

SANT GADGE BABA AMRAVATI UNIVERSITY GAZETTE



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PART- TWO

Thursday, the 15th September, 2022

NOTIFICATION

No. 129/2022

Date : 15/09/2022

Subject : Implementation of New Syllabi of Semester-I & II of Master of Business Administration

It is notified for general information of all the concerned that , the authorities of the University have accepted the syllabi of Semester-I & II of Master of Business Administration from the Academic Session 2022-2023 and onwards which is appended herewith as Appendix-A

Sd/-
(Dr. Tushar Deshmukh)
Registrar,
Sant Gadge Baba Amravati University

**Syllabus prescribed for
MBA Semester – I
Managerial Economics**

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Develop a fundamental understanding of supply, demand, buyer surplus, seller's surplus, and elasticities.
2	Understand competitive markets and economic efficiency.
3	Use firm and industry cost analysis for production and strategic decisions.
4	Distinguish between different market structures and different business strategies

Unit I:

Principles of Economics: Ten Principle of Economics

Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective, Equi-Marginal Principle,

Utility Analysis, Cardinal Utility and Ordinal Utility, Marginal Rate of Substitution, Indifference Curve Analysis

Managerial Economics and its relevance in business decisions: Rationale of objectives of a firm, Theory of Firm, Constraints Faced by a Firm

Unit II:

Demand Analysis: Theory of Demand, 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 its measurement, Price Elasticity, Income Elasticity, Arc Elasticity. Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making.

Demand forecasting meaning, significance and methods- Time-Series analysis, Smoothing, Barometric Technique.

Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making. Price of a Product under demand and supply forces. Price Restriction and Market Equilibrium – Price Ceiling & Floor, Tax & Subsidy, Comparative Statics.

Unit III:

Production concepts & analysis: Production function, Types of production function, Laws of production: Law of diminishing returns, Output Elasticity of a variable input, Law of returns to scale. Measures of Productivity, Production Isoquant, Iso-cost, Expansion Path, Optimal Input Substitution. Role of Manager in Production Process.

Cost concept and analysis: Relationship between production and Cost, Types of costs- Relevant cost, Cost of Production, Returns to scale, Scope and Learning, Cost Analysis and Optimal Decision.

Unit IV:

Market structures: Perfect Competition, Monopoly, Oligopoly, Monopolistic Competition. Pricing Behavior in different market structure

Pricing Practices: Price Discrimination-First, Second and Third Degree Price Discrimination. Peak Load Pricing. Transfer Pricing

Oligopoly: Cournot, Bertrand, Stackelberg Model, Collusion, Cartel

Game Theory and Competitive Strategy- Market Entry, Bargaining, Application of One Shot Games, Infinitely Repeated Games, Factors affecting Collusion in pricing games, finitely repeated games.

Auctions; Types of Auctions-English and Dutch, Sealed-Bid Auction.

Asymmetric Information – Adverse Selection, Signaling, Principal, Agents and Moral Hazards.

Suggested Readings:

1. Principles of Microeconomics, N. G. Mankiw, 4th edition, Pearson Education, 2017
2. Microeconomics, Paul Krugman & Robin Wells, Worth Publisher, 2014
3. Microeconomics, Daniel L. Rubinfeld and Robert Pindyck, 9th Edition, Pearson Education, 2018
4. Managerial Economics, Thomas J. Webster, Elsevier Publication, 2004
5. Managerial Economics and Business Strategy, Michael R. Baye & Jeffrey T. Prince, Mcgraw Hill Education, 2014
6. Managerial Economics, William F. Samuelson & Stephan G. Marks, Wiley Publication, 2012
7. Managerial Economics – Applications, Strategy and Tactics, McGuigan, Moyer & Harris, 13th Edition, Cengage Publication, 2011
8. Managerial Economics, Mark Hirschey, Cengage Publication, 12th edition, 2008
9. Managerial Economics, V. L. Mote, Mcgrawhill, 2017
10. Managerial Economics, H. L. Ahuja, S Chand Publication.

Legal and Business Environment

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Identify and evaluate the complexities of business environment and their impact on the business.
2	Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.
3	Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities.
4	Understand the Industrial functioning and strategies to overcome challenges in competitive markets.

Unit 1

Legal Aspect of Business: Introduction of Business Laws, Structure of the Indian Legal system, Sources of Laws.

Fundamentals of contract laws, Special Contracts: Laws of Agency, Contract of Bailment and Pledge, Contract of Indemnity and Guarantee.

Unit 2

Sales of Goods Act 1930, Consumer Protection Laws, Laws relating to Business Organization: Difference between Partnership and Trusts, Company form of Organization.

Protecting the property of Business: Copyright, Trademark.

Unit 3:

Macro and Micro Indicators: assessing risk in business environment; emerging sectors of Indian economy; relative size and growth of public and private sectors- Design and strategy of economic reforms; current state of growth and investment; interest rate structure and present monetary policy; fiscal environment; current inflationary position and its impact on business sector.

Competitive Environment: legislation for anti-competitive and unfair trade practices; consumer and investor protection

Unit 4:

Current Industrialization Trends and Industrial Policy: environment for the SME sector; infrastructure development and policy; public sector reforms and performance; public-private partnership; intellectual property regime and the R&D environment; trends in service sector growth; banking reforms and challenges; business opportunities in the rural sector.

Globalization Trends and Challenges: Balance of payments trends; environment for foreign trade and investment; exchange rate movements and their impact; India's competitiveness in the world economy; external influences on India's business environment.

Suggested Readings:

1. Legal Aspects of Business- Ravindra Kumar - Cengage Learning
2. Business Law Including Company Law- S. S.Gulshan & G. K. Kapoor – New Age International Publication
3. Law Relating to Intellectual Property – Dr. B. L. Wadehra- Universal LexisNexis
4. Legal Aspects of Business (Concepts and Applications) – Parul Gupta – Vikas Publication
5. Business Legislation for Management – MC Kuchhal & Vivek Kuchhal – Vikas Publication
6. Principles of Business Law – K. Aswathappa – Himalaya Publication
7. Indian Economy-For Civil Services Exam, 9th Edition, McGraw Hill, 2017, Ramesh Singh
8. Changing the Indian Economy: Renewal, Reform and Revival, Elsevier, 2018, edited by Rama P. Kanungo, Chris Rowley, Anurag N. Banerjee
9. Economic Environment of Business, 3rd Edition PHI, 2012, Veena Keshav Pailwar
10. Business Environment, 3rd Edition, Pearson, 2015, Shaikh Saleem
11. Business Environment- India And Global Perspective, 2nd Edition, PHI Learning, 2017, Faisal Ahmed, Absar Alam
12. Business Environment – Text and Cases, 4th Edition, Mc Graw Hill, 2019, Justin Paul
13. Business Environment – Text and Cases, 24th Revised Edition, HPH, 2016, Francis Cherunilam

Financial Reporting, Statements and Analysis

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Understand the basic concepts related to accounting, financial statements, process and principles with accounting equation.
2	Explore the financial accounting concepts and preparation of financial statements with various analysis tools.
3	Acquainting the knowledge regarding various cost accounting concepts with analytical skills for its application in managerial decision making.
4	Abel to present the financial results and position of a company relative to its industry by developing skills for interpretation to adopt for financial reporting purposes.

Unit I: Conceptual Framework of Accounting

Financial Accounting: Basic concepts and Terms Used in Accounting, Book-keeping and Importance of Accounting in Business Organization, Differences between Financial Accounting, Cost Accounting and Management Accounting.

Accounting Process: Concept of Journal, Ledger, Trial Balance, Bank Reconciliation Statement, and Double Entry System.

Structure of Business Firms: Users of Accounting Information, Capital & Revenue Expenditure, Capital & Revenue Receipts, Accounting Principles and Conventions, Fundamental Accounting Equation.

Depreciation: Causes, Methods of Calculating Depreciation - Straight Line Method, Diminishing Balance Method, and Annuity Method.

Unit II: Financial Statement Analysis

Financial Statements: Nature, Objectives, Uses and Limitations of Financial Statements, Types of Financial Statements, Preparation of Final Accounts,

Tools and Techniques of Financial Statement Analysis: Ratio Analysis, Comparative Statement, Common Size Statement and DuPont Analysis,

Fund Flow Statement: Nature, Objectives, Uses and Importance of Fund Flow Statement, Preparation of Funds Flow Statement-Sources and Application of Fund, Schedule of Changes in Working Capital, Treatment of Provision for Taxation, Proposed Dividend and Interim Dividend.

Cash Flow Statement: Nature, Objectives, Uses and Limitations of Cash Flow Statement, Distinction Between Funds Flow and Cash Flow Statement, Classification, Preparation, and Calculation of Cash Flow Statement, Cash From Operation and Utility of Cash Flow Statement.

Unit III: Business Decision Techniques and Costing

Short Term Business Decisions: Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions.

Inventory Valuation - Methods of Inventory Valuation - FIFO, LIFO, and Weighted-Average, Valuation of Goodwill.

Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet.

Marginal Costing: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break Even Point (BEP) Analysis and Cost Volume Profit (CVP) Analysis.

Unit IV: Exercising Control and Reporting

Budgeting: Meaning of Budget, Importance, Advantages and Disadvantages, Functional Budgets—Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget.

Standard Costing: Meaning, Importance, Advantages and Disadvantages, Analysis of variances: Cost, Material, Labour, Overhead, and Profit - Usage, Price, Volume and Sale Price Variances.

Financial Reporting: Quality of Financial Reporting, Reporting Regulation in India, Window Dressing, Recent Scandals in Financial Reporting,

Management Reporting and Audit: Meaning of Management Reports, Essentials of Effective Reporting, Reports to Different Levels of Management, Management Audit - Meaning, Objectives, Scope and Areas.

Suggested Readings:

1. Narayanaswamy, R Gupta, Ambrish, "Financial Accounting for Management - An Analytical Perspective", 4th Edition, Pearson Education.2012.
2. Subramanyam, K. R. and John, J.W, "Financial Accounting – A Managerial Perspective", 5th Edition, Prentice Hall of India. 2015.
3. Penman, S.H, "Financial Statement Analysis", 12th Edition, Tata McGraw Hill. 2014.
4. Erich, A. H "Financial Statement Analysis and Security Valuation", 4th Edition, Tata McGraw Hill, 2014.
5. Ashish K. Bhattacharya: Financial Accounting for Business Managers: Prentice-Hall of India Pvt. Ltd, 2006.
6. S.P.Jain, K.L.Narang, Simmi Agrawal: Accounting for Managers: Kalyani Publishers: Year of Publication, 2006.
7. T.P. Ghosh : Financial Accounting for Managers : Taxmann : Year of Publication 2006
8. Horngren, Sundem, Elliott: Introduction to Financial Accounting: Pearson Education, 2005.
9. S.N.Maheshwari, S.K.Maheshwari: An Introduction to Accountancy: Vikas Publishing House Pvt. Ltd, 2005.
10. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.
11. Sanjay Dhmiya, Financial Accounting for Managers, Pearson Publications.
12. Shankarnarayanan Ramanath, Financial Accounting for Management, Engage Learning.
13. Horngren, Sundem, Stratton, Introduction to Management Accounting, Pearson Education.
14. S. N. Maheshwari, Management Accounting, Sulthan Chand & Sons.
15. M. .N. Arora, Management Accounting, Himalaya Publishers.

INDIAN ETHOS AND BUSINESS ETHICS

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Students will be acquainted with the fundamentals of Indian ethos and its relevance in the practical aspects.
2	Students will comprehend the allied root reasons and nature of ethical issues.
3	Aspirants will endeavor to find remedies for ethical issues being faced by organizations, employees, managers and policy makers.
4	Students will reflect a personality well equipped by values and spread the same at workplaces in future.

Unit I:

Indian ethos- history and relevance (Gandhian thoughts, Vedantic tradition, holistic management, Liberation from oppression, Confluencism), Role of scriptures, Management lessons from- Vedas- Dwait and Adwait traditions, Mahabharata with emphasis on message from Gita, Bible and Kuran

Unit II:

Kautilya's Arthashastra, Indian v/s Western Management- difference between core values, foremost thinkers and philosophers, Value based management in global change- Need and contemporary scenario, Secular v/s Spiritual values, Theory of Karma, Nishkam Karma, Sakam Karma, Prarabdha, Kriyaman, Ancient Indian Educational system- Gurukul system- History, significant places, symptoms of studenthood

Unit III:

Theories of ethics- Utilitarianism, Deontology, Rawlsian ethics, Aristotle's Virtue Ethics, Situational ethics, Kohlberg's six stages of moral development, Absolutism v/s Relativism, Ethical dilemma- Meaning, Current situations reflecting dilemmas, Process to resolve, Codes of ethics, codes of conduct- Significance, features, design.

Unit IV:

Ethical and value based leadership- Distinction from Western concept of leadership, Impact during functioning, Stress management- types, reasons, signals, remedies, significance of hobbies, Indian perspective of stress management, Yoga, Meditation

Suggested Readings:

- 1- Andrew Crane And Derk Matten, Business Ethics, Second Edition, 2007, Oxford University Press
- 2- C.S.V. Murthi, Business Ethics- Text And Cases, Reprint 2011, Himalaya Publishing House
- 3- D M Pestonjee, Stress And Coping- Indian Experience, Second Edition 1999, Sage Publishing
- 4- M G Velasquez, Business Ethics- Concepts And Cases, Sixth Edition, Prentice Hall India
- 5- S A Sherlekar, Ethics In Management, Reprint 1999, Himalaya Publishing House
- 6- Satish Modh, Ethical Management- Text And Cases; First Edition 2005, Macmillan India Pvt Ltd
- 7- William H Shaw, Business Ethics; Fourth Edition; Thomson Learning
- 8- Business Ethics- An Indian perspective, II Edition, A.C. Fernando, Pearson Publication
- 9- Business Ethics and Corporate Governance, Jyotsna G.B., R.C. Joshi, McGraw Hill Publication, First Edition
- 10- Chakraborty S.K., "Management Transformation by Values", New Delhi, Sage Publication, 1990.
- 11- Chakraborty S.K., "Management by Values", New Delhi, Oxford University Press, 1992.
- 12- Chakraborty S.K., Chakraborty Debangshu, Spirituality in Management: Means Or End?, Oxford University Press, 2008.
- 13- Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
- 14- Jitatananda Swami, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
- 15- Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
- 16- S.K. Chakraborty, The management and ethics Omnibus, Oxford University Press, fifth impression 2005.

Organisational Behaviour

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Aware the students regarding human interaction in an organisation.
2	Finding what forces enhancing it for setting better results in attending the business goals.
3	Formulate approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
4	Abel to analyse the behaviour of individuals and groups in organisations in terms of the key factors that influence organisational behaviour and demonstrate skills required for working in groups

Unit I:

Foundation of Organisational Behavior Ability Attitude: Constituents, Function, Attitude Change.

Job Satisfaction: Factors, Evaluation.

Values: Concept, Development Process.

Perception: Concept, Process, Sensory, Absolute and Differential Threshold.

Unit II:

Leadership: Concept, Theories of Leadership, Style.

Motivation: Concept, Theories of Motivation.

Foundation of Group Behaviour: Group, Group Development, Group Properties, Roles Status, Size and Cohesiveness, Group Decision Making, Group Dynamics, Work Teams.

Unit III:

Understanding Organisation: Structure, Role, Types Division and Span of Control.

Managing Organisational Culture: Concept Fundamentals of Organisational Culture, Technology and Organisational Decision, Organisational Decision Making.

Unit IV:

Managing Organisational Conflict: Power, Politics, Negotiation and Stress,

Organisational Change: Process, Stages, Resistance to Change Measure to Overcome Resistance to Change.

Suggested Readings:

1. Organisational Behavior Text Cases and Games, K. Aswathappa, Himalaya Publishing House Pvt Ltd, 10th Edition,
2. Dr. Niraj Kumar, "Organizational Behavior -A new Look Concept, Theory and Cases", Himalaya Publication, First Edition 2009.
3. Margie Parikh, Rajen Gupta, "Organisational Behaviour", McGraw Hill Education (India) Private Limited, 1st Edition.
4. PG Aquinas, "Organizational Behaviour: concepts, realities, application and challenges", First edition, Excel Books.
5. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra, Pearson.
6. Organization Behavior: A south Asian perspective – Nelson, Quick, Khandelwal, Cengage Publication.
7. Organization Behavior, Suja R. Nair, Himalaya Publication
8. Organization Behavior , 2E – Bhattacharyya – Oxford University Press
9. Organization Behavior, P. Subba Rao – Himalaya Publication House.
10. Understanding Organization Behavior by Pareekh & Khanna - Oxford University Press.

Computer Application for Business

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Develop the basic understanding of the information system for businesses in decision making process along with focus on Information technology and security/privacy of MIS.

Unit I:

Management Information System: Information, Information System, Management Information System, Role of MIS, Subsystems of MIS, Development of MIS: Information requirement, Designing of MIS, Implementation of MIS, System Development Models

Unit II:

Information Technology - Definition, IT Capabilities and their organizational impact - Telecommunication and Networks - Types and Topologies of Networks - IT enabled services such as Call Centers, Geographical Information Systems etc., Data Base Management Systems - Data Warehousing and Data Mining

Unit III:

Decision Making: Decision Making Process, Stages in Decision Making, Decision Making Models, Information System support for Decision Making Phases. Decision Support Systems: Concept, Constructing a DSS, knowledge Based Expert System (KBES), Enterprise Management System (EMS),

Unit IV:

Management Issues in MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems

Suggested Readings:

1. Theierauff, Robert J, Decision Support System for-Effective Planning, Prentice Hall, 1982.
2. Davis L., Michael W., A Management Approach, Macmillan Publishing Company, Prentice Hall, New Jersey, 1988.
3. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia
4. Goyal, Management Information System, McMillan India.
5. Gupta, Management of Systems, McMillan India.
6. Oka Dr.Milind, Management Information Systems, Everest Publishing House, 7th ed., 2003.
7. Management Information Systems, Jawadekar, Tata McGraw Hill

Business Statistics and Analytics for Decision Making

Course Outcomes: On successful completion of the course the learner will be able to

CO	COURSE OUTCOMES
1	Develop an understanding of Business Statistics and Analytics and its managerial applications in the real business world.
2	Make the student familiar with statistical techniques in Business Decision Making.
3	Expand the knowledge of inferential statistics for developing criteria for decision making.
4	Understanding of basic and advance quantitative models in management decision making.

Unit-I: Introduction to Business Statistics and Analytics

Business Statistics - Statistics, definitions, scope, functions, limitations and its applications, Role of Statistics and Statistical Organizations in Research, List of Statistical Software's – Microsoft Excel, SPSS, STATA, R.

Business Analytics – Definition, scope, limitations, Applications of Business Analytics, Business Intelligence, Types of Business Analytics, Components of Business Analytics.

Data Analytics - Data Analytics in Business, Economics, Finance, Marketing and Human Resource, Basic Terminologies - Artificial Intelligence, Data Mining, Data Warehousing, Big Data Analytics, Role of Computers in Data Analytics, List of Offline Analytics Software's – Microsoft Analytics using Excel,

Web Analytics –Internet Data Analytics, Live Analytics, List of Online Analytics Software and Programs / apps - Google Analytics, Social Media Analytics, Face book Analytics – Face book Insights, etc.

Unit-II: Tools of Data Analysis

Data Collection – Collection of data, Primary and Secondary Data, Method of data collection – Sampling and Census Method, Planning Statistical Survey.

Data Visualization – Classification and Tabulation of Data, Frequency Distributions, Diagrammatic and Graphical Representation of Data.

Descriptive Statistics – Univariate Analysis, Measures of Central Tendency and Dispersion.

Bivariate Analysis - Correlation Analysis - Karl Pearson and Rank Order, Regression Analysis – Fitting of regression lines and equations by Least-Square Method.

Business Forecasting – Major applications, Methods of Forecasting - Time Series Analysis and Regression Analysis, Statistical Analysis using Microsoft Excel / Statistical Software.

Unit-III: Concept of Sampling and Testing

Probability – Theory of Probability, Modern Probability, Probability Function.

Random Variable – Discrete and Continuous Random Variable and its probability distribution function.

Discrete Probability Distributions – Binominal and Poisson Distribution and its applications.

Continuous Probability Distributions – Normal Distribution and its applications, Probability under the Normal curve.

Unit-IV: Decision Making Tools of Operation Research

Quantitative Techniques: Introduction to Linear Programming Problem (LPP), Formulations of LPP, Methods of LPP – Graphical Method, Simplex Method, Sensitivity Analysis.

Networking Models – Programme Evaluation and Review Technique (PERT), Critical Path Method (CPM)

Game Theory – Basics of Game Theory and its applications in Business, Strategic Games, one person, two person and n person games.

Decision Analysis - Decision Theory, Methods of Decision Analysis – Decision making under certainty and uncertainty, Decision Criteria, Decision Tree Analysis.

Suggested Readings:

1. Acharya S. and Prasad R.N., (2016) Fundamentals of Business Analytics, John Wiley & Sons.
2. Beri G.C. (2006) Business Statistics, Tata McGraw-Hill
3. Borman D. (2018). Statistics 101: From Data Analysis and Predictive Modeling to Measuring Distribution and Determining Probability, Your Essential Guide to Statistics. Adams Media
4. Bruce P. and Bruce A. (2017). Practical Statistics for Data Scientists: 50 Essential Concepts. O'Reilly Media, Inc.
5. David M. Levine and David F. Stephan. (2017) Business Statistics: A First Course. Pearson
6. Elhance D.N., Elhance V. and Aggrawal B.M. (2008) Fundamentals of Statistics. Kitab Mahal
7. EMC Education Services (2015) Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting, Wiley.
8. Fraser D., (2018). Practical Marketing Analytics: Customer Analytics | Web Analytics | Product Marketing | Quantitative Marketing.
9. Ganis and Kohirkar (2016) Social Media Analytics 1/e
10. Gupta S P and Gupta M.P., (1997) Business Statistics. New Delhi, Sultan Chand.
11. Gupta S.C. and Kapoor V.K. Kapoor, Fundamentals of Mathematical Statistics. Sultan Chand
12. Harvard Business Review (2018) HBR Guide to Data Analytics Basics for Managers. HBR Press
13. Hooda R.P. (1994) Statistics for Business and Economics, Macmillan India
14. Jordan E.J., Google Analytics 101. Streetlib.
15. Kaushik A. (2007) Web Analytics: An Hour a Day. Sybezx Wiley
16. Kumar Dinesh U. (2017) Business Analytics: The Science of Data - Driven Decision Making, Wiley India.
17. Levin R.I. and Masood H.S. (2017). Statistics for Management. 8th Edition, Pearson
18. Levin Richard I and Rubin David S (1995). Statistics for Management. New Jersey, Prentice Hall Inc.
19. Lysander M.H. (2016). Data Analysis and Business Modelling Using Microsoft Excel. PHI
20. Maheshwari A., (2017) Data Analytics, McGraw-Hill.
21. Narag, A.S. (1995) Linear Programming and Decision Making, New Delhi, Sultan Chand
22. Schniederjans M.J. and Schniederjans D.G., Business Analytics Principles, Concepts, and Applications: What, Why, and How, Pearson Education. 2014.
23. Sharma H. (2015). Maths and Stats for Web Analytics and Convers. Optimize Smart
24. Sharma J.K. (1997). Operations Research: Theory and Applications New Delhi, Macmillan India Ltd.
25. Sharma J.K. (2014) Fundamentals of Business Statistics. Pearson Education
26. Siegel A. (2011) Practical Business Statistics, 6th Edition. Academic Press Elsevier.
27. Singh K., (2018). Web analytics: By Banna, EMarketing Institute
28. SSRG SOLUTIONS, Google Analytics for beginners.
29. Taha, H.A. (1989). Operations Research, An introduction, New York, Mc-Millan, 1989.
30. TheDataMonk (2017). Web Analytics - The Way we do it. TheDataMonk
31. Vohra N.D. (2013) Business Statistics, Tata McGraw-Hill.
32. Winston W.L. (2014). Marketing Analytics: Data-Driven Techniques with Microsoft Excel. Wiley
33. Zikmund W.G. (2003) Business Research Methods, Cengage Learning.