

**REVISED SYLLABUS OF MBA (EVENING) PROGRAM 2022-25 AS  
PER CBCS AND AICTE GUIDELINES**

**MBA Year-II Semester –III**

<b>Course Code</b>	<b>Course Title</b>	<b>Nature</b>	<b>Credits</b>	<b>HPW (Th+Tu+P)</b>	<b>Max Marks (CIE+SEE)</b>
MBAE301	Operations Research	Core	4	4Th + 1 Tu	30+70
MBAE302	Entrepreneurship Development	Core	4	4Th + 1 Tu	30+70
MBAE303	Business Research Methods	Core	4	4Th + 1 Tu	30+70
MBAE304	Business Law and Ethics	Core	4	4Th + 1 Tu	30+70
<b>Total credits at the end of I I I Semester</b>			<b>16</b>		<b>400</b>
<b>Grand Total</b>			<b>50</b>		<b>1200</b>

- **HPW – Hours Per Week**
- **CIE – Continuous Internal Exam**
- **SEE – Semester End Exam**

# REVISED SYLLABUS OF MBA (EVENING) PROGRAM 2022-25 AS PER CBCS AND AICTE GUIDELINES

## SEMESTER-III

### PAPER CODE – MBAE 301

#### Course: OPERATIONS RESEARCH

**Course Objectives:** The objective of the course is to give an overview of different Optimization Techniques useful for problem solving and decision making.

1. To introduce OR techniques such as Linear Programming Problem.
2. To analyse special cases of LPP such as Transportation Problem, Assignment Problem.
3. To Study network Concepts and techniques like PERT and CPM.
4. To study quantitative competitive strategy models such as game theory, simulation and queuing theory.

#### Course Outcomes:

1. Helps in formulating real life situations in organizations in Quantitative form.
2. Helps in formulating strategies for optimal use of various resources within the organizations..
3. Application of optimization tools for decision-making.

#### Unit – I: Introduction

- i. Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR.
- ii. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems.
- iii. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

#### Unit – II: Allocation Model - I

- i. LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.
- ii. Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.
- iii. Sensitivity analysis and its implications.

#### Unit – III: Allocation Model - II

- i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
- ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.
- iii. Travelling salesman problem, Managerial applications of AP and TSP.

#### Unit – IV: Network Models

- i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.
- ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

# REVISED SYLLABUS OF MBA (EVENING) PROGRAM 2022-25 AS PER CBCS AND AICTE GUIDELINES

## Unit – V: Waiting Line / Competitive Strategy Models

- i. Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system- Operating characteristics of Queues, deterministic Queuing models - Probabilistic Queuing Model –Cost Analysis - Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.
- ii. Game Theory- concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for  $(m \times 2)$  and  $(2 \times n)$  games.
- iii. Simulation- Process of simulation, Applications of simulation to different management Problems.

## Suggested Books:

1. N.D. Vohra, “Quantitative Techniques in Management”, 2010, 4<sup>th</sup>Ed.TMH.
2. J.K. Sharma, “Operations Research Theory and Applications 2009, 4<sup>th</sup> Ed. Macmillan.
3. Kasana, HS & Kumar, KD, “Introductory Operations Research theory and applications”, 2008, Springer.
4. Chakravarty, P, “Quantitative Methods for Management and Economics”, 2009, 1<sup>st</sup> Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, “Quantitative analysis for Management”, 2007, 9<sup>th</sup> Ed. Pearson.
6. Pannerselvam, R, “Operations Research”, 2006, 3<sup>rd</sup> Ed. PHI.
7. Selvaraj, R, “Management Science Decision Modeling Approach”, 2010, 1<sup>st</sup> Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, “Operations Research Principles and Practice”, 2<sup>nd</sup> Ed. John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, “Introduction to Operations Research Concepts and Cases”, 2010, 8<sup>th</sup> Ed. TMH.
10. Prem Kumar Gupta & others, “Operations Research”, 2010, S. Chand.
11. K.K Chawla, Vijaygupta, Bhushan K. Sharma, Operations Research, Quantitative Analysis for Management, Kalyani Publications,2020.

# REVISED SYLLABUS OF MBA (EVENING) PROGRAM 2022-25 AS PER CBCS AND AICTE GUIDELINES

## SEMESTER-III PAPER CODE – MBAE 302 Course: ENTREPRENEURSHIP DEVELOPMENT

### Course Objectives:

1. To make the students learn the importance of Entrepreneurship
2. To motivate the students towards Entrepreneurship
3. To make them learn about entrepreneurial environment
4. To provide information about financial resources
5. To impart training to raise and establish enterprises

### Course Outcomes:

1. A student learns the cues and motives of Entrepreneurship
2. Students can learn more about types of Enterprises and growth
3. Knowledge of entrepreneurship prepares the entrepreneurial bent of mind
4. Problems and perspectives of the entrepreneurship can be understood
5. It is also possible to students understand and comprehend on venture capital funds

### Unit – I: Entrepreneur and Entrepreneurship:

Understanding Concept of Entrepreneurship – Evolution of Entrepreneurship – Characteristics of Entrepreneur – Types of Entrepreneurs – Growth of Entrepreneurship in India – Role of Government in promotion of Entrepreneurship – Recent Trends in Entrepreneurship Development – Role of Entrepreneurship in Economic development in India – Rural Entrepreneurship, Need and Importance of Rural Entrepreneurship – Problems and Perspectives of Rural Entrepreneurship.

### Unit – II: Factors Affecting Entrepreneurial Growth:

Economic Environment – Economic, Non- Economic and Psychological factors – Entrepreneurial Motivation – Entrepreneurial Competencies – Role of Higher learning Institutes in Entrepreneurial capacity building – Importance of workshops – Entrepreneurship Development Programmes( EDP's) – Need, Objectives, course content and instruction – Evaluation of EDPs – Phase wise development of EDP Curriculum.

### Unit – III: Small, Micro, Medium Scale Enterprises:

Definition of Small Industry – Characteristics of Small Scale Industry – Latest amendments in Small scale Industry Act – Objectives – Scope of Small & Micro Industries – Opportunities for entrepreneurial growth in MSMEs – Role of MSMEs in Economic development – MSMEs problems – Opportunities – Future growth – Project Identification – Project Formulation – Project Appraisal – Financing and Ownership Structures.

### Unit – IV: Institutional Finance for Entrepreneurs:

Commercial Banks – Role of Commercial Banks in Building Entrepreneurship – Other Financial Institutions Such As IFCI, ICICI, IDBI, SFCs, SIDBI and EXIM bank – Non Banking Financial Institutions – LIC- Role of Training Institutions in Entrepreneurship growth - NSIC, SIDC, SIBC, SFC, SISI, DICs and TCOs. Government Schemes to Develop and encourage entrepreneurship

# REVISED SYLLABUS OF MBA (EVENING) PROGRAM 2022-25 AS PER CBCS AND AICTE GUIDELINES

## **Unit – V: Venture Capital Financing:**

Concept of Venture Capital Financing – Features, Need and Relevance of Venture Capital – Establishment of Venture Capital Funds – Structure and Regulatory framework for Venture Capital Funds – Growth of Venture Capital in India – Evaluation of Venture Capital Financing – Conventional Valuation – First Chicago Method – Revenue Multiplier Method – Venture Capital Firms in India – Structure & Methodology of Venture Capital Fund – Performance measurement – Role of TDICI in Building Venture Capital Fund – Exit Strategies of Venture Capitalists – Imperative of VCF development in India.

## **Suggested Books**

1. Dr. Vasnth Desai, 2012, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Hyd.
2. S. S Khanka, Entrepreneurial Development, S. Chand Publishing House, New Delhi.
3. Dr. Vasnth Desai, 2010, Small Scale Industry and Entrepreneurship, Himalaya Publishing House, Hyd.
4. A. Sahay and A. Nirjar 2010, Entrepreneurship, Excel Books .
5. Poornima M Charinthmath, 2010, Entrepreneurial Development and Small Business Enterprises, Pearson Education Publisher.
6. David H Hott, 2008, Entrepreneurship and New Venture Creation, PHI New Delhi.
7. Naidu, “Management And Entrepreneurship”, Wiley Publications
8. Dr.S.S.Khanka, “Entrepreneurship Development”, S.Chand Publications.

## **Suggested Readings**

1. S. R Bowmick & M. Bhowmik, 2010, Entrepreneurship, New Age International Books.
2. Morse E.A Mitchel, 2006, Cases in Entrepreneurship, Sage Publishers.
3. Raj Aggarwal, 2008, Business Environment, Excel Books New Delhi.
4. Donald G Kurato and Richard M Hodgetts, 2008, Entrepreneurship, Thompson Publications.

# REVISED SYLLABUS OF MBA (EVENING) PROGRAM 2022-25 AS PER CBCS AND AICTE GUIDELINES

## Semester-III

### Paper Code – MBAE 303

### Course: BUSINESS RESEARCH METHODS

#### Course Objectives:

1. Enable students to learn the importance of Research
2. To involve students in activities related to Research
3. To train them on Data collection and data processing methods
4. To impart Report writing skills to Management graduates
5. To help learners gain overall insights into the finer aspects of research Methodology

#### Course Outcomes:

1. To gain understanding of various kinds of research design
2. To enable learners to be able to formulate the research problem
3. To acquire basic knowledge on qualitative and quantitative research
4. To have knowledge on descriptive and inferential data tools
5. To be able to write and develop independent and critical analysis for report writing

#### Unit – I: INTRODUCTION TO RESEARCH

Business Research: Definition, Significance, Nature & Importance – Criteria of Business Research – Marketing Information System, paradigm shift in Research – Research Design Types of Research Designs – Descriptive, Exploratory, Diagnostic, and Causal Research – Types of research, Theoretical and Empirical Research – Cross-sectional and Time-series Research — Research Objectives – Research Hypotheses – Characteristics - Research from an Evolutionary Perspective – the Role of Literature Review in Research

#### Unit – II: RESEARCH PROCESS & DATA COLLECTION

Research Process – Data Sources- Primary Data – Secondary Data - Data Collection Methods – Types of Data Collection - Questionnaire Design – Questionnaire Layout – Question Content - Wording – Target Population Identification – Sampling Process – Sampling Design – Sampling techniques – Sampling Procedure – Sampling Types – Pilot Study – Pre-Test.

#### Unit – III: SCALING AND MEASUREMENT

Measurement and Scaling Techniques – Different types of Scales – Nominal, Ordinal, Interval and Ratio Scales – Purpose and Benefits of Scaling – Construction of Instrument Attitudinal Scales – Number of Dimensions in Scaling - Construction and Application - Data Analysis - Editing – Tabulation – Cross Tabulation – Data Content Validity, Construct Validity and Reliability

#### Unit – IV: DATA ANALYSIS AND STATISTICAL TECHNIQUES

Test of Hypothesis – Type-I, Type - II Errors - Small Samples and Large Samples – Parametric and Non-Parametric Tests – Chi Square Test – Mc Nemar Test – ANOVA – One Way and Two Way Analysis - Bivariate and Multivariate Statistical Techniques – Factor Analysis – Discriminant Analysis – Cluster Analysis – Correlation and Multiple

# REVISED SYLLABUS OF MBA (EVENING) PROGRAM 2022-25 AS PER CBCS AND AICTE GUIDELINES

Regression Analysis – Multidimensional Scaling.

## **Unit – V: REPORT DESIGN, WRITING, AND ETHICS IN BUSINESS RESEARCH**

Report Preparation - Different Types of Reports – Contents of Report – Need for Executive Summary – Chapterization – Contents of Chapter – Report Writing – The Role of Audience – Readability – Comprehension – Tone – Final Proof – Report Format – Title of the Report – Ethics in Research – Ethical Behavior of Research – Plagiarism – Essentials of Referencing - Subjectivity and Objectivity in Research.

### **Suggested Books:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research Methods, Tata Mc Graw Hill, New Delhi.
2. Alan Bryman and Emma Bell, Business Research Methods, Oxford University Press, New Delhi.
3. Uma Sekaran and Roger Bougie, Research Methods for Business, Wiley India, New Delhi.
4. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, Cengage Learning, New Delhi.
5. Umashakaran and Roger Bougie, “Research Methods for Business”, Wiley Publications

### **Suggested Books:**

1. Bordens, K. S. and Abbott, B. B. (2011). Research Design and Methods - A Process Approach, New York, McGraw-Hill.
2. Creswell, J. W. (2007). Qualitative Inquiry & Research Design: Choosing Among Five Approaches, California, Sage Publications, Inc.
3. Creswell, J. W.(2003). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (2nd Ed.). London: SAGE Publications Limited.
4. Charmaz, K. (2006). Constructing Grounded Theory: A Practical Guide through Qualitative Analysis, London, SAGE Publications Ltd.
5. Curwin, J. and Slater, R. (1991). Quantitative Methods for Business Decisions, Tokyo, Japan, Chapman & Hall.
6. Denzin & Lincoln (2011). The SAGE Handbook of Qualitative Research. Thousand Oaks: SAGE Publications Ltd.
7. Dey, I. (2005). Qualitative Data Analysis: A user-friendly guide for social scientists, New York, Routledge.
8. Goulding, C. (2002). Grounded Theory: A Practical Guide for Management, Business, and Market Researchers, California, SAGE Publications Ltd.
9. Gray, D. E. (2009). Doing Research in the Real World, London, SAGE Publication Ltd.
10. Kumar, R. (2011). Research Methodology - A Step-by-Step for beginners, California, SAGE Publications Ltd. 4th Edition.
11. Rao Nageswara, Research Methods and Quantitative methods, BS Publications

# REVISED SYLLABUS OF MBA (EVENING) PROGRAM 2022-25 AS PER CBCS AND AICTE GUIDELINES

## Semester-III

Paper Code – MBAE 304

Course: BUSINESS LAW AND ETHICS

### Course Objectives:

1. This course is designed to introduce the legal aspects of business from the national and transnational perspective.
2. The course also intends to offer insights into the ethical considerations in Business entities and their responsibility towards society.

### Course Outcomes:

By the end of the course, the students would have a comprehensive understanding of the legal and ethical considerations in business organizations through gaining knowledge of provincial and international outlook.

### Unit - I: Law of Contracts:

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent- Legality of Object - Performance of Contract – Remedies for breach of Contract.

### Unit - II: Law relating to Special Contracts:

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act - Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

### Unit - III: Companies Act, 2013:

Definition of company – Characteristics - Classification of Companies- Formation of Company -Memorandum and Articles of Association – Prospectus - Share holders and their meetings - Board meetings -Law relating to meetings and proceedings- Management of a Company - Qualifications, Appointment, Powers and legal position of Directors - Board - M.D and Chairman - Their powers.

### Unit - IV: Consumer Protection and other Essential Laws:

Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Law of Industrial and Intellectual Property; Cyber Law; Competition Law; Land and Real Estate laws; Law of Insurance.

### Unit - V: International Business Law and Business Ethics:



## **REVISED SYLLABUS OF MBA (EVENING) PROGRAM 2022-25 AS PER CBCS AND AICTE GUIDELINES**

Law of Export - Import Regulation; International and Comparative Commercial Arbitration.

Ethical and Value based Considerations in Business, Need and Justification of ethics, efficiency and integrity in business operations –Corporate Social Responsibility.

### **Essential Books:**

1. M.C. Kuchchal, Vivek Kuchchal, “Mercantile Law”, 2013, 8<sup>th</sup> Ed, Vikas Publishing House Pvt. Ltd.
2. Akhileshwar Pathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, “Business Law for Management”, 2009, HPH.
4. C. Rama Gopal, “Export Import Procedures – Documentation and Logistics”, 2006, New Age International (P) Limited.
5. Sony Pellissery, Benjamin Davy, Harvey M. Jacobs, “Land Policies in India: Promises, Practices and Challenges”, 2017, Springer Nature.
6. S.R. Myneni, “International Trade Law: International Business Law”, 2014, Allahabad Law Agency
7. Margaret L. Moses, “The Principles and Practice of International Commercial Arbitration”, 2008, Cambridge University Press.
8. Tulsian’s Business and Corporate laws, S.Chand Publications
9. Niickolas James, “Business law”, 3<sup>rd</sup> edition, Wiley Publications

### **Suggested Books:**

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand & Co.
2. PPS Gogna, “A Text Book of Company Law”, 2006, S. Chand
3. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.
4. S.S Gulshan, Business laws, 2010, Excel Books.