, Classification of Costs and Format, 4.2. Preparation of Cost Sheet and Tender including Practical and Numerical.		

<p>Unit -5 Standard Costing, Variance Analysis and Budgetary Control</p>	<p>5.1.Meaning of Standard Cost &Variance, Cost Variance – Determination of DirectMaterial Variance, Direct Labor Variance, Sales Variance and Control of Variance, including Numerical. 5.2.Types of Budgets. 5.3. Relationship of Standard Costing and Variance Analysis with Budgetary System including Numerical.</p>
<p>Unit-6 Contemporary Issues in Accounting</p>	<p>6.1.Concept of Inflation Accounting, 6.2. Human Resources Accounting.</p>
<p>Learning Resources: Text Books: Latest Edition of- R.L. Gupta, and V.K. Gupta, “Principles of Accountancy”, Sultan Chand & Sons. S.N. Maheshwari, “Introduction to Accounting”, Vikas Publishing House, New Delhi. S. N.Maheshwari, “Cost Accounting, Theory and Problems”, VikasPublications,New Delhi.</p> <p>Reference Books: Latest Edition of- S.P. Iyengar, “Cost Accounting”, Sultan Chand & Sons. Robert N. Anthony and James S. Recee, “Accounting Principles”, A.I.T.B.S. Pub. and Distributions, New Delhi. R.P.Rastogi, “Graded Problems and Solutions in Financial Management”, Galgotia Publication, New Delhi.</p>	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (MARKETING MANAGEMENT)			
Batch 2021-22			
Semester I			
Subject Name	MANAGERIAL COMMUNICATION	Subject Code	MS5D-509
		Total Credits	03
Subject Nature: ABILITY ENHANCEMENT			
Course Objective:			
<ul style="list-style-type: none"> To help the student acquire the theoretical and practical knowledge of oral, written and interpersonal skills of communication in business, so as to improve his managerial abilities 			
Learning Outcome:			
<ol style="list-style-type: none"> At the end of the course students should be able to; To identify objectives, analyze audiences, and choose the most effective structure and style for delivering strategically sound written and spoken messages in a dynamic and diverse business environment. 			
Examination Scheme:			
The internal assessment will be of 40 marks based on three assessments of 20 marks each, out of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 40 marks and have theory questions. Section B will be of 20 marks and consist of case(s).			
Note: One Case / caselet to be discussed in each Unit			
Course Contents			
Unit-1 Nature of Business Communication	1.1 Need, importance and purposes of communication in organizations 1.2 Elements and environment of communication 1.3 Models of communication 1.4 Forms and networks of organizational communication 1.5 Types of communication barriers and how to overcome them 1.6 Listening, types of listening and effective listening 1.7 Elements of effective communication		
Unit-2 Non-verbal Communication	2.1 Importance of appearance and how to use it as a tool in communication 2.2 Body language and oculesics 2.3 Paralanguage 2.4 Proxemics 2.5 Chronemics 2.6 Haptics 2.7 Using non-verbal tools (oral and written) to communicate effectively		
Unit-3 Presentations, Interviews, Group Discussions and Business Meetings	3.1 Preparation of content for presentation 3.2 Understanding the audience 3.3 Importance of rehearsals 3.4 Using visual aids in presentations 3.5 Handling questions 3.6 Writing a resume'		

	<p>3.7 Types of interviews</p> <p>3.8 Preparation for an interview</p> <p>3.9 Do's and don'ts during an interview</p> <p>3.10 Understanding the group in a group discussion 3.11 Do's and don'ts in a group discussion</p> <p>3.12 Meetings in business and its types</p> <p>3.13 Notice and agenda</p> <p>3.14 Minutes of a meeting</p> <p>3.15 Mannerisms, etiquettes and assertiveness in oral communication</p>
Unit-4 Business Writing	<p>4.1 Types of business letters</p> <p>4.2 Structure and format of letters</p> <p>4.3 Memorandums and circulars</p> <p>4.4. e-mails</p> <p>4.5 Text messaging</p> <p>4.6 Report writing</p> <p>4.7 Importance of written communication</p> <p>4.8 Appropriate one in business writing</p>
Unit-5 Negotiation Skills	<p>5.1 Need for negotiation</p> <p>5.2 Process of negotiation</p> <p>5.3 Barrier stone gotiation and how to overcome them</p>
Unit-6 Issues in Communication	<p>6.1 Handling diversity (gender, culture, ethnicity, etc.)</p> <p>6.2 Tolerance and acceptance of diversity</p> <p>6.3 Emotional intelligence and its impact on communication</p> <p>6.4 Social intelligence and its impact on communication</p> <p>6.5 Ethics in communication.</p>
<p>Text Reading: Latest Editions M.Ramanand P.Singh, Business Communication, latest edition, Oxford University Press, India. William V. Ruch, Business Communication, Maxwell Macmillan, New York. Lani Arredono, The McGraw-Hill 36-Hour Course: Business Presentation, McGraw-Hill, New York. Bill Scott, The Skills of Communication, Jaico, Bombay. Ronald E. Dulek and John S. Fielden, Principles of Business Communication, McMillan, New York. Dalmer Fisher, Communication in Organizations, Jaico Publishing House, India. M.E. Guffy, Essentials of Business Communication, Thomson Publication. Shirley Taylor, Communication for Business, Pearson Education.</p>	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) Semester I			
Subject Name	BUSINESS ETHICS AND MANAGEMENT BY INDIAN VALUES	Subject Code	MS5A- 513
		Total Credits	03
Subject Nature: VALUE ADDED COURSE			
Course Objectives:			
<ul style="list-style-type: none"> ● To acquaint the students with ethics and Indian ethos along with its relevance to managerial decision making. ● To provide the necessary theoretical and conceptual foundation of ethics and ethical behavior in organizations. ● To promote an understanding of Indian values and value system in detail and its universal applicability in understanding human behavior. 			
Learning Outcomes:			
At the end of the course learners will be able to;			
1. Analyze nature and purpose of business ethics and differentiate from corporate social responsibility.			
2. Apply various concepts of Indian ethos and apply in business situation and decision making.			
3. Apply self-management at work place			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case / caselet to be discussed in each Unit			
Course Contents			
UNIT –I Nature and purpose of Ethics, Ethical Norms	1.1 Concept and Nature of Ethics- Business Ethics 1.2 Role and purpose of Ethics for business 1.3 Ethical Norms and Principles for business.		
Unit-2 Theories of Business Ethics	2.1 Different Theories of Business Ethics 2.2 Business Ethics and Corporate social Responsibility 2.3 Nature of Utilitarian view of Business Ethics		
Unit-3 Corruption and Whistle blowing	3.1 Nature and types of Corruption in India 3.2 Method and means of checking corruption in India 3.3 Whistle blowing		
Unit- 4 Indian Ethos	4.1 Management and Culture, Management is Culture bound (Discussion) 4.2 Concept and Nature of Indian Ethos for Management 4.3 Fivefold debts (Pancha Rina) v/s Corporate Social Responsibility (Discussion)		

<p>Unit -5 Sources of Indian Ethos and Management</p>	<p>5.1 Representative Sources of Indian Ethos in Management Vedas, Shastras, Smritis, Puranas, Upanishads 5.2 Ramayana, Mahabharata- Special Reference to Bhagwat Geeta 5.3 Arthashastra, Ramcharitmanas, Panchatantra, Hitopadesh 5.4 Guru Granth Sahib, Teachings of Buddha and Mahaveer 5.5 The Holy Bible, The Holy Quran (Should they be included in Indian Ethos: Discussion) 5.6 Kabir, Rahim, Ramkrishna Paramhansa, Swami Vivekananda, Local folk songs, idioms and folk tales</p>
<p>Unit-6 Values for Indian Managers</p>	<p>6.1 Values v/s Skills, Value System 6.2 Values and Purity of Mind 6.3 Indian Values and Wisdom relevant to modern management 6.4 Work Ethics & Ethics in Work 6.5 Life Goals or Purusharthas, Professionalism and Karma Yoga 6.6 Management of the Self and Workplace Spirituality.</p>
<p>Unit 7 Models of Motivation and Leadership</p>	<p>7.1 Models of motivation and Leadership in Indian thoughts, Examples from scriptures 7.2 Guna Theory, Karma Theory and Sanskar Theory</p>
<p>Learning Resources: (latest Editions of the books and material)</p> <ol style="list-style-type: none"> 1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2. Weiss, Business Ethics Concept & Cases, Cengage Learning 3. Velasquez, Business Ethics, Concepts & Cases, PHI 4. Murthy, Business Ethics, Himalaya Publishing House 5. Al Gini, Case Studies in Business Ethics, Pearson Education. 6. Shashtri J.L., Ancient Indian Tradition and Mythology, Motilal Banarsidas, New Delhi 7. F. Max Muller, Sacred Books of East, Motilal Banarsidas, New Delhi 8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd., 	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) SEMESTER I			
Subject Name	IT APPLICATION FOR MANAGERS	Subject Code	MS5A-515
		Total Credits	03
Subject Nature: GENERAL ELECTIVE I			
Course Objective: The objective of this course is to help the student acquire the basics of Information Technology and e-Business Fundamentals. The subject course is to help students to understand the management aspect of E-commerce Technological Environment.			
Learning Outcome: At the end of the course learners will be able to; <ol style="list-style-type: none"> 1. Apply Information Technology in business 2. Acquire practical knowledge about MS Word, MS Excel , MS Power point and application and use of Statistical test 3. Use of Management Information System (MIS) at various levels of management 4. Identify with the concepts of Blockchain and Cryptocurrency. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case / caselet to be discussed in each Unit			
Course Contents			
UNIT –I Introduction to Computers	1.1 Hardware: Input/output devices, storage devices and memory. 1.2 Software: System and Application Software, Compilers, Interpreters and Assemblers 1.3 Languages: Levels of languages, generation and their features 1.4 Internet: Concepts & Services, Hardware and software requirements, types of Internet connections 1.5 Operating Systems WINDOWS XP: Basic Operations, utilities and features.		
Unit-2 Application Software (MS- Office	2.1 MS Word: word basics, formatting text and documents, introduction to mail merge & macros. 2.2 MS Excel: Excel basics, rearranging worksheets, working with graphics, Using worksheet as databases, automating “what-if” projects. 2.3 MS PowerPoint : PowerPoint basics, and important features, creating presentations 2.4 MS Access: Database creation, screen/form design, report generation using wizard (Practical)		
Unit-3 E- Business Mobile and Wireless	3.1 E-Business Fundamentals, E-Business framework, E-Business application 3.2 Technology Infrastructure for E-Business. 3.3 Mobile computing framework, wireless technology and switching method		

computing fundamentals	3.4 Mobile information access device, mobile computing application
Unit- 4 Management Information systems & Security Environment	4.1 Introduction to Management Information systems : Types of MIS, Capabilities, Complements, CCR Framework; Role of manager with respect to IT in an organization. 4.2 Elements of Business models, B2B, B2C models 4.3 Type of E-payment, digital token-based e-payment ,smart card, credit card payment systems 4.5 Risk on e-payment. 4.6 Introduction to Block chain and Crypto currency 4.7 Block chain as an Asset and a Business 4.8 Client-server security, data and message security 4.9 Document security, firewalls.
Unit-5 Inter-organization Business	5.1 EDI application in business 5.2 EDI: legal, security, standardization 5.3 EDI software implementation 5.4 VANs (value added network) Internet based EDI
Unit – 6 Online Marketing Concepts	6.1 Marketing Communication 6.2 Marketing Tools 6.3 Virtual Factory, Strategies for Electronic Business, Making Money on net 6.4 Web portals and vortals concepts, Search Engine Optimization.
Book Reference:	
<ol style="list-style-type: none"> 1. Ravi Kalakotta & Whinston B., “Frontiers of E-Commerce”, Pearson Education, Reprint 2009 New Delhi 2. R. Kalakotta & M. Robinson, “E-Business: Roadmap for Success”, Pearson Education Reprint 2009, New Delhi 3. Laudon and Traver. Ecommerce: Business Technology Society, 4th Edition 2009 Pearson Education, New Delhi 4. Schneider ,E-Commerce Strategy technology and implementation, 1st, edition, 2008, Cengage Learning, India 5. Elias M. Awad, Electronic Commerce, PHI Learning. 2009 6. Rayudu C. S. e-Business, 2007, Himalaya Publishing House. 7. Daniel Amor, “The E-Business (R) Evolution”, PHI Learning, New Delhi, 8. Hanson, E-Commerce & Web Marketing, Cengage Learning, India, 1st edition, 2009 9. Kamlesh K. Bajaj & Debjani Nag, “E-Commerce”, Tata McGraw Hills, New Delhi, 10. Joseph, E-commerce, Indian Perspective, PHI, 3RD Edition, 2009 11. Chaffey, E-Business & E- Commerce Management, 3rd edition, Pearson Edu, 2008 12. Murthy C. S. V., e-Commerce, 2007, Himalaya Publishing House 13. Parag Kulkarni & P.K. Chande, IT Strategy for Business, 1st edition Oxford University Press 14. Sinha and Sinha, Computer Fundamentals, BPB Publications 15. R.K. Taxali PC Software for windows Made Simple, Tata McGraw Hills, New Delhi 16. Sumitabha Das, Unix concepts and applications, Tata McGraw Hills, New Delhi 	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) SEMESTER I			
Subject Name	QUANTITATIVE METHODS	Subject Code	MS5A-551
		Total Credits	03
Subject Nature: GENERAL ELECTIVE II			
Course Objective:			
<ul style="list-style-type: none"> To expose the students to the different mathematical and statistical tools used by managers for effective decision making through real life examples and cases 			
Learning Outcome:			
At the end of the course learners will be able to;			
1. Interpret and Organize the data to get solutions to managerial issues.			
2. Attain mathematical and statistical skills for solving the management problems			
3. Apply statistical tools for managerial decision making			
4. Understand the concepts of probability for better understanding of the real world situations			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Note: One Case / caselet to be discussed in each Unit			
Course Contents			
UNIT –I Sets, Functions, and Progressions	1.1. Sets, Functions 1.2 Progressions– Arithmetic and Geometric Progressions		
Unit-2 Determinants and Matrices	2.1 Determinants and Matrices Types of matrices, 2.2 Operations on matrices, 2.3 Ad joint matrix and Inverse matrix, 2.4 Solution of simultaneous linear equations using matrices, 2.5 Input / Output analysis.		
Unit-3 Introduction to Statistics	3.1 Introduction to Statistics: 3.2 Measurement of Central Tendency 3.3 Measurement of Variations 3.4 Skewness and Kurtosis		
Unit- 4 Probability Theory and Probability Distributions	4.1 Probability: Concepts 4.2 Additive and Multiplicative Theorem 4.3 Conditional Probability, Baye’s Theorem, 4.4 Binomial, Poisson and Normal distributions- their Characteristics and applications.		
Unit -5 Correlation & Regression	5.1 Correlation (Karl Pearson’s and Spearman’s Coefficient), 5.2 Methods of computing simple regression.		

Unit-6 Time Series	6.1 Time Series and its Components, 6.2 Models of Time Series 6.3 Components of Time Series: Measurement of trend, Measurement of seasonal variations Measurement of cyclic variations.	
Unit – 7 Statistical Decision Theory	7.1 Decision making process 7.2 Decisions under Uncertainty and Decisions under Risk.	
	TOTAL CLASSROOM CONTACT SESSIONS	40
<p>Text Reading: Latest Editions</p> <ol style="list-style-type: none"> 1. J.K. Sharma, “Mathematics for Management and Computer Applications”, New Delhi, Galgotia Publication, 2. S. Saha, “Business Mathematics and Quantitative Techniques”, Calcutta, Central Book Agency. 3. Richard I. Levin and D.S. Rubin, “Statistics for Management”, New Delhi: Prentice Hall of India. 4. S. P. Gupta, “Statistical Methods”, New Delhi, Sultan Chand and Sons. 5. D. C. Sancheti and V. K. Kapoor, “Statistics: Theory, Methods and Applications”, New Delhi: Sultan Chand and Sons. 6. D.N. Elhance, VeenaElhance and B. M. Aggrawal, “Fundamentals of Statistics”, Allahabad: Kitab Mahal. 		

INSTITUTE OF MANAGEMENT STUDIES

Devi Ahilya Vishwavidyalaya, Indore



Syllabus

M.B.A. (FULL -TIME) 2 Year

Semester - II

2021-23



Roll No.: _____

Name: _____

MBA [FULL TIME] SEMESTER- II BATCH [2021-23] Programme Objectives

The MBA [Full Time] programme seeks to develop students into leaders ready to tackle the challenges of today's global business environment. This is accomplished through the following learning goals and objectives:

Integrative experience and experiential learning

- Formulate an integrative business project through the application of multidisciplinary knowledge

Social, legal and ethical responsibilities of organizations and society

- Analyze the impact of decisions and actions on stakeholders including interpersonal, societal, environmental, and organizational considerations
- Apply appropriate frameworks for evaluating and creating effective organizational responses to diversity
- Demonstrate awareness of economic, environmental, political, legal, and regulatory contexts of global business practice
- Understand, analyze, and apply ethics frameworks to corporate social responsibility and ethical decision making

Effect of global environment on business

- Employ effective cross-cultural communication
- Demonstrate ability to manage in circumstances where business practices and social conventions are different than those in the graduate's native country
- Demonstrate awareness of commonalities among international business activities and customs

Strategic and innovative thinking skills to enable effective decision-making and problem solving

- Develop skills to generate novel and value-creating products, processes, or organizational forms
- Identify problems, define objectives collect and analyze information, evaluate risks and alternatives, and leverage technology to enable qualitative and quantitative methods to solve problems
- Assess environment and opportunities; align business activities and develop and implement strategic change in complex and uncertain conditions

Effective oral, written and presentation communication skills

- Prepare logically constructed and relevant oral and written arguments and information
- Demonstrate professional interaction and communication skills

Team participation and leadership

- Participate in producing positive team objectives
- Describe and apply appropriate influence tactics
- Describe best practices for effective leadership and demonstrate the ability to lead in organizational situations

Functional business knowledge of marketing, operations, information technology, finance, accounting, statistics and quantitative analysis

- Analyze and apply accounting information to facilitate strategic decision-making
- Employ financial decision models to select appropriate projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international expansion, and new venture development

INSTITUTE of MANAGEMENT STUDIES, Devi Ahilya University, INDORE
MBA (FULL TIME) 2 YEARS PROGRAM [2021-23]

M.B.A. (FULL TIME)		
BATCH 2021-23		
SEMESTER II		
Subject Name	HUMAN RESOURCE MANAGEMENT	Subject Code - MS5A-502
		Total Credits – 3 Credits
Subject Nature: CORE		
Course Objective: To make students aware about different functions of human resource management. To make an understanding among students about different terms closely associated with HRM.		
Learning Outcome: At the end of the course students should be able to; 1. Define HRM and understand its importance in managing diverse workforce. 2. Help students to make themselves skilled in HR function for the present day organization.		
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
	COURSE CONTENT	
UNIT –I The field of HRM	1.1 Concept and Functions 1.2 Evolution of Human Resource Management 1.3 Models for excellence 1.4 HRM Models	
Unit-2 HR Policies	2.1 Formulation and Essentials of Sound HR Policies 2.2 Factors Influencing Personnel Policy of the Organisation	
Unit-3 Acquisition of Human Resources	3.1 Job Analysis 3.2 Job Description and Job Specification 3.3 Job Evaluation 3.4 An overview of Recruitment & Selection	
Unit- 4 Development of Human Resources	4.1 Orientation and Induction 4.2 Determining Training Needs 4.3 Overview of Training and Development	
Unit -5 Maintenance of Human Resources	5.1 Placement Promotion and Transfer 5.2 Performance Appraisal 5.3 Career and Succession Planning	

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Unit-6 Separation processes	6.1 Retirement 6.2 Layoff 6.3 Discharge 6.4 VRS
Unit 7 Research and the Future	7.1 Current trends, 7.2 Hybrid organization, hybrid work spaces 7.3 Future Challenges for HRM
TOTAL CLASSROOM CONTACT SESSIONS 45 Hours	
Text Readings: Latest Editions 1. David S. Decenzo and Stephen P. Robbins, “Personnel/Human Resource Management”, New Delhi, Prentice Hall. 2. Michael Armstrong, “A Handbook of Human Resource Practice”, London, Kogan Page. K. Aswathappa (Author) "Human Resource Management: Text & Cases " 8th Edition McGraw Hill. V.S.P Rao. "Human Resource Management" Taxmann Suggested Readings 1. William B. Werther Jr. and Keith Davis, “Human Resources and Personnel Management”, Singapore, McGraw Hill. 2. P Subba Rao, “Essentials of Human Resource Management and industrial Relations: Text, Cases and Games”, Mumbai, Himalaya. 3. Biswajeet Patanayak, “Human Resource Management” New Delhi, Prentice Hall India. 4. Holloway J. Ed., “Performance Measurement and Evaluations”, New Delhi, Sage Publications. Guy V. & Mattock J., “The New international Manager”, London, Kogan Press.	

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MBA (FULL TIME) 2 YEARS PROGRAM [2021-23]

M.B.A. (FULL TIME) BATCH 2021-23 SEMESTER II		
Subject Name	FINANCIAL MANAGEMENT	Subject Code MS5A-504
		Total Credits 3 Credits
Subject Nature: Core		
Course Objective: The objectives of this course are to help the students learn the concepts, tools and skills of financial analysis and financial management, and application in the efficient conduct of business.		
Learning Outcome: At the end of the course students should be able to: <ol style="list-style-type: none"> 1. Understand Concepts of Financial Management and their Application in Financial Analysis and Interpretation. 2. Use Financial Management Tools for Managerial Decision Making. 		
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
Course Contents		
Unit – 1 Introduction	<ol style="list-style-type: none"> 1.1. Meaning and Objectives of Financial Management. 1.2. Scope and Functions of Financial Management. 1.3. Wealth Maximization v/s Profit Maximization. 1.4. Short Term and Long Term Sources of Finance in India. 	
Unit–2 Ratio Analysis	<ol style="list-style-type: none"> 3.1. Liquidity Ratios. 3.2. Profitability Ratios. 3.3. Leverage Ratios. 3.4. Activity Ratios. 3.5. Calculation and Interpretation of Ratios. 	
Unit– 3 Investment and Financing Decisions	<ol style="list-style-type: none"> 4.1. Concept of Time Value of Money. 4.2. DCF and Non DCF Methods for Evaluating Projects, 4.3. Relationship between Investment and Financing Decisions, 4.4. Cost of Debt & Bonds, Cost of Preference Share, Cost of Equity, Weighted Average Cost of Capital. 	
Unit-4 Leverage Analysis	<ol style="list-style-type: none"> 5.1. Determination of operating leverage, financial leverage and total leverage, 5.2. Leverage and Financial Distress. 	
Unit – 5 Capital Structure and Firms Value	<ol style="list-style-type: none"> 7.1. Net Income Approach. 7.2. Net Operating Income Approach. 7.3. Traditional Approach. 7.4. MM Approach. 	

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	7.5. EBIT --- EPS Analysis. 7.6. ROI --- ROE Analysis.
Unit – 6 Dividend Decisions	8.1. Dividend Theories. 8.2. Factors Affecting the Dividend Policy. 8.3. Alternative Forms of Dividend. 8.4. Dividend Discount Model.
Unit – 7 Working Capital Management	9.1. Cash and Liquidity Management. 9.2. Credit Management. 9.3. Determination of Working Capital and its Financing. 9.4. CMA form for Working Capital.
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	
Text Reading: Latest Editions 1. Pandey, I.M. financial Management, Vikas Publishing House, New Delhi. 2. Khan M.Y. and Jain P.K. Financial Management, Tata McGraw Hill, New Delhi. 3. Keown, Arthu J., Martin, John D., Petty, J. William and Scott, David F, Financial Management. Pearson Education. 4. Chandra, Prasanna; Financial Management TMH, New Delhi. 5. Van Horn, James C., Financial management and Policy, Prentice Hall of India. 6. Brigaham& Houston, Fundamentals of Financial Management, Thomson Learning, Bombay. 7. Kishore, R., Financial Management, Taxmans Publishing House, New Delhi. 8. D.N. Elhance, Veena Elhance and B. M. Aggrawal, “ Fundamentals of Statistics ”, Allahabad: Kitab Mahal.	

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MBA (FULL TIME) 2 YEARS PROGRAM [2021-23]

M.B.A. (FULL TIME) BATCH 2021-23 SEMESTER II			
SUBJECT NAME	OPERATION RESEARCH	SUBJECT CODE	MS5A-506
		TOTAL CREDITS	03
Subject Nature: CORE			
COURSE OBJECTIVE: The objectives of this course are to help the students acquire quantitative tools. The use of these tools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.			
LEARNING OUTCOME: At the end of the course students should be able to; 1. Develop models as per the requirements of the practicing managers and to get solutions from them. 2. Describe and attain of decision science skills for the management processes.			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			
Unit-1 Quantitative Techniques and Operations Research	1.1. Meaning, Scope of Quantitative Techniques and Operations Research in Management 1.2 Modeling in OR 1.3 Advantages and Limitations of Quantitative Techniques/Operation Research.		
Unit-2 Linear Programming	2.1 Meaning of Linear programming 2.2 General Mathematical Formulation of LPP 2.3 Graphical Analysis 2.4 Simplex Method and Big-M Method. 2.5 Advantage and limitations of LPP.		
Unit – 3 Non-Linear Programming	3.1 Concepts and Applications of Dynamic Programming, 3.2 Quadratic Programming, Integer Programming and Non linear Programming (Concepts and applications only)		
Unit-4 Transportation Model and Assignment Problem	4.1. Transportation Problem as a particular case of LPP Mathematical Formulation 4.2 Initial Basic Feasible Solution, Vogel's Approximation Method, Optimization (Minimization and Maximization) using Modified Distribution Method and Stepping Stone Method. 4.3. Assignment Model as a particular case of transportation model, 4.4. Formulation of assignment problems, Solution of assignment		

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	problems using Hungarian Method (Minimization and Maximization)
Unit- 5 Game Theory	5.1 Introduction to Games 5.2 Maximin and Minimax Principles 5.3 Pure and Mixed Strategies 5.4 Rule of dominance 5.5 Solutions of Games using –Algebraic and Graphical Methods 5.6 Game theory and linear programming
Unit-6 Waiting Line Models	7.1 Introduction and Scope in Management Decisions, 7.2 Queuing Models M/M/1 (Infinite and Finite Population), 7.3 Concepts and applications of M/M/C.
Unit-7 Inventory Control Models	8.1 Deterministic Inventory Control Models 8.2 ABC and other classifications
TOTAL CLASSROOM CONTACT SESSIONS 45	
Text Reading: Latest Editions <ol style="list-style-type: none">1 Haruly M. Wagner, “Principles of Operations Research with application to managerial decisions”, New Delhi: Prentice Hall of India Pvt. Ltd.2 Hamdy A. Taha, “Operations Research: An Introduction”, New Delhi: Prentice Hall of India Pvt. Ltd.3 N. D. Vohra. “Quantitative Techniques”, New Delhi: Tata McGraw Hill Publications.4 V. K. Kapoor, “Problems and Solutions in Operations Research”, New Delhi: Sultan Chand and Sons.5 P. K. Gupta and D. S. Hira, “Operations Research”, New Delhi: Sultan Chand Publications.	

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**M.B.A. (FULL TIME)
BATCH 2021-23
SEMESTER II**

SUBJECT NAME	MARKETING MANAGEMENT II	SUBJECT CODEMS5A-508
		TOTAL CREDITS 3 Credits
SUBJECT NATURE: GENERIC		
Course Objective:		
<ul style="list-style-type: none"> • To familiarize the students with marketing concepts and practices. • To acquaint them with the challenges of marketing environment and competition; • To expose them to the elements of marketing mix; and develop their capacity to understand marketing applications 		
Learning Outcome:		
At the end of the course students should be able to;		
<ol style="list-style-type: none"> 1. Understand Marketing Management and explain its pivotal role. 2. A clear understanding and exposure to the concepts of marketing and its roots in customer-centric approach, and the elements of marketing mix. 		
Examination scheme:		
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
COURSE CONTENT		
Unit - 1 Promotion Decisions	1.1Promotion Concept, Advertising-Concept, Media, Messages, Money, 1.2Measurement; Sales Promotion-Offers; Personal Selling- 1.3Salesmanship, Steps in Selling, Types of Salesperson; Publicity- Concept, Types	
Unit - 2 Place Decisions	2.1Market Intermediaries, Middlemen- Types, Channels of Distribution, 2.2Retailing-Types of Retail Stores -Store Retailing and Non-Store Retailing; 2.3Wholesaling-Types of Wholesalers	
Unit - 3 Price Decisions	3.1Pricing Techniques, Price Discounts and Allowances, Special Pricing Techniques, Price Discrimination	
Unit-4 Service Marketing	4.1Significance of Services, Characteristics of Services 4.2Service Quality- The Gap Model of Service Quality, 4.3Marketing Mix of Services- Product, Price, Place and Promotion, 4.4Relationship marketing in Services.	
Unit - 5 International Marketing	5.1 EPRG Framework, 5.2 Decision on Selling Abroad, Decision on Markets to be entered, 5.3 Mode of entry, International Marketing Program, Country of Origin Effects	
Unit - 6 Contemporary Issues in Marketing	6.1 e-Marketing, Social Media Marketing- Concept, Social Media Tools- Blogs, Micro Blogs, Media Sharing sites, social networks, Social Media and mobile Technology, 6.2 Multi-level Marketing., 6.3 Rural Marketing.	
Learning Resources:		

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1. Charles W. Lamb, Joseph F. Hair Jr., Dheeraj Sharma, Carl McDaniel “**MKTG**”, CENGAGE, Latest Edition.
2. Philip Kotler, and Gary Armstrong, " **Principles of Marketing**", Latest Edition, Pearson Education.

Reference Books:

1. William J. Stanton, Michael J. Etzel and Bruce J. Walker, Ajay Pandit “**Marketing Concepts and Cases**”, Tata Mc GrawHill.
Rajan Saxena, **Marketing Management**, , Tata McGrawHill

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M.B.A. (FULL TIME) BATCH 2021-23 SEMESTER II			
Subject Name	Introduction to Business Analytics	Subject Code MS5A-510	
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ul style="list-style-type: none"> • To familiarize participants with concepts and applications of data analytics. • To acquaint participants with the challenges of data preparation and implementation. <p>To understand and design data driven models for business decision making.</p>			
Learning Outcome:			
At the end of the course students should be able to;			
<ul style="list-style-type: none"> • To understand the role of data analytics, data mining and business analytics within an organization. • Compute and analyze data using statistical and data mining techniques • Design and develop process of improving the decision making (relevance and quality). 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit - 1 Introduction to Business Analytics	Concept of data, information, knowledge discovery. What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility.		
Unit - 2 Introduction to Data Base Management System	Data base System Applications, Purpose of Database Systems, The ER Model, Relational Model, Other Models Database Languages DDL and DML\ER diagrams – ER Model - Entities, Attributes and Entity sets Relationships and Relationship sets – ER Design. Overview of the SQL Query Language – Basic Structure of SQL Queries. Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization,		
Unit - 3 Examining Data – Exploration and Transformation	Creating MS- Excel sheet and performing operations on MS- Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering. Creating charts/ graphs (histogram, scatter plot, line chart etc.) and Data Visualization using XL Miner for data exploration. Overview of statistical perspective – Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, variance,		

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	histogram, testing of normality, Kurtosis.
Unit-4 Introduction to Data Ware House and Data Mining	Introduction to Data Ware Housing and Data Mining, The origins of Data Mining, OLAP and Multidimensional data analysis.
Unit – 5 Introduction to Machine Learning, AI and Latest Trends	Introduction to Machine Learning: History and Evolution, AI Evolution, Supervised Learning, Unsupervised Learning, Reinforcement Learning. Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics.
Learning Resources: GalitShmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence – Concepts, Techniques and Applications”, Wiley India, 2016 (reprint). Anil Maheshwari, “Data Analytics”, McGraw Hill Education, 2017 Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)	
Reference Books: Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition. Joseph F. Hair, William C. Black, Barry J. Babin , Rolph E. Anderson, Multivariate Data Analysis , Pearson Education, 7th Edition, 2010.	

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**M.B.A. (FULL TIME)
BATCH 2021-23
SEMESTER II**

Subject Name	Business Research Methods	Subject Code	MS5A-512
		Total Credits	03

Subject Nature: CORE: ABILITY ENHANCEMENT

Course Objective:

- The objectives of the course are to equip the students with the concept and methods of Business Research.

The students will be able to plan, design and carry out business research using scientific methods and prepare research report(s) / paper(s).

Learning Outcome:

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

- 1.Help to get solutions to the problems in the corporate world through research.
- 2.Develop research papers to understand the intricacies of research.
- 3.Describe and attain some elementary level of data analysis applicable in research.

Examination scheme:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

Course Contents

UNIT –I Introduction to Research Methods	1.1 Role and objectives of business research 1.2 Types of research, 1.3 Research process: Overview 1.4 Problems encountered by researchers in India
Unit-2 Research Design	2.1 Defining research problem, objectives and Hypothesis development, 2.2 Need for research design, 2.3 Features of a good research design 2.4 Different research designs and types of research design.(exploratory, descriptive, experimental and diagnostic research).
Unit-3 Sampling Theory and Design of Sample Survey	3.1 Census Vs Sample Enumerations 3.2 Objectives and Principles of Sampling 3.3 Types of Sampling, Sampling and Non-Sampling Errors.
Unit- 4 Measurement and Scaling Concepts	4.1 Measurement in research, 4.2 Measurement scales, 4.3 Sources of errors in measurement, 4.4 Techniques of developing measurement tools, 4.5 Classification and testing (reliability, verification and validity) scales 4.6 Designing questionnaires.

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Unit -5 Data Collection and Analysis	5.1 Collection, Organization and Presentation 5.2 Analysis: Univariate and bivariate Analysis (Hypothesis testing) 5.3 Multivariate Analysis (Concepts only)
Unit-6 Report Writing	6.1 Meaning of interpretation 6.2 Techniques of Interpretation 6.3 Precautions in interpretation 6.4 Significance of report writing 6.5 Steps in report writing 6.6 Layout of report 6.7 Precautions in writing research reports.
Text Reading: Latest Editions 1 William G. Zikmund, “ Business Research Methods ”, Orlando: Dryden Press. 2 C. William Emory and Cooper R. Donald, “ Business Research Methods ”, Boston, Irwin. 3 Fred N Kerlinger, “ Foundations of Behavioural Research ”, New Delhi: Surjeet Publications. 4 David Nachmias and ChavaNachmias, “ Research Methods in the Social Sciences ”, New York: St.Marlia’s Press. C. R. Kothari, “ Research Methodology: Methods and techniques ”, New Delhi: Vishwa Prakashan.	

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M.B.A. (FULL TIME) BATCH 2021-23 SEMESTER II		
Subject Name	OPERATIONS MANAGEMENT	Subject Code MS5A-514
		Total Credits 3 Credits
Subject Nature: CORE		
Course Objective:		
<ul style="list-style-type: none"> • To bring the understanding of industrial and business operations, products and services. • To develop logic and skills to apply suitable and better tools and techniques on operational decision making. • To explore the scope and dimensions of operations management applications in major management functions and decisions. 		
Learning Outcome:		
At the end of the course students should be able to;		
<ul style="list-style-type: none"> • Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. • Integrate the business activities and scientific problem solving methodology. • Set the unique way of doing job/task/work/activities with optimality in business. 		
Examination scheme:		
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.		
Course Contents		
Unit-1 Introduction to Production and Operations Management	1.1 Nature of Production / Operations Management 1.2 Production Function and its Environment 1.3 Functions of Production/Operations Manager 1.4 Organization of Production Function	
Unit-2 Facilities Planning	2.1 Product Selection and Design, Service Design 2.2 Process and Technology Selection 2.3 Location of Manufacturing / Service Facility Quantitative and Qualitative Models 2.4 Case Study	
Unit-3 Layout of Manufacturing/ service facility	3.1 Product layout, process layout, fixed position and group layout 3.2 Layout design: Relationship based and Load Distance cost matrix 3.3 Materials handling concepts 3.4 Case Study	
Unit- 4 Resources Requirement Planning and	4.1 Capacity Planning, Concept and Application of Learning Curve. 4.2 Aggregate Production Planning Chase strategy 4.3 Level production, Mixed strategy, Materials Requirement Planning 4.4 Case Study	

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Production Planning and Control	
Unit -5 Inventory and Operations Scheduling and Production Activity Control for Mass Manufacturing	<p>5.1 Importance and Scope, selective inventory control, cost concept in inventory, types of inventory, types of inventory problems</p> <p>5.2 Inventory Models: General Economic Order Quantity (EOQ); Economic Batch Quantity (EBQ) (Single and Multi-products); EOQ with Discounts</p> <p>5.3 Assembly line balancing Batch Processing and Job shop - n-jobs on single machine, njobs on Two/Three machines (Johnson's Rule)</p> <p>5.4 2-jobs on m-machines (Graphical method – Aker's Algorithm)</p>
Unit-6 Quality Control	<p>6.1 Quality Control Function</p> <p>6.2 Acceptance sampling Statistical Process Control</p> <p>6.3 Operating Characteristics Curve and its Applications Quality Circles</p> <p>6.4 Case Study</p>
<p>Learning Resources:</p> <p>Text Books:</p> <ol style="list-style-type: none"> 1. R Paneerselvam. "Production and Operations Management", New Delhi: Prentice Hall of India Publications, Latest Edition 2. S N Chary. "Cases and Problems in Production and Operations Management", New Delhi: Tata McGraw Hill Publications, Latest Edition. 3. Josheph G. Monks "Operations Management", New York : McGraw Hill Publications, Latest Edition <p>Reference Books:</p> <ol style="list-style-type: none"> 1. James R. Evans, David R Anderson, Dennis J. Sweeney and Thomas A Williams, "Applied Production and Operations Management", New York: West Publishing Company, Latest Edition. Elwood S. Buffa and Rakesh K. Sarin, "Modern Production, Operations Management", Singapore: John Wiley and Sons, Latest Edition. 	