



NIST INSTITUTE OF SCIENCE & TECHNOLOGY (AUTONOMOUS)
(APPROVED BY AICTE, NEW DELHI, AFFILIATED BY BPUT, ROURKELA)
INSTITUTE PARK, PALLUR HILLS, BERHAMPUR, ODISHA - 761008



DEPARTMENT OF MANAGEMENT STUDIES

Proposed Structure and Syllabus for Master of Business Administration (MBA)

for the academic session 2022-2023 onwards

MBA Program Structure

FIRST SEMESTER					
Theory					
Sl. No.	Category	Course Code	Course Title	L-T-P	Credit
1	Core	22MBA101	Marketing Management	3-0-0	3
2	Core	22MBA102	Financial Accounting and Analysis	3-0-0	3
3	Core	22MBA103	Human Resources Management	3-0-0	3
4	Core	22MBA104	Decision Science and Quantitative Techniques	3-0-0	3
5	Core	22MBA105	Managerial Economics	3-0-0	3
6	Core	22MBA106	Management Principles and Practices	3-0-0	3
7	Core	22MBA107	Managerial Communication	3-0-0	3
8	Core	22MBA108	Advance Excel and Data Analysis	3-0-0	3
Total Credit (Theory)					24
Practical					
1	Sessional	22MBA109	Advance Excel Laboratory	0-0-1	1
2	Sessional	22MBA110	Research and Communication Skills Laboratory	0-0-1	1
Total Credit (Practical)					2
Total Semester Credit					26

SECOND SEMESTER

Theory

Sl. No.	Category	Course Code	Course Title	L-T-P	Credit
1	Core	22MBA201	Production and Operation Management	3-0-0	3
2	Core	22MBA202	Financial Management	3-0-0	3
3	Core	22MBA203	Legal and Environmental Management	3-0-0	3
4	Core	22MBA204	Organisational Behaviour	3-0-0	3
5	Core	22MBA205	Business Analytics	3-0-0	3
6	Core	22MBA206	Business Strategy and Entrepreneurship	3-0-0	3
7	Core	22MBA207	Business Research Methods	3-0-0	3
8	Core	22MBA208	Cost and Management Accounting	3-0-0	3
Total Credit (Theory)					24

Practical

1	Sessional	22MBA209	Business Analytics Laboratory	0-0-1	1
2	Sessional	22MBA210	SPSS Laboratory	0-0-1	1
Total Credit (Practical)					2
Total Semester Credit					26

THIRD SEMESTER

Theory

Sl. No.	Specialization	Course Code	Course Title	L-T-P	Credit
1	Electives		Elective-1	3-1-0	4
2	Electives		Elective-1	3-1-0	4
3	Electives		Elective-1	3-1-0	4
4	Electives		Elective-1	3-1-0	4
1	Electives		Elective-2	3-1-0	4
2	Electives		Elective-2	3-1-0	4
3	Electives		Elective-2	3-1-0	4
4	Electives		Elective-2	3-1-0	4
Total Credit (Theory)					32

Practical

1	Sessional	22MBA301	Summer Internship Programme (Report and Viva-Voce)	0-0-1	3
Total Credit (Sessional)					3
Total Semester Credit					35

FOURTH SEMESTER					
Theory					
Sl. No.	Specialization	Course Code	Course Title	L-T-P	Credit
1	Electives		Elective-1/MOOC	3-1-0	4
2	Electives		Elective-1/MOOC	3-1-0	4
1	Electives		Elective-2/MOOC	3-1-0	4
2	Electives		Elective-2/MOOC	3-1-0	4
Total Credit (Theory)					16
Practical					
1	Sessional	22MBA401	Dissertation (Report and Viva-Voce)	0-0-1	3
Total Credit (Sessional)					3
Total Semester Credit					19

Electives

Sl.No	Specialization	Course Code	Course Title
1	Marketing	22 MBA-M-01	Consumer Behaviour
2		22 MBA-M-02	Sales and Distribution Management
3		22 MBA-M-03	Digital and Social Media Marketing
4		22 MBA-M-04	Branding and IMC
5		22 MBA-M-05	Retail Management
6		22 MBA-M-06	Service Marketing
1	Human Resource Management	22 MBA-H-01	Industrial Relations
2		22 MBA-H-02	Human Resource Development
3		22 MBA-H-03	Strategic Human Resource Management
4		22 MBA-H-04	Performance Management System
5		22 MBA-H-05	Human Resource Management Analytics
6		22 MBA-H-06	Compensation Management System
1	Finance	22 MBA-F-01	Financial Derivative
2		22 MBA-F-02	Security Analysis and Portfolio Management
3		22 MBA-F-03	Project Appraisal
4		22 MBA-F-04	Merger and Corporate Restructuring
5		22 MBA-F-05	Financial Market and Services
6		22 MBA-F--06	Advance Management Accounting
1		22MBA-O-01	Supply Chain and Logistics Management
2		22MBA-O-02	Management of Manufacturing System
3		22MBA-O-03	Project Management
4		22MBA-O-04	Operations Strategy
5		22MBA-O-05	Supply Chain Analytics

6	Operations	22MBA-O-06	Sourcing Management
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Note:

A student can select any 02 (two) elective from Marketing, HR, Finance, and Operation. Any 04 (Four) subjects from the above specified electives are assigned for 3rd semester and 02 (Two) subjects from the above specified electives are assigned for 4th semester after discussion in departmental forum.

TOTAL CREDIT POINT (SEMESTER / YEAR WISE)

Year	Semester	Theory Credits	Sessional Credits	Total Credits	
1 st	1	24	2	26	52
	2	24	2	26	
2 nd	3	32	3	35	54
	4	16	3	19	
Total Credits		96	10	106	

1st Year

MBA

Detailed Syllabus

MBA Programme Structure

MBA 1st Year

FIRST SEMESTER					
Theory					
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1	Core	22MBA101	Marketing Management	3-0-0	3
2	Core	22MBA102	Financial Accounting and Analysis	3-0-0	3
3	Core	22MBA103	Human Resources Management	3-0-0	3
4	Core	22MBA104	Decision Science and Quantitative Techniques	3-0-0	3
5	Core	22MBA105	Managerial Economics	3-0-0	3
6	Core	22MBA106	Management Principles and Practices	3-0-0	3
7	Core	22MBA107	Managerial Communication	3-0-0	3
8	Core	22MBA108	Advance Excel and Data Analysis	3-0-0	3
Total Credit (Theory)					24
Practical					
1	Sessional	22MBA109	Advance Excel Laboratory	0-0-1	1
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Total Credit (Practical)					2
Total Semester Credit					26



Subject Code-22MBA101	Subject Name: Marketing Management	L-T-P-3-0-0	Credit-3
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Course Objective:

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints. This course is to train participants to apply concepts and techniques in marketing so that they become acquainted with the duties of a marketing manager. More specifically, students will be exposed to the development, evaluation, and implementation of marketing management in a variety of business environments.

Learning Outcomes:

1. Formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.
2. Determine strategies for developing new products and services that are consistent with evolving market needs.
3. Develop strategies for the efficient distribution of products and services.
4. Develop pricing strategies that take into account perceived.

Module-I:

(8 Hours)

Introduction: Nature, scope and importance of marketing; Core Concepts of Marketing, Functions of Marketing; Marketing mix: The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps; Marketing Myopia, Selling versus Marketing, Marketing v/s Market. Marketing Environment: Introduction, Environmental Scanning & its techniques, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment; Market segmentation and positioning; consumer versus organizational buyers; Consumer decision making process.

Module-II

(12 Hours)

Product Decisions: Concept of a product; Classification of products; Product line and product mix; Product life cycle, New product development. Packaging and labeling: Meaning and role. Brand and Branding Strategy: Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Development. Pricing Decisions: Meaning and Importance, Factors affecting price determination; Pricing strategies;

Module-III

(10 Hours)

Distribution Channels and Physical Distribution Decisions: Nature, functions, and types of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Promotion Decisions: Communication Process; Promotion mix; AIDA.

Module-IV

(6 Hours)

Marketing Research: Meaning and scope of marketing research; Marketing research process. Issues and Developments in Marketing: Social, ethical and legal aspects of marketing; International marketing; Green marketing; Cyber marketing; Relationship marketing; Guerrilla marketing; Digital marketing.

Text Book:

[1] Kotlar, Keller, Koshi, Jha (2013) Marketing Management, 13th Edition, Pearson, New Delhi.

Reference Books:

[2] Stanton, Etzel, Walker (2010) Fundamentals of Marketing, 13th Tata-McGraw Hill, New Delhi.

[3] Saxena, Rajan, Marketing Management (2009), 4th, Tata-McGraw Hill New Delhi.

[4] McCarthy, E.J., Basic, Irwin, (2009) Marketing: A managerial approach, New York.

Subject Code- 22MBA102	Subject Name: FINANCIAL ACCOUNTING AND ANALYSIS	L-T-P-3-0-0	Credit-3
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Course Objectives:

Students will be familiarized with accounting principles and be acquainted with accounting mechanisms, process and systems so as to develop their skills of preparing financial statements. They will develop their ability to read annual reports and develop their skills to interpret financial statements.

Learning Outcomes:

1. To impart the student's basic knowledge of accounting
2. To draw financial accounting statements to measure profitability and solvency.
3. To interpret the financial statements for the sake of various stakeholders of business.

Module-I: Introduction to Accounting:

(8 Hours)

Accounting as a language and need for Accounting, Basic Terminologies of Accounting, External and Internal users of Accounting Information, Accounting concepts and conventions, Accounting cycle, Accounting Equations, Nature of GAAP, Need for Accounting Standards, Limitations of Accounting, Ethical Issues in Accounting.

Module-II: Mechanics of Accounting

(12 Hours)

Introduction, Classification, Double Entry System, Preparing Journal, Subsidiary books, Ledger, preparation of Trial Balance. Preparation of Income statement and Balance Sheet.

Module- III: Corporate Accounts:

(10 Hours)

Company: Meaning and types, Share and Share Capital and its types Issue of Shares, Payment in lump sum and installment (journal entry), Buyback of shares, Debentures and its types. (Concepts only)

Module-IV: Financial Statements Analysis:

(10 Hours)

Common size statement, Trend analysis, Ratio Analysis, Management Reporting(Concept)

Text Books:

- [1] Ramchandran. K (2017), Financial Accounting for Management, 4th TMH

Reference Books:

- [2] Satpathy, Mohapatra & Patra (2013) Financial Accounting and Analysis, 2nd edition, HPH.
- [3] Shah (2019) Financial Accounting for Management; 2nd edition, Oxford
- [4] Bhattacharya (2006) Financial Accounting for Management, 3rd edition, PHI
- [5] Maheswari (2005) Financial Accounting, 5th edition, Vikas Publications

Subject Code- 22MBA103	Subject Name: HUMAN RESOURCE MANAGEMENT	L-T-P-3-0-0	Credit-3
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Course Objectives:

To learn the various functions and modalities of HR functionaries in organizations. Students are expected to learn from the genesis of HRM to modern architecture of HRM.

Learning Outcome:

1. Various stages of HRM developments will be understood.
2. Students' will be apprised about the functional understanding on HRM, which may enable them to implement the concepts in the workplace.
3. Design; develop various performance appraisal forms knowing their usages.
4. The prescriptive functions of HRM and their impact on organization will be known.

Module I: Introductions HRM

(8 Hours)

Definition, nature and scope of HRM, evolution of HRM, challenges of HRM, , functions of HRM, strategic HRM and HRD, HR profession and HR department, recent developments in HRM -national and global.

Module II: HRM Planning

(8 Hours)

HRP-meaning, importance and process demand and supply forecasting, factors affecting HRP, selection process screening, job analysis- process and methods.

Module III: HRM Process

(12 Hours)

Recruitment and Selection- Recruitment Process, sources and methods of recruitment, Steps in selection. Performance Appraisal- need and importance of performance appraisal, performance appraisal process, methods of performance appraisal, Wages and Salary Management: wage determination, types of wages, salary structure, fringe benefits, executive compensation. Training and Development: Types, purpose and benefits

Module IV: Follow up Actions

(8 Hours)

Promotion, transfer and separation, organization citizenship behaviour, HRIS, competency mapping, talent management, employee engagement.

Text Book:

1. Human Resource Management, Denisi and Sarkar, Cengage.

Reference Books:

2. HRM Text & Cases, Aswathappa, TMH.
3. Personnel & Human Resource Management, P.Subba Rao, HPH
4. Human Resource Management – VSP Rao , Excel
5. Human Resource Management, Jyoti Venkates, Oxford

Subject Code- 22MBA104	Subject Name: DECISION SCIENCE AND QUANTITATIVE TECHNIQUES	L-T-P-3-0-0	Credit- 3
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Course Objectives:

To learn the various role of quantitative techniques in managerial decision making.

Course Outcomes:

1. The role of quantitative techniques in managerial decision making will be understood.
2. To understand the role of statistics in decision making settings.
3. To use probability concept in decision making.
4. To understand decision theory at various levels.

SYLLABUS

Module-I: Quantitative Techniques

(12 Hours)

Linear Programming: Introduction, Concepts of Linear Programming model, Develop of LPP models, Graphical Method, Simplex Method.

Transportation Problem: Introduction, Mathematical Model, Finding the initial basic feasible solution, optimal solution by U-V method.

Assignment Problem: Introduction and Modeling, Hungarian Method.

Module-II: Statistics

(10 Hours)

Measures of Central Tendency: Mathematical Averages, Median,

Measures of Dispersion: Mean, Absolute Deviation, Variance & Standard Deviation, Mathematical Properties of Standard Deviation, Skewness,

Moments & Kurtosis: Measures of Skewness, Moments about Mean, Measures of Kurtosis,

Correlation Analysis: Introduction, Significance of Measuring Correlation, Types of Correlation, Karl Pearson's Correlation Coefficient, Spearman's Rank Correlation Coefficient,

Regression Analysis: Introduction, Regression Coefficients.

Module-III: Probability

(10 Hours)

Fundamentals of Probability: Introduction, Concepts of Probability, Definition of Probability, Counting Rules, Rules of Probability & Algebra of Events, Baye's Theorem.

Probability Distributions: Binomial Probability Distribution, Normal Probability Distribution Function, Approximation of Binomial Distribution to Normal Distribution.

Module-IV: Decision

(8 Hours)

Decision theory: Introduction, Decision under Certainty, Risk, and Uncertainty.

Game Theory: Introduction, game with Pure and Mixed strategies, Dominance Property, Graphical Method for $2 \times n$ and $m \times 2$ games.

Text Books:

- [1] R. Panneerselvam, Operations Research, PHI.
Chapters: 2.1, 2.2.1, 2.3, 2.4, 2.5.1, 3.1 to 3.4, 4.1 to 4.4, 11.1 to 11.4 & 12.1 to 12.5.
- [2] J. K. Sharma, Business Statistics:, Second Edition, Pearson.
Chapters: 3.4, 3.5.1, 3.5.2, 3.5.4, 3.5.5, 3.9.1, 4.5.1, 4.5.2, 4.5.3, 6.1 to 6.7, 7.5.1, 7.6.1, 7.6.2, 13.1, 13.2, 13.4, 13.5.2, 13.5.5, 14.1, 14.6

Reference Books:

- [3] T. K. V. Iyenger et al, Probability and statistics, S Chand.
- [4] Ronald E. Walpole et al, Probability and Statistics for Engineers and Scientists, 8th Edition, Pearson.
- [5] S. Kalavati, Operations Research, 4th edition, Vikas Publishing House.
- [6] Levine, Krehbiel, Quantitative Techniques for Management, Berenson, Pearson.

N.B: The course is of 3 credits with 4 contact hours



Subject Code- 22MBA105	Subject Name: MANAGERIAL ECONOMICS	L-T-P-3-0-0	Credit-3
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Course Objectives:

To introduce the economic concepts. To familiarize with the students the importance of economic approaches in managerial decision making to understand the applications of economic theories in business decisions.

Learning Outcomes:

- [1] To Understand the relative importance of Managerial Economics
- [2] Know how the application of the principles of managerial economics can aid in achievement of business objectives
- [3] Understand the modern managerial decision rules and optimization techniques.
- [4] Be equipped with the tools necessary in analysis of consumer behaviour as well as in forecasting product demand
- [5] Understand and analyse the macro environment affecting the business decision making.

Module – I: Basic Concept and Utility Analysis

(12 Hours)

Definition, Nature and scope of economics, Micro-Economics and Macro Economics, Managerial Economics, and its relevance in business decisions. Utility analysis: cardinal Utility theory, law of Diminishing marginal utility, law of Equimarginal utility, consumer Equilibrium

Module – II: Demand, Supply Analysis and Indifference Curve (10 Hours)

Demand and Supply Analysis: Theory of Demand and supply, Types of Demand. Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and supply and its measurement. Price Elasticity, Income Elasticity, Cross Elasticity, Indifference Curve Theory, Income and Substitution effects, Revealed Preference Approach and Demand Forecasting, Demand Estimation, Demand forecasting: meaning, significance and methods

Module – III: Production and cost Analysis:

(8 Hours)

Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Stages of Production, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run; Cost output relationship in the Long- run. Estimation of Revenue. Average Revenue, Marginal Revenue

Module – IV: Macroeconomics

(6 Hours)

National Income: Concepts and various methods of its measurement, Says Law of Market, Consumption, Keynes' Psychological Law of Consumption, Theories of Consumption, Inflation: Causes and effects, Fiscal Policy, Monetary Policy

Text Book:

[1] Vengedasalam & Madhavan, Principles of Economics (2014), 3rd edition Oxford University Press.

Reference Books:

1. Adhikary, M. Business Economics, New Delhi, Excel Books, 2000.
2. Baumal, W.J. Economic Theory and Operations Analysis, New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. Managerial Economics, New Delhi Tata McGraw Hill, 1995.
4. Keat, Paul G & Philips K.Y. Young, Managerial Economics, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. Modern Micro Economics, New York, Macmillian, 1991.
6. Shapiro, Edward J. Macro Economic Analysis, Galgotia Publication, 2013.



Subject Code- 22MBA106	Subject Name: MANAGEMENT PRINCIPLES AND PRACTICES	L-T-P-3-0-0	Credit-3
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Course Objectives:

To understand Concept, functions and levels of Management, To learn about Planning, Organizing, Leading and Controlling.

Learning Outcomes:

- 1.To understand and practice concept, functions and levels of management, Skills and Roles of a Manager,
- 2.To Learn about Organizing and Organizational Authority
3. To Learn about Leading and controlling.

Module-I Introduction to Principles of Management (10 Hours)

Concept, functions and levels of Management, Skills and Roles of a Manager; School of Management thoughts –Scientific, Bureaucratic and Administrative Management, Human Relations Management, Operations, Information and Contingency Management

Module-II Planning and Decision Making (12 Hours)

Benefits and Pitfalls of Planning, How to make a Plan that works, Planning from Top to Bottom, Rational Decision Making, Steps and Limits to Rational Decision Making, Group Decision Making, Structured Conflict, Nominal Group Technique, Delphi Technique, Brain storming

Module-III Organizing (08 Hours)

Departmentalization: Functional, Product, Customer, Geographic, Matrix, Organizational Authority: Chain of Command, Line Vs Staff Authority, Delegation of Authority, Degree of Centralization. Job Design: Job Specialization, Job Rotation, Enlargement and Enrichment.

Module-IV Leading and Controlling (10 Hours)

Motivation: Effort and Performance, Need Satisfaction, Extrinsic and Intrinsic Rewards, Equity Theory, Expectancy Theory. Control: The Control Process, Comparison to Standards, Corrective Action, Dynamic Cybernetic Process, Feedback, Concurrent and Feed Forward Control.

Reference Books:

- 1.Principles of Management (MGMT) Williams/Tripathy , Cengage (Recommended)
2. Principles of Management, Bhattacharya, Pearson.
3. Management Theory & Practices Text & Case Subba Rao P & Hima Bindu ,HPH
4. Principles of Management Durai, Pearson
5. Management, Robbins, Coulter& Vohra, Pearson
6. Management: Text and Cases-VSP Rao,Excel Books
- 7.Management Theory and Practices – Chandan J.S, Vikas Publishing House
- 8.Principles and Practices of Management- Kaul , Vikas

Subject Code- 22MBA107	Subject Name: MANAGERIAL COMMUNICATIONS	L-T-P-3-0-0	Credit-3
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Course Objectives:

- To communicate effectively by developing competent textual, visual and non-verbal communication abilities.
- To draft effectively formal written business messages in various formats and styles.
- To learn the skills to effectively deliver formal oral presentations to a variety of audiences in multiple contexts while be acquainted with
- To be acquainted with Soft Skills and various selection procedures adopted by the recruiters.

Learning Outcomes:

at the end of the course, the students will be able to:

- Become adept in their use of the spoken word in interpersonal communication, small group interaction and public speaking.
- Use an appropriate style and format to write letters (formal and informal), prepare result-oriented reports, prepare CVs and draft business documents.
- Gather and prepare information and apply it to persuade or articulate one's own point of view clearly and efficiently.
- Comprehend the employability market, identify the organizations to get good placements and broaden career plans by developing all-round personality.

Module- I: Basics of Communication

(8 hours)

Conceptual issues in Communication, Legal aspects of Business Communication, Process of Communication, Formal and Informal channels of Communication, Facilitators and Barriers to Effective Communication, 7 Cs of Communication, Verbal and Non-Verbal Communication, Formal and Informal Communication, Inter-Cultural Communication.

Module-II: Speaking Skill

(10 hours)

Strategies for improving Fluency, articulation, accent and voice modulation while speaking, making effective Presentation, Group Discussion, Public speaking, Meeting, Negotiating for Business: Strategy and Tactics.

Module-III: Business Writing;

(10 hours)

The Importance of skillful Business Writing, AIDA approach to writing Business Letters: Writing for Inquiries, Claims, Invitations, Sales Letters, Job application & Resume, Business Reports, Proposals, Preparing Agenda and Minute of a Meeting, Press Release.

Module-IV: Soft skills

(08 hours)

Global Business Etiquette, Teleconference/Videoconference Skills, Interview Skills, Team Building and Leadership skills.

Reference Books:

1. Communication Skills by Sanjay Kumar and Pushp Lata, Oxford University Press.
2. Technical Communication, Principle and Practice by Meenakshi Raman & Sangeeta Sharma, Oxford University Press
3. Effective Technical Communication, M Ashraf Rizvi, Tata Mc Graw-Hill
4. Business Communication, Meeakshi Raman & Prakash Singh, Oxford
5. Communication for Management, Urmila Rai and S M Rai, HPH
6. Business and Managerial Communication, Sengupta, PHI
7. Business Communication for Managers, P.Mehra, Pearson
8. Soft Skills K Alex, S chand.

Suggested Readings:

1. Manual of English Grammar and Composition. J.C. Nesfield Forgotten Books
2. Practical English Usage. Micheal Swan. OUP.
3. Exercises in spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press
4. A course in English phonetics by T.R. KANSAKAR, ORIENT LONGMEN Press.
5. A communicative Grammar of English, Leech, Geoffery & Jan Svartvik Longman



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Subject Code- 22MBA108	Subject Name: ADVANCE EXCEL AND DATA ANALYSIS	L-T-P-3-0-0	Credit-3
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Course Objectives

- To train the student for using the spreadsheet package MS-Excel for business applications.
- To impart skills of analysing data and presenting it using MS-Excel.

Learning Outcomes:

- Possess a solid grounding in using Excel's interface to enter, manipulate, and format data.
- Utilize formulae and functions for data computation. Utilize functions to automate data lookups and selections.
- Perform data analysis and present the results in an approachable manner. Create charts and tables that summarize raw data efficiently.
- Uncover the hidden insights in the data and put them to use for better decision making.

Unit -I MS excel screen elements

(4 hours)

MS excel screen elements – Toolbar, title bar, ribbon, formula bar, status bar. Moving around a Worksheet, entering and formatting (e.g., Number, Text, Date and Currency) data. Cell referencing (relative, absolute, mixed), using formulae, Use of Find, Replace, Goto.

UNIT -II Working with Excel-and Data Viewing and Reviewing

(6 Hours)

Working with Excel- Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals. Validating data, protecting cells ;Data Viewing and Reviewing- Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc; Pivot Tables;

UNIT-III Commonly used functions and Conditional Formatting (10 Hours)

Commonly used functions - Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round; Look up data by using Functions- Look up data by using the V-LOOKUP function, Look up data by using the H-LOOKUP function; Conditional Formatting

Unit -III Data Analysis and Data Visualization

(10 Hours)

Data analysis - measures of central tendency, Fundamentals of Hypothesis Testing: One-Sample Tests, Two-Sample Tests, Analysis of Variance, Chi-Square, Simple Linear Regression; Creating and managing charts- Create and modify graphs/charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc. Working with multiple sheets, hyperlinking.

Test books

1. Microsoft Excel 2019 Data Analysis and Business Modelling, Author(s): Wayne L. Winston Publisher: Pearson Education, Year: 2019 ISBN: 1509305882,9781509305889
2. Statistics for Managers Using Microsoft Excel, Author(s): David M. Levine, David F. Stephan, Kathryn A. Szabat, Publisher: Pearson, Year: 2020, ISBN: 0135969859,9780135969854

Reference books

1. Excel 2019 Bible , Author(s): Michael Alexander, Richard Kusleika, John Walkenbach Publisher:Wiley, Year:2018,ISBN: 9781119514787,111951 4789
2. Exploring Microsoft Office Excel 2019 Comprehensive, Author(s): Poatsy, Mary Anne; Davidson, Jason; Mulberry, Keith Publisher: Pearson Higher Education & Professional Group, Year: 2019 ISBN: 0135452759,9780135452752.

Subject Code- 22MBA109	Subject Name: ADVANCE EXCEL LABORATORY	L-T-P: 0-0-1	Credit-1
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Advance Excel Laboratory

1. Moving around a Worksheet, entering and formatting (e.g., Number, Text, Date and Currency) data, Use of Find, Replace, Goto
2. Insert, delete - cells, rows, columns. Sorting (basic, custom), filtering, grouping, ungrouping data, dealing with subtotals and grand totals
3. Inserting comments, spell checks and changes to the worksheet data etc, Viewing data in different ways eg. Page break, normal etc
4. Pivot Tables
5. Commonly used functions - Sum, Max, Min, Average, Count, Today, Now, Datedif, Countif, CountA, CountBlank, Round, Roundup, Round
6. Conditional Formatting
7. Creating and managing charts- Create and modify graphs/charts like Column, Line, Pie, Bar, Area, Scatter, 3D etc
8. Look up data by using Functions
9. Data analysis - measures of central tendency, Fundamentals of Hypothesis Testing: One-Sample Tests, Two-Sample Tests,
10. Analysis of Variance, Chi-Square, Simple Linear Regression



Subject Code- 22MBA110	Subject Name: RESEARCH AND COMMUNICATION SKILLS LABORATORY	L-T-P: 0-0-1	Credit-1
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Course Objective:

This SKILL LAB course is designed to make students practice and be proficient in various types of managerial communication skills.

Module-I: Reading & Listening Skills (6 Hours)

Reading comprehension, Note Making and Paraphrasing.

Listening Skills: Content Listening , Empathetic Listening and Critical Listening

Module-II: Speaking Skill (10 hours)

Participating in Group Discussion, Delivering a Presentation. Facing a Job Interview. Conducting an interview. Expressing through a Role Play. Asking Questions. Presenting in a Seminar.

Module-III: Writing Skill (6 hours)

Letter writing: Writing a Cover letter for Resume, Job Selection Letter. Employee Motivation Letter. Press Release for a New Product Launch. Agenda and Minute of a Board Meeting, Preparing Cover letter for Resume.

Module-IV Professional Report Writing Skill (10 hours)

Business Proposal. Industry report. Sales Report.

Research Report: Writing Literature Review, Preparing an Executive Summary,

Learning Outcomes:

1. Communicate effectively and intelligibly in diversified situations for different requirements.
2. Write various official drafts and reports using proper formats and styles.
3. Be better prepared for the job market and confidently face job interviews

Text Book:

1. Communication Skills A Workbook by Sanjay Kumar & Pushp Lata, Oxford Publication.

Second Semester					
Theory					
Sl. No.	Category	Course Code	Course Title	L-T-P	Credit
1	Core	22MBA201	Production and Operation Management	3-0-0	3
2	Core	22MBA202	Financial Management	3-0-0	3
3	Core	22MBA203	Legal and Environmental Management	3-0-0	3
4	Core	22MBA204	Organisational Behaviour	3-0-0	3
5	Core	22MBA205	Business Analytics	3-0-0	3
6	Core	22MBA206	Business Strategy and Entrepreneurship	3-0-0	3
7	Core	22MBA207	Business Research Methods	3-0-0	3
8	Core	22MBA208	Cost and Management Accounting	3-0-0	3
Total Credit (Theory)					24
Practical					
1	Sessional	22MBA209	Business Analytics Laboratory	0-0-1	1
2	Sessional	22MBA210	SPSS Laboratory	0-0-1	1
Total Credit (Practical)					2
Total Semester Credit					26

Second Semester

Subject Code- 22MBA201	Subject Name: PRODUCTION & OPERATIONS MANAGEMENT	L-T-P-3-0-0	Credit-3
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Course Objectives

To get acquainted with the basic aspects of production and operations management. Study and analyze different operational issues in manufacturing and services organizations.

Course Outcome

1. To understand the Production and Operations Function in an Organization.
2. To learn facility location and layout planning.
3. To understand operations planning and scheduling techniques

Module – I: Production and Operations Function (12 Hours)

Production and Operations Function in an Organization, Manufacturing Vs Service Operations, Competitive priorities of a firm, Designing Products, processes and services: New product development, Production processes, Factors affecting process design decisions, Group Technology, Long-range capacity planning: Economies of scales. Facility location: Factor influencing locations decisions, Facility Location Procedure and Models: Qualitative Models – Analytical Delphi model, Quantitative models - Breakeven Analysis, Centroid method, Factor Rating.

Module-II Layout Planning and Scheduling (8 Hours)

Layout Planning: Layout types, New trends in manufacturing layout, Assembly line balancing, Operations planning and scheduling: Aggregate planning, Material Requirements Planning (MRP), Master Production Scheduling (MPS), Operations scheduling: Single Machine Sequencing, Flow shop sequencing - Johnson's Rule, Job shop Scheduling - Priority dispatching Rules.

Module-III Inventory management: (8 Hours)

Inventory management: Inventory models, P-system, Q-system, Economic order quantity (EOQ), Economic batch quantity, Safety Stock, Reorder Point, ABC analysis.

Module-IV Project planning and control techniques: (12 Hours)

Project planning and control techniques: Critical path method (CPM), Project evaluation and review techniques (PERT), Gantt chart, Crashing of project.

Refence Book:

- [1] Production and Operations Management, Ajay K Garg, Tata McGraw Hill
- [2] R. Paneerselvam, "Production and Operations Management, Prentice Hall of India.
- [3] Operations Management, Chase, Aquilanno, Jacob & Agarwal - TMH Publication.
- [4] Gaither & Frazier - Operations Management, Cengage Publication
- [5] Kanishka Bedi, Production and Operations Management, Oxford University Press
- [6] S.N. Chary, "Production and Operations Management", Tata McGraw Hill.

Subject Code- 22MBA202	Subject Name FINANCIAL MANAGEMENT	L-T-P-3-0-0	Credit-3
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Course Objective:

This course provides students with concepts, techniques and tools to study analyze and improve their knowledge on financial management practices of an organization

Learning Outcomes:

- 1 To estimate capital requirements of business for sound capital structure.
- 2 To decide allocation of funds of company to ensure safety of investment and regular returns.
- 3 To impart the students the techniques of distributing the dividends to shareholders or retention of profits.

Module I: Foundations of Finance

(8 Hours)

Nature & Scope, Organization of Financial Functions. Emerging role of finance managers in India and in Global context, Financial Goal, Agency problems. Time value of money:

Module II: Investment Decisions.

(10 Hours)

Capital Budgeting: Features, types and Techniques of capital budgeting decision. Cost of Capital.

Module III: Financing & Dividend Decision

(8 Hours)

Operating Leverage, Financial Leverage. Capital structure. Theory and Policy. Sources of Long term finance, Dividend Theory, Dividend Policy.

Module IV: Liquidity Decision

(10 Hours)

Working Capital concepts, Policies, estimation, factors affecting working capital, Sources of financing Working Capital, Management of cash : Cash budget, Management of collections and disbursement, Investment of Surplus cash ; Management of Receivables : Terms of Credit, Credit Policy decision ; Management of Inventory : Techniques of Inventory planning and control.

Text Book:

1. Van Horne (2015), Fundamentals of Financial Management, 13th edition, Pearson.

Reference Books:

2. Pandey, IM(2018), Essentials of Financial Management, 4th edition , Vikas publication.
3. Khan & Jain (2017) Financial Management, 7th edition, McGraw Hill,
4. Srivastav & Misra (2011), Financial Management, 2nd edition, Oxford University press.
5. Reddy G Sudarsan,(2013) Financial Management,3rd Revised edition , Himalaya Publication.
6. Tulsian (2010),Financial Management, S.Chand publication.

Subject Code- 22MBA203	Subject Name: LEGAL AND ENVIRONMENTAL MANAGEMENT	L-T-P-3-0-0	Credit-3
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Course Objectives:

Students will acquire the knowledge on various aspects of law applicable to business and Environment. Various statutory compliances will be addressed and students will be able to know how to implement in companies.

Learning Outcomes:

1. To acquire the knowledge about the contracts and its applications.
2. To implement various statutory protection to safeguard consumers.
3. To know the company formation and its legal compliances.
4. To known about relationship between business and environment.

Module-I Legal Environment

(10 Hours)

Indian Contract Act, 1872: Agreement, Contract, Essentials of Contract (Offer and Acceptance, Consideration, Capacity of Parties, Free Consent, and Legality of Object), Performance and Discharge of Contract, Remedies for breach of Contract, Quasi-Contract and Contingent Contract, Contract of Agency.

Module-II Business Incorporation and Management

(8 Hours)

Company Laws: Indian Companies Act 1956 and 2013, Definition, Salient features and Classes of Company. Procedure of Incorporation, and Certificate of commencement of business, Memorandum and Articles of Association, Prospectus. Management of Company: Directors: appointment, power, duties and liabilities; Meeting and resolutions: Types of meetings; Winding-up of Companies and their mode.

Module-III Business Environment

(10 Hours)

Business Environment: Concept, significance, relationship between business and environment, Factors affecting environment to the business, Internal and external environment, micro

environment, macro environment. Environmental Analysis (Concepts): Economic, Technological, Political, and Social Environment.

Module-IV Structure of Indian Industry

(8 Hours)

Public and Private Sector in India: Concepts, Objectives, Growth and shortcomings, Small Scale Industries (SSI) – Role in Indian Economy, Foreign Direct Investment (Concept) and its impact on Indian economy.

Text books:-

1. Aswathappa, K : Essentials of Business Environment-Text, Cases and Exercises - Himalya Publishing House (13th Revised Edition-2016)
2. Kapoor ND, (2018) Elements of Business Law, S.Chand

Reference books:-

1. Cherunilam, Fransis– Business Environment- Text and Cases ,Himalaya Publishing House Pvt. Ltd.(20th Edition-2011)
2. RSN Pillai, Bagavathi Business Law, Sultan Chand & sons, latest edition
3. Gulshan S.S. - Business Law Including Company Law (Excel Books).

Subject Code- 22MBA204	Subject Name : ORGANISATIONAL BEHAVIOR	L-T-P-3-0-0	Credit-3
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Course Objectives:

Developing an understanding of the behaviour of individuals and groups inside organizations by enhancing the skills in appreciating individuals, interpersonal, and group process for increased effectiveness both within and outside of organizations is the goal of any organisation. Through this course students will develop theoretical and practical insights and problem-solving capabilities for effectively managing the organizational processes.

Learning Outcomes:

1. Students will understand the essential of maintaining the inter-personal relationships in organisations.
2. Personality factors will be effectively used to understand the communication among groups.
3. The reasons for conflict will be known and prescriptive methods can be devised to enhance higher productivity in organisations.
4. Being an employee in an organisation the importance of organisational change and culture can be known to all.

Module-I : Fundamentals of OB:

(6 Hours)

Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB. Learning; Theories and their applications

Module II : Foundations of Individual Behavior:

(12 Hours)

Personality and values: Definition and importance of Personality for performance, The Myers-Briggs Type Indicator and The Big Five personality model, Significant personality traits suitable to the workplace (personality and job – fit theory), Personality Tests and their practical applications. Attitude; ABC Model. Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Perceptual errors. Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow’s Need

Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories – Equity Theory of Work Motivation.

Module- III: Foundations of Group Behavior

(8 Hours)

Group Dynamics, Types of Groups, The Five – Stage Model of Group Development. Developing Work Teams, Team Effectiveness & Team Building. Leadership: Concept, Types & Styles of Leadership, Traditional & Contemporary theories of leadership Success stories of today's Global and Indian leaders.

Module- IV: Foundations of Organisational Behavior:

(10 Hours)

Organisational Culture; creating and maintenance. Organisational Change; concept and technique and theories of change. Organisational Development; concept and methods of doing development.

Text Book:

[1] Robbins, Judge & Sanghi, (2018), Organizational behaviour, 18th edition, Pearson.

Reference Books:

- [2] Aswathappa K (2016) Organizational Behaviour, 12th edition, Himalaya Publishing house.
- [3] Rao VSP, (2009) Organizational Behaviour, 4th edition, Excel
- [4] Griffin & Moorhead (2014) Introduction to Organizational Behaviour, 11th edition, Cengage.
- [5] Parek (2011), Understanding Organizational Behaviour, 3rd edition, Oxford



Subject Code- 22MBA205	Subject Name : BUSINESS ANALYTICS	L-T-P-3-0-0	Credit-3
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Course Objective:

The objective of the course is to provide an understanding of Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R Language.

Learning Outcomes:

1. To learn the complexity of data in business domain.
2. To understand various data modeling and their usage in business.
3. To choose best decision based on various decision support system techniques.

Module I: Introduction to Business Analytics

[6 Hours]

Decision Making Process, Definition of Business Analytics, Categories of Business Analytical Methods and Models, Business Analytics in Practice and Case Studies in - Finance, Human Resource, Marketing, Health Care, Supply Chain, Sports, and Web, Big Data-Overview of using Data, Types of Data.

Module II: Descriptive Analytics and Data Visualization

[8 Hours]

Overview of Description Statistics Central Tendency, Variability, Data Distributions, Association, Data Visualization- Definition, Visualization Techniques –Tables, Cross Tabulations, Charts, Data Dashboards Design.

Module III: Predictive Analytics

[10 Hours]

Regression Models –Linear, Least Squares & Multiple, Time Series Analysis and Forecasting Techniques, Data Mining -Definition, Approaches in Data Mining- Data Sampling, Data Preparation, Data Exploration & Reduction, Unsupervised Learning (Classification, Association), Supervised Learning (Data Partitioning, Accuracy, k-Nearest Neighbors, Classification Tree, Regression Tree).

Module IV: Prescriptive Analytics

[12 Hours]

Overview of Linear Optimization, Applications of Linear Optimization, Overview of Integer Optimization, Overview of Decision Analysis. Programming Using R in Lab. R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Text Book:

[1] Camm et.al(2016),Essentials of Business Analytics, 2nd edition, Cengage.

Reference Books:

[2] James Evans (2017), Business Analytics, 2nd Edition, Pearson.

[3] Winston (2017), Business Analytics-Data Analysis-Data Analysis and Decision Making, 2nd edition, Cengage Learning.

Subject Code- 22MBA206	Subject Name: BUSINESS STRATEGY AND ENTREPRENEURSHIP	L-T-P-3-0-0	Credit-3
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Course Objective:

To sensitize the students towards Entrepreneurship as a career. To make students learn the basic things to start their own business.

Learning Outcomes:

1. To help the students to know about the detail regarding business strategy
2. To appraise the students about Entrepreneurial skills & practices.
3. To differentiate skill sets required both by entrepreneur and business managers.
4. To equip students with techniques to face challenges while starting the business.

Module I: Business Strategy (10 Hours)

Define Strategy: Concept and importance of strategic management, importance of strategic decisions, elements of strategic management, Need for strategy, levels of strategy, strategic management process, approaches to strategic management, different perspectives on strategy formulation, concept and features of strategic planning. Strategic Intent: Hierarchy of Strategic Intent. The general environment; scanning and monitoring the environment.

Module II: Strategic Evaluation and Control (8 Hours)

Strategic analysis and choice: Boston's Consultancy Model (BCG) Matrix, GEC Matrix. Strategic Implementation: Inter-relationship between Strategy Formulation and Implementation, Implementation Process of Strategy, Issues in Strategy Implementation. Strategic Evaluation and Control: Characteristic, Importance and Process of Strategic Evaluation and Control, Strategic Evaluation Control Techniques.

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Module III: Start Up and MSMEs (10 Hours)

Start-up- problem & challenges, Business plan, Startups ecosystem: support organizations, big companies, universities, funding organizations, service providers, research organizations, Financing startups: Different stages of financing; Co-founders, FFF, Angels; Venture Capitals, Acquisition/ mergers, IPO.

Overview of Small, Medium and Large Industries, Significance of Small Business to the Economy, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs.

Module IV: Industry Sickness; (8 Hours)

Sickness of Small-Scale Industries—causes and symptoms of sickness- preventing Sickness and Rehabilitation of Business - Role of Banks and Governments in reviving industries.

Text Book:

[1] Desai Vasant (2011), Entrepreneurship Development and Management, 6th edition , Himalaya publishing house.

Reference Books:

- [2] Hisrich (2001) Entrepreneurship, Tata McGraw Hill, 4th edition New Delhi.
- [3] S.S.Khanka(2001), Entrepreneurial Development, S.Chand and Company Limited, New Delhi,
- [4] Mathew Manimala, (2005), Entrepreneurship Theory at the Crossroads, Paradigms & Praxis, 2nd Edition, Biztrantra.
- [5] Chandra Prasanna(1996)Projects Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill.
- [6] Kuratko &Rao (2012) Entrepreneurship: A South Asian perspective. Cengage Learning.

Subject Code- 22MBA207	Subject Name: BUSINESS RESEARCH METHODS	L-T-P-3-0-0	Credit-3
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Course Objectives:

Students are going to get hands on experience on various modalities of doing business research and knowledge of parametric and non-parametric tools will be used for hypothesis testing.

Learning Outcomes:

1. To understand research and its important dimensions.
2. Design and collect data for planning to conduct research.
3. Analysis and compilation of data.
4. To know effective way of report writing and presentation of research output.

Module I: Introduction to BRM

(6 Hours)

Meaning and significance of research. Importance of scientific research in decision making. Types of research and research process. Identification of research problems and formulation of hypotheses. Concept and Importance in Research – Research Designs, Features of a good research design –Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables, Review of Literature.

Module II: Measurement and Data Collection

(10 Hours)

Concept of measurement– what is measured? Problems in measurement in research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Scaling Techniques. Primary data, Secondary data, Design of questionnaire; Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non-Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample– Practical considerations in sampling and sample size.

Module III: Data Analysis – I

(10 Hours)

Hypothesis – Qualities of a good Hypothesis –Null Hypothesis & Alternative Hypothesis.
Hypothesis Testing – Z-test, t-test, F-test, Chi-square test. Analysis of variance. Non-parametric Test – Sign Test, Run test, Krushall – Wallis test

Module IV: Data Analysis – II

(10 Hours)

Factor analysis, Multiple Regressions Analysis. Discriminant Analysis, Report Writing and Presentation: Research Report, Types and significance, Structure of research report, Ethical issues in research, Presentation of report. Interpretation of Data and Paper Writing – Layout of a Research Paper.

Text Book:

[1] Research Methodology, Chawla and Sondhi, Vikas

Reference Books:

[2] Research Methodology, Paneersevam, PHI.

[3] Business Research Methods – Uma Sekaran.

[4] Business Research Methods – Zikmund.

[5] Management Research – RN Subudhi, Sumita Mishra- 2019-Emerald.

Subject Code- 22MBA208	Subject Name : COST AND MANAGEMENT ACCOUNTING	L-T-P: 0-0-3	Credit-3
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Course Objective:

Students are expected to get exposure to various cost concepts and their applications. Various cost factors like standard, materials and marginal costs play important role in decision making so students are expected to understand it.

Learning Outcomes:

1. To impart the students calculation of unit cost of job, process, contract
2. To guide the students in preparing budgets and technique of cost control
3. To acquaint the students in finding out break-even point for decision making.

Module-1- Introduction to Cost and Management; (6 Hours)

Scope of Cost and Management Accounting, Types of cost, Cost Accounting and Financial Accounting ,Methods of Costing, Techniques of Costing, Classification of costs, Cost centre, Cost Units, Profit Centre, Investment Centre, Preparation of Cost Sheets, Total Costs, Unit Cost.

Module-II Cost Accounting systems; (8 Hours)

Material Costs, Valuing material issues and stock, Overheads: Meaning and importance, production overheads, primary and secondary distribution, allocation, apportionment of cost, absorption by production units,

Module-III Methods and Techniques: (10 Hours)

Job Costing, Batch costing, Contract costing, Process Costing, Process losses and Inter-process profits, Simple Equivalent Production, Joint Products and By products, Marginal Costing: Nature and scope, Marginal cost equation, Profit and Volume ratio, Break Even Chart, Impact on profits due to changes in various factors, use of probabilities and application of marginal costing and marginal cost decisions.

Module-IV Cost Management Tools: Budgetary Control: (12 Hours)

Functional Budgets, Cost Budget, Master Budget, Performance Budgeting, and Zero Based Budgeting, Flexible Budgets, Standard Costing: Standard Cost and Standard Costing, Standard Costing and Budgetary Control, Techniques of Cost reduction and cost Cost control (Only Concepts)

Text Book:

1. Arora M.N (2012), A Text book on Cost and Management Accounting, 10th edition, Vikas Publishing house.

Reference Books:

2. Jain, Narang & Simmi Agrawal(2019), Cost and Management Accounting, Kalyani publisher.



NIST INSTITUTE OF SCIENCE & TECHNOLOGY (AUTONOMOUS)
(APPROVED BY AICTE, NEW DELHI, AFFILIATED BY BPUT, ROURKELA)
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Subject Code- 22MBA209	Subject Name: BUSINESS ANALYTICS LABORATORY	L-T-P: 0-0-1	Credit-1
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Hands-on session details:

1. Installation, R Environment, R Packages, Reading and Writing Data in R.
2. R Functions, Control Statements, Frames and Subsets.
3. Managing and Manipulating Data in R.
4. Statistics with R (Central Tendency, Variability, Data Distributions, Association).
5. Data Visualization using R and Tableau (Students Edition).
6. Regression Models –Linear, Least Squares & Multiple using R.
7. Time Series Analysis and Forecasting Techniques using R.
8. Unsupervised Learning: Classification, Association using R.
9. Supervised Learning: Data Partitioning, Accuracy, k-Nearest Neighbors, Classification Tree, and Regression Tree using R.
10. Applications of Linear Optimization using R.
11. Implementation of Integer Optimization using R.
12. Implementation of Decision Analysis using R.

Subject Code- 22MBA210	Subject Name SPSS LABORATORY	L-T-P: 0-0-1	Credit-1
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Practical Aspect (of BRM):

Students are expected to use the 30 days trial version of relevant software package to learn the following:

Sessions:

1. Introduction
2. Descriptive Statistics
3. Data entry using data and variable editor.
4. Draw frequencies, bar charts, histogram, percentile
5. Creating and editing graphs and charts.
6. Bi variate correlation.
7. T-test procedure.
8. Non-parametric Tests: Chi-square Test.
9. One way ANOVA procedure.
10. Simple Regression, Multiple regressions, Reliability analysis, Factor Analysis cluster analysis.