

**SCHEME OF EXAMINATION
&
SYLLABI
OF
2-YEAR
MASTER OF BUSINESS ADMINISTRATION
(Based on National Education Policy (NEP) - 2020)
WITH EFFECT FROM THE ACADEMIC SESSION
2024-25**



**MAHARSHI DAYANAND UNIVERSITY ROHTAK
(HARYANA)**

**SCHEME OF EXAMINATION OF
2-YEAR
MASTER OF BUSINESS ADMINISTRATION
PROGRAMME
(Based on National Education Policy (NEP) - 2020)
WITH EFFECT FROM THE ACADEMIC SESSION 2024-25**

PROGRAM SPECIFIC OUTCOMES

The program-specific outcomes of the 2-Year (Four Semester) MBA program are as follows:

- PSO1:** Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.
- PSO2:** Comprehend and analyze the importance of functional and inter-functional areas.
- PSO3:** Recognize opportunities available and face the challenges in the national and global business environment and adapt accordingly.
- PSO4:** Employ appropriate models to select suitable projects for a business enterprise and manage firm growth through strategies such as mergers, acquisitions, international expansion, and new venture development.
- PSO5:** Function as ethical, conscious, and socially responsible managers, capable of contributing to the sustainable development of the nation.
- PSO6:** Preparing the students to lead a successful career in industry or pursue higher studies or become entrepreneurs.
- PSO7:** Ability to offer commercially feasible and socially acceptable, managerial solutions to technical/non-technical problems.
- PSO8:** Turning out graduates can demonstrate strong leadership skills, effective communication skills, professional etiquette, and a desire to be lifelong learners.

Structure for 2-Year MBA Programme

First Year of 2-Year MBA Program (NHEQF-Level 6): First Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 1)						
24IMSI201DS01	Management Process and Organizational Behaviour	70	30	-	100	3-1-0
24IMSI201DS02	Finance for Managers	70	30	-	100	3-1-0
24IMSI201DS03	Strategic Marketing	70	30	-	100	3-1-0
24IMSI201DS04	Strategic Human Resource Management	70	30	-	100	3-1-0
24IMSI201DS05	Business Research Methods	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 1)						
24IMSI201SE01	Business Ethics and Communication Skills	50	-	50	100	3-0-1
Vocational Course (VOC 1)						
24IMSI201MV01	IT for Managers-1	50	-	50	100	3-0-1
Internship 1						
24IMSI201IN01	Internship Report	100	-	-	100	4
Total Credits						24

Note:

1. The duration of all the end-term theory examinations shall be 3 hours.
2. The Criteria for awarding the formative assessment of 30 marks throughout the Programme shall be as under:
 - a) Sessional Examination : 20 marks.
 - b) Assignments/Presentations/Seminars and Class Participation : 5 marks
 - c) Attendance : 5 marks
 - Less than 65%* : 0 marks
 - Upto 70%* : 2 marks
 - Upto 75%* : 3 marks
 - Upto 80%* : 4 marks
 - Above 80%* : 5 marks
3. The Criteria for awarding the formative assessment of 15 marks for a practicum examination of (15+35=50) fifty marks throughout the Programme shall be as under:
 - a) Practicum Assignments/Practicum File : 10 marks
 - b) Attendance (Criteria as mentioned above in 2(c)) : 5 marks
4. The panel of examiners for end-semester theory examinations shall be prepared and approved by the PG BOS of IMSAR of the internal/external examiners based on their expertise/specialization/area of interest.
5. The panel of examiners based on the examiners' expertise/specialization/area of interest for practicum/viva-voce examination shall be recommended by the PG BOS of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the internal examiners.
6. The panel of examiners (ordinarily not below the rank of Associate Professor) for assessment of the Project reports/Dissertation/Research Project/Summer Internship Reports shall be recommended by the PG BOS of IMSAR.
7. The students are required to choose either SEC 1 or VOC 1 or Internship 1.

First Year of 2-Year MBA Program (NHEQF-Level 6): Second Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses – Major (DSC 2)						
24IMSI202DS01	Managerial Economics	70	30	-	100	3-1-0
24IMSI202DS02	Business Environment	70	30	-	100	3-1-0
24IMSI202DS03	Management Information System	70	30	-	100	3-1-0
24IMSI202DS04	Total Quality Management	70	30	-	100	3-1-0
24IMSI202DS05	Emotional Intelligence	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC 2)						
24IMSI202SE01	Personality and Soft Skills Development	50	-	50	100	3-0-1
Vocational Course (VOC 2)						
24IMSI202MV02	IT for Managers-2	50	-	50	100	3-0-1
Internship 2						
24IMSI202IN01	Internship Report	100	-	-	100	4
Total Credits						24
Note:						
<ol style="list-style-type: none"> Students exiting the programme after the second semester i.e. after the first year on completion of 48 credits will be awarded PG Diploma in Business Administration. The students are required to choose either SEC 2 or VOC 2 or Internship 2. Immediately after completing the second semester, the students shall proceed to their Summer Internship (SI). The duration of the internship is 120 hours during summer vacation. The Summer Internship Report (SIR) prepared after SI completion shall be assessed in the third Semester as a compulsory course. The candidates will submit the SIR in the manner specified in the Ordinance. The SIR will be evaluated by an external examiner. 						
Total Credits (24+24=48) for PG Diploma in Business Administration						48

Second year of 2-Year MBA Program (NHEQF Level 6.5)
(STUDENT SHOULD SELECT ANY ONE OPTION FOR THE SECOND YEAR OF 2 YEAR PG PROGRAM)

Option 1: (Only Course Work)

Second year of 2-Year MBA Program (NHEQF Level 6.5): Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
25IMSI203DS01	Strategic Management	70	30	-	100	3-1-0
Marketing						
25IMSI203DS02	Consumer Behavior	70	30	-	100	3-1-0
25IMSI203DS03	Social Media Marketing	50	-	50	100	3-0-1
25IMSI203DS04	Retail Management	70	30	-	100	3-1-0
Finance						
25IMSI203DS05	Indian Financial System and Financial Services	70	30	-	100	3-1-0
25IMSI203DS06	Project Management	70	30	-	100	3-1-0
25IMSI203DS07	Business Taxation	70	30	-	100	3-1-0
Human Resource Management						
25IMSI203DS08	Compensation Management	70	30	-	100	3-1-0
25IMSI203DS09	Management of Industrial Relations	70	30	-	100	3-1-0
25IMSI203DS10	Cross Cultural Human Resource Management	70	30	-	100	3-1-0
Information Technology						
25IMSI203DS11	E-Commerce and Applications	70	30	-	100	3-1-0
25IMSI203DS12	Multimedia and Web Development	70	30	-	100	3-1-0
25IMSI203DS13	Advanced Database Management System	50		50	100	2-0-2
International Business						
25IMSI203DS14	International Trade Theory And Practices	70	30	-	100	3-1-0
25IMSI203DS15	Export Import Management and Documentation	70	30	-	100	3-1-0
25IMSI203DS16	Foreign Exchange Management	70	30	-	100	3-1-0
Agri-Business						
25IMSI203DS17	Agri-Business Environment and Policy	70	30	-	100	3-1-0
25IMSI203DS19	Agri-Business Management	70	30	-	100	3-1-0

25IMSI203DS19	Agri-Business Entrepreneurship	70	30	-	100	3-1-0
Operations Management						
25IMSI203DS20	Technology Management	70	30	-	100	3-1-0
25IMSI203DS21	Supply Chain and Logistics Management	70	30	-	100	3-1-0
25IMSI203DS22	Operations Research	70	30	-	100	3-1-0
Business Analytics						
25IMSI203DS23	Basics of Business Analytics	70	30	-	100	3-1-0
25IMSI203DS24	Applied Multivariate Analysis	70	30	-	100	3-1-0
25IMSI203DS25	Information Economics and its Applications	70	30	-	100	3-1-0
Public Policy						
25IMSI203DS26	Public Policy Formulation and Evaluation	70	30	-	100	3-1-0
25IMSI203DS27	Sustainable Development	70	30	-	100	3-1-0
25IMSI203DS28	Rural Development	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC3)						
25IMSI203SE01	Digital Marketing	50	-	50	100	3-0-1
Internship 3						
25IMSI203IN01	Summer Internship Report	100	-	-	100	4
Project Work 1						
25IMSI203PD01	Project Report	50	50	-	100	4
Note:						
1. Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of ten students are required to offer any specialization area from any two groups. The specialization area opted for in the 3 rd Semester would remain the same in the 4 th semester also.						
GROUP A		GROUP B		Group C		
HUMAN RESOURCE MANAGEMENT		MARKETING		FINANCE		
BUSINESS ANALYTICS		PUBLIC POLICY		INTERNATIONAL BUSINESS		
INFORMATION TECHNOLOGY		AGRI-BUSINESS		OPERATIONS MANAGEMENT		
2. Each student in the courses of Digital Marketing will be given assignments such as developing an online business model/digital marketing strategies/employing digital marketing tactics for business expansion, etc. and the same will be evaluated by an external examiner from academia based on his/her expertise/specialization/area of interest recommended by the PG BOS of IMSAR for practicum/viva-voce examination and one internal examiner recommended by the Director of IMSAR.						
3. The students are required to choose either SEC3 or Internship 3 or Project Work 1.						
4. In case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.						
Total Credits						24

Second year of 2-Year MBA Program (NHEQF Level 6.5): Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
25IMSI204DS01	Entrepreneurship Development	50	-	50	100	3-0-1
Marketing						
25IMSI204DS02	Integrated Marketing Communication	70	30	-	100	3-1-0
25IMSI204DS03	Product and Brand Management	70	30	-	100	3-1-0
25IMSI204DS04	Sales and Distribution Management	70	30	-	100	3-1-0
Finance						
25IMSI204DS05	Financial and Commodity Derivatives	70	30	-	100	3-1-0
25IMSI204DS06	International Financial Management	70	30	-	100	3-1-0
25IMSI204DS07	Investment Management	70	30	-	100	3-1-0
Human Resource Management						
25IMSI204DS08	Training and Development	70	30	-	100	3-1-0
25IMSI204DS09	Performance Management Systems	70	30	-	100	3-1-0
25IMSI204DS10	Organizational Change and Intervention Strategies	70	30	-	100	3-1-0
Information Technology						
25IMSI204DS11	Information Security And Cyber Laws	70	30	-	100	3-1-0
25IMSI204DS12	Systems Analysis and Design	70	30	-	100	3-1-0
25IMSI204DS13	Programming in Visual Basic	50	-	50	100	3-0-1
International Business						
25IMSI204DS14	Cross Cultural And Global Management	70	30	-	100	3-1-0
25IMSI204DS15	Management Of Multinational Corporations	70	30	-	100	3-1-0
25IMSI204DS16	International Logistics	70	30	-	100	3-1-0
Agri-Business						
25IMSI204DS17	Agricultural Input Marketing And Post-Harvest Management	70	30	-	100	3-1-0
25IMSI204DS18	Life Stock Business Management	70	30	-	100	3-1-0
25IMSI204DS19	Agricultural Marketing Management	70	30	-	100	3-1-0
Operations Management						

25IMSI204DS20	Transportation Management	70	30	-	100	3-1-0
25IMSI204DS21	Warehouse Management And Inventory Control	70	30	-	100	3-1-0
25IMSI204DS22	Supply Chain Analytics	70	30	-	100	3-1-0
Business Analytics						
25IMSI204DS23	Economics for Business Strategy	70	30	-	100	3-1-0
25IMSI204DS24	Econometrics for Business Analytics	70	30	-	100	3-1-0
25IMSI204DS25	Predictive Business Analytics	70	30	-	100	3-1-0
Public Policy						
25IMSI204DS26	Public Finance Administration	70	30	-	100	3-1-0
25IMSI204DS27	Risk and Disaster Management	70	30	-	100	3-1-0
25IMSI204DS28	Developmental Economics	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC4)						
25IMSI204SE01	Data Analysis using Excel	50	-	50	100	3-0-1
Internship 4						
25IMSI204IN01	Summer Internship Report	100	-	-	100	4
Project Work 2						
25IMSI204PD01	Project Report	50	50	-	100	4
Note:						
<ol style="list-style-type: none"> 1. Students completing the programme successfully shall be awarded a 2-year PG Degree in Business Administration upon securing 88 credits. 2. The students are required to choose either SEC 4 or Internship 4 or Project Work 2. 3. In the case of Project Work2, the topic of the Research Project to be submitted for evaluation in the fourth Semester shall be submitted by the student along with a brief synopsis after finalization within first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director. 4. Each student in the course of Entrepreneurship Development will present a business idea developed during the semester and the same will be evaluated by a panel of external examiner(s) comprising one from industry and the other from academia recommended by the PG BOS of IMSAR along with one internal examiner recommended by the Director of IMSAR. 						
Total Credits						24

Option 2: (Coursework and Research)**Second year of 2-Year MBA Program (NHEQF Level 6.5): Third Semester**

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Discipline-Specific Courses (DSC) – Major						
25IMSI203DS01	Strategic Management	70	30	-	100	3-1-0
Marketing						
25IMSI203DS02	Consumer Behavior	70	30	-	100	3-1-0
25IMSI203DS03	Social Media Marketing	50	-	50	100	3-0-1
25IMSI203DS04	Retail Management	70	30	-	100	3-1-0
Finance						
25IMSI203DS05	Indian Financial System and Financial Services	70	30	-	100	3-1-0
25IMSI203DS06	Project Management	70	30	-	100	3-1-0
25IMSI203DS07	Business Taxation	70	30	-	100	3-1-0
Human Resource Management						
25IMSI203DS08	Compensation Management	70	30	-	100	3-1-0
25IMSI203DS09	Management of Industrial Relations	70	30	-	100	3-1-0
25IMSI203DS10	Cross Cultural Human Resource Management	70	30	-	100	3-1-0
Information Technology						
25IMSI203DS11	E-Commerce and Applications	70	30	-	100	3-1-0
25IMSI203DS12	Multimedia and Web Development	70	30	-	100	3-1-0
25IMSI203DS13	Advanced Database Management System	50		50	100	2-0-2
International Business						
25IMSI203DS14	International Trade Theory And Practices	70	30	-	100	3-1-0
25IMSI203DS15	Export Import Management and Documentation	70	30	-	100	3-1-0
25IMSI203DS16	Foreign Exchange Management	70	30	-	100	3-1-0
Agri-Business						
25IMSI203DS17	Agri-Business Environment and Policy	70	30	-	100	3-1-0
25IMSI203DS19	Agri-Business Management	70	30	-	100	3-1-0
25IMSI203DS19	Agri-Business Entrepreneurship	70	30	-	100	3-1-0
Operations Management						
25IMSI203DS20	Technology Management	70	30	-	100	3-1-0

25IMSI203DS21	Supply Chain and Logistics Management	70	30	-	100	3-1-0
25IMSI203DS22	Operations Research	70	30	-	100	3-1-0
Business Analytics						
25IMSI203DS23	Basics of Business Analytics	70	30	-	100	3-1-0
25IMSI203DS24	Applied Multivariate Analysis	70	30	-	100	3-1-0
25IMSI203DS25	Information Economics and its Applications	70	30	-	100	3-1-0
Public Policy						
25IMSI203DS26	Public Policy Formulation and Evaluation	70	30	-	100	3-1-0
25IMSI203DS27	Sustainable Development	70	30	-	100	3-1-0
25IMSI203DS28	Rural Development	70	30	-	100	3-1-0
Skill-Enhancement Course (SEC3)						
25IMSI203SE01	Digital Marketing	50	-	50	100	3-0-1
Internship 3						
25IMSI203IN01	Summer Internship Report	100	-	-	100	4
Project Work 1						
25IMSI203PD01	Project Report	50	50	-	100	4
Note:						
5. Students are required to choose any two courses from any two specialization areas offered under a dual specialization scheme from the given three groups, selecting not more than one specialization from one Group. A minimum of ten students are required to offer any specialization area from any two groups. The specialization area opted for in the 3 rd Semester would remain the same in the 4 th semester also.						
GROUP A		GROUP B		Group C		
HUMAN RESOURCE MANAGEMENT		MARKETING		FINANCE		
BUSINESS ANALYTICS		PUBLIC POLICY		INTERNATIONAL BUSINESS		
INFORMATION TECHNOLOGY		AGRI-BUSINESS		OPERATIONS MANAGEMENT		
6. Each student in the courses of Digital Marketing will be given assignments such as developing an online business model/digital marketing strategies/employing digital marketing tactics for business expansion, etc. and the same will be evaluated by an external examiner from academia based on his/her expertise/specialization/area of interest recommended by the PG BOS of IMSAR for practicum/viva-voce examination and one internal examiner recommended by the Director of IMSAR.						
7. The students are required to choose either SEC3 or Internship 3 or Project Work 1.						
8. In the case of Project Work1, the topic of the Research Project to be submitted for evaluation in the third Semester shall be submitted by the student along with a brief synopsis after finalization within the first month of the Semester in consultation with the faculty member allotted as Research Supervisor by the Director.						
Total Credits						24

Second year of 2-Year MBA Program (NHEQF Level 6.5): Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 4)						
25IMSI204SE01	Digital Marketing	50	-	50	100	3-0-1
Internship 4						
25IMSI204IN01	Summer Internship Report	100	-	-	100	4
Research Thesis/Project						
25IMSI204PD01	Research Thesis/Project	200	200	100	500	20
Note:						
<ol style="list-style-type: none"> Students completing the programme successfully shall be awarded a 2-year PG Degree in Business Administration upon securing 88 credits. The viva voce in respect of the Research Thesis/Project shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Director and two external examiners from the Industry and Academic field (ordinarily not below the rank of Associate Professor and/or any professional working at a senior position from industry) out of the panel recommended by the PG BOS of IMSAR (two members shall form the quorum). 						
Total Credits (24+24+24+24) for 2-Year MBA						96

Option 3: (Only research work-only the students who have completed 3 years Bachelor's Programme)

Second year of 2-Year MBA Program (NHEQF Level 6.5): Third Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 3)						
25IMSI203SE01	Digital Marketing	50	-	50	100	3-0-1
Internship 3						
25IMSI203IN01	Summer Internship Report	100	-	-	100	4
Research Thesis/Project						
25IMSI203PD01	Research Thesis/Project	200	200	100	500	20
Note:						
<ol style="list-style-type: none"> Students completing the programme successfully shall be awarded a 2-year PG Degree in Business Administration upon securing 88 credits. Each student in the courses of Digital Marketing will be given assignments such as developing an online business model/digital marketing strategies/employing digital marketing tactics for business expansion, etc. and the same will be evaluated by an external examiner from academia based on his/her expertise/specialization/area of interest recommended by the PG BOS of IMSAR for practicum/viva-voce examination and one internal examiner recommended by the Director of IMSAR. Students who opted for option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners. The viva voce in respect of the Research Thesis/Project shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Director and two external examiners from the Industry and Academic field (ordinarily not below the rank of Associate Professor and/or any professional working at a senior position from industry) out of the panel recommended by the PG BOS of IMSAR (two members shall form the quorum). 						

Second year of 2-Year MBA Program (NHEQF Level 6.5): Fourth Semester

Course Code	Title of the Course (s)	Summative Assessment	Formative Assessment	Practicum/ Viva-Voce	Total Marks	Credits (L-T-P)
Skill-Enhancement Course (SEC 4)						
25IMSI204SE01	Data Analysis using Excel	50	-	50	100	3-0-1
Internship 4						
25IMSI204IN01	Summer Internship Report	100	-	-	100	4
Research Thesis/Project						
25IMSI204PD01	Research Thesis/Project	200	200	100	500	20
Note:						
<ol style="list-style-type: none"> 1. Students completing the programme successfully shall be awarded a 2-year PG Degree in Business Administration upon securing 88 credits. 2. Students who opted for option 3 should submit a project report/synopsis of at least 50 pages comprising of literature survey, identification of research problem, plan of work, methodology as well as practical work (if any) at the end of the third semester and the same will be evaluated by internal and external examiners. 3. The student should continue the research work in the fourth semester based on the project work/synopsis submitted at the end of the third semester. The final thesis/project report will be evaluated by the internal and external examiners. 4. The viva voce in respect of the final thesis/project report shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Director and two external examiners from the Industry and Academic field (ordinarily not below the rank of Associate Professor and/or any professional working at a senior position from industry) out of the panel recommended by the PG BOS of IMSAR (two members shall form the quorum). 						
Total Credits (24+24+24+24) for 2-Year MBA						96

Instructions for the conduct of Practicum and Viva-Voce of the 2-Year Master of Business Administration Programme

A Board of Examiners shall conduct computer Practicum and Viva Voce, wherever applicable, on an invitation of the concerned Principal/Director of the affiliated College/Institute of the University. The Practicum/viva voce examination(s) of the courses (relating to IT/Computer or wherever specified) other than assessment of the Project reports/Dissertation/Research Project shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Principal/Director of the concerned College/Institute and one external examiner out of the panel recommended by the PG BOS of IMSAR. In case of unavailability of external examiners due to unavoidable circumstances, the Controller of Examinations may allow the conduct of practicum examinations by the internal examiners.

The viva voce in respect of the Research Project/Dissertation shall be conducted by a Board of Examiners, consisting of one internal faculty member to be appointed by the Director and two external examiners from the Industry and Academic field (ordinarily not below the rank of Associate Professor and/or any professional working at a senior position from industry) out of the panel proposed/recommended by the PG BOS of IMSAR (two members shall form the quorum).

The concerned Principal/Director of the College/Institute shall request the examiner(s) at his level and make necessary arrangements for the smooth conduct of the examinations as stipulated in the Ordinances. The Principal/Director shall ensure to upload the marks awarded by the examiner(s) on the University website and also submit the hard copy of the award list along with the attendance of the candidates and eligibility proof of examiner duly signed by both the examiner(s) and Principal/Director to the office of the Controller of Examinations within 15 days of the conduct of examinations.

The concerned Principal/Director is also required to make payment of TA/DA, and examination remuneration to the examiner on the spot as per University norms, and the University will reimburse the same after submitting the bills to the Controller of Examinations duly verified by the concerned Principal/Director of the College/Institute. The Colleges/Institutes are also advised to invite the examiners from nearby stations only. In case the examiner(s) is/are invited beyond 100 km distance (one way), the permission of the Controller of Examination, Maharshi Dayanand University, may be sought.

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2-Year
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME
(Based on National Education Policy (NEP) - 2020)

WITH EFFECT FROM THE ACADEMIC SESSION

2024-25



MAHARSHI DAYANAND UNIVERSITY
ROHTAK (HARYANA)

First Semester

MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOR

Course Code: 24IMSI201DS01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

- To aid students in understanding human behavior in organizations,
- To provide students with a comprehensive exposure to organizational behavior theories, research and workplace issues.
- The course also provides an overview of the theories and practices of management in organizational contexts.

Course Outcomes

After completing the course students would be able to:

- CO1: analyze the behavior of individuals and groups in organizations in terms of the key factors that influence organizational behavior.
- CO2: identify the core competencies, managerial roles and significance of emotional intelligence at work.
- CO3: assess the potential effects of organizational factors on organizational behavior.
- CO4: explain the organizational culture and describe its dimensions and to examine various organizational designs

UNIT- I

Nature, Scope and Evolution of Management, Functions, Skills, Roles of Management; Managerial Competencies, Core competencies, Emotional intelligence at work place, Dynamics in social Milieu.

UNIT- II

Motivation: Nature and Theories; Content and Process Theories Leadership: Nature and Theories: Trait, Behavioral and Contingency approach, Leadership development for learning organizations.

UNIT- III

Foundations and Background of Organizational behavior, Interpersonal: Group behavior, Dynamics Formation and stages, Team building and Intrapersonal process: Attitude, Personality, Perception

UNIT- IV

Organizational process and structure: Work Innovation and Job design, Organization climate and culture, Organization change and development and control.

Recommended Readings:

1. Robbins, S.P. and Decenzo, D.A. Fundamentals of Management, Pearson Education
2. Hellreigel, Management, Thomson Learning, Bombay
3. Koontz, H and Wechrich, H; Management, Tata McGraw Hill
4. Stoner, J et. al, Management, Pearson Education
5. Robbins and Coulter, Management, Pearson Education
6. Pravin Durai, Principles of Management, Pearson Education.
7. Satya Raju, Management – Text and Cases , PHI, New Delhi
8. Richard L. Daft, Management, Thomson South-Western
9. Nelson, Debra L and James C Quick, Organizational Behavior, Thomson Learning
10. Hellgiegel, D and J.W. Slocum, Organizational Behavior, Thomson Learning
11. Luthans, Fred, Organizational Behavior, McGraw Hill, New York
12. New Storm and Keith Davis, Organization Behavior , TMH, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

FINANCE FOR MANAGERS
Course Code: 24IMSI201DS02

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

- To understand the role of a financial manager in business.
- To develop knowledge of various sources of finance.
- To know the significance of the time value of money in decision-making.
- To develop an ability to make certain important decisions relating to capital budgeting, cost of capital and capital structure

Course Outcomes

After completing the course students would be able to:

- CO1: describe about various financial management concepts.
- CO2: apply the concept of time value of money.
- CO3: categorize and analyze different capital budgeting techniques.
- CO4: appraise different project proposals for decision-making.
- CO5: estimate cost of capital for long term source of finance.

UNIT-I

Financial management-scope finance functions and its organization, objectives of financial management; time value of money; sources of long term finance.

UNIT-II

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

UNIT-III

Capital structure decisions-financial and operating leverage; capital structure theories - NI, NOI, traditional and MM theories; determinants of dividend policy and dividend models -Walter, Gordon and MM models.

UNIT-IV

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash, inventory and receivables.

Note: The topic of capital budgeting, management of cash, inventory management, and receivable management will cover theoretical concepts and simple numerical questions.

Recommended Readings:

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Berk, De Marzo, Harford, Fundamental of Corporate Finance, Pearson Education.
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Van Horne, James C., Financial Management and Policy, Pearson Education
6. Brigham and Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.
7. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

STRATEGIC MARKETING
Course Code: 24IMSI201DS03

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

- Be able to investigate control mechanisms in an organization operating globally.
- Be able to produce a strategic marketing plan.
- Be able to promote and implement the marketing plan in support of the strategic objective.

Course Outcomes

After completing the course students would be able to:

- CO1. Distinguish between nominal and real economic measures;
- CO2. To understand behaviour of economic agents and their inter-dependence;
- CO3. Explain the important measures of the aggregate performance of an economy;
- CO4. Develop a critical ability to analyse public policy; and
- CO5. Understand the challenges in meeting macroeconomic performance targets.

UNIT-I

Marketing Concepts, role of marketing in business, marketing mix, concept of strategic marketing, strategic marketing process, marketing and business strategy, marketing strategy and planning, strategic issues in marketing

UNIT-II

Nature and structure of marketing environment, environmental scanning and analysis, PEST framework competitor analysis, customer analysis, buyer behaviour models, organizational buying behaviour, marketing information system; marketing cost and financial analysis

UNIT-III

Segmenting markets, niche marketing, market targeting strategies, positioning strategies, relationship strategies, inter-organisational relationships, influence of market position on strategy, new product development – planning, process and strategies

UNIT-IV

Product strategies, branding strategies, customer service strategy, pricing strategies, advertising strategies, sales promotion strategies, direct marketing strategies, sales force strategies, distribution strategies

Recommended Readings:

1. Colin Gilligan, Richard M.S. Wilson. Strategic Marketing Planning,
2. Cravens, D.W. and Piercy, N.F. (2013). Strategic Marketing, 10th Edition. McGraw-Hill, New York.
3. Keith John Blois, The Oxford Textbook of Marketing.
4. Kerin & Peterson. Strategic marketing problems: Cases & Comments, Pearson 2012.
5. Lal, Rajiv, John Quelch and V Rangan. Marketing Management– Text and Cases, McGraw Hill Education.
6. Pride and Ferrell. Marketing: Planning, Implementation, Control, Cengage, 2010.
7. Ranchod & Gurau. Marketing Strategies, A contemporary approach by, Pearson India, 2012.
8. Tony Proctor. Strategic Marketing: An Introduction, Psychology Press.
9. Xavier, Strategic Marketing, Response Books, 2010.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

STRATEGIC HUMAN RESOURCE MANAGEMENT
Course Code: 24IMSI201DS04

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

- The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations.
- The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems.
- Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations
- Focuses on the best practices, tools, and models to implement an effective HRM system

Course Outcomes

After completing the course students would be able to:

- CO1: understand strategic role performed by HR in business organization
- CO2: understand the tools and techniques essential as a strategic contribution of HRM to organization growth.
- CO3: explore the relationship between management of people and pursuit of an organization's strategic goals and objectives
- CO4: understand the alignment of among different HR system and practices and organization outcomes

UNIT-I

Strategic HRM: introduction, components, objectives and evolution of SHRM, difference between traditional HRM and SHRM, Investment perspective of human resource management, challenges in SHRM, barriers to Strategic HR, SHRM approaches: The Indian Context.

UNIT-II

Human Resource Evaluation: concept, approaches, rationale for HR evaluation, linkage between HRM and firm performance, best practices and bundles approach, distinctive HR practices, HR outsourcing and off shoring, human resource planning: an overview, significance, perspectives and objectives of HRP, business strategy and HRP, process of HRP.

UNIT-III

HR systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems

UNIT-IV

Strategic options: downsizing and restructuring, outsourcing and off shoring, other HR practices/decisions

Recommended Readings:

1. Ekta Sharma, "Strategic Human Resource Management and Development, Pearson Education
2. Jeffrey A. Mello, "Strategic Human Resources Management", Cengage Learning
3. Tanuja Agarwala . "Strategic Human Resources Management", Oxford University Press.
4. Freed R.David, "Strategic Management", Pearson Education.
5. Robert L. Mathis and John H. Jackson. "Human Resource Management", Thomson South Western.
6. K. Prasad, "Strategic Human Resource Management - Text and Cases", MacMillan India Ltd.
7. Charles R.Greer, "Strategic Human Resource Management", Pearson Education
8. Srinivas R.Kandula, "Strategic Human Resource Development", PHI
9. Sharma, Anuradha. "Strategic Human Resource Management: An Indian perspective", Sage Response Books.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit).The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS RESEARCH METHODS
Course Code: 24IMSI201DS05

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

- To develop an understanding of the basic framework of the research process.
- To develop an understanding of various research designs and techniques.
- To identify multiple sources of information for literature review and data collection.
- Understand some basic concepts of research and its methodologies.

Course Outcomes

After completing the course students would be able to:

- CO1: acquire knowledge on various kinds of research questions and research designs.
- CO2: distinguish between qualitative, quantitative and mixed methods of research
- CO2: relate ethical and philosophical considerations
- CO3: design a good quantitative purpose statement and good quantitative research
- CO4: understand good practices in conducting a qualitative interview and observation.

UNIT-I

Business research; its concept, nature, scope, need and managerial value of business research; components of theory – definitions, concepts, constructs, variables, hypothesis, process of research and structure of research proposal

UNIT-II

Research design – concept and types – exploratory, descriptive, diagnostic and experimental; sampling design; techniques, factors influencing sample size, measurement – concept, measurement scales – types and construction of scales and reliability and validity aspects in measurement

UNIT-III

Methods of data collection – questionnaire/ schedule; questionnaire designing, interview and observational methods; data analysis and interpretation, editing, coding, content analysis and tabulation; hypothesis testing- an overview of parametric and non-parametric tests (Analysis of Variance, X test, Wilcoxon Matched- pairs signed- rank test, Mann- Whitney test, Kruskal- Wallis H-test)

UNIT-IV

An overview of dependent and interdependent methods (multiple regression, discriminant analysis, conjoint analysis, factor analysis, cluster analysis); ingredients and constructions of research report; procedure of preparation of reference and bibliography

Recommended Readings:

1. Naval Bajpai, Business Research Methods, Pearson Education
2. Zikmund, Millian G., Business Research Methods, Thomson Learning, Bombay
3. Cooper, Donald R- and Pamel Schindler, Business Research Methods, Tata McGraw Hills, New Delhi
4. Geode, Millian J. and Paul K. Hatl, Methods in Research, McGraw Hills, New Delhi
5. Sekran, Uma, Business Research Method, Miley Education, Singapore
6. Kothari, C.R., Research Methodology

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS ETHICS AND COMMUNICATION SKILLS
24IMSI201SE01

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

- To make the students understand the importance of ethical behavior.
- To expose the students to the ethical practices to be followed in business.
- To sensitize the students to become responsible persons who will uphold ethics in business when they pursue their careers.
- To make the students understand the ethical practices towards consumers and other stakeholders of business.

Course Outcomes

After completing the course students would be able to:

- CO1: Demonstrate an understanding of various ethical theories and principles, including their application to business contexts.
- CO2: Articulate the need for organizational ethics programs and develop codes of conduct.
- CO3: Master the concepts, features, and importance of business communication.
- CO4: Develop advanced skills in written communication.
- CO5: Integrate ethical considerations into their communication practices.

UNIT-I

Business Ethics: Importance and need for Business Ethics, Theories of Ethics, Ethical Issues in Business, Ethics and Management. Ethics and values, Norms, Beliefs, Morality; Ethical Decision Making process. Framework for ethical decision making.

UNIT-II

Ethical Dilemma and Values: Concept of ethical dilemma, resolving ethical dilemmas, Ethical dilemmas in different business areas. Professional values for business. Managerial values.

UNIT-III

Business Communication– Concept, Process, Importance and Limitations, Types of Communication- written, oral and non-verbal, formal and informal communication, 7 Cs of Communication, Process of Communication; Barriers to Communication.

UNIT-IV

Written communication: Report writing-process of report writing, structures of business reports, business letter components and layout, types of letters; memos, notices and circulars; agenda and minutes of meeting, resume and curriculum vitae.

Recommended Readings:

1. Murthy CSV, Business Ethics, Himalaya Publishing House
2. Hartman L, Chatterjee, A Perspectives in Business Ethics, McGraw Hill Publishing Co. Ltd
3. Ananda Das Gupta, Business Ethics –An Indian Perspective, Springer Publications
4. Chaturvedi, P.D., and Mukesh Chaturvedi, Business Communication, Pearson Education
5. McGrath, E.H., Basic Managerial Skills for All, PHI, New Delhi
6. K. K. Sinha Business Communication Galgotia Publishing Company Ltd.
7. R.S.N. Pillai and Bagavathi, Commercial Correspondence and Office Management; S. Chand & Company Ltd.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

IT FOR MANAGERS-1
Course Code: 24IMSI201MV01

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

- To empower students with the practical application of MS Office software.
- To discuss the basic concepts of Email, Internet and websites, domains and security therein.
- To illustrate the security aspects in IT for business operations and transactions.
- To explain the basic concepts of Information Technology and its role in management facilitation.

Course Outcomes

After completing the course students would be able to:

- CO1: understand computer hardware, software and computer applications, computer network, internet and office automation tools in business.
- CO2: learn applications of MS Office and Internet in businesses.
- CO3: demonstrate the ease to work with MS Word and explain the fundamentals of MS Excel and manipulate various functions and commands;
- CO4: elucidate the need of MS PowerPoint, design & templates and manipulate records, creating records and web designing using PPT.
- CO5: creating the databases and handling operations on the data using MS Access.

UNIT-I

Introduction to Computers: Characteristics, capabilities, limitations and applications of computers; types of computers; computer hardware, software; block diagram of computer and overview of working; types of computer language; generation of computer languages; functions and types of operating system

UNIT-II

Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, Analog and Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, E-mail.

UNIT-III

Documentation using MS-Word – Creating and Editing Document, Formatting Document, Auto-text, Autocorrect, Spelling and Grammar Tool, Document Dictionary, Page Formatting, Bookmark, Advance Features of MS-Word-Mail Merge, Printing Electronic Spread Sheet using MS-Excel - Introduction to MS-Excel, Creating and Editing Worksheet, Formatting and Essential Operations, Formulas and Functions, Charts

UNIT-IV

Presentation using MS-PowerPoint: Presentations, Creating Manipulating and Enhancing Slides, Organizational Charts, Excel Charts, Word Art, Layering Art Objects, Animations and Sounds Introduction to database: Concept, Characteristics, Objectives, Advantages and limitations, entity, attribute, schema, subschema; Database management using MS-Access.

Recommended Readings:

1. Microsoft Office Complete Reference. BPB Publication.
2. Rajaraman V. (Feb. 2010). Fundamentals of Computers. PHI.
3. Sinha P.K. (2004). Computer Fundamentals. BPB Publication
4. Stultz, Russell A. Learn Microsoft Office. BPB Publication.
5. Taxali, Ravi Kant. (2014). Computer Course windows 7 and Office 2010. India: McGraw Hill Education.
6. Saxena, Computer Applications in Management, Vikas Publication, New Delhi
7. B. Ram, Computer Fundamentals, New Age Publications, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MANAGERIAL ECONOMICS
Course Code: 24IMSI202DS01

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

- Apply economic principles to management decisions.
- Understand the Nature, Scope and Significance of Managerial Economics, and its Relationship with other Disciplines.
- Understand the Role of Managerial Economics in Decision Making.
- Understand the cardinal and ordinal approaches of consumer behavior.

Course Outcomes

After completing the course students would be able to:

- CO1: define the basic elements of managerial economic aspects of firm.
- CO2: forecast demand for a product.
- CO3: know what to produce, where to, when to, how to, for whom to produce.
- CO4: frame policy for production to minimize the cost and maximum the profit.
- CO5: construct the cost function.

UNIT-I

Nature and scope of managerial economics; nature of marginal analysis; alternative objectives of business firms; cardinal utility theory; indifference curve technique and the theory of consumer choice; consumer surplus; price, income and substitution effects; demand elasticity; demand estimation and forecasting; relationship between price elasticity and marginal revenue.

UNIT-II

Law of variable proportions; laws of return; optimal input combination; output-cost relations; engineering cost curves; technological change and production decisions; revenue curves of a firm; price-output decisions under alternative market structures; shut-down points; Baumol's sales maximization model; advertising and price-output decisions.

UNIT-III

Product differentiation; price-output decision in multi-plant and multi-product firms; general pricing strategies; special pricing techniques – limit pricing, peak load pricing and transfer pricing; dumping analysis; pricing of public utilities.

UNIT-IV

Risk analysis; investment and capital replacement decisions; locational choice of a firm; measures of national income; business cycles; operative aspects of macroeconomic policies; inflation analysis; tariff analysis.

Recommended Readings:

1. Hirschey, Mark, Managerial Economics, Thomson Learning, Bangalore
2. V. Agarwal, Managerial Economics, Pearson Education.
3. Monroe, Kent B., Pricing-Making Profitable Decisions, McGraw-Hill, New York
4. Keat, Paul B., and Philip K.Y. Young, Managerial Economics – Economic Tools for Today's Decision Makers, Pearson Education
5. Salvatore, Dominick, Managerial Economics in a Global Economy, Thomson Learning, Hyderabad

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

BUSINESS ENVIRONMENT
Course Code: 24IMS1202DS02

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

- To enable students to evaluate business and its environment.
- To allow students to understand business and society.
- To enable students to discuss the contemporary issues in business.
- To allow students to examine and evaluate business in an International Environment.

Course Outcomes

After completing the course students would be able to:

- CO1: understand relationship between environment and business and applying the environmental analysis techniques in practice
- CO2: understand Economic, Socio-Cultural and Technological Environment
- CO3: evaluate state policies, Economic legislations and Economic reforms laid by the government

UNIT-I

The concept of Business Environment, significance and nature. Environment Scanning: meaning, nature and scope, the process of environmental scanning, Interaction between internal and external environments, basic philosophies of Capitalism and Socialism with their variants. Concepts of Mixed Economy

UNIT-II

Overview of Political, Socio-cultural, Legal, Technological and Global environment. Recent developments with regard to enactment of business laws. An introduction to MRTP, CCI, FEMA, SEBI Act, Consumer Protection Act; The changing dimensions of these laws and their impact on business

UNIT-III

Current industrialization trends and industrial policy; Economic environment for skill development in start-ups and the MSME sector. Infrastructure development and policy; public sector reforms and performance; public and private partnership; intellectual property regime and the R and D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

UNIT-IV

Globalization trends and challenges; balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment. Policies with regard to foreign trade and investment.

Recommended Readings:

1. Saleem Shaikh "Business Environment", Pearson Education
2. Aswathappa, K., "Essentials of Business Environment", Himalaya Publishing House, New Delhi.
3. Cherunilam, Francis, "Business Environment-Text and Cases", Himalaya Publishing House, New Delhi.
4. Pual, Justin, Business Environment Text and Cases, Tata McGraw Hill, New Delhi
5. Mishra S K and Puri V K - Economic Environment of Business, Himalaya Publishing House, New Delhi.
6. Adhikari M, Economic Environment of Business, Excel Books, New Delhi.
7. Dutt, Ruddra and Sundaram, K.P.M., "Indian Economy", S. Chand and Co. Ltd., New Delhi.
8. Gopal, Namita, "Business Environment", Tata McGraw Hill, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

MANAGEMENT INFORMATION SYSTEM

Course Code: 24IMSI202DS03

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

- To understand and assess the importance of information and its role in business.
- To develop data analyzing skills in students to evaluate information and the tools used for information processing.
- To imbibe theoretical knowledge of MIS in the students and prepare the students technologically competitive and make them ready to self-upgrade with the higher technical skills, either in their post-graduation program or in the workplace.

Course Outcomes

After completing the course students would be able to:

- CO1: Demonstrate a comprehensive understanding of the need for Management Information Systems (MIS).
- CO2: Explain the components and classifications of Decision Support Systems (DSS).
- CO3: Analyze the strategic role of information systems in gaining competitive advantage.
- CO4: Develop skills in planning, designing, and implementing MIS.
- CO5: Evaluate system implementation strategies and processes.

UNIT-I

Data and Information. MIS- need and concepts, factors influencing MIS and characteristics of MIS. Technology of MIS. Structure of MIS. Decision Making and role of MIS. Data communication. Basic H/W required, Channel features and concept of Distributed Data bases, Decision Support System: Overview, components and classification, steps in constructing a DSS, role in business, group decision support system

UNIT-II

Information system for strategic advantage, strategic role for information system, breaking business barriers, business process reengineering, improving business qualities.

UNIT-III

Planning for MIS; System Development Methodologies; Conceptual and detailed designs of MIS. Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods.

UNIT-IV

System implementation Strategies and process; System Evaluation and Maintenance. Applications– cross–functional MIWS; ERP; CRM; SCM; Transaction Processing; Artificial Intelligence technologies in business: neural network, fuzzy logic, virtual reality; Executive information system.

Suggested Readings:

1. Jawadekar, Management Information Systems , TMH, N Delhi.
2. Brien, James, Management Information System, Tata McGraw Hill, Delhi.
3. Stair, Principles of Management System, Thomson Learning, Bombay.
4. Mckeown, Information Technology and the Networked Economy, Thomson Learning, Bombay.
5. Brady, Cases in MIS , Thomson Learning, Bombay.
6. Murdick & Ross, Management Information System, PHI, Delhi.
7. Kanter, J., Management Information System, PHI, Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. Section ‘A’ shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

TOTAL QUALITY MANAGEMENT
Course Code: 24IMSI202DS04

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objectives

- To understand the basic concepts and theories of Total quality Management.
- To appreciate the importance of cost of quality.
- To be aware of the statistical process control.
- To develop a basic understanding of the requirements of TQM.

Course Outcomes

After completing the course students would be able to:

- CO1: conceptualize Total Quality.
- CO2: closely link management of quality with that of reliability and maintainability for total product assurance.
- CO3: describe the Concept of Total Quality and its evolution.

UNIT-I

Basics Concepts of Quality: Definition of Quality, Dimensions of Quality, Quality Planning, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership - Concepts, Role of Senior Management, Quality Council, Quality Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.

UNIT-II

TQM Principles: Customer satisfaction - Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement - Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement - Juran Trilogy, PDCA Cycle, 5S, Kaizen, Supplier Partnership - Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures - Basic Concepts, Strategy, Performance Measure.

UNIT-III

Statistical Process Control: The seven tools of quality, Statistical Fundamentals - Measures of central Tendency and Dispersion, Population and Sample, Normal Curve, Control Charts for variables and attributes, Process capability, Concept of six sigma, New seven Management tools.

UNIT-IV

TQM Tools: Benchmarking - Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) - House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) - Concept, Improvement Needs. Quality System: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 - Concept, Requirements and Benefits.

Recommended Readings:

1. Besterfield Dale H, Quality Control, Pearson Education.
2. Charantimath, P., Total Quality Management, Pearson Education.
3. Bedi, Quality Management, Oxford University Press.
4. Juran J. M. and Gryna, Jr. F.M., Quality Planning and Analysis, TMH, New Delhi
5. Ronald G Day, Quality Function Deployment, TMH, New Delhi.
6. Evan J.R., Total Quality Management, Excel Book, New Delhi.
7. Hansan B.L. and Ghare, P.M. Quality Control and Application, PHI.
8. Hagan, Management of Quality, Oxford University Press.
9. Juran J M and Frank M Gryna, Quality Planning and Analysing, TMH, New Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. Section A shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section B shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

EMOTIONAL INTELLIGENCE
Paper Code: 24IMSI202DS05

L-T-P
3-1-0

External Marks: 70
Internal Marks: 30
Time: 3 Hours

Course Objective

- Gained an insight into emotional intelligence, what it is, and how you can use it
- Developed an awareness of the Bar-On EQ-i model, used to measure emotional intelligence
- Developed self-awareness and self-management of personal emotions
- Explored ways to advance personal emotional intelligence.
- Recognized emotions in others, responding to those emotions to inspire high-performance
- Understood the consequences of behavior and weighed decisions before action.

Course Outcomes

After completing the course students would be able to:

- CO1: Develop an awareness of EI models;
- CO2: Expand your knowledge of emotional patterns in yourself and others;
- CO3: Understand how you use emotion to facilitate thought and behaviour;
- CO4: Discover how you can manage your emotions, and positively influence yourself and other.

UNIT-I

Concept and significance of emotional intelligence, emotional quotient and intelligence quotient, multiple intelligence, emotional intelligence and personality, models of emotional intelligence, emotional intelligence and workforce diversity, cultural intelligence

UNIT-II

Emotional competency framework, personal competencies, social competencies, emotional intelligence and leadership, primal leadership, resonant leadership, resilient leadership, political intelligence, moral intelligence

UNIT-III

Affectivity, Empathy, emotional contagion, emotional labour, emotional dissonance, emotional tagging, emotional burnout, emotional branding

UNIT-IV

Social intelligence, team emotional intelligence, assessing emotional intelligence, managing emotions, building emotionally intelligent workplaces, role of emotional intelligence in decision making, applications of emotional intelligence in HR, Marketing and Finance.

Suggested Readings:

1. Goleman, Daniel – Emotional Intelligence – Why It Can Matter More than IQ, Bloomsbury, UK
2. Goleman, Daniel – Working with Emotional Intelligence, Bloomsbury, London
3. Goleman, Daniel, R Boyatzis and Annie Mckee Primal Leadership, Harvard Business School Press, Boston
4. Goleman, Daniel – Social Intelligence – The New Science of Human Relationships, Bantam Books, New York
5. York
6. Boyatzis, Richard and Annie Mckee, Resonant Leadership, Harvard Business Review Press
7. Nadler, Reldan S – Leading with Emotional Intelligence, Tata McGraw Hill, New Delhi

Instructions for External Examiner: The question paper shall be divided in two sections. Section ‘A’ shall comprise of seven short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section ‘B’ shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one Question from each unit. All questions will carry equal marks.

PERSONALITY AND SOFT SKILLS DEVELOPMENT
Course Code: 24IMSI202SE01

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

- To encourage the all-round development of students by focusing on soft skills.
- To make the engineering students aware of the importance, the role, and the content of soft skills through instruction, knowledge acquisition, demonstration and practice.
- To develop and nurture the soft skills of the students through individual and group activities.
- To expose students to the right attitudinal and behavioral aspects and to build the same through activities.

Course Outcomes

- After completing the course students would be able to:
- CO 1: Read on Soft skills and their importance in our lives
- CO 2: Explain SWOT analysis-learning to maximize success using SWOT, how to do a personal SWOT
- CO 3: Determine Communication styles-types with examples, perception of each type of communication, quiz
- CO 4: Focus on various communication skills/listening/ stress management etc.
- CO 5: Explain Etiquette-social and corporate-Types, Presentation skills, Interview techniques etc.

UNIT -I

Personality: Introduction to Personality; Understanding Self-Concept and Self-Esteem; Emotional Intelligence; Personal Values and Goal Setting; Stress Management and Resilience; Time Management

UNIT -II

Interpersonal Skills: Conflict Resolution and Negotiation; Teamwork and Collaboration; Leadership Skills; Professional Etiquette; Networking and Relationship Building

UNIT -III

Essential Soft Skills: Introduction to Soft Skills; Communication Skills; Problem-Solving and Critical Thinking; Creativity and Innovation; Work Ethics and Dependability; Emotional Intelligence and Self-Confidence, Managing emotions, empathy, and self-regulation.

UNIT -IV

Advanced Soft Skills: Team Dynamics and Collaboration; Professionalism and Work Ethics; Career Development and Networking; Cross-Cultural Communication; Cultivating optimism and a growth mindset.

Recommended Readings:

1. "Personality Development and Soft Skills" by Barun K. Mitra, Oxford University Press.
2. "Soft Skills and Professional Communication" by Peter S. J., Francis, Tata McGraw-Hill Education, 2011.
3. Communication and soft skill development "by Ashwini Deshpande, Career Publications.
4. Communication Skills and Soft Skills: An Integrated Approach, by Suresh Kumar, Sreehari and Savithri, Pearson India.
5. Business Communication From Principles To Practice , by Matthukutty m. Monippally, McGraw Hill

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.

IT FOR MANAGERS-II
Course Code: 24IMSI202MV02

L-T-P
3-0-1

External Marks: 50
Practicum Marks: 50
Time: 3 Hours

Course Objectives

- To empower students with the practical application of MS Office software.
- To discuss the basic concepts of Email, Internet and websites, domains and security therein.
- To illustrate the security aspects in IT for business operations and transactions.
- To explain the basic concepts of Information Technology and its role in management facilitation.

Course Outcomes

After completing the course students would be able to:

- CO1: Describe the digital technologies and channels being leveraged by businesses.
- CO2: Explain the role of data governance and cloud services in determining the success or failure of a business system.
- CO3: Explain the competitive advantage of data management and business intelligence.
- CO4: Identify opportunities to apply IT infrastructure to improve business efficiency.
- CO5: Explain why IT infrastructure management is a business priority.

UNIT -I

Introduction to IT infrastructure: Data networks and Application Programme Interface (API) – fundamentals, corporate network functions, business uses, wireless and mobile infrastructure, messaging and collaboration technology, data breaches and cyber security challenges, IT risk management, mobile app and cloud security challenges, financial crimes and fraud defenses, sustainability and the triple bottom line approach Internet technologies and search strategies: Search technology, organic search and search engine optimization, paid search strategies and metrics, semantic web and search

UNIT -II

Information technology in business: Digital technology transforming business processes, competitive advantage and SWOT analysis Building business capabilities with data governance and cloud services: data governance strategy, enterprise IT architecture, information and decision support systems, data centers and cloud computing, cloud services delivery model

UNIT -III

Data management, Big Data, and Business Intelligence: Data management technologies and techniques, Transaction processing and analytics processing systems, dirty data costs and consequences, data ownership and organizational politics, data life cycle, Big Data analytics, data and text mining, data visualization, enterprise data mashups, digital dashboards, and business intelligence

UNIT -IV

Networked economy: Impact of computer networks on business, elements of networked economy, using IS functions to deal with business risks, privacy, health and ethical issues in networked economy, future of the networked economy. HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page.

Lab: Web Designing in HTML, Internet Surfing.

Recommended Readings:

1. Turban, Vonino and wood, Information Technology for Management, Wiley Publications, New Delhi.
2. McKeown, Information Technology and the Networked Economy, Thomson Learning
3. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
4. Hagg, Baltzan & Philips, Business Driven Technology, TMH, N. Delhi.
5. Molly, Using HTML 4, PHI, Delhi.

Instructions for External Examiner: The question paper shall be divided in two sections. Section 'A' shall comprise of five short answer type questions from whole of the syllabus carrying two marks each, which shall be compulsory. Answer to each question should not exceed 50 words normally. Section 'B' shall comprise 8 questions (2 questions from each unit). The students will be required to attempt four questions selecting one question from each unit. All questions will carry equal marks.