

MASTER OF BUSINESS ADMINISTRATION (M.B.A)

**RULES AND REGULATIONS GOVERNING MBA PROGRAMME
with effect from the
Academic Year 2024-25**



**FACULTY OF COMMERCE & BUSINESS MANAGEMENT
KAKATIYA UNIVERSITY
Vidyaranyaपुरi, Warangal**

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Introduction

The duration of MBA programme is Two Academic Years consisting of Four Semesters - two semesters in each year - each semester of 14-16 weeks duration. Students who join MBA programme shall not take-up any employment either part-time or full-time during the University academic working hours. Students who are admitted to MBA course and who are subsequently found to be in employment during the University academic working hours anywhere in India will cease to be students of the course.

Admission

Candidates possessing a Bachelor Degree in any discipline (Excluding B.O.I, and B.F.A) with 50% aggregate marks (45% in case of reserved categories) and qualified in TG-ICET exam are eligible for admission into MBA programme subject to the rules and regulations of the University from time to time.

Course Structure, Hours of instruction per week and Aggregate marks

The MBA programme offers in all 28 papers consisting of 22 core papers and 06 elective papers apart from Viva-voce and project report. In addition to one foundation course and two open electives (**Note: A Student has to choose Two Core Electives and One Common Elective Course from the Elective Groups given i.e., Finance/Marketing/HRM/Systems.**). The details of semester-wise subjects, hours of instruction per week, credits per paper are given as follows:

MBA COURSE STRUCTURE

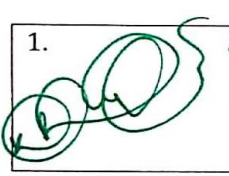
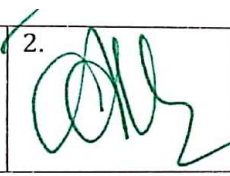
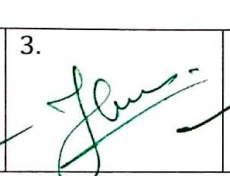
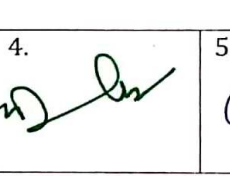
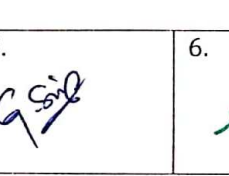
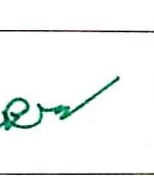
No	Code	Nature	No. of Papers	Semester	Credits
1	CORE	Core	22 @ 4 ppw	I(7) II(7) III(4) IV(4)	88
2	ELE	Electives (Discipline Centric)	6 @ 4ppw	III(3) IV(3)	24
3	VIVA	First Year End Viva			2
4		Project Report & Viva Voce	1	IV	4
Total			29		118

Examination and Assessment

Under Choice Based Credit System (CBCS), the candidates are awarded grades and CGPA

Letter Grades and Grade Points

- Absolute grading method is adopted to convert marks into grades based on Predetermined Class Intervals.
- Pre determined Class Intervals (marks), Grade points and Letter grades are presented here under.

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Grades and Grade Points

Range of Marks obtained in a Course	Grade Point	Explanation	Letter Grade
85 - 100	O	Outstanding	10
70 - 84	A	Very Good	9
60 - 69	B	Good	8
55 - 59	C	Above	7
50 - 54	D	Satisfactory	6
40 - 49	E	Pass	5
Less than 40	F	Fail	0
Absent	Ab	Absent	-

- iii. A student obtaining Grade F shall be considered failed and will be required to reappear for the examination.

Computation of SGPA and CGPA

The following procedure is adopted to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

$$\text{SGPA} (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$$

Where C_i is the number of credits of the i th course and G_i is the grade point scored by the student in the i th course.

- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \frac{\sum(C_i \times S_i)}{\sum C_i}$$

Where S_i is the SGPA of the i th semester and C_i is the total number of credits in that semester.

- iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the memorandum of marks.

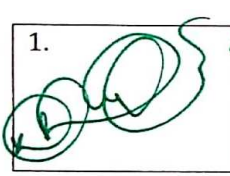
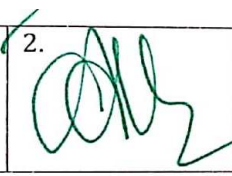
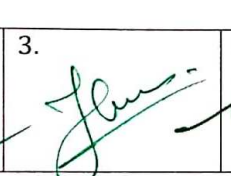
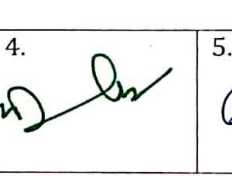
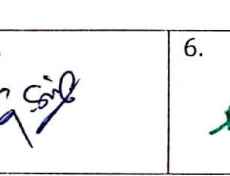
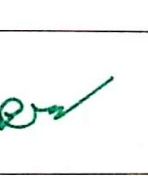
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Illustration of Computation of SGPA and CGPA

i. Computation of SGPA and CGPA

Illustration for SGPA

If a candidate secure different grade in different courses, the SGPA of each Semester of the candidate is arrived as illustrated.

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit X Grade)
Course 1	4	B	8	4X8 = 32
Course 2	4	C	7	4X7= 28
Course 3	4	B	8	4X8 = 32
Course 4	4	B	8	4X8 = 32
Course 5	4	C	7	4X7= 28
Course6	4	B	8	4X8 = 32
Course 7	4	B	8	4X8 = 32
	28			216

Thus, $SGPA = 216/28 = 7.71$

Illustration for CGPA

Semester 1	Semester 2	Semester 3	Semester 4
Credit: 28	Credit : 30	Credit: 28	Credit:32
SGPA: 7.71	SGPA: 6.98	SGPA: 6.22	SGPA: 7.23

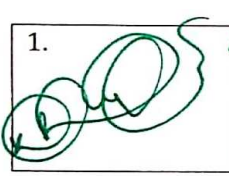
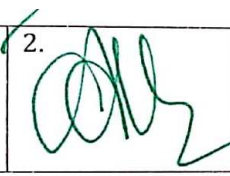
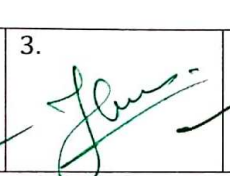
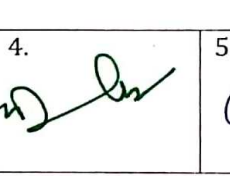
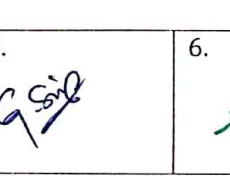
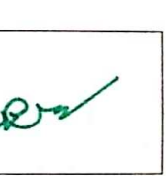
Thus, $CGPA = (28 \times 7.71) + (30 \times 6.98) + (28 \times 6.22) + (32 \times 7.23)/128 = 6.49$

CONTINUOUS AND COMPREHENSIVE EVALUATION (CCE) FRAMEWORK:

Continuous and Comprehensive Evaluation (CCE) is a holistic approach to assessing student learning. In the context of MBA programs, it shifts the focus from traditional exams to a broader evaluation of skills, knowledge, and competencies.

Key NEP Guidelines for MBA Curriculum

- **Flexible Curriculum:** Institutions can offer a variety of specializations and electives to cater to diverse student interests and career goals.
- **Interdisciplinary Approach:** Integration of subjects from different domains to foster a holistic understanding of business.
- **Practical Orientation:** Emphasis on experiential learning, internships, and industry projects to enhance employability.
- **Research and Innovation:** Encouragement of research-oriented projects and incubation of entrepreneurial ventures.
- **Holistic Development:** Focus on developing soft skills, ethical values, and global citizenship.
- **Digital Literacy:** Integration of technology and digital tools in teaching and learning processes.

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- **Quality Assurance:** Implementation of robust quality assurance mechanisms to maintain academic standards.

Core Components of CCE for MBA

1. Continuous Assessment:

- **Regular Assignments and Projects:** Case studies, simulations, group projects, and individual assignments to assess problem-solving, analytical, and teamwork skills.
- **Presentations and Oral Examinations:** Evaluating communication, presentation, and critical thinking abilities.
- **Online Quizzes and Assessments:** To test subject knowledge and understanding.
- **Class Participation:** Assessing active engagement, critical thinking, and ability to contribute to discussions.

2. Comprehensive Evaluation:

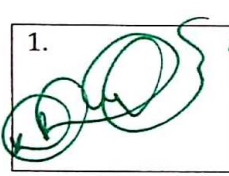
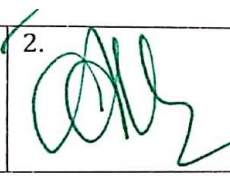
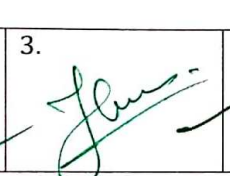
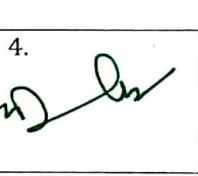
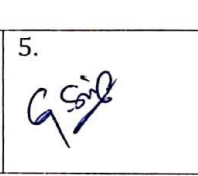
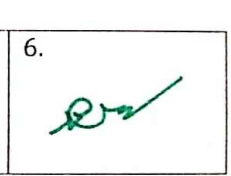
- **Mid-Term and End-Term Examinations:** To evaluate theoretical knowledge and application.
- **Industry Visits and Guest Lectures:** Assessing students' ability to connect theory with practice.
- **Internships and Live Projects:** Evaluating practical skills, problem-solving, and industry adaptability.
- **Portfolio Assessment:** A collection of student work showcasing their growth and development.

3. Co-curricular and Extracurricular Activities:

- **Leadership Roles:** Assessing leadership potential and skills through involvement in clubs and committees.
- **Social Responsibility Initiatives:** Evaluating ethical values and community engagement.
- **Soft Skills Development:** Assessing communication, teamwork, and interpersonal skills through extracurricular activities.

4. Feedback and Mentoring:

- **Regular Feedback:** Providing constructive feedback on assignments and projects.
- **Mentorship:** Guidance from faculty and industry experts to enhance learning.
- **Self-Assessment:** Encouraging students to reflect on their own learning and progress.

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Scheme of Evaluation is a combination of Continuous and Comprehensive Evaluation and End Semester Examination

The CCE Model incorporates two (02) key components for assessing the specified programme:

- i. All courses of MBA Program will carry a Maximum of 100 Marks each.
- ii. All the courses will have 60 marks for university end semester examination and 40 marks for internal examination. Students engage in ongoing evaluation, where a total of 40 marks are distributed through MCQ's, Fill in the Blanks, Match the following, Assertion & Reason and Syllogism.

Internal Assessment Examinations / CCE:

There will be 40 percentages of Marks for the Internal Assessment Examinations / CCE - I and II. Marks are classified as follows:

S. No.	Type of Questions	Number of Questions	Marks
1	05 Questions from First Two & Half Units (03 Marks Each) for first Internal and the rest of the units for the Second Internal.	05	15
2	05 Multiple Choice Questions	05	05
3	05 Fill in the Blanks	05	05
4	05 Match the following Questions	05	05
5	05 Assertion and Reason	05	05
6	05 Syllogism	05	05

Two Internal Assessment examinations shall be conducted in each semester. Out of the marks obtained by the student in two examinations, the **BEST OF TWO** examinations shall be considered. No Supplementary Internal Examination will be conducted.

End Semester Examinations:

End Semester Examination for 60 Marks divisible as Part 'A', 'B' and 'C'. Duration of the university examination for all the courses is 03 hours each.

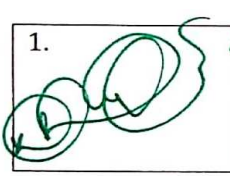
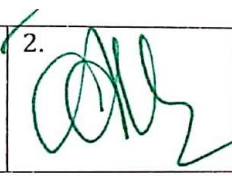
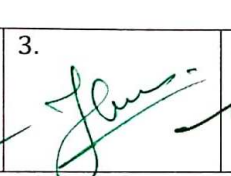
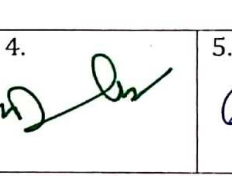
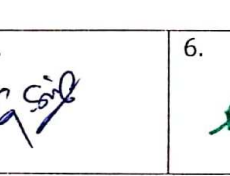
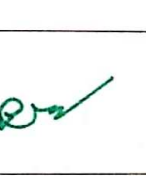
- **Part A - 10 Marks** (5 Questions each carrying 2 marks) without choice.
- **Part B - 40 Marks** (5 Questions each carrying 8 Marks) with internal choice.
- **Part C - 10 Marks:** Case Study - Compulsory

Practical Examinations:

There shall be Practical Examination (LAB) in the I Semester as well as III Semester i.e., Information Technology for Managers (I Semester) and Business Analytics (III Semester) respectively carrying 20 marks each. For 30 Students one External Examiner will be Appointed to conduct the Lab Practical Examination.

Viva-Voce:

There shall be Subject Viva-voce at the end of II semester and at the end of IV Semester with 50 marks for each Viva-voice Examination. The Second semester end Viva-voce is based on the subjects studied in both the I and II semesters. The Fourth semester end Viva-Voce Examination is based on the project report.

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The Second Semester end Viva-Voce Committee shall be as under:

There will be Two members from University and One member from the concerned College in viva committee:

- One - Member from Head/Chairman, Board of Studies / Dean / Professor
- One - Member from the faculty of the University Department/ University constituent colleges nominated by the Chairman, BOS.
- One - Faculty member nominated by the Principal of the concerned college.

The Fourth Semester Project Viva-Voce Committee shall be as under:

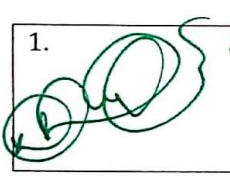
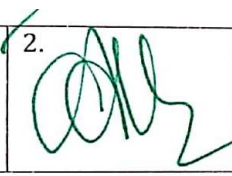
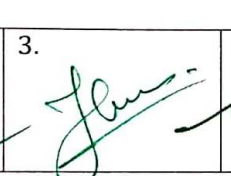
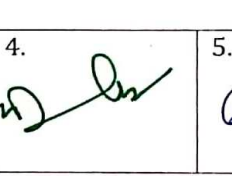
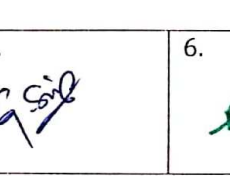
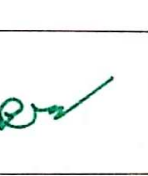
The Fourth Semester end Viva- Voce Committee consists of 3 a member of which,

- One - Member from Head/Chairman, Board of Studies / Dean / Professor
- One - Member from the faculty of the University Department/ University constituent colleges nominated by the Chairman, BOS.
- One - Faculty member nominated by the Principal of the concerned college.

The quorum will be two members of which at least one shall be External Member. Depending on the need, more than one Committee could be constituted.

Rules of Promotion

1. A student has to not only put in 75% of attendance and register for examination for each semester but also appear in each semester for promotion to the next semester.
2. In case of Lab-based papers, the candidates should appear for both theory and lab examination.
3. The minimum pass marks shall be 40% in each paper in the end semester University examinations and a paper minimum of 40% including internal assessment marks and an aggregate of 50% of marks in each semester. If a candidate fails to appear for any or all two internal assessment examinations, no further examination will be conducted.
4. At the end of the fourth semester, the result of the candidate shall be declared after ensuring that a student passes all the semester exams by securing a minimum of 50% aggregate in each semester. The students who could not secure 50% aggregate marks in any semester can appear for all or any of the papers of that particular semester for securing the required aggregate marks.
5. There shall be no supplementary examinations for the course and the examinations shall be held for I & III and II & IV semester simultaneously.

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Declaration of result at the end of IV semester:

- i) There shall be only two divisions viz.,
 II Division: 50% and above but less than 60%
 I Division: 60% and above but less than 70%
 Candidates securing 70% and above shall be awarded First Division with distinction.
- ii) The award of Division, distinction and rank will be in accordance with the general rules applicable to other Post-Graduate courses of the University subject to overall CGPA
- iii) The rules pertaining to improvement shall be the same as are applicable to other Post-Graduate courses in the University.

GUIDELINES FOR PREPARING PROJECT REPORT:

A student has to undergo practical training for a period of 6 weeks at the end of second semester in a corporate enterprise during the first summer vacation. During the training period, the candidates should work on a specific problem related to the management and working of the organization. At the end of practical training, the student should obtain a certificate for receiving the training from the organization. The student should prepare a Project Report under the supervision of a guide from the Faculty of Management of the concerned college in fourth Semester. The student has to present the Seminar using Power Point Presentation during Viva-Voce Examination in front of the external examiners in the concerned college on the Project work done by him. Two copies of the report should be submitted which carries 100 marks.

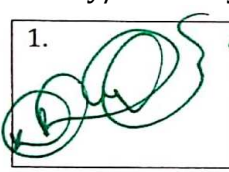
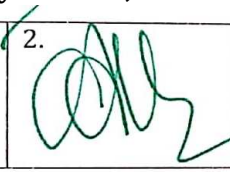
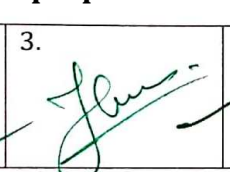
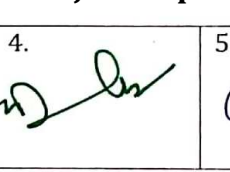
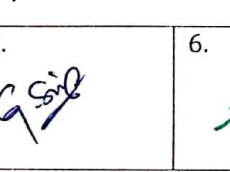
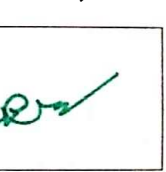
OBJECTIVE OF THE PROJECT REPORT

The purpose of introducing the Project Work into this MBA programme is two-fold:

1. To equip the students to acquire the required skills in not only understanding conceptual knowledge but also analyzing under given real-life industrial/business situations in the dynamic world, using the various managerial and statistical tools, techniques, etc., under those situations, *and*
2. To elevate and enable the students to find the results and offer suggestions if any during the study period as per the situations prevailing in the changing scenario in the industry/organization.

THE PROJECT WORK AND THE PROJECT REPORT

A Project Work is a scientific and systematic study of a real issue or problem, and it is intended to resolve the issue/problem with the application of managerial concepts, skills, tools, etc. **The Project Work, thus taken up as a Course, must aim at contributing some amount of new or improved knowledge to the existing knowledge of the student.** The problem/issue taken-up for study has to be invariably from any of the disciplines of management study. It may be either a case study, where an issue/problem has been dealt with, through the process of management, or some kind of general/comparative study of industry/economy. **Hence, for the preparation a Project Report, the student has to, at**

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first, systematically collect the required data pertaining to an organization under study, and thereafter, scientifically analyze and interpret the data, and finally, offer some constructive suggestions based on the findings/conclusions drawn there from the study.

THE CHOICE OF SELECTION OF A TOPIC

The student is free to choose any topic, having relevance to the changing scenario of economy/business/industry, based on his/her interest and also in consultation with his or her project Supervisor/Guide. **Therefore, the student here is, advised to select a specific topic within his/her area of specialization *only* and carry out the research work *personally*, under the guidance of respective Supervisor/Guide. (Refer suggestive list of topics in Annexure - VII)**

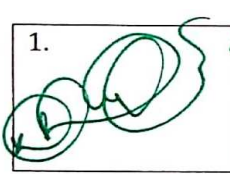
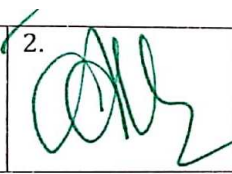
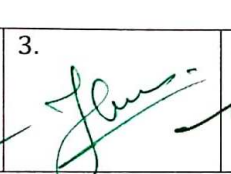
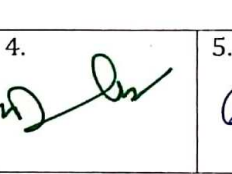
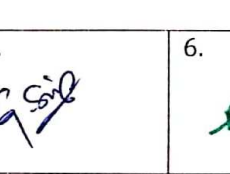
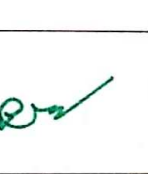
THE SELECTION OF AN ORGANIZATION

The student, before starting the project work, has to select an organization where he or she intends to carry on the proposed project work. Such organization may be, either, the one the student is working with, or, any other organization permitting the student (***in both cases through an official Letter of Acceptance***) to do the proposed project-work on it. In either case, it must be the organization where the student has necessary permission to access the required data / information and the opportunity to discuss his / her ideas and views pertaining to the project work with the organization's executives, officers, authorities, etc.

Further, the student, at the time of submitting the Project - Proposal or Synopsis itself, has to, not only, specify the name of the organization selected for the study, but also attach with the said proposal, a copy of duly authorized letter of acceptance on the organization's official letter-head granting necessary permission to that effect, compulsorily.

WHO CAN BE A PROJECT SUPERVISOR OR GUIDE?

1. The proposed Project Supervisor/Guide should be:
 - i) Faculty of the concerned college.
 - ii) A Post Graduate in Management/Commerce/Industrial Management from a recognized University with a minimum of five (5) years research experience in his/her respective field/area of study; or
 - iii) A Professional, may be a CA, CWA, CMA, CS, etc., with an outstanding research contribution through publications, like Books, Articles in reputed Journals/Magazines, etc.;
2. **Each Supervisor/Guide is permitted to have a maximum of Fifteen (20) students** under his/her guidance for their Project Works, in a batch or spell at a time.
3. The Project Supervisor/Guide is requested to ensure that none of his/her guided students has copied from others' work/s, and is required to furnish a declaration to that effect in **Annexure-1. Further, the Supervisor/Guide ought to make sure that no two students of his/her select the same topic in the same organization as their project works.**

1.	2.	3.	4.	5.	6.
					

PREPARATION AND SUBMISSION OF PROJECT PROPOSAL / SYNOPSIS (Manuscript / Hand-written):

Once the topic/title of the project work has been finalized, the student is required to prepare the Project Proposal/Synopsis in about **4 to 5 manuscript document** with **1.5 line spacing**, covering various aspects as mentioned in **Annexure-V** and submit the same along with the Third Semester Examination Application form to the Examination Branch.

The copy of the Project Proposal/Synopsis should be submitted or sent to the University along with the Declaration of the Supervisor

PREPARATION AND SUBMISSION OF THE PROJECT REPORT

The student is required to prepare a 'Project Report' on the completion of the project work undertaken by him/her, in about 25 - 30 pages (A4 size only) with font size at 12 point in 1.5 line spacing (including appendices, exhibits, etc.).

In case two or more project reports are found same / similar/ copied/ traced with earlier project reports, the Department / University holds the discretion to invalidate all such reports and may require such students to re-submit their reports after completing their project works afresh. Needless to mention that, the Project Supervisor/Guide, who encourages such false project reports, will be de-recognized and black-listed for all future academic purposes by the Department/University.

The final Project Report must contain the following:

1. A certificate issued and signed by the Project Supervisor/Guide
2. A self-declaration of the student.
3. Original Certificate issued by the organization/Company selected for the study.

Note:

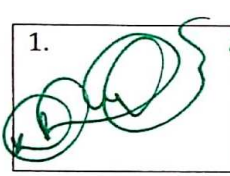
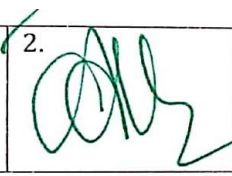
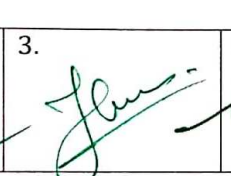
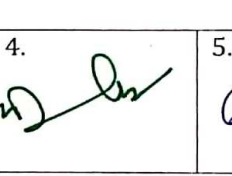
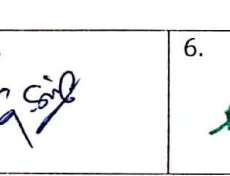
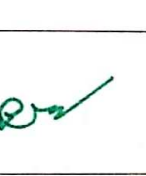
- i. ***Every student must get minimum of two (2) sets of the final Project Report must be in bounded in hard-bound form. Submit one (1) hard bound copy to the University/Department and bring the second copy as his/her "personal copy" on the day of viva-voce examination along with the examination Hall Ticket.***
- ii. Students have to give Power Point Presentation using **PPTs** in the viva-voce examination focusing on methodology, data analysis, major findings and suggestions (**Maximum 07 Slides as stated below**).
 1. Introduction to the topic
 2. Conceptual Framework
 3. Need, Objectives and Methodology
 4. Chapter Layout
 5. Company Profile
 6. Major Findings of Data Analysis
 7. Suggestions and Conclusion

THE LAST DATE FOR SUBMISSION OF THE PROJECT PROPOSAL/SYNOPSIS

During the Submission of III Semester Examination Fee Application Forms to the Examination Branch

THE LAST DATE FOR SUBMISSION OF THE PROJECT REPORT

During the Submission of IV Semester Examination Fee Application Forms to the Examination Branch

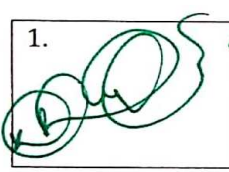
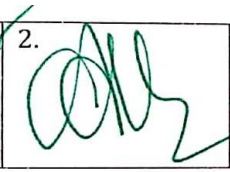
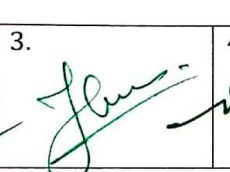
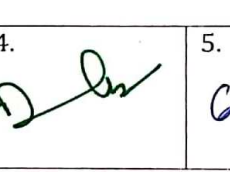
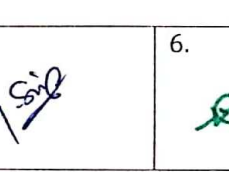
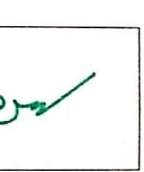
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MARKS FOR THE PROJECT REPORT

The Project Report carries 100 marks (maximum). Hence, the students are required to pay greater attention not only in the preparation, but also in the timely submission of their Project Reports.

THE VIVA-VOCE EXAMINATION

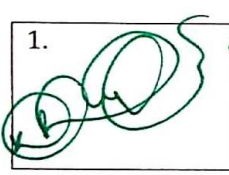
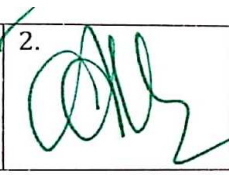
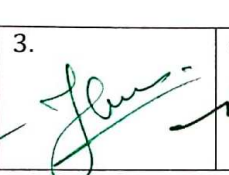
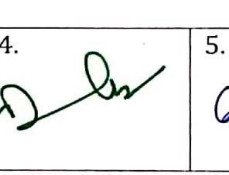
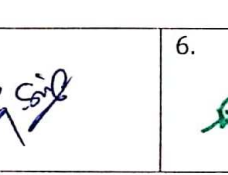
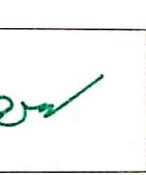
1. *Every student is required to come in person to attend the Viva-Vocé examination on the day and the time as scheduled/announced by the University.*
2. *The Viva-Voce Examination also carries 50 marks (maximum).*
3. *Submission of Project Report on time is a pre-requisite to attend the Viva-Vocé examination.*

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MASTER OF BUSINESS ADMINISTRATION

Programme Objectives:

- To develop a comprehensive understanding of core business functions (finance, marketing, operations, human resources, and strategy).
- To equip students with advanced analytical and problem-solving skills to address complex business challenges.
- To foster the ability to apply theoretical knowledge to real-world business situations.
- To enhance decision-making capabilities through the use of quantitative and qualitative tools.
- To cultivate strong communication, interpersonal, and leadership skills.
- To develop a global mindset and an appreciation for cultural diversity in business.
- To prepare students to operate effectively in international business environments.
- To foster an understanding of global economic, political, and social trends.
- To instill a strong sense of ethical values and social responsibility.
- To develop the ability to make ethical decisions in complex business situations.
- To prepare graduates to contribute to sustainable and responsible business practices.
- To enhance career prospects and prepare students for leadership roles in organizations.
- To equip graduates with the knowledge and skills to pursue entrepreneurial ventures.
- To foster lifelong learning and professional development.

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PROGRAMME STRUCTURE

SEMESTER - I

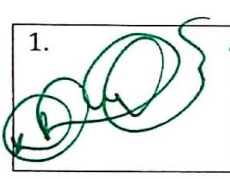
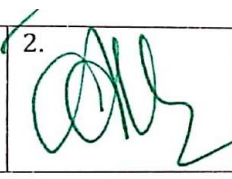
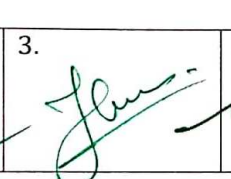
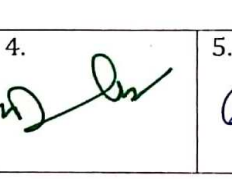
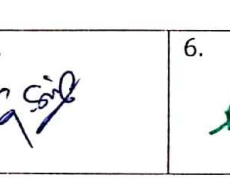
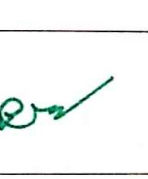
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1	MB101	Management and Organizational Behaviour	Core	4	4	40	60	100
2	MB102	Managerial Economics	Core	4	4	40	60	100
3	MB103	Business Environment and Policy	Core	4	4	40	60	100
4	MB104	Accounting for Management	Core	4	4	40	60	100
5	MB105	Statistics for Management	Core	4	4	40	60	100
6	MB106	Business Law and Ethics	Core	4	4	40	60	100
7	MB107	Information Technology for Management	Core	4	4	40	40	80
8	MB107P	Information Technology for Management - LAB	Practical	-	-	-	20	20
				28	28	280	420	700

HPW – Hours Per Week CCE – Continuous and Comprehensive Evaluation ESE – End Semester Exam

SEMESTER - II

#	CODE	Title of the Paper	Nature	HPW	Credits	CCE	ESE	Total
1	MB201	Human Resource Management	Core	4	4	40	60	100
2	MB202	Marketing Management	Core	4	4	40	60	100
3	MB203	Financial Management	Core	4	4	40	60	100
4	MB204	Operations Management	Core	4	4	40	60	100
5	MB205	Business Research Methodology	Core	4	4	40	60	100
6	MB206	Managerial Accounting	Core	4	4	40	60	100
7	MB207	Entrepreneurship Development	Core	4	4	40	60	100
8	MB208	First Year Subject Viva	Grading	-	2	-	50	50
				28	30			750

HPW – Hours Per Week CCE – Continuous and Comprehensive Evaluation ESE – End Semester Exam

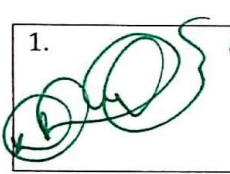
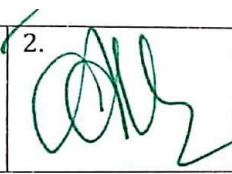
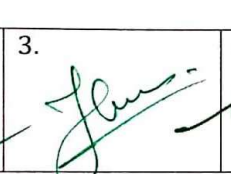
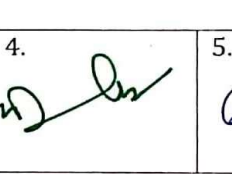
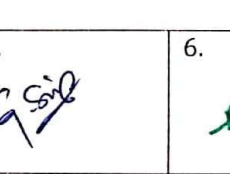
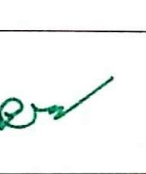
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SEMESTER – III

#	CODE	Title of the Paper	Nature	HPW	Credits	CCE	ESE	Total
Compulsory Papers								
1	MB301	Strategic Management	Core	4	4	40	60	100
2	MB302	Creativity and Innovation	Core	4	4	40	60	100
3	MB303	Operations Research	Core	4	4	40	60	100
4	MB304	Business Analytics	Core	4	4	40	40	80
5	MB304P	Business Analytics - LAB	Practical		-	-	20	20
Elective: Human Resource Management								
5	MB305A	Human Resource Development	<i>Core Elective</i>	4	4	40	60	100
6	MB306B	Compensation Management	<i>Core Elective</i>	4	4	40	60	100
7	MB307C	Leadership and Change Management	<i>Common Elective</i>	4	4	40	60	100
Elective: Marketing Management								
5	MB305B	Consumer Behaviour	<i>Core Elective</i>	4	4	40	60	100
6	MB306B	Product Management	<i>Core Elective</i>	4	4	40	60	100
7	MB307B	Retail Management	<i>Common Elective</i>	4	4	40	60	100
Elective: Financial Management								
5	MB305C	Security Analysis and Portfolio Management	<i>Core Elective</i>	4	4	40	60	100
6	MB306C	Corporate Tax Management	<i>Core Elective</i>	4	4	40	60	100
7	MB307C	Indian Financial System	<i>Common Elective</i>	4	4	40	60	100
Elective: Systems Management								
5	MB305D	Relational Database Management Systems	<i>Core Elective</i>	4	4	40	60	100
6	MB306D	Management of Software Projects	<i>Core Elective</i>	4	4	40	60	100
7	MB307D	Enterprise Resource Planning (ERP)	<i>Common Elective</i>	4	4	40	60	100

HPW – Hours Per Week **CCE** – Continuous and Comprehensive Evaluation **ESE** – End Semester Exam

Note: A Student has to choose Two Core Electives and One Common Elective Course from the Elective Groups given i.e., Finance/Marketing/HRM/Systems.

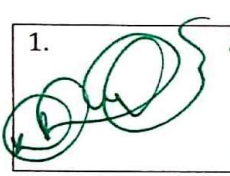
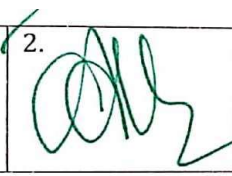
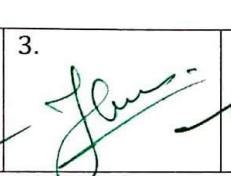
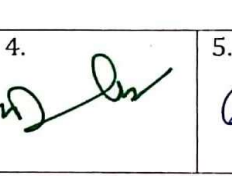
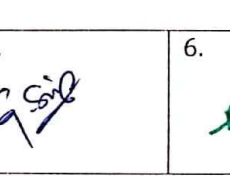
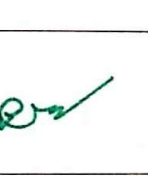
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SEMESTER - IV

#	CODE	Title of the Paper	Nature	HPW	Credits	CCE	ESE	Total
Compulsory Papers								
1	MB401	International Business	Core	4	4	40	60	100
2	MB402	Personal Finance	Core	4	4	40	60	100
3	MB403	Managerial Communication	Core	4	4	40	60	100
4	MB404	Management Information System	Core	4	4	40	60	100
Elective: Human Resource Management								
5	MB405A	Industrial Relations and Labour Laws	Core Elective	4	4	40	60	100
6	MB406A	Strategic Human Resource Management	Core Elective	4	4	40	60	100
7	MB407A	Performance and Talent Management	Common Elective	4	4	40	60	100
Elective: Marketing Management								
5	MB405B	Rural Marketing	Core Elective	4	4	40	60	100
6	MB406B	Sales and Distribution Management	Core Elective	4	4	40	60	100
7	MB407B	Services and Digital Marketing	Common Elective	4	4	40	60	100
Elective: Financial Management								
5	MB405C	Financial Risk Management	Core Elective	4	4	40	60	100
6	MB406C	International Financial Management	Core Elective	4	4	40	60	100
7	MB407C	Strategic Financial Management	Common Elective	4	4	40	60	100
Elective: Systems Management								
5	MB405D	Data Communication and Networking	Core Elective	4	4	40	60	100
6	MB406D	Data Mining and Data Warehousing	Core Elective	4	4	40	60	100
7	MB407D	Artificial Intelligence	Common Elective	4	4	40	60	100
Project Report & Viva-Voce Examination								
8	MB408A	Project Report	Field Work	0	2		100	100
9	MB408B	Project Viva-Voce	Grading	0	2		50	50

HPW – Hours Per Week CCE – Continuous and Comprehensive Evaluation ESE – End Semester Exam

Note: A Student has to choose Two Core Electives and One Common Elective Course from the Elective Groups given i.e., Finance/Marketing/HRM/Systems.

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MODEL QUESTION PAPER FOR END SEMESTER EXAMINATION (ESE)**Maximum Marks: 60****PART -A (10 Marks)****Answer the following Questions. Each Question Carries 02 Marks
(05 Questions x 2 Marks = 10 Marks)****I.**

- a. Question – 1 from Unit – I
- b. Question – 1 from Unit – II
- c. Question – 1 from Unit – III
- d. Question – 1 from Unit – IV
- e. Question – 1 from Unit – V

PART - B (40 Marks)**Answer all the Questions. Each Question carries 08 Marks**

2. A. Unit – I

(Or)

B. Unit - I

3. A. Unit – II

(Or)

B. Unit - II

4. A. Unit – III

(Or)

B. Unit - III

5. A. Unit – IV

(Or)

B. Unit - IV

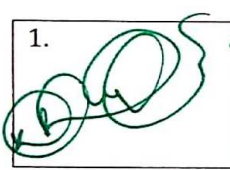
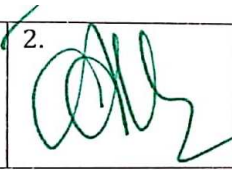
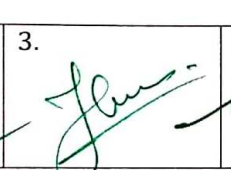
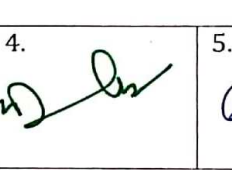
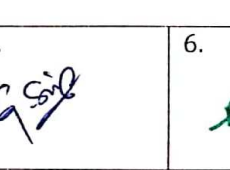
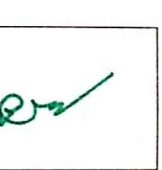
6. A. Unit – V

(Or)

B. Unit – V

PART - C (10 Marks)**Case study (Compulsory) carry 10 Marks**

7.

1. 	2. 	3. 	4. 	5. 	6. 
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MODEL QUESTION PAPER FOR END SEMESTER EXAMINATION (ESE)**Maximum Marks: 40****PART -A (10 Marks)**

**Answer the following Questions. Each Question Carries 02 Marks
(05 Questions x 2 Marks = 10 Marks)**

I.

- a. Question – 1 from Unit – I
- b. Question – 1 from Unit – II
- c. Question – 1 from Unit – III
- d. Question – 1 from Unit – IV
- e. Question – 1 from Unit – V

PART - B (30 Marks)

Answer all the Questions. Each Question carries 06 Marks

2. A. Unit – I

(Or)

B. Unit - I

3. A. Unit – II

(Or)

B. Unit - II

4. A. Unit – III

(Or)

B. Unit - III

5. A. Unit – IV

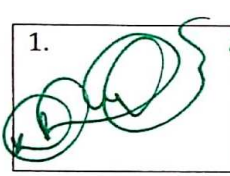
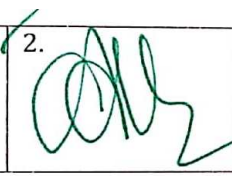
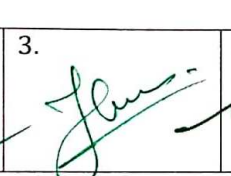
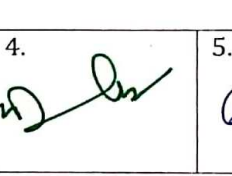
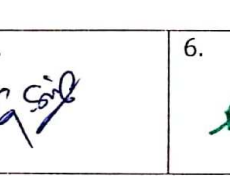
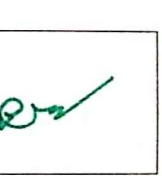
(Or)

B. Unit - IV

6. A. Unit – V

(Or)

B. Unit – V

1.	2.	3.	4.	5.	6.
					

MODEL QUESTION PAPER FOR CONTINUOUS AND COMPREHENSIVE EVALUATION (CCE)**Time: 90 Mins****Maximum Marks: 40****Part - A (15 Marks)****ANSWER THE FOLLOWING QUESTIONS. EACH QUESTION CARRIES 03 MARKS****(05 Questions x 03 marks = 15 Marks)**

1. Question from Unit - I
2. Question from Unit - I
3. Question from Unit - II
4. Question from Unit - II
5. Question from Unit - III

Part - B (05 Marks)**MULTIPLE CHOICE QUESTIONS - EACH QUESTION CARRIES 01 MARK**

1. Question from Unit - I
2. Question from Unit - I
3. Question from Unit - II
4. Question from Unit - II
5. Question from Unit - III

Part - C (05 Marks)**FILL IN THE BLANKS - EACH QUESTION CARRIES 01 MARK**

1. Question from Unit - I
2. Question from Unit - I
3. Question from Unit - II
4. Question from Unit - II
5. Question from Unit - III

Part - D (05 Marks)**MATCH THE FOLLOWING - EACH QUESTION CARRIES 01 MARK**

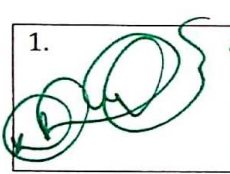
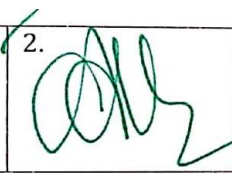
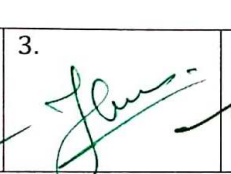
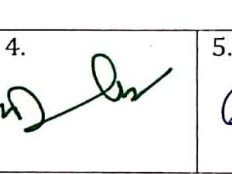
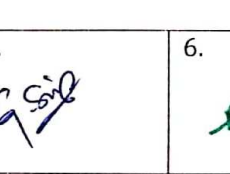
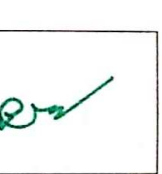
1. Question from Unit - I
2. Question from Unit - I
3. Question from Unit - II
4. Question from Unit - II
5. Question from Unit - III

Part - E (05 Marks)**ASSERTION & REASON - EACH QUESTION CARRIES 01 MARK**

1. Question from Unit - I
2. Question from Unit - I
3. Question from Unit - II
4. Question from Unit - II
5. Question from Unit - III

Part - F (05 Marks)**SYLLOGISM - EACH QUESTION CARRIES 01 MARK**

1. Question from Unit - I
2. Question from Unit - I
3. Question from Unit - II
4. Question from Unit - II
5. Question from Unit - III

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MB101 –MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Objective:

To equip students with a comprehensive understanding of the fundamental concepts, theories, and practices of management and organizational behavior, enabling them to effectively analyze, plan, organize, lead, and control various organizational activities.

Specific Objectives:

After studying this course, students will be able to:

- **Understand** the fundamental concepts of management, including its definitions, characteristics, nature, scope, and significance.
- **Apply** decision-making models and tools to solve organizational problems.
- **Implement** Management by Objectives (MBO) for goal achievement.
- **Develop** effective staffing processes to recruit, select, and retain talent.
- **Apply** various motivational theories and techniques to enhance employee performance.
- **Understand** different leadership styles and their effectiveness.
- **Implement** control systems to monitor and evaluate organizational performance.
- **Prepare and analyze** budgets for effective resource allocation.

UNIT - I: INTRODUCTION TO MANAGEMENT

Management: Definitions, Characteristics, nature, scope and significance - Management: As an Art, Science and Profession – Concept of efficiency and effectiveness – Managerial levels, skills, functions and roles – Development of Management thought - Principles of Scientific Management - Fayol's 14 Principles of Management - Systems Approach.

1. Lab Exercise:

Students should identify the Principles of Management in various organizations.

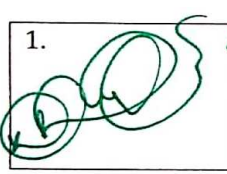
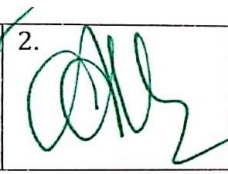
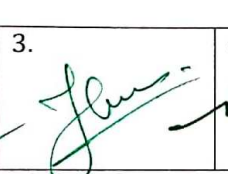
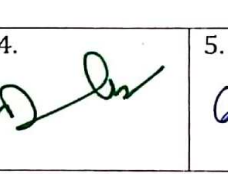
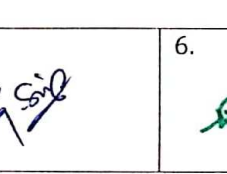
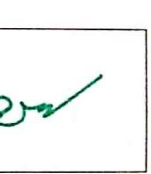
2. Sample Case Studies:

- Case study: Bharat Engineering Works Limited
Principles and Practice of Management, L.M. Prasad, Sultan Chand & Sons, New Delhi. pg.no. 31
- Case study: RailTel: A Platform for Digital Inclusion in India
<https://icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR571.htm>
- Case study: PhysicsWallah – A Disrupter in the Indian EdTech Industry
<https://icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN214.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT – II: PLANNING AND DECISION MAKING:

Planning: Definition, characteristics, principles, importance, process, types and levels, limitations; Types of Plans – Essentials of a good plan – Components of Planning: Objectives, policies, procedures, rules, strategies. **Management by Objectives (MBO)** – Definition,

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features, process, principles, importance and limitations – Making MBO effective. **Decision Making:** Definition, features, nature, importance, process; Types of Decisions -Decision Making Models - Group Decision Making Techniques

Lab Exercise:

Students should identify and prepare good plan for successful decision making of the organization.

1. Sample Case Studies:

- Case study: BOC India Limited
Principles and Practice of Management, L.M. Prasad, Sultan Chand & Sons, New Delhi. pg.no. 119
- Case study: Growth of realme: From an Underdog to a Market Challenger
<https://icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR672.htm>
- Case study: Netflix-The Way Ahead
<https://icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR678.htm>

2. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT – III: INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR:

Organisation: Definitions, Characteristics, types, structure, principles and process - Elements of Organisation Structure - Types of Organisational Designs – Authority and Power – Delegation and Decentralisation - Span of Management – Line and Staff.

Organisational Behaviour: Definition, features, nature, significance, determinants.

Individual Behaviour in Organisations: Personality: Definitions, Characteristics, Determinants, Personality Traits - Models of Human Personality - Perception: Definitions, Process, Factors influencing, Distortions - Attitudes: Definitions and Formation of Attitudes - Learning: Definitions, Process, Learning Theories.

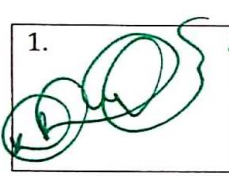
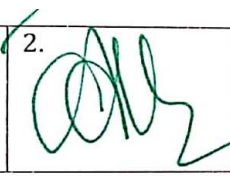
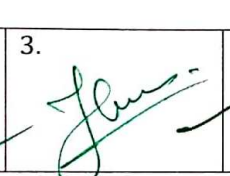
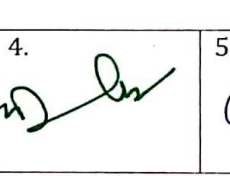
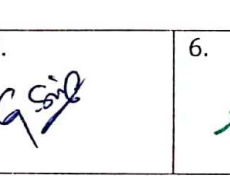
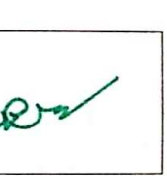
1. Lab Exercises:

- Analyze the group's dynamics, identify the roles played by each member, and discuss the impact of these roles on the group's performance.
- Discuss the implications of personality traits on individual behavior, career choices, and team dynamics.
- Apply these learning theories to organizational settings, such as employee training and motivation.

2. Sample Case Studies:

- Case study: Organization Culture at Goldman Sachs
<https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/Organization%20Culture%20at%20Goldman%20Sachs.htm>
- Case study: Open Leadership at Red Hat
<https://icmrindia.org/Short%20Case%20Studies/Human%20Resource%20Management/CLHR065.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.

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UNIT IV: GROUP BEHAVIOUR IN ORGANISATIONS:

Groups: Meaning – Formation - Group Development -Types of Groups - Group Dynamics: Definitions Group Behaviour: Group Cohesiveness, Norming, Thinking, Risk Shift, Social Loafing - **Team Development:** Meaning, Definitions, Groups vs. Teams, Team Development, Using Teams for Organisational Building - **Conflicts:** Definitions, Process, Drives for Conflicts, Types, Outcomes, Conflict Resolution Techniques.

1. Lab Exercises:

- Analyze the factors that influenced group cohesion, norms, and decision-making.
- Analyze the factors that contributed to these phenomena and discuss strategies for preventing them.
- Discuss the effectiveness of different techniques and analyze the factors that influence conflict resolution outcomes.

2. Sample Case Studies:

- Case study: Godrej: Transforming Its Organizational Culture
<https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB226.htm>
- Case study: Management Lessons from Spain's Euro 2008 Football Championship Triumph
<https://www.icmrindia.org/casestudies/catalogue/Human%20Resource%20and%20Organization%20Behavior/HROB113.htm>

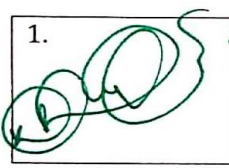
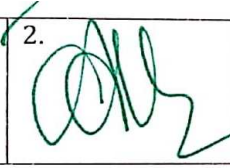
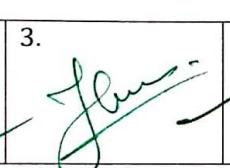
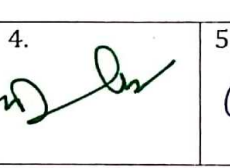
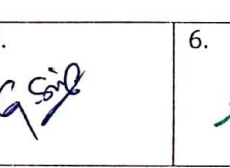
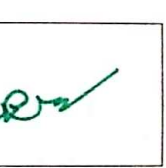
3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT V: ORGANISATIONAL COMMUNICATION AND LEADERSHIP

Communication: Meaning - Process – Barriers – Overcoming Barriers. **Leadership:** Meaning – Styles – Managerial Grid – Traits Vs. Situational – Transformational Leadership – Leadership for Millennium Organisations - **Motivation:** Meaning – Motivators – Maslow and Herzberg Theories of Motivation – Approaches to Motivating Employees. **Stress:** Meaning –Individual - Organisational dimensions of Stress- Stress Management Techniques: Individual and Organisational - **Organisational Change:** Meaning – Need - Types – Resistance to Change and Overcoming Resistance.

1. Lab Exercise:

- Analyze the types of barriers that occurred and discuss strategies for overcoming them.
- Analyze the advantages and disadvantages of each style and discuss when they are most appropriate.
- Apply these theories to real-world organizational situations and discuss how to motivate employees effectively.
- Discuss the importance of stress management for individual and organizational well-being.
- Analyze the factors driving the change, the challenges faced, and the strategies used to overcome resistance.

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2. Sample Case Studies:

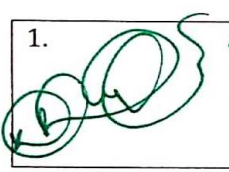
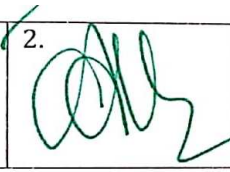
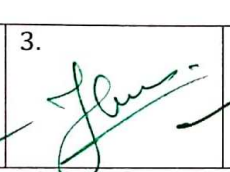
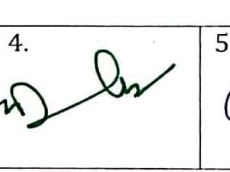
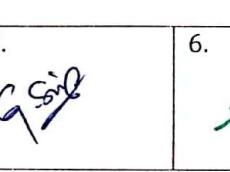
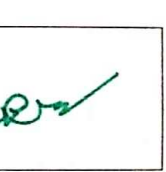
- Case study: Company Valuation vs. Leadership Values: The Better.com Experience
<https://icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN191.htm>
- Case study: Roger Federer: Leadership Lessons from the `Greatest of All Times` in the World of Tennis
<https://icmrindia.org/casestudies/catalogue/Leadership%20and%20Entrepreneurship/LDEN196.htm>

Suggested readings:

1. Weihrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Cullen B John and Praveen K Parboteeah, 2005, International management: A Strategic Perspective, Cengage learning India Private Limited, New Delhi.
3. Daft L. Richard, 2006, The New Era of Management, Thomson Corporation, New Delhi.
4. Robbins P Stephen and DecenzoA David, 2006, Fundamental of management: Essential Concepts and Applications, Pearson Education, New Delhi, p.53.
5. Satya Raju R and Parthasarathy A 2005, management: Text and Cases, Prentice Hall of India Private Limited, New Delhi.
6. Anil Bhat and Arya Kumar, Management – Principles, Process and Practices, Oxford University Press, New Delhi.
7. Case Studies: L.M. Prasad, 2020, Principles and Practice of Management, Sulthan Chand & Sons, New Delhi.
8. Case Resources :
https://www.icmrindia.org/casestudies/Case_Studies.asp?cat=Economics

Textbooks on Cases in Management and Organizational Behavior:

1. Daft, R. L. (2023). The new organization design: For the twenty-first century (8th ed.). South-Western Cengage Learning.
2. Robbins, S. P., & Judge, T. A. (2023). Organizational behavior: Global edition (19th ed.). Pearson Prentice Hall.
3. Certo, S. A., & Certo, T. A. (2023). Essentials of modern business administration (11th ed.). Pearson.
4. Hellriegel, D., Slocum, J. W., & Woodman, J. W. (2023). Organizational behavior: Foundations and practice (18th ed.). Cengage Learning.
5. Certo, S. A., & Certo, T. A. (2023). Modern management: A practical application (16th ed.). Pearson.
6. Kotter, J. P. (2023). Leading change: Why transformation efforts fail (8th ed.). Harvard Business Review Press.
7. Beer, M., & Nohria, N. (2023). Breaking through: From strategy to action (2nd ed.). Harvard Business School Press.
8. Northouse, P. G. (2023). Leadership: Theory and practice (8th ed.). Sage Publications.
9. Kouzes, J. M., & Posner, B. Z. (2023). The leadership challenge: How to give and take extraordinary leadership (7th ed.). Jossey-Bass.
10. Newstrom, J. W., & Davis, K. (2023). Organizational behavior: Human behavior at work (19th ed.). McGraw-Hill Education.

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Learning Outcomes:

At the end of the Course, Student should be aware about the following:

Unit I: Introduction

- **Define** management, its characteristics, nature, scope, and significance.
- **Differentiate** between management as an art, science, and profession.
- **Explain** the concepts of efficiency and effectiveness.
- **Identify** different managerial levels, skills, functions, and roles.
- **Trace** the evolution of management thought through various schools.
- **Analyze** the issues and challenges of global and comparative management.

Unit II: Planning and Decision Making

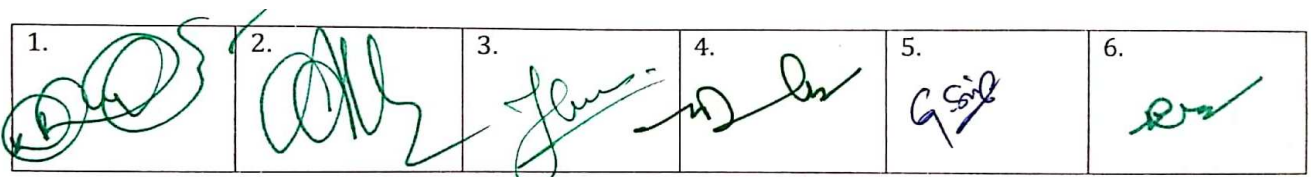
- **Define** planning, its characteristics, principles, importance, and process.
- **Classify** different types of plans and levels of planning.
- **Explain** the essentials of a good plan and its components
- **Describe** Management by Objectives, features, process, principles, importance, and limitations.
- **Define** decision-making, its features, nature, importance, and process.
- **Classify** different types of decisions.
- **Explain** classical, administrative, and political decision-making models.
- **Apply** group decision-making techniques.

Unit III: Organizing and Staffing

- **Define** organization, its characteristics, types, need, significance and principles.
- **Outline** the steps in organizing and objectives of organizing.
- **Explain** different forms of organizational structure and design.
- **Analyze** organizational structures in international organizations.
- **Describe** departmentation and its bases.
- **Explain** the concepts of authority, responsibility, delegation, centralization, and decentralization.
- **Define** staffing, its characteristics, need, importance, and process.

Unit IV: Direction and Coordination

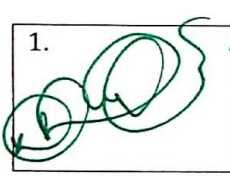
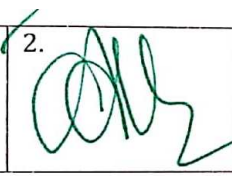
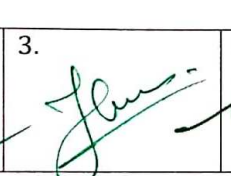
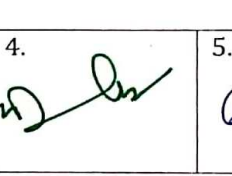
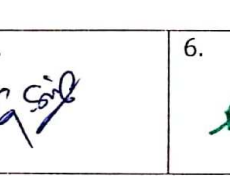
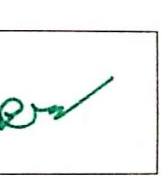
- **Define** direction, its features, nature, elements, scope, and techniques.
- **Differentiate** between direction and supervision.
- **Explain** span of supervision, determining factors, types, and limitations.
- **Define** motivation, its features, nature, and theories.
- **Discuss** financial and non-financial methods of motivation.
- **Define** leadership, its features, importance, functions, and qualities of a good leader.
- **Explain** leadership traits, styles, and the managerial grid.
- **Discuss** leadership in international organizations.
- **Define** communication, its significance, process, types, and barriers.
- **Discuss** communication in international organizations.



- **Define** coordination, its features, elements, objectives, need, factors affecting, principles, and techniques.
- **Differentiate** between coordination and cooperation.

Unit V: Controlling, Budgeting, and Reporting

- **Define** controlling, its features, types, process, and problems.
- **Explain** the requisites of a good control system.
- **Define** budgeting, its objectives, functions, types, and factors affecting budgeting.
- **Define** reporting, its objectives, need, types, modes, and principles.

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MB 102 MANAGERIAL ECONOMICS

Course Objective:

To equip students with the necessary economic tools and analytical skills to make informed and effective managerial decisions in a complex business environment.

Specific Objectives:

After studying this course, students will be able to:

- **Apply** economic principles to managerial decision-making.
- **Analyze** market structures, demand and supply, and pricing strategies.
- **Evaluate** production costs, economies of scale, and cost-benefit analysis.
- **Understand** the role of government in the economy and its impact on business.
- **Develop** strategies for pricing, output, and resource allocation.

UNIT-I: INTRODUCTION

Introduction to Managerial Economics–Nature–Scope– Need and Significance–Applications of Micro Economics and Macro Economics–Theory of firm - Objectives of firm–Functions and responsibilities of Managerial Economist–Economic factors influencing business decision making.

1. Lab Exercise:

Students should identify the industries comes under micro and macro economics environment. He / She need to identify the economic factors influencing the business decisions of the companies.

2. Sample Case Studies:

Case study: Crude Oil Price in the US: Moving Towards Uncertainty

<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON089.htm>

Case study: Economics of Apple, Inc.'s iPhone.

<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON069.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT-II: DEMAND AND SUPPLY ANALYSIS

Concepts – Determinants of Demand – Law of Demand- Elasticity of Demand – Significance in pricing decisions – Demand forecasting – Characteristics of good Demand forecasting – Supply Analysis: Supply function – Law of Supply – Supply elasticity

1. Lab Exercise:

Students should identify the determinants of demand in real life taking goods and services industries into consideration.

2. Sample Case Studies:

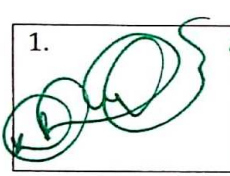
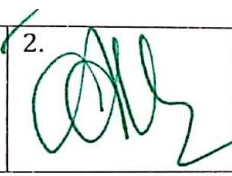
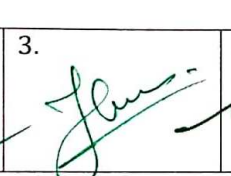
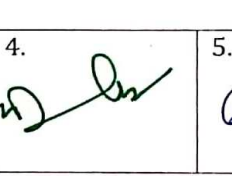
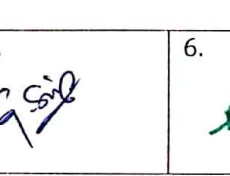
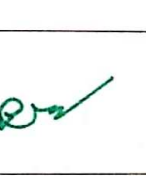
- Case study: India's High-stakes Bid to Become a Global Semiconductor Hub: Will it Succeed?

<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON104.htm>

- Case study: Electricity Sector in India: Coping with Changes in Demand and Supply

<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON087.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.

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UNIT - III: COST AND PRODUCTION ANALYSIS

Cost Analysis - Types of Costs and their impact on Management - Behaviour of Short run Average Cost Curves (SAC) -Behaviour of Long run Average Cost Curve (LAC) - Production Function - Types of Production Function-- Law of Variable Proportions - Isoquant and Isocost Curves - Returns to Scale - Economies and Diseconomies of Scale -Managerial uses of Cost and Production function.

1. Lab Exercise::

Students should identify elements involved in pricing the product. He / She should demonstrate the various curves arise during the production process.

2. Sample Case Studies:

- Case study: PLI Scheme: A Recipe to Boost India's Food Processing Industry.
<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON100.htm>
- Case study: Crude Oil Price in the US: Moving Towards Uncertainty.
<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON089.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - IV: MARKET ANALYSIS

Structure of Competition - Features of Perfect Competition - Types of Imperfect Competition - Features of Monopoly - Negative consequences of Monopoly - Oligopoly Competition - Monopolistic Competition - Price and Output in different competitive situations - Pricing Methods - Dual Pricing - Administered Price - Subsidies-Trend towards Monopolistic Competition- Government intervention in Pricing - Contemporary pricing strategies.

1. Lab Exercise::

Students should identify the various competitions exist in present markets and how government rules are protecting the customers from monopoly.

2. Sample Case Studies:

- Case study: Reliance Jio: Marching Toward Monopoly
<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON080.htm>
- Case study: RuPay: Will it disrupt the Domination of Visa and MasterCard in the Mainstream Digital Payments Ecosystem?
<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON099.htm>

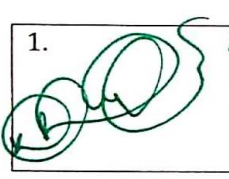
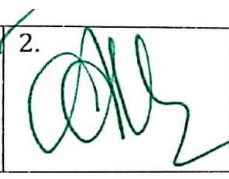
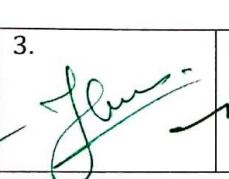
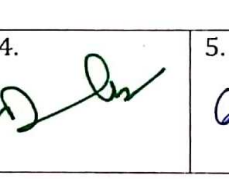
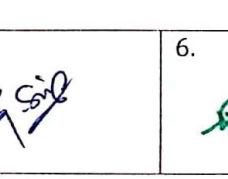
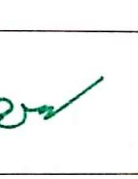
3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT -V: PROFIT ANALYSIS

Profit Analysis - Nature, Significance and Theories of Profits - Functions of Profit - Profit-earning Vs Profiteering - Profits for Control- Profit Performance Chart - Du Point Control Chart -Profit Policies -National Income- concepts and Measurement - Business Cycles - Managerial strategies.

1. Lab Exercise::

Students should identify the determinants of profit of a product. He / She should draw the business cycles of various nations especially of India.

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2. Sample Case Studies:

- Case study: Brazil's Economic Crisis: A Tough Road Ahead
<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON065.htm>
- Case study: A Comparison of GDP Per Capita of India and Bangladesh
<https://www.icmrindia.org/casestudies/catalogue/Economics/ECON094.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.**Suggested readings:**

1. Varshney & Maheshwari: Managerial Economics, Sultan Chand & Sons, New Delhi.
2. P.L. Mehta: Managerial Economics, Sultan Chand & Sons, New Delhi.
3. Joel Dean: Managerial Economics, Prentice Hall, New Delhi.
4. Mote, Paul & Gupta: Managerial Economics- Concepts and Cases, McGraw Hill, New Delhi.
5. CaseResources :
https://www.icmrindia.org/casestudies/Case_Studies.asp?cat=Economics
6. E-Resources:
https://elearning.uou.ac.in/pluginfile.php/42309/mod_folder/content/0/Managerial%20Economics_MS-103.pdf

Learning Outcomes:**At the end of the Course, Student should be aware about the following:****Unit I: Introduction**

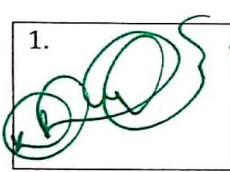
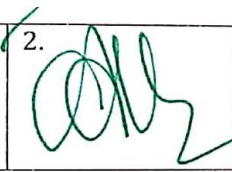
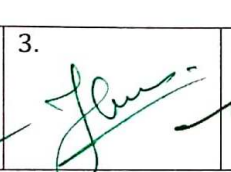
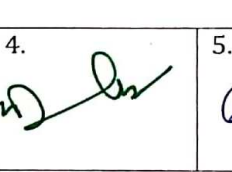
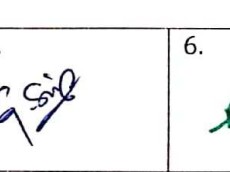
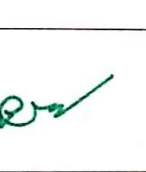
- Define managerial economics and explain its relationship with microeconomics and macroeconomics.
- Identify the scope and significance of managerial economics in decision-making.
- Discuss the role and responsibilities of a managerial economist.
- Analyze the impact of economic factors on business decision making.
- Articulate the different objectives of a firm and their implications for decision making.

Unit II: Demand and Supply Analysis

- Define demand and its determinants.
- Explain the law of demand and its elasticity.
- Apply elasticity concepts to pricing decisions.
- Describe the process of demand forecasting and evaluate its accuracy.
- Define supply and its determinants.
- Explain the law of supply and supply elasticity.

Unit III: Cost and Production Analysis

- Differentiate between various types of costs and their impact on managerial decisions.
- Analyze the behavior of short-run and long-run average cost curves.
- Explain the production function and its types.
- Apply the law of variable proportions and returns to scale in production analysis.
- Use isoquant and isocost curves to determine optimal input combinations.
- Evaluate the managerial implications of cost and production analysis.

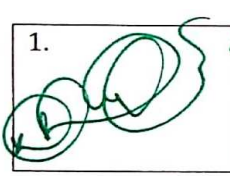
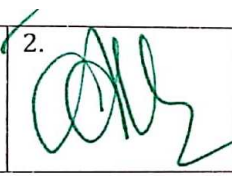
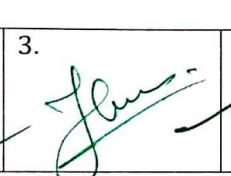
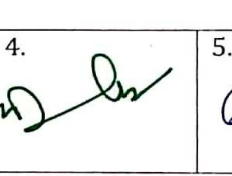
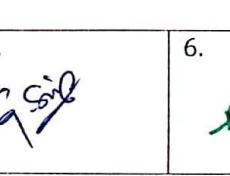
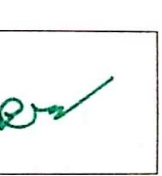
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Unit IV: Market Analysis

- Classify different market structures and their characteristics.
- Analyze price and output determination in perfect competition, monopoly, monopolistic competition, and oligopoly.
- Evaluate the impact of government intervention on pricing and market structure.
- Explain various pricing methods and their applications.
- Discuss the implications of dual pricing, administered prices, and subsidies.
- Analyze the trend towards monopolistic competition.

Unit V: Profit Analysis

- Define profit and explain its significance in business.
- Discuss different theories of profit and their implications.
- Differentiate between profit-earning and profiteering.
- Analyze the role of profit in business control.
- Utilize profit performance and Du Pont control charts.
- Explain profit policies and their impact on business performance.
- Understand the concepts of national income and business cycles.
- Develop managerial strategies based on economic conditions.

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MB 103 - BUSINESS ENVIRONMENT & POLICY

Course Objective:

To equip students with a comprehensive understanding of the dynamic business environment and its impact on organizational strategy and decision-making.

Specific Objectives:

After studying this course, students will be able to:

- **Analyze** the external factors influencing business operations, including economic, political, social, technological, legal, and environmental factors.
- **Evaluate** the impact of government policies on business.
- **Develop** strategies to adapt to and manage changes in the business environment.
- **Understand** the concept of corporate social responsibility and its implications for business.

UNIT - I: BUSINESS AND ITS ENVIRONMENT

Business Environment: Concept, Characteristics, Significance – Theoretical Framework: Internal, External, Micro Environment - **Environmental Scanning:** Definition, Importance, Process, Techniques: Environmental Analysis, Environment Technology Opportunities Portal, PESTLE, Social, Legal, Economic, Political and Technological (SLEPT) Analysis, Methods of Scanning the Business Environment, Scanning the Macro Environment – Industry Analysis: SWOT Analysis, Industrial Policies (New Industrial Policy) and their objectives.

1. Lab Exercise:

Students should observe the nearby business houses and identify the environmental factors affecting on their performance.

2. Sample Case Studies:

Case Study: TATA NANO- Environmental Analysis Case Study

Case Study: SWOT Analysis of APPLE INC.

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - II: ECONOMIC ENVIRONMENT

Economic Environment: Elements and Significance - Economic Systems - Economic Planning in India - Five Year Plans - Government Policies: Competition Law, Fiscal Policy, Monetary Policy, Foreign Trade Policy, FERA and FEMA - Export promotion: EXIM policy, EPZs, EOUs, TPs & SEZ - Mergers and Acquisitions, Business Process Outsourcing - Economic Reforms through LPG – Nature and Rationale of LPG - NITI Ayog – National Development Council.

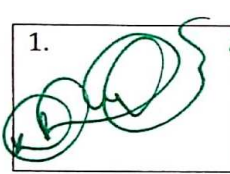
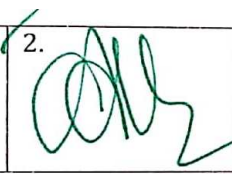
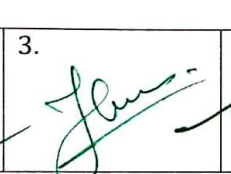
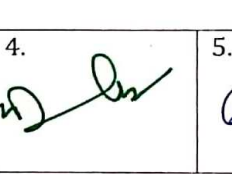
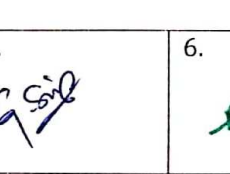
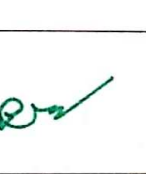
1. Lab Exercise::

Students should observe recent development in economic policy of the State and Central Government and changes in Foreign policies.

2. Sample Case Studies:

Case Study : Inflation and the Indian economy

3. Seminar Presentations by the students on any one of the topics specified in the unit.

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UNIT - III: POLITICAL, SOCIAL AND CULTURAL ENVIRONMENT

Political Institutions - Legislature, Executive, Judiciary and Judicial Activism – Social Responsibility of Business - Nature, Models, Strategies, Classical and Contemporary views – Cultural Environment and Business Ethics - Socio-cultural factors and their influence on business - **Corporate Governance & Corporate Social Responsibility** - Social Audit - Ecology and Business – Sustainability - Nature of Physical Environment - Impact on Business.

1. Lab Exercise::

Students should observe the importance and role of government in the public and private sectors.

Impact of social and cultural factors on establishment and performance of business.

2. Sample Case Studies:

Case Study : Role of Government in business environment

Case Study: Coca-Cola CSR Strategy

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - IV: TECHNOLOGICAL AND LEGAL ENVIRONMENT

Technological environment - Innovation - Technological Leadership and Followership - Technology and Competitive Advantage - Sources of Technological Dynamics - Time lags in Technology Introduction/Absorption - Appropriate technology and technology adaptation - Impact of technology - Technology Policy - Transfer of technology - Technology and Society - Status of Technology in India – **Legal Environment**: Concept, characteristics, types - Different Aspects: Companies Act, Consumer Protection Act, Environmental Protection Act, Trademark Act, Sale of Goods Act, etc. - Impact of Legal Environment on business.

1. Lab Exercise::

Students should observe how the acts influence the legal environment of the business.

Impact of changing technologies in resetting / reshaping the business.

2. Sample Case Studies:

Case Study : Consumer protection act, 1986

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - V: GLOBAL BUSINESS ENVIRONMENT

Global Environment: Meaning – GATT and WTO – Role and Functions - FDI (Types of FDI, Costs and benefits of FDI to home and host countries, Trends in FDI, India's FDI policy), FPI - Levels of Regional Economic Integration - Trade creation and diversion effects - **Regional Trade Agreements**: European Union (EU), ASEAN, SAARC, NAFTA - Significance of foreign investment - MNCs and international trade - Trade balance and Balance of payments (BOP): Importance and components of BOP.

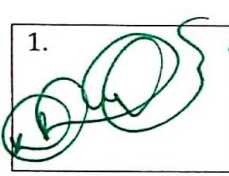
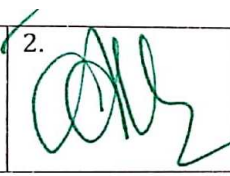
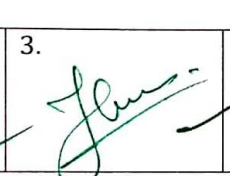
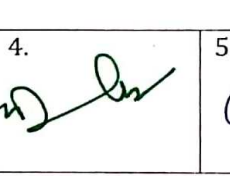
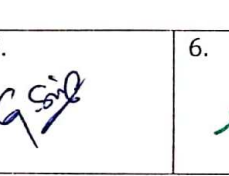
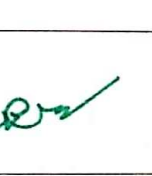
1. Lab Exercise::

Students should identify the effect of globalization and different trends and challenges in globalization.

2. Sample Case Studies:

Case study : Entry of Huawei into India.

3. Seminar Presentations by the students on any one of the topics specified in the unit.

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Suggested readings:

1. Aswathappa: Essentials of Business Environment, Himalaya Publishing House.
2. Justin Paul: Business Environment-Text and Cases, The McGrawHill.
3. Misra&Puri: Economic Environment of Business, Himalaya Publishing House.
4. Mathew: Business Environment, RBSA Publications.
5. Adhikary: Economic Environment of Business, RBSA Publications.
6. Sengupta: Government and Business, Vikas Publishing House, New Delhi.

Learning Outcomes:

At the end of the Course, Student should be aware about the following:

UNIT I: BUSINESS AND ITS ENVIRONMENT

- Define business environment and explain its significance for business operations.
- Differentiate between internal and external, micro and macro environments.
- Conduct environmental scanning using techniques like PESTLE, SWOT, and ETOP.
- Analyze the impact of government industrial policies on business.

UNIT II: ECONOMIC ENVIRONMENT

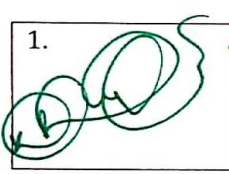
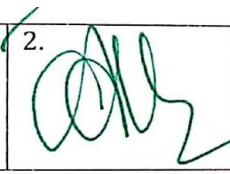
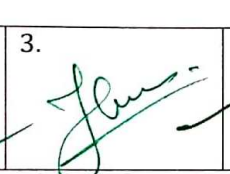
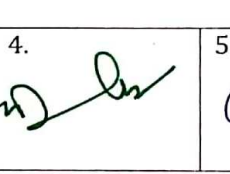
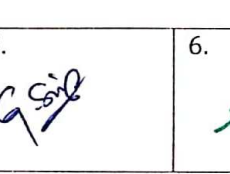
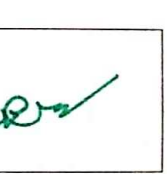
- Explain the elements and significance of the economic environment.
- Understand different economic systems and India's economic planning process.
- Analyze the impact of government policies (fiscal, monetary, foreign trade) on business.
- Evaluate the role of export promotion measures (EXIM policy, EPZs, EOUs, TPs, SEZs) in business growth.
- Understand the concept of liberalization, privatization, and globalization (LPG) and its implications for business.
- Explain the role of NITI Aayog in India's economic development.

UNIT III: POLITICAL, SOCIAL, AND CULTURAL ENVIRONMENT

- Analyze the role of political institutions (legislature, executive, judiciary) in shaping the business environment.
- Understand the concept of social responsibility of business and its various models.
- Evaluate the impact of socio-cultural factors on business operations.
- Explain the concept of corporate governance and corporate social responsibility.
- Understand the significance of environmental sustainability for business.

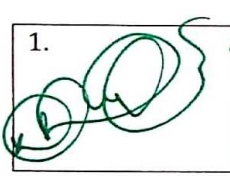
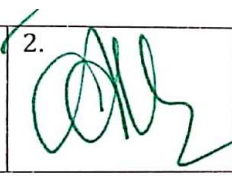
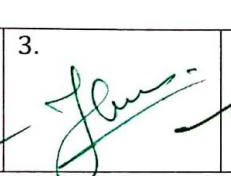
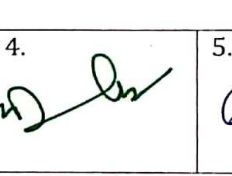
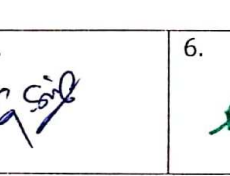
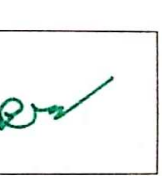
UNIT IV: TECHNOLOGICAL AND LEGAL ENVIRONMENT

- Explain the concept of technological environment and its impact on business.
- Understand the importance of technological leadership and followership.
- Analyze the role of technology in creating a competitive advantage.
- Evaluate the impact of legal environment on business operations.
- Understand the key provisions of important business laws (Companies Act, Consumer Protection Act, Environmental Protection Act, Trademark Act, Sale of Goods Act).

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UNIT V: GLOBAL BUSINESS ENVIRONMENT

- Define global environment and explain its significance for business.
- Understand the role of GATT and WTO in international trade.
- Analyze the concept of Foreign Direct Investment (FDI) and its impact on home and host countries.
- Explain different levels of regional economic integration and their implications for business.
- Understand the significance of foreign investment and the role of MNCs in international trade.
- Analyze the concept of balance of payments and its components.

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MB 104 –ACCOUNTING FOR MANAGEMENT

Course Objective:

To equip students with a comprehensive understanding of accounting principles, practices, and analysis techniques to enable them to make informed business decisions.

Specific Objectives:

After studying this course, students will be able to:

- **Understand** the basic principles of accounting and financial analysis.
- **Prepare** financial statements, including the income statement, balance sheet, and cash flow statement.
- **Analyze** financial data to assess a company's financial performance and position.
- **Use** accounting information for decision-making, including budgeting, cost control, and performance evaluation.

UNIT – I: Introduction to Accounting

Accounting: Definition, Scope, concepts and conventions – Capital and Revenue transactions - Classification of Accounts - Users of Accounting Information - Accounting Cycle – Accounting Equation – Double Entry System - Preparation of Journal, Ledger, Trial Balance, Financial Statements of Proprietorship (Problems) – Capital Vs. Revenue Expenditure - **Accounting Standards:** Concept, relevance and significance – National and International Accounting Standards (IAS)/International Financial Reporting Standards (IFRS) – Concept of Triple Entry Accounting System using Blockchain Technology. (Theory)

1. Lab Exercises:

- **Journal Entry Practice:** Students practice recording various transactions (e.g., purchases, sales, expenses) in a journal.
- **Ledger Posting:** Students post journal entries to the general ledger and prepare a trial balance.
- **Financial Statement Preparation:** Students prepare income statements and balance sheets for a sole proprietorship.

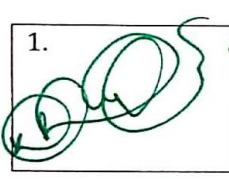
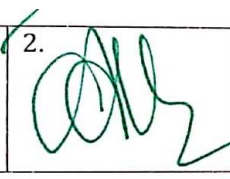
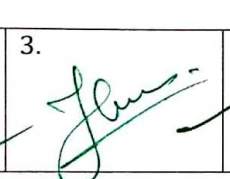
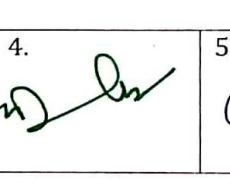
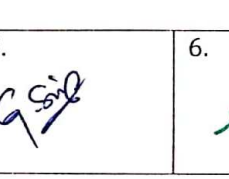
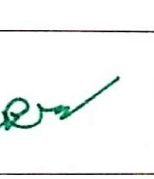
2. Sample Case Studies:

- **Start-Up Business:** Analyze the financial transactions of a new business to understand the accounting cycle and double-entry system.
- **Personal Finance:** Students track their personal income and expenses to apply accounting principles to their own finances.

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT – II: Preparation of Corporate Financial Statements

Accounting for Depreciation: Concept, Methods: SLM, WDVM, Annuity - **Accounting for Inventory Valuation:** Concepts, types of inventory - Levels of Inventory - Inventory valuation techniques: LIFO, FIFO, SAM, WAM - Types of Companies – Legal Provision of Companies – Preparation of Income Statement, Balance Sheet of Companies. (Problems)

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1. Lab Exercises:

- **Depreciation Calculation:** Students calculate depreciation using different methods (e.g., straight-line, declining balance).
- **Inventory Valuation:** Students calculate inventory costs using LIFO, FIFO, and average cost methods.
- **Corporate Financial Statements:** Students prepare income statements and balance sheets for a corporation.

2. Sample Case Studies:

- **Inventory Management:** Analyze a company's inventory management practices and evaluate the impact of different valuation methods on profitability.
- **Depreciation Policy:** Evaluate the impact of different depreciation policies on a company's tax liability and financial statements.

Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - III: Financial Statements Analysis

Financial Statement Analysis: Concept, objectives, importance, types, procedures, methods - Funds Flow and Cash Flow Analysis - **Ratio Analysis:** Liquidity, Solvency, Profitability and Turnover Ratios - DuPont Analysis. (Problems)

1. Lab Exercises:

- **Ratio Analysis:** Students calculate various financial ratios (e.g., liquidity, solvency, profitability) and interpret their results.
- **Cash Flow Analysis:** Students prepare a cash flow statement and analyze a company's cash inflows and outflows.
- **Financial Statement Modeling:** Students create financial models using spreadsheets to forecast a company's future financial performance.

2. Sample Case Studies:

- **Company Evaluation:** Analyze the financial statements of a publicly traded company to assess its financial health and performance.
- **Investment Decision:** Evaluate the financial feasibility of an investment project using ratio analysis and cash flow analysis.

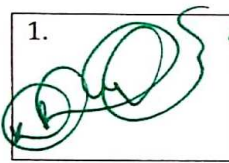
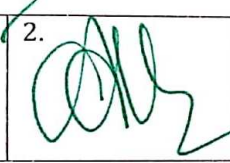
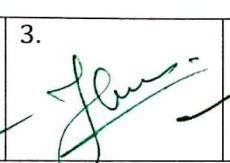
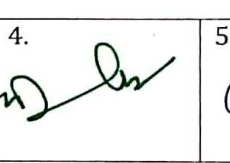
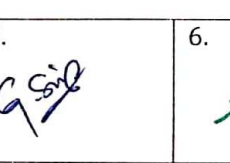
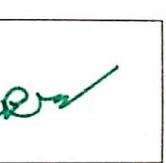
3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - IV: Accounting for Price Level Changes

Limitations of Financial Statements - Concept and Meaning of Inflation Accounting - Need - Scope - Approaches - Inventory: Current Cost Adjustment (CCA) - and Depreciation: CCA, Price Level Adjustment Index Method, Balance sheet adjustments - Effect of Price level changes in non-Monetary Assets and Liabilities - Income Statement Adjustments - Balance Sheet Adjustments.

1. Lab Exercises:

- **Inventory Adjustment:** Students adjust inventory values for price level changes using the current cost adjustment (CCA) method.
- **Depreciation Adjustment:** Students adjust depreciation expense for price level changes using the CCA or price level adjustment index method.

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- **Financial Statement Adjustment:** Students adjust financial statements for price level changes to reflect the impact of inflation.

2. Sample Case Studies:

- **Inflationary Economy:** Analyze the impact of high inflation on a company's financial statements and profitability.
- **Price Level Adjustment:** Evaluate the effectiveness of different price level adjustment methods in accounting for inflation.

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT – V: Excel Applications in Financial Statement Analysis

Financial Ratio Calculations - Data Cleaning and Manipulation - Data Tables and Goal Seek - Scenario Analysis and Forecasting - Data Visualization - Building Financial Statement Models to forecast a company's future financial performance - Macros and VBA.

1. Lab Exercises:

Students need to assume the hypothetical figures and analyze the following:

- **Financial Ratio Calculation:** Students use Excel functions to calculate various financial ratios.
- **Data Analysis:** Students clean, manipulate, and analyze financial data using Excel tools.
- **Scenario Analysis:** Students create different scenarios to assess the impact of various factors on a company's financial performance.
- **Financial Modeling:** Students build financial models using Excel to forecast a company's future financial statements.

2. Sample Case Studies:

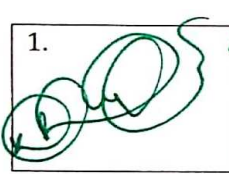
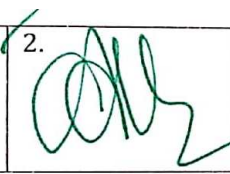
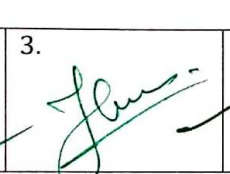
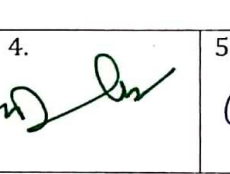
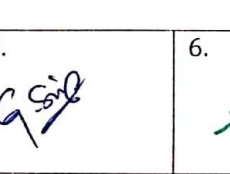
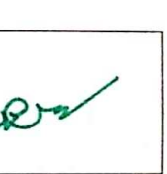
Students need to assume the hypothetical figures and analyze the following:

- **Financial Forecasting:** Use Excel to forecast a company's sales, expenses, and profits for the next five years.
- **Sensitivity Analysis:** Analyze the sensitivity of a company's profitability to changes in key assumptions (e.g., sales volume, costs).

3. Seminar Presentations by the students on any one of the topics specified in the unit.

Suggested readings:

1. R. Narayanaswamy, Financial Accounting, Prentice Hall of India, New Delhi, 2008.
2. Ashish K.Bhattacharya, Essentials of Financial Accounting, Prentice Hall of India, New Delhi, 2008.
3. Jain and Narang, Accounting , Part 1, Kalyani Publishers, Ludhiana.
4. Meigs and Johnson, Intermediate Accounting, Prentice Hall.
5. Dearden and Bhattacharya, Accounting for Management, Prentice Hall of India.
6. Ashok Banerjee, Financial Accounting- A Managerial Emphasis, Excel Books.
7. P. Periaswamy, A Text Book of Financial, Cost and Management Accounting, Himalaya Publishing House.
8. Arulanandam, Advanced Accounting, Himalaya Publishing House.

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Learning Outcomes:

At the end of the Course, Student should be aware about the following:

Unit I: Introduction to Accounting

- Define accounting, its scope, concepts, and conventions.
- Differentiate between capital and revenue transactions.
- Classify accounts and identify the users of accounting information.
- Apply the accounting cycle to prepare journal entries, ledgers, and trial balances for a proprietorship.
- Prepare financial statements (income statement and balance sheet) for a proprietorship.
- Understand the concept of capital vs. revenue expenditure.
- Explain the concept, relevance, and significance of accounting standards.
- Understand the basic concepts of National and International Accounting Standards (IAS)/International Financial Reporting Standards (IFRS).
- Gain an overview of the Triple Entry Accounting System using Blockchain Technology.

Unit II: Preparation of Corporate Financial Statements

- Compute depreciation using different methods (SLM, WDVM, Annuity).
- Evaluate inventory valuation methods (LIFO, FIFO, SAM, WAM).
- Understand the legal provisions for different types of companies.
- Prepare income statement and balance sheet for companies.

Unit III: Financial Statement Analysis

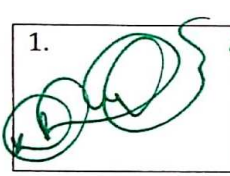
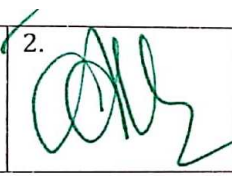
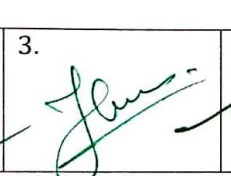
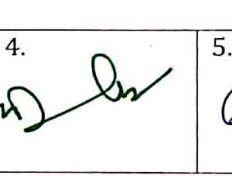
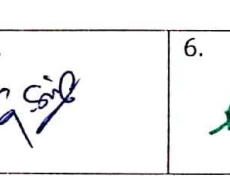
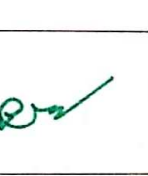
- Define financial statement analysis, its objectives, importance, types, and procedures.
- Calculate and interpret liquidity, solvency, profitability, and turnover ratios.
- Conduct funds flow and cash flow analysis.
- Apply DuPont analysis for performance evaluation.

Unit IV: Accounting for Price Level Changes

- Understand the limitations of traditional financial statements.
- Explain the concept and meaning of inflation accounting.
- Apply current cost adjustment (CCA) and price level adjustment index methods to inventory and depreciation.
- Adjust balance sheet and income statement for price level changes.

Unit V: Excel Applications in Financial Statement Analysis

- Utilize Excel for financial ratio calculations.
- Clean and manipulate financial data using Excel.
- Apply data tables, goal seek, and scenario analysis for financial forecasting.
- Create financial statement models using Excel.
- Utilize data visualization techniques to present financial information.
- Apply macros and VBA for advanced financial analysis and modeling.

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MB105 - STATISTICS FOR MANAGEMENT

Course Objective:

To equip students with a strong foundation in statistical methods and their application in managerial decision-making.

Specific Objectives:

After studying this course, students will be able to:

- **Apply** statistical methods to analyze business data.
- **Use** statistical software to conduct data analysis.
- **Make** informed decisions based on statistical evidence.
- **Understand** the concepts of probability, hypothesis testing, and correlation analysis.

UNIT - I: Introduction

Statistics: Meaning - Salient Features - Statistical Techniques - Role of Statistical Techniques in Management Decision Making- Measures of Central Tendency - Measures of Dispersion and Skewness -Techniques of Business Forecasting: Simple Correlation and Regression Analysis - Lead and Lag Analysis (Problems).

1. Lab Exercises:

Students should collect data on a specific topic (e.g., sales figures, customer demographics) of an organization and Calculate measures of central tendency and dispersion as well as create frequency distributions and histograms. use statistical software to calculate correlation coefficients and perform simple linear regression analysis to predict one variable based on another.

2. Sample Case Studies:

Students need to assume the hypothetical figures and analyze the following:

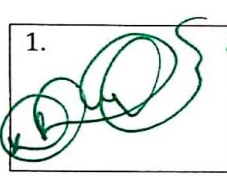
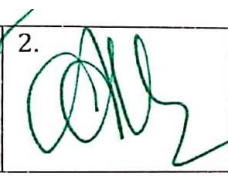
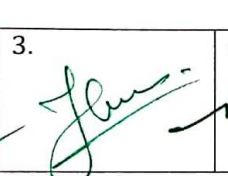
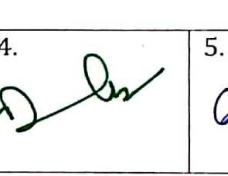
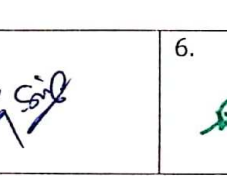
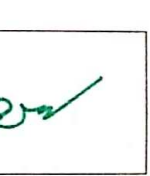
- **Sales Forecasting:** A company wants to predict sales for the next quarter based on historical data. Students apply regression analysis to develop a forecasting model.
- **Market Research:** A company needs to analyze customer satisfaction data. Students calculate descriptive statistics, create frequency distributions, and interpret the results.
- **Investment Analysis:** Students analyze stock prices to calculate returns, risk, and correlation between different stocks.
- **Quality Control:** A manufacturing company wants to monitor product quality. Students use control charts to identify trends and patterns in the data.

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - II: Probability and Probability Distributions

Probability: Basic Concepts of Probability - Additive and Multiplicative Laws - Conditional Probability and Baye's Decision Rule. (Problems).

Probability Distributions: Salient Features of Probability Distributions - Binomial, Poisson and Normal Distribution- Business Applications of Probability Distributions. (Problems).

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1. Lab Exercises

- **Probability Calculations:**
 - Calculate probabilities using additive and multiplicative laws for various scenarios (e.g., coin tosses, dice rolls, card games).
 - Apply conditional probability and Bayes' theorem to real-world problems (e.g., medical diagnosis, quality control).
- **Probability Distributions:**
 - Generate random numbers from different probability distributions (binomial, Poisson, normal) using statistical software.
 - Calculate probabilities using probability distribution functions.
 - Visualize probability distributions using histograms and probability density functions.

2. Sample Case Studies

Students need to assume the hypothetical figures and analyze the following:

- **Quality Control:** A manufacturing company wants to assess the probability of defective products using the binomial distribution.
- **Insurance:** An insurance company uses Poisson distribution to model the number of claims in a given period.
- **Investment Analysis:** An investor uses normal distribution to analyze stock returns and portfolio risk.
- **Market Research:** A company uses probability to estimate the market share of a new product.

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - III: Sampling Theory and Tests of Significance

Sampling: Concept of Sample, sampling and Sampling Distribution - Reasons for Sampling - Concept of Standard Error.

Estimation and Hypothesis testing: Point Estimation - Interval Estimation- Procedure for Hypothesis Testing - Type I and Type II Errors - Rules for Acceptance /Rejection of Hypothesis.

Large Sample Tests: Mean Test- Difference between Two Means - Difference between Two Standard Distributions. (Problems).

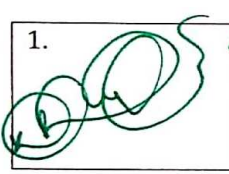
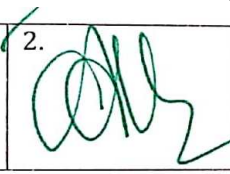
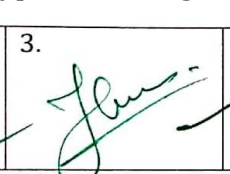
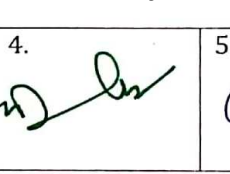
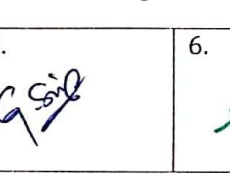
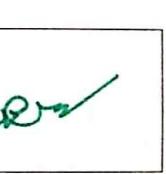
Small Sample Tests: Mean Test - Difference between Means of Two Independent Samples - Difference between Two Dependent Samples. (Problems).

1. Lab Exercises:

- Students can simulate sales data for two product lines. (Students practice different sampling methods (simple random, stratified, cluster, systematic) on simulated or real-world datasets.)
- Calculate sample means, standard deviations, and test statistics.
- Conduct hypothesis tests to determine if there is a significant difference in mean sales.

2. Sample Case Studies

Students need to assume the hypothetical figures and analyze the following:

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- **Market Research:** A company wants to estimate the average income of its customers. Students collect a sample of customer data and construct a confidence interval for the population mean income.
- **Quality Control:** A manufacturing plant wants to test if the average weight of a product meets the specified standard. Students conduct a hypothesis test to determine if there is evidence of a difference.
- **Election Polls:** A polling organization wants to predict the outcome of an election. Students analyze sample data to construct confidence intervals for the proportion of votes for each candidate.
- **Medical Research:** A pharmaceutical company wants to compare the effectiveness of two drugs. Students conduct a hypothesis test to determine if there is a significant difference in treatment outcomes.
- **In a company:** Compare the mean salaries of male and female employees in a company. Students should analyze the data to determine if there is a significant difference in salaries based on gender.

3. *Seminar Presentations by the students on any one of the topics specified in the unit.*

UNIT- IV: NON-PARAMETRIC TESTS

Non-Parametric Tests – Meaning, Advantages and Limitations - **The Sign Tests:** One Sample Sign Test- The Two Sample Sign Test for Paired and Independent Observations - **The Runs Tests:** One Sample Runs Test -Test of Randomness using Runs above and below the Median - **Rank Sum Tests:** The Man-Whitney U Test- The Kruskal Wallis Test - The Wilcoxon Signed Rank Test - **Chi-Square Test** for Goodness of Fit. (Problems).

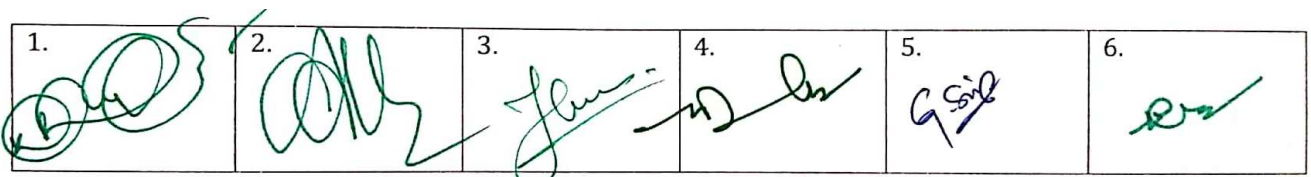
1. Lab Exercises

- **Rank Ordering:** Practice ranking data for different datasets and understand the concept of ranks.
- **Sign Test:** Apply the sign test to compare paired data and test for differences in medians.
- **Runs Test:** Conduct runs tests to check for randomness in data sequences.
- **Mann-Whitney U Test:** Compare two independent samples using the Mann-Whitney U test.
- **Kruskal-Wallis Test:** Compare multiple independent groups using the Kruskal-Wallis test.
- **Wilcoxon Signed Rank Test:** Compare paired samples using the Wilcoxon signed rank test.
- **Chi-Square Test:** Perform goodness-of-fit tests and tests of independence using chi-square statistics.

2. Sample Case Studies

Students need to assume the hypothetical figures and analyze the following:

- **Customer Satisfaction:** Use the Wilcoxon signed rank test to compare customer satisfaction ratings before and after a product improvement.



- **Employee Turnover:** Apply the Mann-Whitney U test to compare the median salaries of employees who stayed with the company versus those who left.
- **Market Research:** Use the chi-square test to analyze the relationship between product preference and age group.
- **Quality Control:** Employ the sign test to assess whether a process improvement has led to a change in the median defect rate.
- **Medical Research:** Utilize the Kruskal-Wallis test to compare the effectiveness of three different treatments for a medical condition.

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - V: ANALYSIS OF VARIANCE

F-Test: Assumptions, Applications of F-test – Analysis of Variance: Assumptions- Techniques of One-Way and Two-Way Classification models - Computation and interpretation of Variances. (Problems).

1. Lab Exercises

- **Data Generation:** Generate random data for multiple groups to simulate different scenarios (equal variances, unequal variances, different sample sizes).
- **ANOVA Calculations:** Perform one-way and two-way ANOVA calculations using statistical software (e.g., SPSS, R, Python).
- **Post-hoc Tests:** Conduct Tukey's HSD or other post-hoc tests to identify specific group differences.
- **Assumptions Checking:** Assess the normality and homogeneity of variance assumptions using diagnostic plots and statistical tests.

2. Sample Case Studies

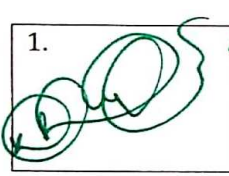
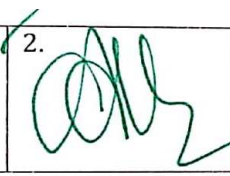
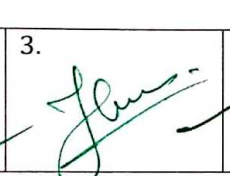
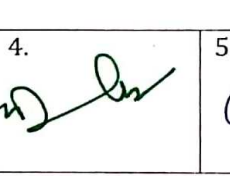
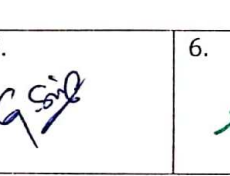
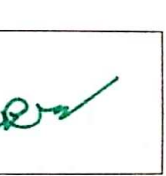
Students need to assume the hypothetical figures and analyze the following:

- **Product Testing:** Compare the mean sales of three different product variants.
- **Educational Research:** Analyze the impact of teaching methods (traditional, online, hybrid) on student performance.
- **Agricultural Experiment:** Investigate the effects of fertilizer types and soil conditions on crop yield.
- **Marketing Analysis:** Examine the relationship between advertising spending, product price, and sales.

3. Seminar Presentations by the students on any one of the topics specified in the unit.

SUGGESTED READINGS:

1. GC Beri - Business Statistics, TMH
2. Amir D. Aczel & Jayavel Sounder Pandian- Complete Statistics, TMH.
3. Anderson R, David Sweeney J, Dennis & Williams A Thomas - Statistics for Business and Economics, Thomson.
4. ND Vohra - Management Decisions, New Age Publications.
5. SP Gupta & MP Gupta- Business Statistics, Sultan Chand & Sons.
6. Levin R.L. Rubin S. David - Statistics for Management, Pearson/PHI.

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Learning Outcomes:

At the end of the Course, Student should be aware about the following:

Unit I: Introduction

- Define statistics and explain its role in management decision-making.
- Calculate and interpret measures of central tendency (mean, median, mode) and dispersion (range, variance, standard deviation).
- Analyze skewness in data distribution.
- Apply simple correlation and regression analysis to assess relationships between variables.
- Utilize lead and lag analysis for forecasting.

Unit II: Probability and Probability Distributions

- Understand basic probability concepts, including conditional probability and Bayes' theorem.
- Apply probability concepts to solve business-related problems.
- Identify and apply appropriate probability distributions (binomial, Poisson, normal) to real-world scenarios.
- Calculate probabilities and interpret results using probability distributions.

Unit III: Sampling Theory and Tests of Significance

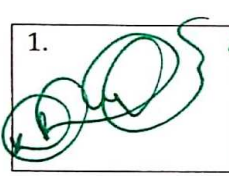
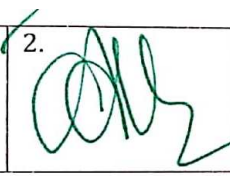
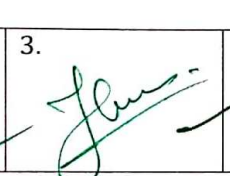
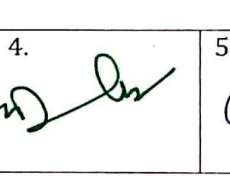
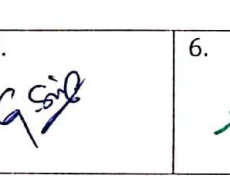
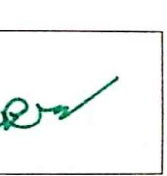
- Explain the concept of sampling and its importance in statistical inference.
- Calculate and interpret standard error.
- Estimate population parameters using point and interval estimation.
- Conduct hypothesis tests for population means and proportions.
- Differentiate between Type I and Type II errors.
- Apply large and small sample tests for comparing means and proportions.

Unit IV: Non-Parametric Tests

- Understand the concept of non-parametric tests and their advantages over parametric tests.
- Apply sign tests for paired and independent samples.
- Conduct runs tests to assess randomness.
- Use rank sum tests (Mann-Whitney U, Kruskal-Wallis, Wilcoxon signed rank) for comparing groups.
- Perform chi-square goodness of fit test.

Unit V: Analysis of Variance

- Conduct one-way and two-way ANOVA to compare means of multiple groups.
- Interpret F-test results.
- Calculate and interpret variance components.

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MB106 BUSINESS LAWS AND ETHICS

Course Objective:

To equip students with a comprehensive understanding of the legal and ethical framework within which businesses operate, enabling them to make informed decisions, mitigate risks, and contribute to responsible corporate citizenship.

Specific Objectives:

After studying this course, students will be able to:

- **Understand** the legal framework governing business activities.
- **Apply** legal principles to business decision-making.
- **Identify** ethical issues in business and develop strategies for ethical behavior.
- **Understand** the concept of corporate social responsibility and its implications for business ethics.

UNIT - I: Contract Act, Sale of Goods Act, & Negotiable Instruments Act

Contract Act: Nature of contracts - Offer - Acceptance - Consideration - Capacity of parties - Free consent Legality of object and consideration - Contingent contracts - Quasi contracts - Performance of contract - Discharge of contract - Remedies for Breach of contract - **Special Contracts:** Contracts of indemnity and guarantee - contracts of bailment and pledge - Contracts of agency - **Sale of Goods Act, 1930:** Sale and agreement to sell - Doctrine of Caveat Emptor - Rights of unpaid seller and rights of buyer - **Negotiable Instruments Act, 1881:** Types of Negotiable Instruments - Negotiation and Assignment - Dishonour and discharge of negotiable instruments.

1. Lab Exercise:

Students should identify the various important issues in contracts as per contract act and sale of goods act. He / She need to identify the negotiable instruments usage, limitations and obligations.

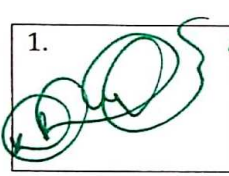
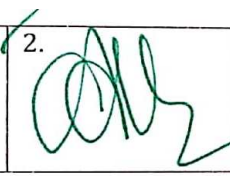
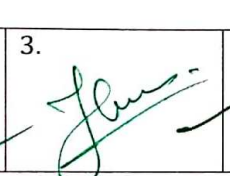
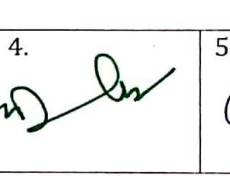
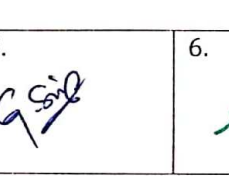
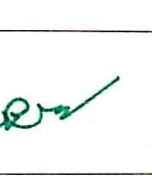
2. Sample Case Studies:

- Case study: Soma Isolux National Highway Project: Reinforcing the Rights of a Contractor
<https://icmrindia.org/casestudies/catalogue/Law/LAW012.htm>
- Case study: Ranbaxy Daiichi Controversy
<https://icmrindia.org/casestudies/catalogue/Law/LAW002.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - II: Companies Act, 2013

The Companies Act, 2013: Nature and kinds of companies – Incorporation of Company and matters incidental thereto - Company formation - Management, meetings and winding up of a joint stock company – Appointment and Qualifications of Director - Appointment and Remuneration of Managerial Personnel - Limited Liability Partnership: Structure and procedure of formation of LLP in India – Private Placement.

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1. Lab Exercise:

Students should identify the rules and regulations with regard to incorporation of companies and appointment of director and other managerial personnel.

2. Sample Case Studies:

- Case study: Whether an Indian Limited Liability Partnership ('LLP') is proposed to be merged into an Indian company under Companies Act, 2013?

<https://www.caclubindia.com/articles/case-study-companies-act-2013-47870.asp>

- Case study: Adani's Acquisition of Holcim

<https://icmrindia.org/casestudies/catalogue/Business%20Strategy/BSTR667.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.**UNIT - III: MISCELLANEOUS ACTS**

The Competition Act, 2002: Objectives and main provisions - **The Information Technology Act, 2000:** Objectives and main provisions - Cyber crimes and penalties - **The RTI Act, 2005:** Objectives and main provisions - **Intellectual Property Rights (IPRs):** Patents, trademarks and copyrights - Emerging issues in intellectual property - **Goods and Services Tax (GST):** Objectives and main provisions - Benefits of GST - Implementation mechanism - Working of dual GST

1. Lab Exercise: Students should get familiar to various acts like competition act and information technology act. Students should be educated regarding IPRs and GST.

2. Sample Case Studies:

- Case study: Data Breach at MobiKwik

<https://icmrindia.org/casestudies/catalogue/IT%20and%20Systems/ITSY121.htm>

- Case study: Paytm Employing Technologies and Tools to Fight Cyber Fraud

<https://icmrindia.org/casestudies/catalogue/IT%20and%20Systems/ITSY105.htm>

- IPR: Save Patents or Patents?

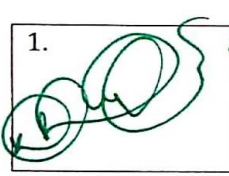
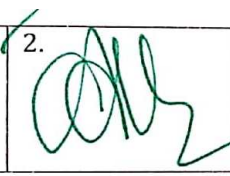
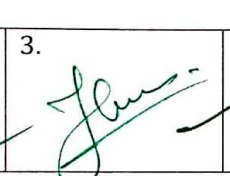
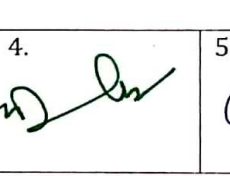
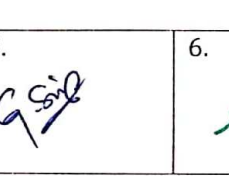
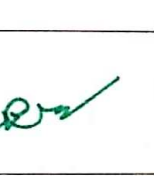
<https://icmrindia.org/casestudies/catalogue/Law/LAW004.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.**UNIT - IV: BUSINESS ETHICS**

Concept of Ethics - Ethical Values - Business Ethics - Ethical Corporate Behaviour - Development of Ethical Corporate Behaviour - Ethical Leadership - Ethical Decision Making - Ethical Dilemmas in Organization - **Corporate Social Responsibility (CSR):** Developments on CSR in India - CSR and Companies Act 2013 - CSR Activities - CSR Reporting - Global Reporting Initiatives - **Corporate Governance:** Overview, history - Theory and Practices - Corporate Governance in Developing and Transition economies.

1. Lab Exercise:

Students should identify the CSR activities carried out by various companies at your area. He / She should be observed Corporate Governance practices of companies.

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2. Sample Case Studies:

- Case study: Unilever's Sustainable Sourcing
<https://icmrindia.org/casestudies/catalogue/CSR%20and%20Sustainability/CSRS016.htm>
- Case study: ITC: Driving Public-Private Collaboration for Water Conservation in India
<https://icmrindia.org/casestudies/catalogue/CSR%20and%20Sustainability/CSRS014.htm>
- Case study: Corporate Governance Crisis at Startups: The Zilingo Story
<https://icmrindia.org/casestudies/catalogue/Business%20Ethics/BECG187.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.

UNIT - V: ETHICAL ISSUES IN FUNCTIONAL AREAS OF BUSINESS

Ethical Issues: Corruption – Bribery – Hoarding and black market marketing Lobbying – Corporate crimes – Health care issues – Online frauds – ecological issues - **Ethics in Marketing:** Ethical practices in product packaging and labeling - Pricing - Advertising - Direct marketing – Green marketing - Ethical vs. Unethical marketing behavior - **Ethics in HRM:** Ethical implications of Privacy – Harassment – Discrimination – Whistle blowing - **Ethics in Finance:** Accountability – Window dressing and disclosure practices – Insider trading – Value Based Organization.

1. Lab Exercise:

Students should be educated regarding ethical issues of business while delivering various functions of business.

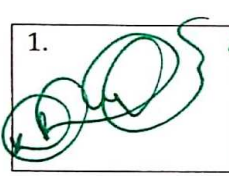
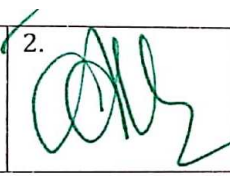
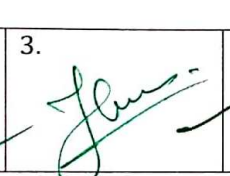
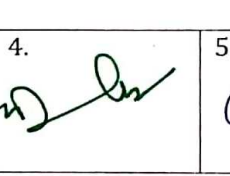
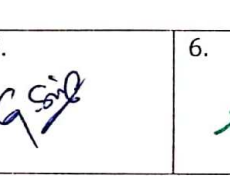
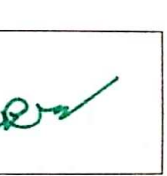
2. Sample Case Studies:

- Case study: Amazon's Private Label Brands: An Ethical Perspective
<https://icmrindia.org/casestudies/catalogue/Business%20Ethics/BECG186.htm>
- Case study: Mitsubishi Fuel Economy Scandal
<https://icmrindia.org/casestudies/catalogue/Business%20Ethics/BECG146.htm>
- Case study: Uber: Rising Valuations Amidst Ethical Woes
<https://icmrindia.org/casestudies/catalogue/Business%20Ethics/BECG137.htm>

3. Seminar Presentations by the students on any one of the topics specified in the unit.

Suggested readings:

1. Maheshwari & Maheswari - A Manual of Business Laws, Himalaya Publishing House.
2. D. Chandra Bose - Business Law PHI-Private Limited, New Delhi.
3. A.C. Fernando - Business Ethics An Indian Perspective Pearson Education
4. Manuel G. Velasquez - Business Ethics Concepts and Cases Prentice-Hall of India Pvt. Ltd, 2008.
5. S.S. Gulshan - Business Laws Excel Books, New Delhi
6. Case Resources :
https://icmrindia.org/casestudies/Case_Studies.asp?cat=Business%20Ethics&pageno=2

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Learning Outcomes:

At the end of the Course, Student should be aware about the following:

Unit I: Companies Act, 2013

- Understand the different types of companies under the Companies Act, 2013.
- Explain the process of company formation and the roles of directors and managerial personnel.
- Differentiate between a company and a Limited Liability Partnership (LLP).
- Understand the concept of private placement.

Unit II: Contract Act, Sale of Goods Act, & Negotiable Instruments Act

- Define a contract and explain its essential elements.
- Analyze different types of contracts and their implications for business.
- Understand the rights and obligations of parties in a sale of goods contract.
- Explain the concept of negotiable instruments and their importance in business transactions.

Unit III: Miscellaneous Acts

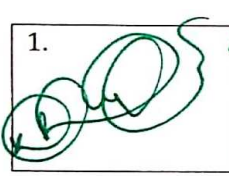
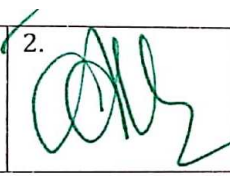
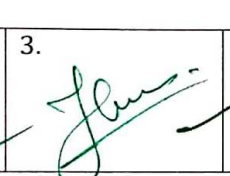
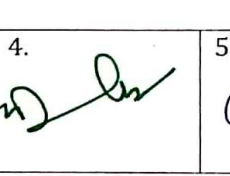
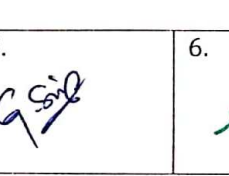
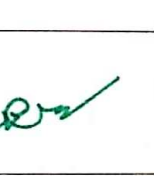
- Explain the objectives and key provisions of the Competition Act, 2002.
- Understand the concept of cybercrime and its implications for businesses.
- Explain the objectives and key provisions of the RTI Act, 2005.
- Understand the concept of Intellectual Property Rights (IPRs) and their protection.
- Explain the objectives and benefits of the Goods and Services Tax (GST).

Unit IV: Business Ethics

- Define ethics and its significance in business.
- Understand the concept of ethical corporate behavior and its development.
- Explain the role of ethical leadership in an organization.
- Understand the concept of Corporate Social Responsibility (CSR) and its implementation.
- Explain the importance of corporate governance.

Unit V: Ethical Issues in Functional Areas of Business

- Identify ethical issues in different functional areas of business (marketing, HRM, finance).
- Analyze ethical dilemmas in business and develop ethical decision-making frameworks.
- Understand the impact of unethical practices on organizations and society.
- Develop a sense of ethical responsibility and integrity.

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MB 107 INFORMATION TECHNOLOGY FOR MANAGEMENT

Course Objective:

To equip students with a comprehensive understanding of information technology (IT) concepts, tools, and applications to enable effective decision-making and management in today's digital business environment.

Specific Objectives:

After studying this course, students will be able to:

- **Understand** the role of information technology in business.
- **Use** technology to improve business processes and decision-making.
- **Develop** information systems to support business operations.
- **Analyze** the impact of technology on business strategy and competitive advantage.

UNIT - I: Information Technology

Definition - Development and Trends - Managerial Issues in IT Planning - Information Technology Economics - Cost-Benefit Analysis of IT - Role of Computers in Management - Decision Making Process - Programmed and Non-Programmed Decisions – MIS - Concept and applications - Decision Support System (DSS) – Transaction Processing System (TPS).

UNIT - II: Internet and Computer Networks

Computer Networks – Components, Models - Network Topology - Security in Data Communication - Encryption and Decryption – Internet, Intranet, Extranet, and World Wide Web – Browsers and Search Engines.

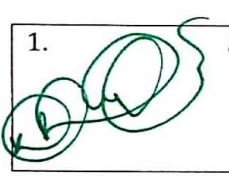
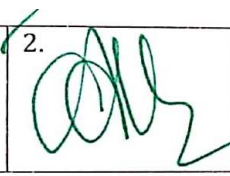
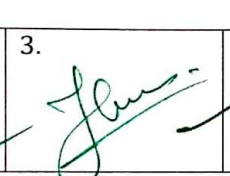
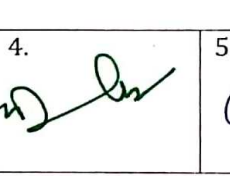
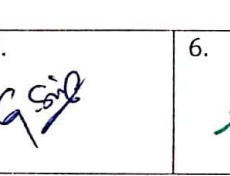
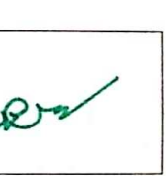
Disrupting Technologies: Data Warehouse and Data Mining, Blockchain, 5G Technology, Advanced Virtual Reality, Artificial Intelligence and Machine Learning (AI & ML), Intelligent Systems, Nanotechnology, Big Data, Robotics, 3D printing, Cyber Security, Cloud Services, Cloud Computing, Quantum Computing, Hyper-Personalization, Chatbots and Smart assistants, Smart Cities, Fingerprints, Internet of Things (IoT) (Concepts only)

Unit - III: E-Business

E-Business: Definition, Evolution, Key technologies, Business models, infrastructure, Benefits and challenges. E-Business Strategies and Implementation: E-business strategy development, E-commerce website design and development, Online marketing and promotion, Payment systems and security, Supply chain management in e-business, Customer relationship management (CRM), E-Business analytics.

UNIT - IV: Working with Office Productivity Software-I

MS-Office - MS Word: Creation of Document - Formatting Document - Text editing and saving - Organising information with tables and outlines - Mail Merge - **Spread Sheet Applications - MS Excel** - Creation and Applications of Spread Sheets - Creating and editing worksheets – Cell formatting – Creating and using formulas and functions – Use of Macros – working with

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graphs and charts – Data Analysis with Statistical Tools - Use of Financial Tools - Use of other functions in Excel for data analysis.

UNIT - V: Working with Office Productivity Software-II

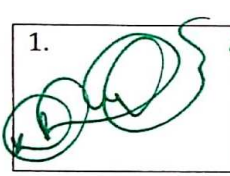
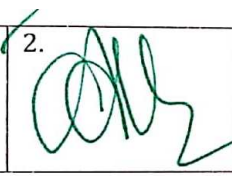
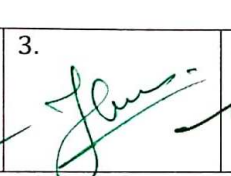
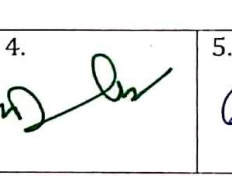
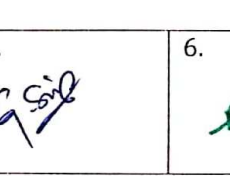
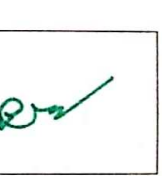
Presentation Graphics through MS Power Point - Creation of slides - Use of templates and slide designs for creating power point slides - use of drawings and graphics - Organising presentation through Multimedia Files and Slides - Developing a Professional presentation on Business Plans, Institutions, Products, People, etc.

Database Models - Creating and Managing Databases – Data Definition Language (DDL) – Data Manipulation Language (DML) – Data Models – Entity-Relationship Models – Network Model – Relational and Object Oriented Data Models - **Data Warehousing**: Concept, Architecture, Applications - **Data Mining**: Concepts and Applications.

Data Management through MS-Access - Create Databases - Normalization: 1NF, 2NF, 3NF, BCNF – Tables - Relationships – Primary and Secondary Key - Create forms to enter data-filter data-use of queries in data manipulation – Creation of forms and Generating reports – Concept of RDBMS

Suggested readings:

1. Turban, McLean, Wetherbe - Information Technology for Management, 4th Edition, Wiley India, 2007.
2. Peter Norton- Introduction to Computers-Sixth Edition, 2007, Tata McGraw Hill.
3. Brian K. Williams, Stacey C. Sawyer-Using Information Technology-A Practical Introduction to Computers and Communications-6th Edition-Tata McGraw Hill, 2007.
5. V.Rajaraman-Introduction to Information Technology, Prentice Hall India, 2008.
6. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
7. Lambet, Lambert III & Preperneau, Microsoft Office Access 2007 Step-by-Step, First Edition, Prentice Hall India, 2007.
8. David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press, 2007

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Learning Outcomes:

At the end of the Course, Student should be aware about the following:

Unit I: Information Technology

- Define information technology and understand its evolution and trends.
- Conduct cost-benefit analysis for IT projects.
- Explain the role of computers in management decision-making.
- Differentiate between programmed and non-programmed decisions.
- Understand the concepts of MIS, DSS, and TPS.

Unit II: Internet and Computer Networks

- Explain computer networks and network topology.
- Understand the concepts of data communication security, encryption, and decryption.
- Differentiate between internet, intranet, extranet, and World Wide Web.
- Explain the concepts of e-commerce and e-business.
- Gain a basic understanding of disruptive technologies (Blockchain, 5G, AI, ML, Cloud, IoT, etc.).

Unit III: Working with Office Productivity Software-I

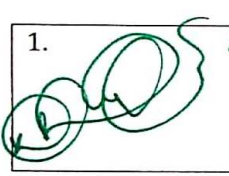
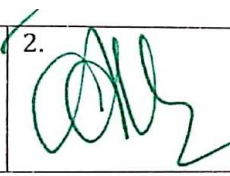
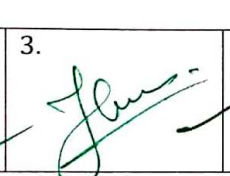
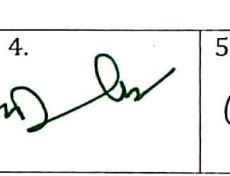
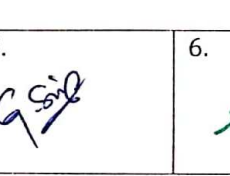
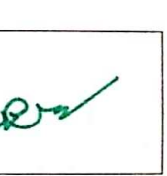
- Create and format documents using MS Word.
- Utilize tables and outlines for organizing information.
- Create and manipulate spreadsheets using MS Excel.
- Apply formulas, functions, and statistical tools for data analysis.
- Use financial functions for financial analysis.

Unit IV: Working with Office Productivity Software-II

- Create effective presentations using MS PowerPoint.
- Utilize multimedia elements to enhance presentations.
- Develop professional presentations for various business purposes.

Unit V: Database Management Systems

- Understand different database models and their characteristics.
- Create and manage databases using database management systems.
- Apply data definition and manipulation languages (DDL, DML).
- Design database structures using entity-relationship models.
- Create and use forms, queries, and reports in database management systems.
- Understand the concepts of data warehousing and data mining.

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MB 106P – INFORMATION TECHNOLOGY FOR MANAGEMENT – PRACTICAL

-- Lab Manual --

MS-Word

1. Create a news-paper document with at least 200 words,

- a. Use margins as, top:1.5, bottom:2, left:2, right:1 inches.
- b. Use heading "Gandhi Jayanti", font size: 16, font color: red, font face:Arial Black.
- c. With first letter "dropped" (use drop cap option) of the first paragraph containing a picture at the right side
- d. Use three columns from the second paragraph onwards till the half of thepage.
- e. Then use heading "Computer basics"
- f. Create paragraph using two columns till the end of the page.

2. Create a Mathematical question paper using, at least five equations

- a. With fractions, exponents, summation function
- b. With at least one „m*n“ matrix
- c. Basic mathematical and geometric operators.
- d. Use proper text formatting, page color and page border.

3. Create a flowchart using,

- a. Proper shapes like ellipse, arrows, rectangle, and parallelogram.
- b. Use grouping to group all the parts of the flowchart into one single object.

4. Create a table using table menu with,

- a. At least 5 columns and 10 rows.
- b. Merge the first row into one cell.
- c. Merge the second row into one cell, then split the second row into threecells.
- d. Use proper table border and color.
- e. Insert proper content into the table with proper text formatting.

5. Create a table using two columns,

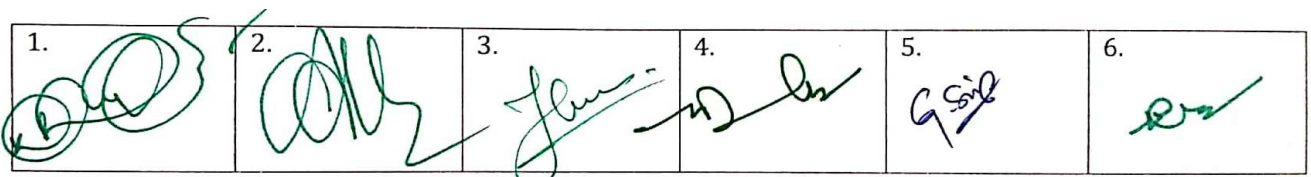
- a. The left column contains all the short-cut keys and right side column contains the function of the short-cut keys.
- b. Insert a left column using layout option. Name the heading as Serial No.

6. Create two letters with the following conditions in Ms Word and find the difference.

- a. Write a personal letter to your friend using at least 100 words and two paragraphs. The date must be in top-right corner. Use „justify“ text- alignment and 1.5 line spacing for the body of the letter. Letter must contain proper salutation and closing.
- b. Use step by step mail-merge wizard to design a letter. (Mailing → step by step mail merge wizard → letters →start from a template →select template → letters → select proper template → create new document → OK)

7. Create a letter, which must be sent to multiple recipients.

- a. Use Mail-Merge to create the recipient list.
- b. Use excel sheet to enter the recipient.
- c. Start the mail merge using letter and directory format. State the difference.



8. Create a Macro Program with your own data and run it.

MS-Excel

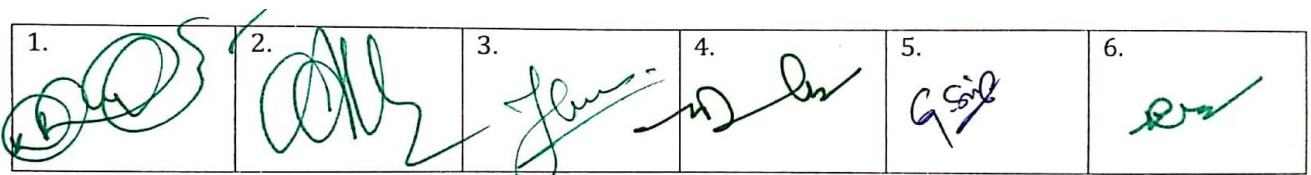
1. Create a table "Student result" with following conditions.
 - a. The heading must contain, Sl. No., Name, Mark1, Mark2, Mark3, Total, average and result with manual entry.
 - b. Use formulas for total and average.
 - c. Find the name of the students who has secured the highest and lowest marks.
 - d. Round the average to the nearest highest integer and lowest integer (use ceiling and floor function respectively).
2. Do as directed
 - a. Create a notepad file as per the following fields
Slno name th1 th2 th3 th4 th5 total % grade
 - b. Import this notepad file into excel sheet.
 - c. Grade is calculated as,
 - i. If $\% \geq 90$, then grade A
 - ii. If $\% \geq 80$ and < 90 , then grade B
 - iii. If $\% \geq 70$ and < 80 , then grade C
 - iv. If $\% \geq 60$ and < 70 , then grade D
 - v. If $\% < 60$, then grade F
3. Create a sales table using the following data,

Item	Year1	Year2	Year3	Year4
Item1	1000	1050	1100	1200
Item2	950	1050	1150	1200
Item3	1100	1200	1200	1300

- a. Draw the bar-graph to compare the sales of the three items for four years using insert option.
- b. Draw a line-graph to compare the sales of three items for four years using insert option.
- c. Draw different pie-charts for the given data using insert option.
- d. Use condition, to highlight all the cells having value ≥ 1000 with red color (use conditional formatting).

MS-PowerPoint

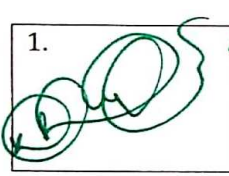
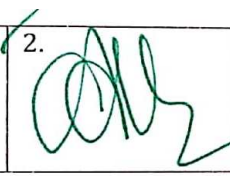
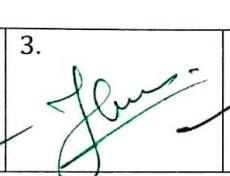
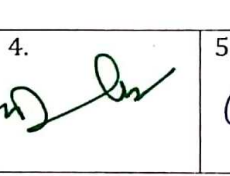
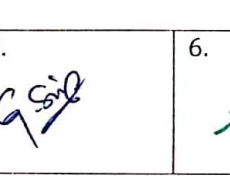
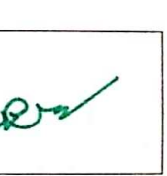
1. Create a power-point presentation with minimum 5 slides.
 - a. The first slide must contain the topic of the presentation and name of the presentation.
 - b. Must contain at least one table.
 - c. Must contain at least 5 bullets, 5 numbers.
 - d. The heading must be, font size:32, font-face: Arial Rounded MT Bold, font-color: blue.
 - e. The body must be, font size: 24, font-face: Comic Sans MS, font-color:green.
 - f. Last slide must contain „thank you“.



2. **Create a power-point presentation with minimum 10 slides**
 - a. Use word art to write the heading for each slides.
 - b. Insert at least one clip-art, one picture
 - c. Insert at least one audio and one video
 - d. Hide at least two slides
3. **Create a power-point presentation with minimum 5 slides**
 - a. Use custom animation option to animate the text; the text must move left to right one line at a time.
 - b. Use proper transition for the slides.
4. **Create 5 Slides on “Polio immunization” and execute the following by using Action Buttons for all the slides to link them**
 - a. Link first slide with the third
 - b. Link second slide with fifth
 - c. Link third slide with fourth.
5. **Create 3 Slides on “Plant tress and protect Nature” and each slide should have a Comment.**
6. **Create two files on “Clean & Green” and “No Smoking” in MS PowerPoint and hyperlink them with each other.**

MS-Access

1. **Create a database “Student” with,**
 - a. At least one table named “mark sheet” with field name “student name, roll number, mark1, mark2, mark3, mark4, total”
 - b. The data types are, student name: text, roll number: number, mark1 to mark4: number, total: number. Roll number must be the primary key.
 - c. Enter data in the table. The total must be calculated using update query.
 - d. Use query for sorting the table according to the descending/ascending order of the total marks.
2. **With addition to the table above,**
 - a. Add an additional field “result” to the “mark sheet” table.
 - b. Enter data for at least 10 students
 - c. Calculate the result for all the students using update queries, if total \geq 200, then pass, else fail.
 - d. Search the students, whose name starts with “sh”.
 - e. Show the names and total marks of the students who have passed theexamination.

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SAMPLE QUESTION PAPER FOR CONTINUOUS AND COMPREHENSIVE EVALUATION (CCE)

Time: 90 Mins

Maximum Marks: 40

Part - A (15 Marks)

ANSWER THE FOLLOWING QUESTIONS. EACH QUESTION CARRIES 03 MARKS
(05 Questions x 03 marks = 15 Marks)

1. Nature of Management
2. Levels of Management
3. Characteristics of Planning
4. Types of Decisions
5. Objectives of Organizing

Part - B (05 Marks)

MULTIPLE CHOICE QUESTIONS - EACH QUESTION CARRIES 01 MARK

1. The schools of management thought are theoretical frameworks for the.....
 - a) Study of management
 - b) Human Resource Management
 - c) Production activities
 - d) Engineering
2. When Peter Ferdinand Drucker American economist of Austrian origin, is considered as the "Father of Modern Management"?
 - a) 1910-2004
 - b) 1909-2005
 - c) 1907-2001
 - d) 1909-2005
3. Max Webber who propounded the
 - a) Bureaucratic theory of organization
 - b) Theory of management
 - c) Both a and b
 - d) None of the above
4. Fredrick Winslow Taylor is considered to be "The Father of Scientific Management"?
 - a) 1910-2004
 - b) 1909-2005
 - c) 1907-2001
 - d) 1856-1915
5. Which of the following involves managing the process by which raw materials, labor and energy are converted into goods and services?
 - a) Operations management
 - b) Marketing management
 - c) Human Resource Management
 - d) All the above

Part - C (05 Marks)

FILL IN THE BLANKS - EACH QUESTION CARRIES 01 MARK

1. The management thoughts encompass an array of different functions undertaken to accomplish a.....
2.developed the process of designing and maintaining an environment in which individuals, working to gather in groups, efficiently accomplish selected aims.
3. Peter Ferdinand Drucker (1909-2005), American economist of Austrian origin, is considered as the.....
4.is considered to be "The Father of Scientific Management".
5.refers to the chain superiors ranging from the highest authority to the lowest one to ensure unity of command and effective communication.

1.	2.	3.	4.	5.	6.

Part - D (05 Marks)**MATCH THE FOLLOWING - EACH QUESTION CARRIES 01 MARK**

i) Management thoughts		i) "Father of Modern Management".
ii) Peter Ferdinand Drucker		ii) Propounded the bureaucratic theory of organization and management
iii) Top Level of Management		iii) "The Father of Scientific Management"
iv) Max Webber		iv) It encompasses an array of different functions undertaken to accomplish a task successfully.
v) Fredrick Winslow Taylor		v) It consists of the Board of Directors (BOD) and the Chief Executive Officer (CEO)

Part - E (05 Marks)**ASSERTION & REASON - EACH QUESTION CARRIES 01 MARK**

1. Assertion (A): Management is a set of principles relating to its functions.

Reason (R): Management is essential to run all types of Organizations

- (A) and (R) both are correct; and (R) is the right explanation of (A)
- (A) and (R) both are correct; but (R) is not the right explanation of (A)
- Both (A) and (R) are incorrect
- (A) is Correct; but (R) is incorrect.

Part - F (05 Marks)**SYLLOGISM - EACH QUESTION CARRIES 01 MARK**

1. Based on the following statements, which of the conclusion/s is/are correct?

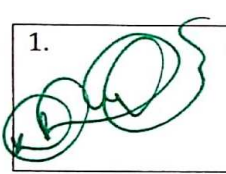
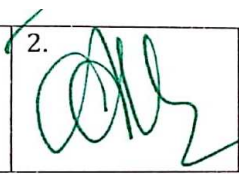
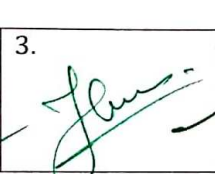
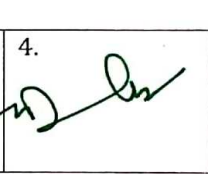
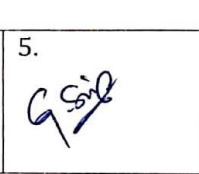
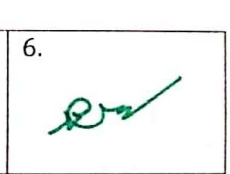
Statement I: Some Leaders are Intelligent

Statement II: All the Managers are Intelligent

Conclusion 1: All the leaders are Intelligent

Conclusion 2: Some Managers are Intelligent

- Only 1
- Only 2
- Both 1 and 2
- Both 1 and 2 do not follow

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