

**MBA (Dual Degree)/(International Business) Part-I Sem-I**  
**1011/1111-Accounting & Finance/MBIM1101T**

<b>Program Name:</b> M.B.A. ( I.B ) Part-I (Semester-1)	<b>Program Code:</b> MIBM2PUP
<b>Course Name:</b> Accounting & Finance	<b>Course Code:</b> MIBM1101T

**Course Outcomes:** The objective of the course is to familiarize the students with the theories, rationale, and principles of Accounting. The course is designed to provide professional managers, not involved in accounting and finance, with an introduction to the concepts and issues in accounting and finance, Managers virtually need to acquire such knowledge for application in their day-to-day managerial decision making. Upon successful completion of course, the student will be able to:

<b>CO1</b>	Understand the basic concepts of accounting and finance in detail.
<b>CO2</b>	Understand most relevant methods and branches of accounting
<b>CO3</b>	Understand the tools of financial analysis.
<b>CO4</b>	Prepare various accounting statements useful in decision making.
<b>CO5</b>	Explain the overall role and importance of the finance function.
<b>CO6</b>	Apply time value, risk, and return concepts
<b>CO7</b>	Apply the techniques for estimating the cost of each element of the cost of capital and understand how to pull together this information to calculate the overall cost of capital

**Course Overview**

The objective of the course is to give an overview of accounting principles and practices to be used by the managers in decision-making. The course includes accounting mechanism and various analysis techniques such as the analysis of financial statements and budgeting. The foundation of finance introduces the fundamental principles of financial theory and practice to enrich the knowledge of students for improved managerial decision-making.

**Course Syllabus**

**Group-I:**

**Foundations of Financial Accounting:** Introduction to Financial Accounting. Accounting Mechanics, Process and System.

**Nature of Accounting Information:** Scope of Accounting, Accounting Concepts, Principles & Standards, Accounting Cycle, Introducing Book Keeping and Record Maintenance. The concept of Double Entry and Fundamental Principles, Transaction Analysis, Journal Entries, Ledger, Trial Balance, Subsidiary Books.

**Financial Statements:** Preparation of Final Accounts, Manufacturing Account; Trading Account, Profit and Loss Account; Balance Sheet (without adjustments).

**Group-II:**

**Financial Statement Analysis:** Understanding Financial Statements, Interpreting Financial Statements.

**Foundations of Managerial Accounting:** Introduction to Management Accounting and Basic Cost Concepts. Ratios, Common-Size Financial Statements.

**Capital Investment Decisions:** Non-discounted Capital Budgeting Techniques, Discounted Capital Budgeting Techniques, Cost of Capital.

**Decision-Making Techniques:** Management Accounting for Decision-Making and Control; EVA and Performance Measurement.

**Foundations of Financial Management:** An Overview of Financial Management, Shareholder Wealth Maximization, Agency Relationships. Beta Coefficient and CAPM. Equity and Bond: Characteristics, Types and Cost Calculation.

**Pedagogy:**

The teaching techniques for this subject will include class discussions, case studies, numerical exercises, a continuous system of class tests, presentations and industry-based assignments. An ideal combination of all these techniques can be adopted to improve as well as assess the students' level of learning and application.

**Case/Class Discussion Assignments:**

Students will work in groups of up to four to prepare a brief write-up due before the start of each class covering the case study or class material to be discussed in the next session. Questions may include quantitative analysis of the problem, facing the decision-maker in the case.

**Class Participation**

Attendance will be taken in each class. Class participation is scored for each student for each class.

**Text & Readings:**

Student should focus on material presented in the lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course:

- Charles T. Horngren et al. (2014). *Introduction to Management Accounting*, Pearson India, Chennai, 16th Edition.
- M.Y. Khan & P.K. Jain (2017). *Management Accounting: Text, Problems and Cases*, McGraw Hill Education, Seventh Edition.
- Robert A., David F. Hawkins and Kenneth A. Merchant. (2013). *Accounting-Text and Cases*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 13th Edition.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/ discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

**The instructions for external examiners** would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA (Dual Degree)/(International Business) Part-I Sem-I**  
**1012/1112 – Principles of Management/MBIM1102T**

<b>Program Name:</b> M.B.A. ( I.B ) Part-I (Semester-1)	<b>Program Code:</b> MIBM2PUP
<b>Course Name:</b> Principles of Management	<b>Course Code:</b> MIBM1102T
<b>Course Outcomes:</b> The course is designed to provide students with overviews of basics of business management concepts. The main aim of this is to provide the basic understanding of management functions to the future managers. After completing this course, the students' would be able to	
<b>CO1</b>	Understand the concepts related to business management..
<b>CO2</b>	Demonstrate the roles skills and functions of management..
<b>CO3</b>	Analyse the affective application of managerial concepts to solve organizational problems and develop managerial decisions.
<b>CO4</b>	Outline the historical evaluation of management theories and models
<b>CO5</b>	Implementation knowledge of tools and techniques of management applications.

**Course Overview**

The objective of the course is to provide an understanding of basic concepts, principles and practices of management. Students will also be able to review theories of management and organizational behavior as they have been developed and applied in organizations. The aim is to include the ability to apply multifunctional approach to organizational objective.

**Course Syllabus**

**Group-I:**

Definition, Functions, Process, Scope and Significance of Management.Nature of Management, Managerial Roles, Managerial Skills, Difference between Management and Administration, Significance of Values and Ethics in Management, Social Responsibility of Business. Evolution of Management Thought, Approaches of Management Thought, Theories of Management Managerial Processes, Functions of Management. Planning: Nature, Scope, Objective and Significance of Planning, Elements and Steps of Planning.

**Group-II:**

Decision Making, Organisation Principles, Span of Control, Span of Control, Line and Staff Relationship, Authority, Delegation and Decentralization, Effective Organizing, Organizational Structures, Formal and Informal Organizations, Staffing, Directing, Supervision Controlling: Its Functions, Steps and Essentials to make Effective Controlling, Management Control Techniques, Coordination: Concept, Importance, Principles and Techniques of Coordination, Management of Change: Concept and Nature, Concept of Managerial Effectiveness.

**Pedagogy:**

Extensive use of technology in the class rooms, Online modules of MOOCs, Research Based teaching, use of concerned article from journals and magazines.

**Case/Class Discussions:**

Students will work in a group to prepare a brief write-up, due before the start of class, covering the Case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

**Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

**Recommended Texts:**

- Harold Koontz, Heinz Wehrich, Mark V. Cannice (2020), Essentials of Management - An International, Innovation and Leadership Perspective, 11th Edition McGraw Hill Education
- Callie Daum (2020), Principles of Management Essentials You Always Wanted To Know, Second Edition, Vibrant Publishers.
- Koontz H. and Wehrich H., *Essentials of Management*, McGraw- Hill Publishing Co. Ltd., New Delhi, 12th Edition.

**Scheme of Examination:**

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- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject.

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

**The instructions for external examiners** would be as follows:-

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**MBA (Dual Degree)/(International Business) Part-I Sem-I**  
**1013/1113- Economics and International Business/MBIM1103T**

**Course Overview**

The course provides the essential foundations of micro economics and focus on variety of topics including the theory of the firm, and the efficiency of resource allocation under various market structures. The course focuses on topics like national income, unemployment, inflation, monetary and fiscal policy. The course also provides an introduction to the field of international business and international trade.

**Course Syllabus**

**Group-I:**

**Foundations of Microeconomics:** Introduction to Microeconomics and Allocation of Scarce Resources. Demand and Supply Mechanism, Market Equilibrium. Theory of Production and measuring Costs. Market Structure and Pricing.

**Foundations of Macro Economics:** Basic Concepts and Principles of Macroeconomics. Applying Economic Analysis to Business, Personal and Societal Issues. Understanding the Foundation of Economic Thinking; Gross Domestic Product, National Income and its Measurement. The Monetary System, Prices and Inflation. The Monetary and Fiscal Policy – Its Implications.

**Group-II:**

**Foundations of International Business:** Understand the Nature and Language of International Business / international Trade, Origin of International Trade. International Economic Environment, International Culture and its Impact on Global Trade, Managing Diversities. Analyzing World Conditions and Their Impact on International Trade, Global Perspective on World Events and Contemporary Issues. Balance of Payments & Foreign Exchange Management

**Pedagogy:**

Extensive use of technology in the class rooms, Online modules of MOOCs, Research-based teaching, use of concerned article from journals and magazines.

**Case/Class Discussion:**

Students will work in a group to prepare a brief write-up due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem solving and decision-making.

**Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

**Recommended Texts :**

- Introduction to Economics by M Lieberman & Robert Hall, Thomson Publishers.
- Micro economics by Jeffrey M Perloff, Pearson Education, Asia.
- Macro Economics with Business applications by Roger D Blair and Lawrence W Kenny, John Wiley & Sons.
- International Business – A Strategic Management Approach by Alan N Rugman, R.M. Hodgetts, McGraw Hill.

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**Scheme of Examination**

- English will be the medium of instruction and examination.
- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
- The duration of written examination for each paper shall be three hours.
- The internal assessment marks shall be based on factors such as: (a) Mid-term test (20 marks), Submission of written assignments (20marks), and Participation in case studies/discussion, and group activities (10 marks), The weightage given to each of these factors shall be decided and announced at the beginning of the semester by the individual teacher responsible for the paper, and the marks obtained shall be made open to the students and also shown separately in the mark-sheet
- The minimum number of marks required to pass a paper shall be 40% in the external examination and 40% in the aggregate of internal and external examination in each paper. There is no pass percentage for internal part of the assessment.
- A minimum of 75% of classroom attendance is required in each subject

As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

**The instructions for external examiners** would be as follows:-

- “The external paper will carry 50 marks and would be of three hours duration. The question paper will be divided into three groups i.e., I, II, III. The question paper will consist of four questions each in group I and II. Each question in these groups carries 7.5 marks. Candidates will be required to attempt four questions in all selecting not more than two questions from each of these groups. The IIIrd group shall comprise compulsory question, carrying 4 short answer questions (2 from each group) and will carry 20 marks (5 marks for each question).”

**MBA (Dual Degree)/(International Business) Part-I Sem-I**  
**1014/1114-Operations Management/MBIM1104T**

<b>Program Name:</b> M.B.A. ( I.B ) Part-I (Semester-1)	<b>Program Code:</b> MIBM2PUP
<b>Course Name:</b> Operations Management	<b>Course Code:</b> MIBM1104T
<b>Course Outcomes:</b> This course intends to equip the students with the knowledge, skills, tools and techniques involved in carrying out operations management related activities. Broadly the outcomes will include: Application of various methods to forecast demand, layout analysis, inventory management, manufacturing, quality control and project management	
<b>CO1</b>	. Learning of operations concepts, systems, and strategies.
<b>CO2</b>	Application of various methods to forecast demand, layout analysis, inventory management, manufacturing, quality control and project management.

**Course Overview**

The objective of this course is to have an understanding of Operational issues in Manufacturing & Service Sector Organizations that include making competitive decisions regarding operation systems, forecasting, location, layout and inventory. At the end of the course, the students should be able to – (1) understand the concept of operations management and manufacturing system (2) Gain knowledge about the project planning and statistical process control methods.

**Course Syllabus**

**Group-I:**

**Operations Management:** Significance, Scope, Association & Liaisoning with allied departments. Emerging technologies as a competitive tool;

**Manufacturing Systems:** Types and their characteristics;

**Facility Location:** Influencing Factors & Models for decision making;

**Facility Layout:** Models & Techniques, Assembly Line Balancing;

**Forecasting:** Forecasting Methods; Errors in Forecasting;

**Group-II:**

**Inventory Management:** Types & Classification of Inventory, Inventory Costs & Concepts; Inventory Models: Instantaneous Replenishment, Non-instantaneous Replenishment, Price-break Models; Inventory Control Systems; Continuous Review System, Periodic Review System;

**Project Planning:** Project Evaluation and Review Technique(PERT), Critical Path Method (CPM), determining of project completion;

**Statistical Process Control Methods:** Control Charts for Variables and Attributes;

**Statistical Quality Control:**Acceptance Sampling & its types.

**Pedagogy:**

Extensive use of technology in the class rooms, Online modules of MOOCs, Research based teaching, use of concerned article from journals and magazines.

**Case/Class Discussions:**

Students will work in a group to prepare a brief write-up due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem solving and decision-making.

**Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

**Recommended Texts:**

- James, R. Evans, David R. Anderson, Dennis J (1984). Sweeney and Thomas A. Williams, Applied Production and Operations Management, West Publishing Company, International Edition Minnesota.
- Lee J. Krajewski, Operations Management, Prentice-Hall of India, New Delhi, 8<sup>th</sup> Edition.
- Chase, B.R., SHANKAR, R., Jacobs, F.R. and Aquilano, N.J. (12th Edition) Operations & Supply Chain Management, McGraw Hill.
- Steveson, W.J. (9th Edition). Operations Management, Tata McGraw Hill.

**Scheme of Examination:**

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- Written Examinations will be conducted at the end of each semester as per the Academic Calendar notified in advance.
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As per RUSA Scheme the syllabus is divided into two parts Group-I & II.

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**MBA (Dual Degree)/(International Business) Part-I Sem-I**  
**1015/1115-Organizational Behavior/MBIM1105T**

<b>Program Name:</b> M.B.A. ( I.B ) Part-I (Semester-1)	<b>Program Code:</b> MIBM2PUP
<b>Course Name:</b> Organizational Behaviour	<b>Course Code:</b> MIBM1105T

**Course Outcomes:**The course is developed keeping in mind the conceptual framework of the discipline of organisational behaviour and its practical applications in the organisational set up. By studying this course, the students would be able to:

<b>CO1</b>	Understand the basic concepts of organizational behaviour and its applications in contemporary organizations.
<b>CO2</b>	Understand the role of individuals, groups and structure in achieving organizational goals effectively and efficiently.
<b>CO3</b>	Develop creative and innovative ideas that could positively shape the organizations
<b>CO4</b>	Accept and embrace working with different people from different cultural and diverse backgrounds in the workplace.
<b>CO5</b>	Evaluate, analyse and implement theories and models of organizational behaviour at the workplace.

**Course Overview**

The overall objective of this course is to familiarize the students with behavioral processes in the organization so that they are able to understand and manage behavior at workplace.

**Course Syllabus**

**Group-I:**

Understanding and Managing Individual Behavior, Organizational Behavior: its Concepts, Features and Importance, Concepts & Theories of Personality, Values and Beliefs. Perception: Concept and Models, Role of Perception in Managerial Decision-Making. Attitudes – Their Role in Behavior- Global implications. Emotions and Moods, Emotional Intelligence, Emotional Labor.OB Applications of Emotions and Moods, Emotional Intelligence, Theories of Learning, its Principles, Concept of Reinforcement.

**Group-II:**

Motivation and Its Theories- Global implications. Communication: Its Process, Network & Types, Communication Barriers. Leadership Theories and Leadership Styles in Management.Understanding the Concept of Power and Politics.Understanding the importance of Team Work, Organisational Change and Development.Conflict Management.Organization Culture-its Global Implications, Concept of Group Dynamics, Stress Management.

**Pedagogy:**

Extensive use of technology in the class rooms, Online modules of MOOCs, Research based teaching, use of concerned article from journals and magazines.

**Case/Class Discussions:**

Students will work in a group to prepare a brief write-up due before the start of class covering the case study. Questions in the case study would include the quantitative analysis of the problem-solving and decision-making.

**Class Participation:**

Attendance will be taken in each class and class participation is scored for each student for each class.

**Recommended Texts**

- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra (2018), Organizational Behaviour, 18th Edition, Pearson Education.
- P. G. Aquinas (2019), Essentials of Organisation Behaviour, Excel Books
- Koontz H. and Wehrich H., *Essentials of Management*, Tata McGraw- Hill Publishing Co. Ltd., New Delhi, 12th EditionKoontz H. and Wehrich H., *Essentials of Management*, Tata McGraw- Hill Publishing Co. Ltd., New Delhi, 12th Edition.

**Scheme of Examination:**

- English will be the medium of instruction and examination.
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- This course carries 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for written examination to be held at the end of each semester.
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**MBA (Dual Degree)/(International Business) Part-I Sem-I**  
**1016/1116-Business Intelligence for Managers/MBIM1106T**

<b>Program Name:</b> M.B.A. ( I.B ) Part-I (Semester-1)	<b>Program Code:</b> MIBM2PUP
<b>Course Name:</b> Business Intelligence for Managers	<b>Course Code:</b> MIBM1106T

**Course Outcomes:** Course Outcomes

<b>CO1</b>	The students will acquire the knowledge of the application of the IT Tools and Techniques in business organizations
<b>CO2</b>	This subject will help the students to know the role of information systems in adding business value to an organization.
<b>CO3</b>	The students will acquire the necessary skills to handle complex decision-making processes
<b>CO4</b>	The students will acquire the knowledge of Data Warehouse and its applications
<b>CO5</b>	The students will acquire the knowledge of the application of the IT Tools and Techniques in business organizations

**Course Overview**  
 The objective of this course is to introduce the students to the managerial issues, relating to the IT Tools and Techniques. This subject will help the students to know the role of information systems in adding business value to an organization.

**Course Syllabus**

**Group-I:**  
**Information System Introduction:** IS need and concept, Scope of IS, Classification of Information Systems. Functional Information Systems: Transaction Process System, Marketing Information System, HR Information System, Production and Inventory Information System, Financial Information System, Decision Support System: Importance of Decision Support Systems, Components of Decision Support Systems, Decision making under Different Scenarios, Group Decision Support System, ERP systems: Concept and Application.

**Group-II:**  
**Business Intelligence:** From Data to Information to knowledge to Intelligence, Benefits, Future Application.  
**Data Mining:** Data mining concepts and definitions, Data mining applications, Application of Data mining in management decision making.  
**Introduction of Data Warehousing:** An overview to data warehousing, Data Warehouse: Definition, Architecture, Development and Implementation issues  
**Types of Data Warehousing tools:** Introduction to online transaction processing (OLTP) and online analytical processing (OLAP) tools, categories of OLAP tools, different types of data modeling.

**Pedagogy**  
 The Instructor is expected to use leading pedagogical approaches in the class room situation, innovation instructional methods, extensive use of technology in the class room, online modules of MOOCs and comprehensive assessment practices to strengthen teaching efforts and improve student learning outcomes.  
 The Instructor of the class will engage in a combination of academic reading, analysing case studies, preparing the weekly assigned readings and exercises, encouraging in class discussions and live project based learning.

**Case/Class Discussion Assignments:**  
 Students will work in a groups of up to four prepare a brief write-up due before the start of each class, covering the case study or class material to be discussed in the next session. Questions may include a quantitative analysis of the problems facing the decision-maker in the case.

### **Class Participation**

Attendance will be taken in each class. Class participation is scored for each student for each class.

### **Text and Readings**

Students should focus on material presented in lectures. The text should be used to provide further explanation and examples of concepts and techniques discussed in the course.

### **Recommended Texts**

- Business Analytics By Sahil Raj, Cengage Publication.
- Fundamentals of Business Analytics by RN Prasad and Seema Acharya, Wiley India Publication.
- Win With Advanced Business Analytics by Jean Paul Isson and Jesse S. Harroitt, Wiley Publication.
- Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata MCGraw Hill Edition.
- Analytics at Work by Thomas H. Davenport, Jeanne G. Harris and Robert Morison, Harvard Business Press.
- Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda , DursunDelen and Daic King, Pearson Publication.
- Delivering Business Intelligence with Microsoft SQL Server 2012, by Brian Larson, Tata McGraw-Hill Edition
- Kenneth C. Laudonand Jane P. Laudon (2017) Management Information Systems: *Managing The Digital Firm*, Pearson Publication.
- Joseph S. Valacich, Joey F. George and Jeffrey A. Hoffer. (2012). "Essential of Systems Analysis and Design", New Delhi: PHI Learning Private Limited.

### **Scheme of Examination:**

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**MBA (Dual Degree)/(International Business) Part-I Sem-I/MBIM1107T**

**1017/1117-Foreign Language - I (French/German/Chinese/ Spanish)**

**Course Overview**

- The objective of this course is to acquaint students with fundamentals of a foreign language.

**Course Syllabus**

- Written expression, Grammar and Comprehension of French-II

**Recommended Texts:**

- Connexions-I

**Instructions**

Paper would be of 100 marks:  
50 marks: MST and Assignment  
50 marks: Internal Practical and Viva-Voce