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Course Contents:

Second Semester Detailed Syllabus

Course Name:	Marketing and Consumer Behaviour		
Course Code:	MBA201	Category:	Management Science andHumanities Courses
Semester:	Second	Credit:	3
L-T-P:	3-0-0	Pre-Requisites:	Nil
Full Marks:	100		
Examination Scheme:	Semester Examination:70	Continuous Assessment:25	Attendance: 05

Course Objectives:	
1	To understand the basics of marketing management
2	Understand consumer behavior in an informed and systematic way
3	Analyze personal, socio-cultural, and environmental dimensions that influence consumer decision-making
4	Enable students indesigningandevaluatingthemarketingstrategiesbasedonfundamentalsof consumer buying behavior
5	Give the students a perspective to understand the application of market research in framing effective marketing strategies.

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Module No.	Description of Topic	Contact Hrs.
1	**Marketing Concepts**: Approaches to Marketing; Marketing Mix; Functions of Marketing; Marketing Environment, The changing marketing environment, An alyzing needs and trends in Macro Environment and Micro Environment; The Marketing Process, Market Targeting and Positioning strategies; B2B and B2C marketing; New Product Development; Product Life Cycle	7L
2	**Consumer behavior:** Concept and Implications; Integration of consumer Behavior in the marketing concept; Consumer Decision Making Process; Levels of consumer decision making; Types of Consumer Decision Making. Consumer Modeling:-The economic model–Learning model-psychoanalytic model–The sociological model-The Howard Sheath model of buying behavior –The Nicosia model The Engel– Kollat-Blackwell Model.	6L
3	**Key Determinants of Consumer Behavior and Marketing Strategy:** Providing Customer Value and Retention; Market segmentation: Concept, Bases and Significance; How market segmentation operates; Criteria for effective targeting of market segments; Target Marketing strategies 5L 4 Consumer Motivation: Dynamics of Motivation, type and systems of needs; Personality and theories of personality (relevant to marketing); Consumer diversity; Self and self image; Consumer Perception; Dynamics of perception and consumer imagery; Consumer Learning; Behavioral and cognitive learning theories; Consumer Attitude; Attitude formation and behavior; Communication and consumer behavior .	5L
4	**Consumer Motivation:** Dynamics of Motivation, type and systems of needs; Personality and theories of personality (relevant to marketing); Consumer diversity; Self and selfimage; Consumer Perception; Dynamics of perception and consumer imagery; Consumer Learning; Behavioral and cognitive learning theories; Consumer Attitude; Attitude formation and behavior; Communication and consumer behavior .	7L

5	**Family**: Concept, Roles and influences; Reference groups and their influence; Social class and consumer behavior; Influence of culture on consumer behavior; Culture and core values; Influence of subculture & cross culture on consumer behavior	5L
6	**Consumer Influence and the Diffusion of Innovations**: Opinion Leadership, WOM, e-WOM. New times, new consumers; Managing Consumer Dynamics; Consumer decision making and beyond; Consumer Satisfaction and Dissatisfaction: Mechanism; Managing Post- purchase behavior.	4L
7	A Brief Analysis of Consumer Research Paradigms and barriers to market research.	2L
Total		**36L**

Course Outcomes:	
After completion of the course, students will be able to:	
1	Demonstrate how knowledge of consumer behavior can be applied to marketing
2	Identify and explain factors which influence consumer behavior
3	Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make
4	Use appropriate research approaches including sampling, data collection and questionnaire design for specific marketing situations
5	In a team, work effectively to prepare a research report on consumer behavior issues within a specific context.

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LearningResources:	
1	*Assael,H.Consumer Behaviour andmarketing Action,Ohio,South Western,1995*
2	*Engle,JFetc.Consumer Behaviour,Chicago,DrydenPress, 1993Electives(Mktg*
3	*Howard,JohnAetc.ConsumerBehaviour in marketingEnglewoodCliffs,NewJersey,PrenticeHall Inc.1989*
4	*Hawkins,DIetc.ConsumerBehaviourImplicationsforMarketingStrategy.Texas,Business, 1995*
5	*Mowen,JohnC.ConsumerBehaviour,NewYork,MacMillan,1993*
6	*Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India,1994.*
7	*Batra, S.K. and Kazmi, S.H.H. (2009) Consumer Behavior Text and Cases 2nd Eds,ExcelBooks. ISBN: 978-8174466440 3.*
8	*Majumdar, Ramanuj. (2011) Consumer Behavior. Prentice Hall India. ISBN: 978-8120339637*

Course Name:	Operations and Supply Chain Management		
Course Code:	MBA 202	Category:	Management Science and Humanities Courses
Semester:	Second	Credit:	03
L-T-P:	3-0-0	Pre-Requisites:	Nil
Full Marks:	100		
Examination Scheme:	Semester Examination:70	Continuous Assessment:25	Attendance: 05

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Course Objectives:	
1	Understand the important role of supply chains in today's business and economy
2	Understand and apply conceptual decision-support to operations and supply chainrelated decision problems
3	Develop and cultivate students' interests in SCM and critical thinking, to bridge the gap between classroom learning and real world application
4	An understanding of the primary differences between and supply chain management
5	An understanding of the **individual processes of operations and supply chain management** and their interrelationships within individual companies and a cross the supply chain

Course Contents:		
Module No.	**Description of Topic**	**Cont act Hrs.**
1	**Introduction to Production and Operations Management:** Functions of production management, relationship between productionand other functions, types of production systems, product vs. services, product life cycle, production function, responsibilities of production manager. Production function and productivity. Productivity measurement: productivity indices; factors affecting productivity. Operations management objectives	4
2	**Forecasting:** Types of Forecasting Methods - moving average, exponential smoothing, Regression analysis, Delphi, Market survey, Factors affecting forecasting, Use of forecasting in different functional areas of management, Demand patterns and selection of forecasting techniques, forecasting errors	4
3	**Operations Management:** Operations scheduling, Jobshop, Batch shop and Service Systems. Management: Purchasing Procedure; Vendor Selection; Negotiation; Make or Buy decision, Inventory Management: Classification of inventory items–ABC, FSN, VED classification; Introduction to inventory models	6

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4	**Production Planning & Control:** Aggregate production planning strategies and methods, Master Production Schedule (MPS), Materials Requirement Planning (MRP) Concept, Product Structure and Bill of Material, Lot sizing in MRP Systems, Evolution from MRP to Manufacturing Resource Planning (MRP II), Concepts of ERP.	**5**
5	**Plant Layout and Location:** Need for a good plant location; factors influencing plant location, tangible and intangible factors; economic survey of site selection. Plant Layout: Need for a good plant layout; characteristics of a good layout; costs associated with plant layout; process layout vs. product layout; optimization in a process layout and product layout; assembly line balancing-concept and problems;	5
6	**Maintenance Management:** Types of Maintenance Break down and Preventive Maintenance; Total Productive Maintenance(TPM)	2
7	**Work Study:** Definition and its Importance; Basic Procedure in Performing a Work Study; Meth od Study – Objectives and Procedure; Work Measurement– Objectives and Procedure; Concepts of Performance Rating, Basic Time, Allowances and Standard Time Supply Chain Basics and Matching Supply with Demand (e.g.,supply chain strategic alignment, designing supply chain networks, Managing multi-item inventory systems, managing currency risk).	6
8	**Managing Decentralized Supply Chains**: Supply chain coordination and contracting, supplier management, procurement auction, strategic sourcing, offshoring, supply disruptions managing production across the supply chain.	4
	Total	**36L**

Course Outcomes:	
After completion of the course, students will be able to:	
1	Gain knowledge about the professional opportunities in operations and supplychain management
2	Leverage the students research interests and expertise to introduce the most Recent advancement, and meet the evolving needs and challenges of today's supply chains

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Learning Resources:	
1	Chary, S.N.–Production and Operations Management; TMH
2	Bedi, K.–Production and Operations Management; Oxford University Press
3	Essentials of Supply Chain Management, 4thEditionMichael H. Hugos, Wiley
4	ILO, Introduction to Work Study, Oxford and IBH Publishing,
5	Buffa, E.S. and Sarin, R.K. –Modern Production/Operations Management;
6	Panneerselvam, R. –Production and Operations Management, PHI

Course Name:	**Human Resource Management**		
Course Code:	MBA203	**Category:**	Management Science and Humanities Courses
Semester:	Second	**Credit:**	03
L-T-P:	3-0-0	**Pre-Requisites:**	Nil
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment:25	Attendance: 05

Course Objectives:	
1	To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2	To help the students focus on and analyse the issues and strategies required to select and develop manpower resources.
3	To develop relevant skills necessary for application in HR related issues.
4	To Enable the students to integrate the understanding of various HRconcepts along with the domain concept in order to take correct business decisions

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Course Contents:

Module No.	Description of Topic	Contact Hrs.
1	**Introduction to Human Resource Management:** Meaning, Function, Significance & Challenges of HRM, HR Policies; Scope& Coverage & Nature of HRM, Importance of Human Resource Management. Historical Perspective & Evolution of Human Resource Management in India. Development of HR Functions, Structure & Function of HR Manager, Role of Line Managers in Managing Human Resources. Difference Between Line Function and Staff Function. Changing Function of Human Resource Management with Examples.	**7L**
2	**Human Resource Planning:** Introduction to HRP, Various Methods of HRP Forecasting and HR Effectiveness; , Need for HR Planning, Assessment of Available HR in the Organization, Work Load Analysis, HR Policy.; Job Analysis: Concept, Uses, Job Description, Job Specification **Recruitment and Selection:** Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors. **Internal Mobility:** Introduction, Career Planning and Development, Culture Shock imaging (MRI). **Human Resource Development:** Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods	**7L**
3	**Training & Developing Workforce and Organizational Development** Concept, need, method, importance & evaluation of training & development; Training and Non- Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training. Developing Managerial Skills for: team management, collaboration, interaction across business functions, presentation ,Negotiation, and Networking principle of learning; Introduction to and Interventions in OD	**6L**

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4	**Performance Management System :** Definition, importance, objectives, components and methods of performance management system. **Compensation Management:** Principal compensation issue, job evaluation, pay-structure, individual & group incentives. **Performance Appraisal Systems:** Purpose, Methods, Appraisal instruments, 360 degree Appraisal, HRScore Card, Errors in appraisal, Potential Appraisal, Appraisal Interview.	**6L**
5	**Global Human Resource Management** Introduction and Approaches to Global HRM, Expatriate Management: Training, Appraising and Planning, Components & Tools of JobAnalysis **Contemporary Issues in Human Resource Management** Competency Mapping, HR Outsourcing, knowledge Management and Learning Organization	**4L**
6	**Strategic Human Resource Management (SHRM)** Meaning, Strategic HRM vs Traditional HRM, SHRM Process, barriers to SHRM. Nature of e-HRM, e-Recruitment& Selection, e-Performance Management, e-Learning; Modern HRM Systems and HRMS Tools	**2L**
7	**Social Security and Labour Welfare:** Concept of Social Security, Workers Participation in Management Significance and various social security legislations in India; . Case Lets and Class Activities (Applying HRM Techniques).	**4L**
Total		**36L**

Course Outcomes:	
1	To develop the understanding of the concept of human resource management andto understand its relevance in organizations.
2	To develop necessary skill set for application of various HR issues.
3	To analyze the strategic issues and strategies required to select and develop manpower resources.
4	To integrate the knowledge of HR concepts to take correct business decisions.

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Learning Resources:	
1	*George W Bohlander and\ Scott A Snell (2013), "Principles of Human Resource Management". Fifteenth Edition"; Thomson Publications.*
2	*V S P Rao, "Human Resource Management",(2010),ExcelBooks,3rdEdition*
3	*KAswathappa,"HumanResourceandPersonalManagement"(2017)TataMcGrawHill, 8th Edition*
4	*StephenP.Robbins,"HumanResourceManagement",(2002),PearsonEducationAsia.*
5	*Sarah Gilmore and Steve Williams(2014). "Human Resource Management" .Oxford University Press.*
6	*Tayeb, M.(2005).International human resource management. Oxford University Press.*
7	*Agarwala T.-Strategic Human Resource Management,*
8	*Jyothi P.& Venkatesh, D.N. –Human Resource Management, OUP*
9	*Ramaswamy, E.A.-Managing Human Resources, OUP*
10	*Saiyadain, M.S-Human Resource Management: Tata McGraw Hill*
11	*Mondal Sabari & Goswami Amal- Human Resource Management: Vrinda Publications*

Course Name:	Business Research Methods		
Course Code:	MBA204	Category:	MBA
Semester:	Second	Credit:	02
L-T-P:	2-0-0	Pre-Requisites:	High School Mathematics
Full Marks:	100		
Examination Scheme:	Semester Examination:70	Continuous Assessment:25	Attendance: 05

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Course Objectives:	
1	Conceptualize business problems in statistical terms
2	Enhance the understanding and application of fact and evidence based decision making process
3	Learn the application of advanced statistical techniques
4	Appreciate the use of statistical thinking
5	Have a basic awareness of data analysis, including descriptive & inferential measures

Course Contents:		
Module No.	**Description of Topic**	**Contact Hrs.**
1	**Introduction to Research :** Business & Management Research – Research Characteristics – Research Approaches – Types of Research- Significance –Research process–characteristics of good research–Types of Research– Problems in research–identifying research Problem-Theoretical-Framework/'Literature Survey-Exploratory Descriptive Studies – Cross Sectional & longitudinal studies.	**5L**
2	**Research Design And Measurement:** Research design – Definition–types of research design– Exploratory, Descriptive, Causal and Formulation of hypothesis –different types of experimental design-. Scaling techniques meaning, types of scales–Hypothesis testing Statistical significance, statistical test procedure. Multivariate techniques like PCA, Factor Analysis	**4L**
3	**Sampling And Data Collection** Sampling Techniques – Probability and Non–probability sampling methods- Data Collection – Types of data –Primary and Secondary data – Methods of primary data collection–Observation, Interview, Questionnaire and Schedule– Construction of questionnaire –pilot study–case study	**5L**

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	DATAPREPARATIONANDANALYSIS	
4	Data Preparation – editing – Coding –Data entry-Test of significance – Assumptions about Parametric and nonparametric tests. Parametric tests - IntroductionANOVA-Application ofStatistical software fordata analysis.	**5L**
5	REPORT DESIGN AND WRITING Introduction - Research Report - Research Proposal – Different types – Contents of report – ImportantParts – Title, Table of Contents – Synopsis, bibliography - IntroductorySection–ResearchDesign -ResultSection – Recommendation& ImplementationSection	**5L**
Total		**24L**

CourseOutcomes:	
1	Take up business decisions in terms of statistical terms
2	Enhance their understanding in decision making process
3	Able to use statistical techniques in advanced mode
4	Use Statistical thinking in taking effective decision
5.	Be able to write & develop independent thinking for critically analyzing research reports.

Learning Resources:	
1	Kothari, C.R., Research Methodology", Methods and Techniques, New Age International, 6thEdition, 2010.
2.	Gupta, SL & Gupta, H (2012), Business Research Methods, TMHE Pvt. Ltd, ISBN: 978-1-25-900503-9.
3.	Gupta and Kapoor (2014), FundamentalsofApplied Statistics, Sultan Chand &Sons, ISBN:978-8180547058.
4.	Krishnaswamy, KN, SivaKumar, AI and Mathirajan, M(2011), Research Methodology, Pears on,ISBN:978-81-7758-563-6.
5.	Gupta and Kapoor, (2002), Fundamentals of Mathematical Statistics, Sultan Chand & Sons, I SBN:81-7014-791-3.
6.	Chawala, Deepak & Sondhi, Neena (2016), Research Methodology- Concept & Cases, Vikas Publication, ISBN:978-93259-8239-0.
7.	Easwaran, S & Singh, SJ. (2010), Marketing Research, OXFORD UniversityPress, ISBN:978-0-19-567696-9.
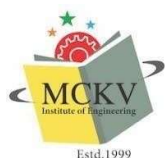
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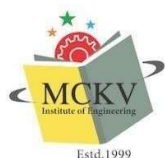|	REFERENCEBOOKS:
1.	Panneerselvam, R., "Research Methodology", Prentice- Hall of India, NewDelhi,7Th Edition, 2004.
2.	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11thEdition, TataMcGraw Hill, New Delhi,20.
3.	Wilson,J(2013),Essential of Research Methods, SAGE Publication, ISBN: 9781446257333.
4.	MarkSaunders,Lewis,P.&Thornhill,A.(2015),Research Methods for Business Students, Pearson Education, ISBN: 978-1292016627

Course Name:	Financial and Cost Management		
Course Code:	MBA 205	**Category:**	Management Science and Humanities Courses
Semester:	Second	**Credit:**	4
L-T-P:	4-0-0	**Pre-Requisites:**	To have basic knowledge about accountancy and finance.
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

Course Objectives:	
1.	To understand the concepts of Financial Management and its application for managerial decision making.
2.	To provide an in depth study of the Generally Accepted Cost Accounting Principles and Techniques for identification, analysis and classification of cost components to facilitate managerial decision making.

Course Contents:		
Module No.	**Description of Topic**	**Contact Hrs.**
1.	**Overview of Financial Management** Financial Management – meaning, objectives, scope, related finance disciplines, planning environment, key-decision areas • Sources of Finance (Shares, Debentures, Debt, Public Deposits, Lease Financing, etc.); criteria for selecting sources of finance including finance for International Investments and Venture Capital Funds • Financial Decision Making – Emerging role of finance managers • Contemporary developments –SEBI Regulations, GST and Income Tax	8

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2.	**Tools for Financial Analysis & Planning** • Identification of information required to assess financial performance, Effect of short-term debt on the measurement of gearing; • Comparative and Common size Statements	5
3.	**Working Capital Management and Leverage Analysis** • Working Capital policies related to Inventory, Receivables, Payables, Cash and Marketable securities • Financing of working capital • Concepts and nature of Leverages, Analysis of Operating and Financial Leverages, Operating Risk and Financial Risk and Combined Leverages • Operating leverages and Cost-Volume-Profit (CVP) analysis, Earning Before Interest and Tax (EBIT), Earning Per Share (EPS), Indifference point, Marginal Costing and Break-even Analysis	6
4.	**Cost of Capital** Meaning, components, methods of determination of cost of capital related to debt, preference shares, equity shares, retained earnings, depreciation fund Capital Asset Pricing Models (CAPM) Weighted Average Cost of Capital and Marginal Cost of Capital	6
5.	**Capital Budgeting** • Purpose, objective, process Techniques of decision making: non-discounted and discounted cash flow approaches – payback period method, accounting rate of return, net present value, internal rate of return, and profitability index. • MIRR, Adjusted NPV, Benefit-cost ratio • Ranking of competing projects, ranking of projects with unequal lives.	7

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|		
6.	**General Purpose Cost Statement** • Generally Accepted Cost Accounting Principles (GACAP) – Purpose, Objective and Applicability; Standard Costing and Variance Analysis; Budget-Fixed, Flexible and Master Budget; Budgetory Control	8
7.	**Business Process Analysis** • Cost Centre and Cost Allocation • ABC Control • Scrap, wastage, pilferage, obsolescence, normal loss, abnormal loss • Direct expenses and problems connected therewith • Overhead - Classification of overheads; Overhead Cost Accounting, Accounting and control of overheads, computation of pre-determined overhead recovery rates, treatment of over and under absorption of overhead costs. Reports of control of overhead costs, Miscellaneous items of expenses – capacity costs, treatment of depreciation in costs • Unit Costing, Job Costing, Batch Costing and Cost Audit.	8
Total		**48 L**

Course Outcomes:	
After completion of the course, students will be able to:	
1.	Identify and apply the concepts of Financial Management
2.	Explain the basic concepts and processes in determination of products and services cost
3.	Understand and explain the conceptual framework of Cost & Management Accounting
4.	Analyse and understand major interest valuation models.

Learning Resources:	
1.	*Management Accounting- Khan & Jain*
2.	*Cost Accounting and Financial Management- M.N. Arora, Vikash Publication*
3.	*Cost Accounting – Charles T Homgren, Foster and Datar, Pearson Education Asia*
4	*Financial Management: Theory & Practice 15th Edition—by— EugeneF. Brigham and Michael C. Ehrhardt.*
5	*Financial Management:M.R.Agarwal*
6	*Financial Management-Theory and Practice-10th Edition-Prasanna Chandra*
7	*Cost Accounting:Text and Problems-M.P.Gupta*
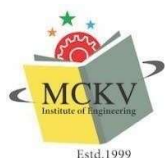
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Course Name:	Business Analytics and Information Systems		
Course Code:	**MBA 206**	**Category:**	MBA
Semester:	First	**Credit:**	4
L-T-P:	4-0-0	**Pre-Requisites:**	Basic concepts of Computer
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment: 25	Attendance: 05

Course Objectives:	
1	To facilitate students with the basic concept of a Business Analytics
2	To develop the ability to apply knowledge of Analytics for solution of Business problems.
3.	To provide the knowledge of contemporary issues related to the field of managing information systems, develop knowledge and skills required to work effectively in a professional manner
4.	To facilitate understanding of Cloud Computing concepts, infrastructures and capabilities for cost effective Business System deployment.

Course Contents:		
Module No.	Description of Topic	Contact Hrs.

1	**Business Analytics:**
	• Introduction to Business Analytics (BA) – Need
	• Components (Business Context, Technology, Data Science).
	• Types (Descriptive, Predictive and Prescriptive).
	• Business Intelligence versus Business Analytics.
	• Transaction Processing v/s Analytic Processingo OLTP v/s OLAP
	   o OLAP Operations
	   o Data models for OLTP (ER model) and OLAP (Star & Snowflake Schema)
		6

2	**Types of Digital Data:** Definition, Sources, Storage and Characteristics ofStructured, Unstructured and Semi Structured Data **Data Warehouse:** • Definition, characteristics, framework • Data lake	8

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	Business Reporting, Visual Analytics: • Definition, concepts • Different types of charts and graphs • Emergence of data visualization and visual analytics **Data Mining:** • Concepts and applications • Data mining process & KDD • Web mining overview • Anatomy of Social media analytics	
3	**Business Performance Management:** • Business performance management cycle • KPI, Dashboard **Analytics in Business Support Functions:** • Sales & Marketing Analytics • HR Analytics • Financial Analytics • Production and operations analytics • Analytics in Industries: Telecom, Retail, Healthcare, Financial Services • Anatomy of Recommendation Systems • Sports Analytics, Public Policy Analytics	6
4.	**Understanding Management Information Systems (MIS)** Introduction to Management Information Systems, History of MIS, Impact of MIS, Role and Importance, MIS Categories, Managers and Activities in IS MIS **MIS Organization Structure** MIS at Management levels, Strategic Level Planning, Operational Level Planning, Economic and Behavior Theories. **Enterprise Resource Planning** Basics of ERP, Evolution of ERP, Enterprise Systems in Large Organizations, Benefits and Challenges of Enterprise Systems, ERP to support decision making **E-Enterprise System** Managing the E-enterprise, Organization of Business in an E-enterprise, E- business, E-marketing, E-commerce, E-communication, E-collaboration,	10
5	**Organization and Computer Networks** Basics of computer systems, Basic Network Terminologies, Definitions andApplication, The Intranet and the Extranet, Basic Internet Architecture **Database Management System** Types of Database Users, DBMS, Designing of DBMS to support operations and decisions	06

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6.	**Cloud Computing:** Cloud Computing Fundamentals, Cloud Computing Architectures, Models of Cloud Computing ,Cloud Types and Services, Virtualization and Resource Management **Application of Cloud:** Application of Cloud for different business with use cases	12
Total		**48L**

| Course Outcomes:	
1	Understand the role of Business analytics in Management Systems
2	Understand the role of data analytics in different domains, i.e. Healthcare, Finance, HR etc.
3	Develop domain knowledge of various technology and its application to facilitates managerialdecision /MIS
3	Enhance capabilities for innovative use of I.T with Enterprise systems
4	Identify the possibilities of implementation of Cloud in different business problems in cost effective way

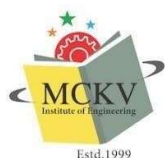| Learning Resources:	
Business Analytics:-	
1	Ramesh Sharda, Dursun Delen, Efraim Turban, Business Intelligence: A ManagerialPerspective on Analytics, Pearson
2	R.N.Prasad and Seema Acharya, Fundamentals of Business Analytics, Wiley
3	U. Dinesh Kumar, Business Analytics – The Science of Data Driven Decision Making, Wiley
4	Anil Maheshwari, Data Analytics, McGraw Hill
5	Jesper Thorlund& Gert H.N. Laursen, Business Analytics for Managers: Taking BusinessIntelligence Beyond, Wiley
6	Sahil Raj, Business Analytics, Cengage
7	James R. Evans, Business Analytics, Pearson
Information Systems & Cloud Computing:-	
8.	Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
9.	Kenneth C. Laudon and Jane Price Laudon, Management Information Systems –Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2002.
10	Management Information Systems By Girdhar Joshi Oxford University Press, India
11	Cloud Computing: Concepts, Technology & Architecture (The Pearson Service Technology Series from Thomas Erl) by Erl Thomas (Author), Puttini Ricardo (Author), Mahmood Zaigham (Author)
12	Cloud Computing: Focuses on the Latest Developments in CloudComputing by Shailendra Singh, Oxford University Press
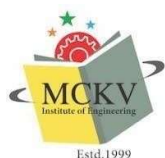
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Course Name:	Operations Research		
Course Code:	MBA 207	**Category:**	Basic Science Courses
Semester:	2nd	**Credit:**	03
L-T-P:	3-0-0	**Pre-Requisites:**	High
Full Marks:	100		
Examination Scheme:	Semester Examination: 70	Continuous Assessment:25	Attendance: 05
Course Objectives:			
1	To impart knowledge of LPP		
2	To focus on more practical than theoretical.		
3	To Learn application in Business decision process and Management.		
4	To do proper analysis in forms the judgment of the ultimate decision-maker		

Course Contents:		
Module No.	**Description of Topic**	**Contact Hrs.**
1	**Linear Programming:** ➢ Introduction to Operations Research ➢ Formulating maximization/minimization problems, Graphical solution ➢ Simplex method, Artificial Variables – Big M – Method, Special cases of LP ➢ Duality of LP and its interpretation ➢ Sensitivity Analysis, Applications of LP.	**7L**
2	**Transportation Problems:** ➢ Mathematical formulation of transportation problem ➢ North West Corner Method ➢ Vogel's Approximation method ➢ MODI method-loops in transportation table –Degeneracy	**7L**
3	**Assignment Problems:** ➢ Mathematical statement of the problem-Hungarian method of solution - Maximization case in assignment problem—unbalanced assignment problem-restrictions on assignment ➢ Travelling sales man problem	**6L**

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4	**Networking:** ➢ CPM/PERT analysis ➢ Dijkstra's Algorithm ➢ Floyd's Algorithm	**9L**
5	**Theory of Games:** ➢ Two person zero sum games ➢ Purestrategies-gameswithsaddlepoints-rulestodeterminesaddlepoints ➢ Mixed strategies - Game without saddle points - the rules of dominance- Methods of solution for games without saddle points ➢ Algebraic methods, graphical methods	**7L**
Total		**36L**

Course Outcomes:	
After completion of the course, students will be able to:	
1	Facilitate Objective Solutions in Business Decision Making
2	Be able to understand the characteristics of different types of decision-making
3	Be able to build and solve Transportation Models and Assignment Models
4	Be able to design new simple models, like: CPM,MSPT to improve decision–making
5	Be able to control Inventory in Business Sectors
6	Draw Conclusions over pay-off matrix with the concepts of Game Theory
7	Extract the Optimum value in constrained and unconstrained situations

LearningResources:	
1	*Hillier, and Lieberman, Introduction to Operations Research.* 10th Edition, McGraw-Hill Education private limited, 2017
2	Hamdy A. Taha, "Operations Research: An Introduction", 10thEdition,Pearson, 2017
3	Panneerselvam R.,"Production & operations management",Prentice Hall India private limited, 2012
4	Mahapatra.,"OperationsManagement",PrenticeHallIndiaprivatelimited,2010
REFERENCEBOOKS:	
1.	Saxena J.P., "Production and Operations Management", McGraw-Hill Education private limited, 2008
2.	Richard B Chase, Operations Management", McGraw-Hill Education privatelimited, 2010.
3.	Mukherjee P.N., "Operations Management and Productivity techniques" Prentice Hall India private limited, 2009

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PGBA281: BRM Projects: No credit

Students needs to write a research paper on any relevant topic pertaining to management domain and use softwares and tools such as Python, R, SPSS or Excel to obtain any financial derivation and conclusion. It must be mandatorily submitted by all students within a time frame. Regular classes would not be held for this course
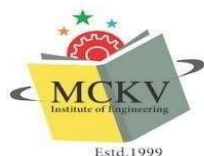
Course Name:	Personality Development Lab		
Course Code:	MBA 291	**Category:**	Management Science and Humanities Courses
Semester:	Second	**Credit:**	2
L-T-P:	0-0-4	**Pre-Requisites:**	Students must Have basic knowledgeof English language
Full Marks:	100		
Examination Scheme:	Semester Examination: 60	Continuous Assessment:35	Attendance:05

Course Objectives:	
1	To develop a positive Personality which is more at tuned to Corporate Life
2	Develop Employability quotient

Course Contents:		
Module No.	**Description of Topic**	ContactHrs.
1	**INTRODUCTIONTOPERSONALITYDEVELOPMENT** *The concept of PERSONALITY* - significance of personality development. *The concept of SUCCESS and FAILURE* - What is success? - Hurdles in achieving success –Over coming hurdles –Factors responsible for success –What is failure –Causes of failure. *ATTITUDE* - Concept - Significance - Factors affecting attitudes - Positive attitude and its Advantages – Negative attitude and its Disadvantages-Ways to develop positive attitude – Differences between people / personalities with positive and negative attitude. Concept of motivation and Significance. *SELF-ESTEEM*-Esteem, Self-esteem–Significance and importance. *INTERPERSONAL RELATIONSHIPS* - Interpersonal Relationships – Defining the difference between aggressive, submissive and assertive behaviours -Lateral thinking	4

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2	**Non-verbal communication-** Personality Grooming, Executive Corporate Attire, Good manners and etiquettes, Work Place Etiquettes, Body Language, Building Self Confidence, Positive Attitude, Self-Motivation, Creative Thinking.	2
3	**Honing Listening Skills** And its sub skills through Language Lab Audio device	2
4	**Honing *Speaking Skills* and its sub skills:** Pronunciation, Phonetics, Voice modulation, Stress, Intonation, Pitch and Accent of connected speech- Developing Speaking habits, Story narrations, Verb Patterns, Time management, Public speaking – significance	4
5	**Honing Conversational Skills using Language Lab Audio**: Visual input- Conversational Practice Sessions (Debate / Role Play / Reporting), Listening and Feedback	4
6	**Introducing Group Discussion through audio**: Visual input and acquainting them with key strategies for success. Group etiquettes, GD Practice Sessions to understand the basic Principles (turn-taking, Creative intervention, courtesies & other soft skills) of GD.	6
7	**Honing Reading Skills and its sub skills.** Reading Skills for Effective Business Communication: Introduction- What is reading- Types of reading, SQ3R Technique of Reading	2
8	**Mind Maps**: visualization of thought – radial vs. sequential way Of visualization – mind map as a tool for organizing thought and improving clarity-hierarchy in mind maps – software tools for mind maps viz. Free Mind, Mind Meister, X Mind, Mind Jet, MS Visio, Lucid Chart etc.	2

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9	**Presentation Skills**: Planning, Preparation, Using Visual tools (e.g.MS - Powerpoint) and Delivery	6
10	**Negotiations Skills:** What is negotiation? – Nature and need for negotiation–factors affecting negotiation – stages of negotiation process negotiation strategies.	2
11	**Meetings:** Planning meetings – objectives – participants – timing –Venue of meetings – minutes of meeting-leading meetings.	2
12	**Communication:** Face to face communication – telephonic conversation. Media management – the press release- press conference – Media interviews Seminars – workshop– conferences.	2
13	**Mock Interview sessions**	4
14	**Conflict and Stress Management:** Decision-making skills -Qualities of a successful leader - Character-building -Team-work - Time management -Work ethics, Psychometric Analysis	6
Total		**48P**

Course Outcomes:	
After completion of the course, students will be able to:	
1	**Develop** and exhibit a positive personality and nurture a deep understanding of **personal** motivation
2	**Develop** an understanding of and practice **personal** and professional responsibility
3	Demonstrate knowledge of **personal** beliefs and values and a commitmentto continuing **personal** reflection and reassessment
4	Acquire the skills to manage stress and conflict.
5	Demonstrate strong verbal and non- verbal communication skills and Become employable

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Learning Resources:	
1	How to Win Friends and Influence People. Dale Carnegie
2	Communication Skills. Sanjay Kumar and Pushp Lata. OxfordUniversityPress.2011
3	Exercises in Spoken English. Parts. I -III. CIEFL, Hyderabad. Oxford University Press
4	Lateral Thinking –Creativity Step by Step. Edward de Bono
5	Mind Map Mastery: The Complete Guide to Learning and Using the Most Powerful Thinking Tool in the Universe. Tony Buzan.
6	Kulbhushan Kumar, R S Salaria, Effective Communication Skills, Khanna Publishing House, Delhi.
7	Failing Forward: Turning Mistakes into Stepping Stones for Success, John C Maxwell
8	Gajendra Singh Chauhan, Smita Kashiramka and L.Thimmesha.Functional English.Cengage, 2019
9	Getting things Done-The Art of Stress- free productivity by David Allen
10	Soft Skills: Key to success in Workplace and Life, Meenakshi Ramanand Shalini Upadhyay
11	50 Mantra's of Personality Development, Arti Gurav.
12	Six Thinking Hats. Edward de Bono
13	The 10X Rule: The Only Difference between Success and Failure. Grant Cardone
14	Make The Most of Your Mind. Tony Buzan.