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MASTER OF BUSINESS ADMINISTRATION

ADMITTED BATCH – 2024-25

I – II SYLLABUS

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MASTER OF BUSINESS ADMINISTRATION

I YEAR II SEMESTER							
S.No	**Course Code**	**Courses**	**Marks**	**L**	**T**	**P**	**C**
1	MB241201	Financial Management	100	4	0	0	4
2	MB241202	Human Resource Management	100	4	0	0	4
3	MB241203	Operations Management	100	4	0	0	4
4	MB241204	Marketing Management	100	4	0	0	4
5	MB241205	Research Methods for Business Decisions	100	4	0	0	4
6	MB241206	Business Analytics	100	4	0	0	4
7	MB241207	A. Cross Cultural management B. Project Management C. Lean Management D. Database Management System	100	3	0	0	3
8	MB241208	R-Programming Lab	50	0	0	4	2
9	MB241209	IT Lab (Spread sheets and SQL)	50	0	0	4	2
10	MB241210	Entrepreneur Project -II Study on different loan approaches of State and Central Govt. Prepare the Business Development plan.	50	0	0	4	2
		Total	**850**	**27**	**0**	**12**	**33**

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L	T	P	C
4	0	0	4

I Year II Semester

FINANCIAL MANAGEMENT

Course Objectives:

COB 1: To acquaint students with a broad perspective on themes and issues of Financial Management

COB 2: To familiarize the student with Investment perspectives

COB 3: To familiarize students with the concepts of cost of capital, leverage analysis, capital structure

COB 4: To familiarize the students with management of working capital and estimate the same for an organization

COB 5: To know Liquidity Decisions.

Course Outcomes:

CO1: Understand basic concepts of financial management and their application in

CO2: Investment, financing and dividend decisions. Understand concepts of cost of capital, leverage analysis, capital structure.

CO3: Dividend theories and identify courses of action in financial environment that would result in maximization of wealth of an organization.

CO4: Understand management of working capital and estimate the same for an organization

CO5: Understand Classification of Working Capital Management.

UNIT I

Financial Management: Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit Maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

UNIT II

Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT III

Investment Decisions: Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non Discounting Methods.

UNIT-IV

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT-V

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies – Inventory Management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. I.M. Pandey: "**Financial Management",** Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. Prasanna Chandra: "**Financial Management Theory and Practice**", Tata McGrawHill 2011.
4. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: "**Financial Management",** Himalaya Publishing House, New Delhi, 2013.
5. Brigham,E.F: "**Financial Management Theory and Practice**", Cengae Learning, New Delhi, 2013
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

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I Year II Semester

HUMAN RESOURCE MANAGEMENT

Course Objectives:

COB 1: To acquaint students with a broad perspective on themes and issues of Human Resource Management.

COB 2: To familiarize the student with Investment perspectives of HRM.

COB 3: To familiarize students with the concepts of career development, counseling and gain knowledge about current compensation trends.

COB 4: To gain knowledge about Wage determinants and welfare measures.

COB 5: To familiarize the students with industrial relations concepts, disputes and grievance mechanism, safety in the work places.

Course Outcomes:

CO1 : Cite evolution and emerging trends of HRM.

CO2 : Critically analyze trends and methods of HRM Concepts.

CO3 : List different appraisal and Compensation system.

CO4 : Evaluate incentive payment system and welfare measures given to employees.

CO5 : Interpret industrial relations in organization.

UNIT -I

HRM: Concept, Nature, Scope- and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department – Strategic HR in changing environment – Emerging trends in HRM.

UNIT -II

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting – Job Analysis- Job Design-Job Evaluation. Recruitment and Selection- Sources of recruitment – e-recruitment. Steps in Selection Procedures- Tests and Interview Techniques - Induction- Training and Development – Need and Importance-Methods and of Training. Concept of HRD.

UNIT –III

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling Compensation - Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments in detail - Incentives rewards compensation mechanisms.

UNIT –IV

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures.

UNIT-V

Managing Industrial Relations: Nature- Importance -Trade Unions - Employee Participation Schemes-Collective Bargaining – Grievances and disputes resolution mechanisms – Managing employee safety and health.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. K Aswathappa: "Human Resource and Personnel Management", Tata McGraw Hill, New Delhi, 2013.
2. N. Sambasiva Rao and Dr. Nirmal Kumar: "Human Resource Management and Industrial Relations", Himalaya Publishing House, Mumbai.
3. Mathis, Jackson, Tripathy: "Human Resource Management: A south-Asin Perspective", Cengage Learning, New Delhi, 2013.
4. Subba Rao P: "Personnel and Human Resource Management-Text and Cases", Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: "Human Resource Management", Excel Books, New Delhi,2010.

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I Year II Semester

MARKETING MANAGEMENT

Course Objectives:

COB 1: The Course is designed for the students to understand the Marketing concepts and to identify, enrich and fulfil the needs of customers and markets.

COB 2: To Know strong conceptual knowledge and area of marketing management.

COB 3: To Learn analytical skills in identification to learn marketing management.

COB 4: To Identify various marketing strategies, pricing and channel decisions.

COB 5: To understanding IMC Trends in marketing.

Course Outcomes:

CO1: Demonstrate strong conceptual knowledge in the functional area of marketing management.

CO2: Demonstrate effective understanding of relevant functional areas of marketing management and its application.

CO3: Demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.

CO4: Demonstrate understanding of various marketing strategies, pricing and channel decisions.

CO5: Demonstrate understanding of integrated marketing communication and evaluation of market performance and recent trends in marketing.

UNIT 1

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment.

UNIT 2

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis –

Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

UNIT 3

Product and Pricing Aspects: Product – Product Mix - Product Life cycle -Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases-Responding to Competitor's price changes.

UNIT 4

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force – Determining the Sales Force Size - Sales force Compensation.

UNIT 5

Distribution, Marketing Organization and Control: Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. Phillip Kotler: "**Marketing Management** ", Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: "**Marketing Management**", Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
4. Tapan K Panda: **"Marketing Management**", Excel Books, New Delhi, 201**2**
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: "**Marketing**", Oxford University Press, Chennai, 2013

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I Year II Semester

OPERATION MANAGEMENT

Course Objectives:

COB 1: To learn and understand the input–process–output framework,

COB 2: To know transformation processes occurring within operations

COB 3: To know roles and responsibilities of operations managers and the challenges.

COB 4: To know understand the content of an operations strategy and the decisions.

COB 5: To know understand the Concept of Quality Management.

Course Outcomes:

CO1: Understand the input–process–output framework, the extensions of it, and apply them to a wide range of operations

CO2: Examine the types of transformation processes occurring within operations

CO3: Define the roles and responsibilities of operations managers and the challenges they face

CO4: Reflect on your own operations management responsibilities, if applicable

CO5: Understand the content of an operations strategy and the decisions involved.

UNIT I:

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT II:

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

UNIT III:

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Unit- IV:

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

UNIT V:

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles-Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk), Total Quality Management (TQM).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy & Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

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I Year II Semester

RESEARCH METHODS FOR BUSINESS DECISIONS

Course Objective:

COB 1: To develop understanding of the basic framework of research process.Developing the Students in Research orientation and to acquaint them with fundamental of research methods

COB 2: To identify various sources of information for literature review and data collection

COB 3: To understand the data analysis and presentation

COB 4: To understand various statistical tools and their applicability in research.

COB 5: To enable them to write a research report and thesis.

Course Outcomes:

CO1: Understand advanced design, methodologies and analysis in business research methods.

CO2: Apply knowledge in collecting data from various sources.

CO3: Demonstrate knowledge in data analysis and interpretation.

C04: Applying appropriate statistical techniques in the analysis of data

CO5: Demonstrate the abilities in preparing research reports.

UNIT I

Introduction: Nature and Importance of Research, The role of Business Research, Aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business research-Defining Research Problem, Steps in Research process.

UNIT II

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of

Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttmann Scale – Likert Scale – Schematic Differential Scale.

UNIT III

Survey Research and data analysis: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires- Editing – Coding – Classification of Data – Tables and Graphic Presentation –Preparation and Presentation of Research Report.

UNIT IV

Statistical Inference: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

UNIT V

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Guptha : "**Statistical Techniques & Research Methodology**", Kalyani Publishers
3. Willam G.Zikmund, Adhkari: "***Business Research Methods***", Cengage Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7th Edition Himalaya Publications.
5. A Bhujanga rao , Research methodology, Excel Books, 2008.

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I Year II Semester

BUSINESS ANALYTICS

Course Objectives:

COB 1: To understand the importance, difference and practices of analytics in business.

COB 2: Understand business communication through data-driven information,

COB 3: Apply knowledge and explain natural processes by relating them to a certain distribution of data

COB 4: To understand the data visualization tools, application and statistical methods.

COB 5: To learn the measure of variability in decision making.

Course Outcomes:

CO1: Understand and critically apply the concepts and methods of business analytics

CO2: Identify, model and solve decision problems in different settings

CO3: Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity

CO4: Create viable solutions to decision making problems.

CO 5: Evaluate and compare descriptive and predictive analytics with use case scenarios.

Unit I

Introduction to Data Analytics: Introduction to Data analytics - Role of Data in Organization, Data lifecycle. (Data source, data changes, processes, usage) -Various Data Types - Significance of Analytics- Role of Data Analyst - Difference between Data analytics and Business Analytics – real-world data analytics examples.

Unit II

Tools & Techniques: Typical Data Analysis Process - Data analytics techniques: Regression analysis, Factor analysis, Cohort analysis, Cluster analysis-Time-series analysis. Data analytics tools -Microsoft Excel, Tableau, SAS, RapidMiner, Power BI.

Unit III

Concepts of data cleaning - Data Visualization: Over view of Data visualization – Data Visualization tools, Statistical methods for summarizing data – How to create pivotal tables using excel - Exploring data using pivot table –Cross Tabulation _ Creating Charts:- 1.Scatter charts, 2.Line charts, 3. Bar charts and column, 4. Pie Charts and 3-D charts, 4. Bubble charts, - Effective use of Dashboards, Power BI and Tableau.

Unit IV

Descriptive Analytics: Concept of Descriptive Analytics –Measures of central Tendency –Measuring and calculation of Arithmetic Mean, Mode, Median - Calculation of application of Weighted Arithmetic Mean, Geometric and Harmonic mean using MS Excel-Measures of Variability-Range, Variance, Standard Deviation, Coefficient of Variation using MS Excel

Unit V

Predictive Analytics: Karl Pearson Correlation Techniques - Spearman's Rank correlation -Simple and Multiple regression -Regression by the method of least squares – Building good regression models – Regression with categorical independent variables.

Suggested Readings:

1. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data,Hadley Wickham & Garrett Grolemund.O'REILLY.
2. Mohiuddin Ahmed, Al-Sakib Khan Pathan, Data Analytics: Concepts, Techniques, and Applications, Taylor & Francis Group, 2020
3. James Evans, Business Analytics, 2e, Pearson, 2017.
4. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2020.
5. Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, drVers and Techniques by Prentice Hall of India, New Delhi, 2015.
6. Akil Maheswari, Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016.

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I Year II Semester

CROSS CULTURAL MANAGEMENT

Course Objectives:

COB 1: To enable understanding of importance of cross culture in conduct of business.

COB 2: To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management to explain culture and corporate structures.

COB 3: To elucidate on the importance of business communication across cultures.

COB 4: To highlight the importance of Working with International teams.

COB 5: To know the learn concept of Corporate Culture.

Course Outcomes:

CO1: Students will be able to Understand the importance of the influence of national culture on business culture.

CO2: Learn about value orientations and dimensions.

CO3: Assess culture and leadership, culture and strategy, cultural change in organizations.

CO4: Understand cross cultural team management.

CO5: Learn the aspects of working with international teams and multiple cultures and management of conflicts

Unit – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

Unit – II

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

Unit – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Unit – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi

2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi

3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

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I Year II Semester

PROJECT MANAGEMENT

Course Objective:

COB 1: To know the concept and element of the project

COB 2: To understand various stages in project life cycles.

COB 3: The objective of this course is to enable the students to gainbasic knowledge about the concept of project.

COB 4: project management, project life-cycle, project appraisal.

COB 5: Acquaint the students about various issues of projectmanagement.

Course Outcomes:

CO1: Best practice for increase profit and cost advantage

CO2: Enhance ability to planed implement and control the projects.

CO3: It's a technical toll for managing project completion

CO4: To provide investment strategies the project proposals.

CO5: Strength and relevant behavioural and leadership capabilities

Unit I:

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

Unit II:

Market feasibility -Market survey – Categories of Market survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections., business environment for project management.

Unit III:

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) – Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM)

Unit IV:

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working.

Unit V:

Project Implementation and Review: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.

2. Gido: Effective Project Management, 2e, Thomson, 2007.

3. Singh M.K, “Project Evaluation and Management”.

4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.

5. Clifford F. Gray, Erik W. Larson, “Project Management, the Managerial Emphasis”, McGraw Hill, 2000.

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I Year II Semester

LEAN MANAGEMENT

Course Objective:

COB 1: To know the system of Production Management

COB 2: To know principles of Lean Management

COB 3: To know the standards of Lean Management

COB 4: To know the Production Activities

COB 5: To know the Quality Parameters of work standards.

Course Outcomes:

CO1: Understand the need for Lean Management System.

CO2: Apply appropriate approaches to project using Lean tools and techniques.

CO3: Understand the working concept of lean principles and implementation

CO4: Understand Production activities and layouts

CO5: Understand Planning system and Lean Cultural Management

Unit I

Introduction: Mass production system, Craft Production, Origin of Lean production system, Why Lean production, Lean revolution in Toyota, Systems and systems thinking, Basic image of lean production, Customer focus, Waste Management.

UNIT II

Just In Time: Why JIT, Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production levelling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

UNIT III

Kaizen: Six – Sigma philosophy and Methodologies, QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system.

UNIT IV

Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized Work Common layouts.

UNIT V

Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels.

References

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar , Lessons in Lean Management,
3. Dale H., Besterfield , Carol, Besterfield, etal, Total Quality Management (TQM) 5e by Pearson 2018.

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MASTER OF BUSINESS ADMINISTRATION

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I Year II Semester

DATABASE MANAGEMENT SYSTEM

Course Objective:

COB 1: To know the Data Applications.

COB 2: To know ER Models and relations.

COB 3: To know the SQL Applications.

COB 4: To know the Recovery Commands of SQL.

COB 5: To know the Techniques, Tools of Data Base.

Course Outcomes:

CO1: Understand the basic concepts of database management systems

CO2: Apply SQL to find solutions to a broad range of queries

CO3: Apply normalization techniques to improve database design

CO4: Analyse a given database application scenario to use ER model for conceptual design of the database

CO5: Understand advanced learning of Query Processing & Optimization in Data Base Management.

UNIT I

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for Database Management – Data models - Database Architecture - Key Issues and Challenges in Database Systems.

UNIT II

ER and Relational Models: ER Models – ER to Relational Mapping –Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

UNIT III

Data Definition and Querying: Basic DDL - Introduction to SQL - Data Constraints - Advanced SQL - Views - Triggers - Database Security – Embedded & Dynamic SQL.

UNIT IV

Transactions and Concurrency: Introduction to Transactions - Transaction Systems - ACID Properties - System & Media Recovery - Need for Concurrency - Locking Protocols – SQL for Concurrency – Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL- Deadlocks & Managing Deadlocks.

UNIT V

Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization - Sorting & Joins – Database Tuning - Introduction to Special Topics - Spatial & Temporal Databases – Data Mining and Warehousing.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, ―Database System Concepts‖, Sixth Edition, Tata McGraw Hill, 2010.

2. Ramez Elmasri, Shamkant B. Navathe, ―Fundamentals of Database Systems‖, Sixth Edition, Pearson/Addison - Wesley, 2010.

3. C.J. Date, A. Kannan and S. Swamynathan, ―An Introduction to Database Systems‖, Pearson Education, Eighth Edition, 2006.

4. Raghu Ramakrishnan, ―Database Management Systems‖, Fourth Edition, McGraw Hill, 2015.

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MASTER OF BUSINESS ADMINISTRATION

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0	0	4	2

I Year II Semester

R-PROGRAMMING LAB

Course Objectives:

COB 1: Use R for statistical programming, computation, graphics, and modeling,

COB 2: Write functions and use R in an efficient way,

COB 3: Fit some basic types of statistical models

COB 4: Use R in their own research,

COB 5: Be able to expand their knowledge of R on their own.

Course Outcomes:

At the end of this course, students will be able to:

CO1: List motivation for learning a programming language

CO2: Access online resources for R and import new function packages into the R workspace

CO3: Import, review, manipulate and summarize data-sets in R

CO4: Explore data-sets to create testable hypotheses and identify appropriate statistical tests

CO5: Perform appropriate statistical tests using R Create and edit visualizations with

SYLLABUS:

UNIT-I:

All the theory content here below shall be executed with examples.

Introduction, How to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes**.**

UNIT-II:

All the theory content here below shall be executed with examples.

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets, - If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Extended Example: A Binary Search Tree.

UNIT-III:

All the theory content here below shall be executed with examples.

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files,

UNIT-IV:

All the theory content here below shall be executed with examples.

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot() Function –Customizing Graphs, Saving Graphs to Files.

UNIT-V:

All the theory content here below shall be executed with examples.

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests, -ANOVA.

REFERENCE BOOKS:

1) The Art of R Programming, Norman Matloff, Cengage Learning
2) R for Everyone, Lander, Pearson
3) R Cookbook, PaulTeetor, Oreilly
4) R Programming By Dr.T. Murali Mohan , S.Chand Publications.
5) Garrett Grolemund, Hands on Programming with R, Oreilly

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I Year II Semester

IT-LAB
(SPREAD SHEETS AND SQL)

Course Objectives:

COB 1: To practice Spreadsheets using Microsoft Excel

COB 2: To practice various functions in excel

COB 3: To practice SQL using DB Software.

Course Outcomes:

CO1: To ensure Basics of MS Office

CO2: To Learn MS Excel Interface

CO3: To enhance the SQL queries and their conditional results

UNIT- 1

Introduction to Information Technology, Classification of Software - Basics of MS Word and Basics of MS PowerPoint.

UNIT-II

MS Excel interface, Formatting Cells, Data Entry- Inserting, Deleting, Selecting, Copying, Cutting, and Pasting. Methods of applying Formulas. Basic calculations.

UNIT- III

Conditional Formatting, Cell References & addressing, Conditional functions, IF functions, - Look up functions, Sorting & Filtering Data.

UNIT-IV

Demonstrating Statistical Functions and Financial functions in excel, Different types of Charts preparation and representation.

UNIT- V

Introduction to SQL – SQL commands, Data types, Creating Tables. SQL constraints.

Functional queries.

Reference:

1) Excel: QuickStart Guide from Beginner to Expert (Excel, Microsoft Office)- by William Fischer
2) Peeking into computer science- Excel Lab Manual- Jalal Kawash
3) SQL Tutorial (w3schools.com)

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I Year II Semester

ENTREPRENEUR PROJECT-II

- Study on different loan approaches of State and Central Government.
- Prepare the Business Development plan