

ACADEMIC REGULATIONS, COURSE STRUCTURE

and

DETAILED SYLLABUS

CHOICE BASED CREDIT SYSTEM

R21

MASTER OF BUSINESS ADMINISTRATION (MBA)

**MBA - Regular Two Year Degree Programme
(For batches admitted from the academic year 2021 - 2022)**



Holy Mary Institute of Technology & Science

Bogaram (V), Keesara (M), Medchal (Dist) - 501 301

FOREWORD

The autonomy is conferred on Holy Mary Institute of Technology & Science by UGC based on its performance as well as future commitment and competency to impart quality education. It is a mark of its ability to function independently in accordance with the set norms of the monitoring bodies like UGC and AICTE. It reflects the confidence of the UGC in the autonomous institution to uphold and maintain standards it expects to deliver on its own behalf and thus awards degrees on behalf of the college. Thus, an autonomous institution is given the freedom to have its own **curriculum, examination system and monitoring mechanism**, independent of the affiliating University but under its observance.

Holy Mary Institute of Technology & Science is proud to win the credence of all the above bodies monitoring the quality in education and has gladly accepted the responsibility of sustaining, if not improving upon the standards and ethics for which it has been striving for more than a decade in reaching its present standing in the arena of contemporary technical education. As a follow up, statutory bodies like Academic Council and Boards of Studies are constituted with the guidance of the Governing Body of the College and recommendations of the JNTU Hyderabad to frame the regulations, course structure and syllabi under autonomous status.

The autonomous regulations, course structure and syllabi have been prepared after prolonged and detailed interaction with several expertise solicited from academics, industry and research, in accordance with the vision and mission of the college to order to produce quality engineering graduates to the society.

All the faculty, parents and students are requested to go through all the rules and regulations carefully. Any clarifications, if needed, are to be sought, at appropriate time and with principal of the college, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The Cooperation of all the stake holders is sought for the successful implementation of the autonomous system in the larger interests of the college and brighter prospects of engineering graduates.

PRINCIPAL

ACADEMIC REGULATIONS

MBA - Regular Two Year Degree Programme **(For batches admitted from the academic year 2021 - 22)**

For pursuing two year post graduate Masters Degree Programme of study in Management (MBA) offered by Holy Mary Institute of Technology & Science under Autonomous status and herein referred to as HITS (Autonomous):

All the rules specified herein approved by the Academic Council will be in force and applicable to students admitted from the Academic Year 2021-22 onwards. Any reference to “Institute” or “College” in these rules and regulations shall stand for Holy Mary Institute of Technology & Science (Autonomous).

All the rules and regulations, specified hereafter shall be read as a whole for the purpose of interpretation as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, the Principal, Holy Mary Institute of Technology & Science shall be the Chairman, Academic Council.

1. ADMISSION

Admission into first year of two year MBA degree Program of study in Management:

Eligibility:

Admission to the above programme shall be made subject to eligibility, qualification and specialization as prescribed by the University from time to time.

Admissions shall be made on the basis of merit/rank obtained by the candidates at the qualifying Entrance Test conducted by the University or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. From time to time

The medium of instructions for MBA programme will be English only

2. AWARD OF MBA DEGREE

A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study in not less than two and not more than four academic years. However, he is permitted to write the examinations for two more years after two academic years of course work, failing which he shall forfeit his seat in MBA programme.

The student shall register for all 103 credits and secure all the 103 credits.

The minimum instruction days in each semester are 90.

3. PROGRAMME OF STUDY

MASTER OF BUSINESS ADMINISTRATION

4. COURSE REGISTRATION

- 4.1 A ‘Faculty Advisor or Counselor’ shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its Course Structure and Curriculum, Choice / Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.
- 4.2 Academic Section of the College invites ‘Registration Forms’ from students within 15 days from the commencement of class work’, ensuring ‘DATE and TIME Stamping’. The Registration Requests for any ‘CURRENT SEMESTER’ shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the ‘PRECEDING SEMESTER’.

- 4.3 A Student can apply for Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).
- 4.4 If the Student submits ambiguous choices or multiple options or erroneous entries - during Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.
- 4.5 Course Registrations are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices will also not be considered. However, if the Subject/ Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the Student shall be allowed to have alternate choice - either for a new Subject (subject to offering of such a Subject), or for another existing Subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class-work for that Semester.

5. ATTENDANCE

The programmes are offered on a unit basis with each subject being considered a unit.

- 5.1 Attendance in all classes (Lectures/Laboratories etc.) is compulsory. The minimum required attendance in each theory / Laboratory etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the End Semester examination. A student shall not be permitted to appear for the Semester End Examinations (SEE) if his attendance is less than 75%.
- 5.2 Condonation of shortage of attendance in each course up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee.
- 5.3 Shortage of Attendance below 65% in each subject shall not be condoned.
- 5.4 Students whose shortage of attendance is not condoned in any subject are not eligible to write their end semester examination of that subject and their registration shall stand cancelled.
- 5.5 A prescribed fee shall be payable towards Condonation of shortage of attendance.
- 5.6 A Candidate shall put in a minimum required attendance at least three (3) theory courses in I Year I semester for promoting to I Year II Semester. In order to qualify for the award of the MBA Degree, the candidate shall complete all the academic requirements of the subjects, as per the course structure.
- 5.7 A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present Semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission in to the same class.

6. EVALUATION

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 100 marks for practical, on the basis of Internal Evaluation and End Semester Examination.

- For the theory courses 70 marks shall be awarded for the performance in the Semester End Examination (SEE) and 30 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks

secured in the two CIE conducted, one in the middle of the Semester and the other, immediately after the completion of Semester instructions. Each CIE shall be conducted for a total duration of 120 minutes.

CONTINUOUS INTERNAL EXAMINATION (CIE)

- Subjective Paper shall contain three questions. Question 1 & 2 with internal choice from unit-I, question 3 & 4 with internal choice from unit-II and question no 5 & 6 may be having a, b sub questions with internal choice from first half part of unit-III for CIE-I. For CIE-II 1 & 2 questions from unit-4, questions 3 & 4 from unit-5 and question no 5 & 6 from remaining half part of unit-3. The first mid-term examination shall be conducted for the first 50% of the syllabus, and the second mid-term examination shall be conducted for the remaining 50% of the syllabus. Question no. 1 to 6 carries 10 Marks.

SEMESTER END EXAMINATION (SEE)

- The Semester End Examination will be conducted for 70 marks examination shall be conducted for a total duration of 180 minutes. Question paper consists of Part–A and Part-B with the following.
 - Part-A is a compulsory question consisting of 5 questions, one from each unit and carries 4 marks each.
 - Part-B to be answered 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.
- 6.1 For practical subjects, 70 marks shall be awarded for performance in the Semester End Examinations and 30 marks shall be awarded for day-to-day performance as Internal Marks.
- 6.2 For conducting laboratory end examinations of all PG Programmes, one internal examiner and one external examiner are to be appointed by the Chief Controller of Examination in one week before for commencement of the lab end examinations.
- 6.3 There shall be two seminar presentations during MBA program. For seminar, a student under the supervision of a faculty member shall collect the information on a topic, analyse the data and submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, Supervisor and two other senior faculty members of the department. For each Seminar will be evaluation for 100 marks. Candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfil minimum marks, he has to reappear during the supplementary examinations.
- 6.4 There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Chief Controller of Examinations. For this, the Head of the Department shall submit a panel of 3 examiners. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.
- 6.5 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the Semester End Examination and a minimum

aggregate of 50% of the total marks in the Semester End Examination and Continuous Internal Evaluation taken together.

- 6.6 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 6.5) he has to re appear for the Semester End Examination in that subject.
- 6.7 A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within four weeks of commencement of the class work. In such a case, the candidate must re-register for the subjects and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the Semester End Examination in those subjects. In the event of the student taking another chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stands cancelled.
- 6.8 In case the candidate secures less than the required attendance in any subject, he shall not be permitted to write the Semester End Examination in that subject. He shall re-register for the subject when next offered.
- 6.9 The department is offering two open elective courses, Open elective –I in III-Semester and Open Elective-II in IV-Semester along with core and specialized courses as a part of inculcating interdisciplinary knowledge to the student.

7. EXAMINATIONS AND ASSESSMENT - THE GRADING SYSTEM

- 7.1 Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab / Practicals, or Seminar, or Project, etc., based on the % marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 6 above, and a corresponding Letter Grade shall be given.
- 7.2 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

% of Marks Secured (Class Intervals)	Letter Grade (UGC Guidelines)	Grade Points
90% and above ($\geq 90\%$, $\leq 100\%$)	O (Outstanding)	10
Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$)	A ⁺ (Excellent)	9
Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$)	A (Very Good)	8
Below 70% but not less than 60% ($\geq 60\%$, $< 70\%$)	B ⁺ (Good)	7
Below 60% but not less than 50% ($\geq 50\%$, $< 60\%$)	B (above Average)	6
Below 50% ($< 50\%$)	F (FAIL)	0
Absent	AB	0

- 7.3 A student obtaining F Grade in any Subject shall be considered 'failed' and is required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered. In such cases, his Internal Marks (CIE Marks) in those Subjects will remain the same as those he obtained earlier.

- 7.4 A student not appeared for examination then 'AB' Grade will be allocated in any Subject shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered.
- 7.5 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.
- 7.6 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of 'Grade Improvement' or 'SGPA / CGPA Improvement'.
- 7.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject / Course.

Credit Points (CP) = Grade Point (GP) x Credits For a Course

- 7.8 The Student passes the Subject/ Course only when he gets GP ≥ 6 (B Grade or above).
- 7.9 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/Course (excluding Mandatory non-credit Courses). Then the corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/Course.

Credit Points (CP) = Grade Point (GP) x Credits For a Course

- 7.10 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ($\sum CP$) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

$$\text{SGPA} = \{ \sum_{i=1}^N C_i G_i \} / \{ \sum_{i=1}^N C_i \} \dots \text{For each Semester,}$$

where 'i' is the Subject indicator index (takes into account all Subjects in a Semester), 'N' is the no. of Subjects 'REGISTERED' for the Semester (as specifically required and listed under the Course Structure of the parent Department), C_i is the no. of Credits allotted to that ix Subject, and G_i represents the Grade Points (GP) corresponding to the Letter Grade awarded for that ith Subject.

Illustration of Computation of SGPA

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit x Grade)
Course1	3	A	8	3 x 8 = 24
Course2	4	B+	7	4 x 7 = 28
Course3	3	B	6	3 x 6 = 18
Course4	3	O	10	3 x 10 = 30

Thus, $\text{SGPA} = 100/13 = 7.69$

- 7.11 The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over all Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered Courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is rounded off to TWO Decimal Places. CGPA is thus computed from the I Year II Semester onwards, at the end of each Semester, as per the formula

$$\text{CGPA} = \{ \sum_{j=1}^M C_j G_j \} / \{ \sum_{j=1}^M C_j \} \dots \text{for all S Semesters registered}$$

(i.e., up to and inclusive of S Semesters, $S \geq 2$)

where 'M' is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has 'REGISTERED' from the 1st Semester onwards upto and inclusive of the Semester S (obviously $M > N$), 'j' is the Subject indicator index (takes into account all Subjects from 1 to S Semesters), C_j is the no. of Credits allotted to the jth Subject, and G_j represents the Grade Points (GP) corresponding to the Letter Grade awarded for that jth Subject. After registration and completion of I Year I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

For CGPA Computation

Semester 1	Semester 2	Semester 3	Semester 4
Credits : 27 SGPA : 6.9	Credits : 27 SGPA : 7.8	Credits : 28 SGPA : 5.6	Credits : 21 SGPA : 6.0

$$\text{Thus, CGPA} = \frac{27 \times 6.9 + 27 \times 7.8 + 28 \times 5.6 + 21 \times 6.0}{103} = 6.59$$

- 7.12 For Calculations listed in Item 7.6 – 7.10, performance in failed Subjects/ Courses (securing F Grade) will also be taken into account, and the Credits of such Subjects/ Courses will also be included in the multiplications and summations.
- 7.13 No SGPA/CGPA is declared, if a candidate is failed in any one of the courses of a given semester.
- 7.14 Conversion formula for the conversion of GPA into indicative percentage is
- % of marks scored = (final CGPA -0.50) x 10**

8. EVALUATION OF PROJECT/DISSERTATION WORK

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

- 8.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 8.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical.
- 8.3 After satisfying 8.2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 8.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 8.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- 8.6 A) The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project dissertation only after successful completion of two years of course work with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project

work. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC.

B) A pre project submission seminar will be conducted to evaluate the fitness of the project for final submission which will be evaluated for 100 marks by Internal Examiner.

- 8.7 After approval from the PRC, the soft copy of the thesis should be submitted to the college for ANTI-PLAGIARISM for the quality check and the plagiarism report should be included in the final thesis. If the copied information is less than 30%, then only thesis will be accepted for submission.
- 8.8 Three copies of the Project Thesis certified by the supervisor shall be submitted to the College/Institution.
- 8.9 For Project Evaluation (Viva Voce) there is an internal marks of 30, the evaluation should be done by the PRC for 15 marks and Supervisor will evaluate for 15 marks. The Supervisor and PRC will examine the Problem Definition, Objectives, Scope of Work and Literature Survey in the same domain.
- 8.10 For Project Evaluation (Viva Voce) there is an external marks of 70 and the same evaluated by the External examiner appointed by the Chief Controller of Examinations. The candidate has to secure minimum of 50 marks out of 100 marks in the Project Evaluation (Viva-Voce) examination.
- 8.11 If he fails to fulfil as specified in 8.10, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfil, he will not be eligible for the award of the degree.
- 8.12 The dissertation shall be adjudicated by one examiner selected by the Chief Controller of Examinations. For this, the Head of the Department shall submit a panel of 3 examiners, eminent in that field, with the help of the guide concerned and Subject Expert.
- 8.13 If the report of the examiner is not favourable, the candidate shall revise and resubmit the Dissertation. If the report of the examiner is unfavourable again, the dissertation shall be summarily rejected.
- 8.14 If the report of the examiner is favourable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the dissertation.
- 8.15 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.
- 8.16 For Audit Course (Non-Credit Courses) offered in a Semester, after securing $\geq 65\%$ attendance and has secured not less than 40% marks in the SEE, and a minimum of 50% of marks in the sum Total of the CIE and SEE taken together in such a course, then the student is **PASS** and will be qualified for the award of the degree. No marks or Letter Grade shall be allotted for these courses/activities. However, for non credit courses '**Satisfactory**' or '**Unsatisfactory**' shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA.

9. AWARD OF DEGREE AND CLASS

- 9.1 A Student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of 103 Credits (with CGPA ≥ 6.0), shall be declared to have 'QUALIFIED' for the award of the MBA Degree.

9.2 Award of Class

After a student has satisfied the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

Table: **Declaration of Class based on CGPA (Cumulative Grade Point Average)**

Class Awarded	Grade to be Secured
First Class with Distinction	CGPA \geq 8.00
First Class	\geq 7.00 to $<$ 8.00 CGPA
Second Class	\geq 6.00 to $<$ 7.00 CGPA

- 9.3 A student with final CGPA (at the end of the PGP) $<$ 6.00 will not be eligible for the Award of Degree.

10. WITHHOLDING OF RESULTS

If the student has not paid the dues, if any, to the college or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester. His degree will be with held in such cases.

11. REVALUATION

Students shall be permitted for revaluation after the declaration of end semester examination results within due dates by paying prescribed fee. After revaluation if there is any betterment in the grade, then improved grade will be considered. Otherwise old grade shall be retained.

12. TRANSITORY REGULATIONS

- 12.1 If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of two earlier or equivalent subjects at a time as and when offered.
- 12.2 The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per HITS21 Academic Regulations.

13. AMENDMENTS TO REGULATIONS

The Academic Council of Holy Mary Institute of Technology & Science reserves the right to revise, amend, or change the regulations, scheme of examinations, and / or syllabi or any other policy relevant to the needs of the society or industrial requirements etc., without prior notice.

14. GENERAL

- 14.1 **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 14.2 **Credit Point:** It is the product of grade point and number of credits for a course.
- 14.3 Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”.
- 14.4 The academic regulation should be read as a whole for the purpose of any interpretation.
- 14.5 In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman of the Academic Council is final.

**MALPRACTICES RULES - DISCIPLINARY ACTION FOR /IMPROPER
CONDUCT IN EXAMINATIONS**

S. No	Nature of Malpractices / Improper Conduct	Punishment
1 (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the Principal.
3	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.

4	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6	Refuses to obey the orders of the Addl. Controller of examinations / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the addl. Controller of examinations or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the addl. Controller of examinations, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

8	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the principal for further action to award suitable punishment.	

COURSE STRUCTURE

Dept .of Master of Business Administration

I MBA I Semester									
Course Code	Course Title	Category	Hours per Week			Credits	Scheme of Examination		
			L	T	P		CIE	SEE	Total
C1MB101CC	Management & Organizational Behavior	CC	4	0	0	4	30	70	100
C1MB102CC	Managerial Economics	CC	4	0	0	4	30	70	100
C1MB103CC	Financial Accounting & Analysis	CC	4	0	0	4	30	70	100
C1MB104CC	Business Statistics for Managers	CC	4	0	0	4	30	70	100
C1MB105CC	Legal & Business Environment	CC	4	0	0	4	30	70	100
C1MB106CC	Indian Ethos & Business Ethics	CC	4	0	0	4	30	70	100
C1MB101LC	Business Communication – Lab	LC	1	0	2	2	30	70	100
C1MB101SM	Seminar (Company Analysis)	SM	0	0	2	1	100	0	100
TOTAL			25	0	4	27	310	490	800
	Audit Course – I	AC	2	0	0	0	100	0	100

I MBA II Semester									
Course Code	Course Title	Category	Hours per Week			Credits	Scheme of Examination		
			L	T	P		CIE	SEE	Total
C1MB207CC	Human Resource Management	CC	4	0	0	4	30	70	100
C1MB208CC	Marketing Management	CC	4	0	0	4	30	70	100
C1MB209CC	Financial Management	CC	4	0	0	4	30	70	100
C1MB210CC	Entrepreneurship	CC	4	0	0	4	30	70	100
C1MB211CC	Quantitative Analysis for Business Decisions	CC	4	0	0	4	30	70	100
C1MB212CC	Logistics and Supply Chain Management	CC	4	0	0	4	30	70	100
C1MB202LC	IT – Lab for Managers	LC	1	0	2	2	30	70	100
C1MB202SM	Seminar (Industry Analysis)	SM	0	0	2	1	100	0	100
TOTAL			25	0	4	27	310	490	800
	Audit Course – II	AC	2	0	0	0	100	0	100

II MBA I Semester									
Course Code	Course Title	Category	Hours per Week			Credits	Scheme of Examination		
			L	T	P		CIE	SEE	Total
C1MB313CC	Strategic Management	CC	4	0	0	4	30	70	100
C1MB314CC	Production and Operations Management	CC	4	0	0	4	30	70	100
C1MB315CC	Data Analytics	CC	4	0	0	4	30	70	100
	Open Elective – I	OE	3	0	0	3	30	70	100
	Subjective Elective – I	SE	4	0	0	4	30	70	100
	Subjective Elective – II	SE	4	0	0	4	30	70	100
	Subjective Elective – III	SE	4	0	0	4	30	70	100
C1MB303SM	Internship & Seminar	IS	0	0	2	1	100	0	100
TOTAL			27	0	2	28	310	490	800

***Summer Internship:** Students have to undergo Internship during Summer Vacation.

II MBA II Semester									
Course Code	Course Title	Category	Hours per Week			Credits	Scheme of Examination		
			L	T	P		CIE	SEE	Total
	Open Elective – II	OE	3	0	0	3	30	70	100
	Subjective Elective – IV	SE	4	0	0	4	30	70	100
	Subjective Elective – V	SE	4	0	0	4	30	70	100
	Subjective Elective – VI	SE	4	0	0	4	30	70	100
C1MB401CV	Comprehensive Subject Viva-Voce	CV	0	0	2	1	0	100	100
C1MB401PS	Pre Submission of Project Seminar	PS	0	0	2	1	100	0	100
C1MB401PW	Main Project	PW	0	0	8	4	30	70	100
TOTAL			15	0	12	21	250	350	600

Total Credits =27+27+28+21=103

LIST OF PROGRAM ELECTIVE SUBJECTS

Students have to select any One Specialization (Marketing, Finance, Human Resources, and Entrepreneurship) and he/she needs to select the Program Elective subjects listed under the chosen specialization only.

Course Code	Specialization	Credits
MARKETING		
C1MB3M1SE	Consumer Behavior	4
C1MB3M2SE	Services Marketing	4
C1MB3M3SE	Advertising & Sales Promotion	4
C1MB4M4SE	International Marketing	4
C1MB4M5SE	Digital Marketing	4
C1MB4M6SE	Retailing Management	4
HUMAN RESOURCES		
C1MB3H1SE	Performance Management	4
C1MB3H2SE	Strategic Human Resource Management	4
C1MB3H3SE	Industrial Relations And Labor Laws	4
C1MB4H4SE	International Human Resource Management	4
C1MB4H5SE	Compensation & Benefits Management	4
C1MB4H6SE	Leadership & Change Management	4
FINANCE		
C1MB3F1SE	Security Analysis And Portfolio Management	4
C1MB3F2SE	Financial Institutions, Markets & Services	4
C1MB3F3SE	Strategic Management Accounting	4
C1MB4F4SE	International Financial Management	4
C1MB4F5SE	Strategic Investments & Financing Decisions	4
C1MB4F6SE	Financial Derivatives & Risk Management	4
ENTREPRENEURSHIP		
C1MB3E1SE	Global Entrepreneurship	4
C1MB3E2SE	MSME Management	4
C1MB3E3SE	Women Entrepreneurship	4
C1MB4E4SE	Entrepreneurial Finance	4
C1MB4E5SE	Entrepreneurial Marketing	4
C1MB4E6SE	Creativity Innovation And Entrepreneurship	4

OPEN ELECTIVES			
Course Code	Open Elective -I	Course Code	Open Elective -II
C1MB301OE	Intellectual Property Rights	C1MB406OE	Psychology
C1MB302OE	Yoga and Spirituality	C1MB407OE	Event and Hospitality Management
C1MB303OE	Disability and Rehabilitation	C1MB408OE	Political Sciences
C1MB304OE	Public Administration	C1MB409OE	Cross Cultural Management
C1MB305OE	Healthcare Management	C1MB410OE	Waste and Environment Management

Note: Open Elective Course should speak about unrelated branch of knowledge

Course Code	AUDIT COURSE I	Course Code	AUDIT COURSE II
C1MB101AC	Research Paper Writing	C1MB205AC	e-Business
C1MB102AC	Quality Management	C1MB206AC	Stock Trading
C1MB103AC	Project Management	C1MB207AC	Stress Management
C1MB104AC	Goods & Services Tax (GST)	C1MB208AC	Personality Development

DETAILED SYLLABUS

I-MBA (I-SEMESTER)

MANAGEMENT & ORGANIZATIONAL BEHAVIOR

MBA: I Semester

Course Code: C1MB101CC

L T P C

4 0 0 4

Course objectives:

1. Acquire knowledge about fundamentals of management
2. Understand about behavioral aspects of individual and group

Course Outcomes:

1. Understand about management functions
2. Know about planning process and problem solving
3. Understand about organizing and controlling of activities.
4. Acquire knowledge organizational behavior
5. Understand the concepts of leadership styles and motivation

Unit-I

Introduction to Management: Definition, types of managers, Henry Mintzberg managerial roles, functions of management, administration vs. management. A Brief History of Management: Classical Theory-Scientific Management, Administrative Theory , Behavioural Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

Unit – II

Problem solving, decision making and planning: Problem Solving and Decision making, Classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and select the most feasible plan, implement decision and control, Plans, types of plans, steps involved in planning process.

Unit – III

Organizing and controlling: Principles of organizing, organizational design, relation between authority, power and influence; organizational functional and control systems, types of controls

Unit – IV

Organizational behaviour – Individual and Group behaviour: Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

Unit – V

Leadership, Motivation and Organizational Structure: Leadership theories, Power and Politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Vroom's Theory and other relevant theories of motivation

Text Books:

1. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
2. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behavior, Sage Publications, 2015.

References:

1. Robert N.Lussier, Management Fundamentals–Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
2. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012
3. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing
4. Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
5. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
6. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing

MANAGERIAL ECONOMICS

MBA: I Semester

Course Code: C1MB102CC

L T P C

4 0 0 4

Course objectives:

1. Acquire knowledge and understand the economic environment of an organization.
2. Analyze the market structures in the economy.

Course Outcomes:

1. Understand the basic economic principles.
2. Forecast demand and supply.
3. Understand the Innovations of production and market structure.
4. Estimate cost and revenue.
5. Knows about macro economic factors.

Unit -I

Introduction to Economics: Economic and non -economic activities, definition, nature and scope of managerial economics, functions of managers - decision making and forward planning, objective of firms-traditional (profit maximization), modern (sales and revenue maximization) and behavioral (utility maximization) theories, value maximization vs profit maximization. Economic optimization –constrained and unconstrained optimization problems

Unit -II

Theories of Demand and Supply: Demand Analysis -meaning and determinants of demand, law of demand and exceptions to the law. Elasticity of demand –price, income, cross and promotional elasticity of demand, Methods of measurement of elasticity

Forecasting of Demand: Meaning, purpose, significance and methods of demand forecasting Features of a good forecasting method Supply analysis -meaning and determinants of supply, law of supply and elasticity concepts. Equilibrium price, market price, normal price and other concepts, changes in price.

Unit -III

Production and Cost Analysis: Theory of production -meaning and factors of production, production function with one variable input (law of variable proportion), with two variable inputs (law of returns to scale).

Market Analysis: Classification of markets (location, time and competition based markets), equilibrium price and output determination in perfect market, monopoly, oligopoly and monopolistic markets.

Unit -IV

Theories of Profits: (Dynamic, risk and uncertainty bearing and innovations).Theory of cost-different cost concepts and different relations between cost and output in short run and long run. Managerial uses of revenue and cost concepts, break-even point analysis.

Unit -V

Macro concepts for Business Decisions: National income -concept and various methods of measurements, inflation-types and causes of inflation, measurement of inflation, Philips curve and steps to control inflation.

Business Cycles: Phases of Business cycle and Strategies to follow in each

Text Books:

1. Craig H. Petersen, W.Cris Lewis and Sudhir K. Jain: Managerial Economics, 14th edition, Pearson, 2014.
2. 'Dominick Salvatore Managerial Economics 7th Edition Oxford 2012

References:

1. Petersen Craig. H (2009), *Managerial Economics*, 4th edition, Pearson Education.
2. Dean, Joel (2009), *Managerial Economics*, Prentice Hall of India.
3. Trivedi M.L, Hingham. M. L (2009), *Managerial Economics, Theory and Applications*, Tata McGraw Hill, New Delhi.
4. G. Suntha (2010), Managerial Economics, student helpline publishing House Private Limited, Hyderabad

FINANCIAL ACCOUNTING & ANALYSIS

MBA: I Semester

Course Code: C1MB103CC

L T P C

4 0 0 4

Course objectives:

1. Provide the information that is needed for sound economic decision making.
2. Provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies.

Course Outcomes:

1. Prepare, understand, interpret and analyze financial statements with confidence.
2. Appreciate and use financial statements as means of business communication.
3. Analytical techniques and arriving at conclusions from financial information for the purpose of decision making.
4. Analyze the financial performance of the company.
5. Evaluate the financial ratios

Unit-I:

Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system—recording business transactions—Classification of accounts—Accounting cycle.

Unit-II:

The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.

Accounting Standards issued by ICAI: (Focus on importance of standards to give a general view on financial accounting practices), creative financial practices and issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

Unit-III:

Valuation of Fixed Assets: Tangible vs. intangible assets, depreciation of fixed assets and methods of depreciation.

Inventory Valuation: Inventory valuation – Need, Significance & Scope, Methods of Inventory valuation, valuation of goodwill - Need, Significance & Scope Methods of calculation of Good will.

Unit-IV:

Financial Analysis-I: Statement of changes in working capital, funds from operations, paid cost and unpaid costs. Distinction between cash profits and book profits Preparation and analysis of cash flow statement and funds flow statement.

Unit-V:

Financial Analysis -II: Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements. Liquidity, leverage, solvency and profitability ratios, DuPont chart a case study on ratio analysis.

Text Books:

1. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, New Delhi, 2015
2. Seema Srivastava, Financial Accounting, Jawaharlal, S. Chand, 2014.

References:

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari (2009), *Financial Accounting*, Vikas Publishing House Private Limited, New Delhi.
2. S.P.Jain, K.L.Narang (2009), *Financial Accounting*, 10th edition, Kalyani Publication, New Delhi.
3. R.Narayanaswamy (2008), *financial accounting: A managerial perspective*, Prentice Hall of India.
4. Ambrish Gupta (2009), *Financial Accounting Management-An Analytical Perspective*, Pearson Education.

BUSINESS STATISTICS FOR MANAGERS

MBA: I Semester

Course Code: C1MB104CC

L T P C

4 0 0 4

Course objectives:

1. Acquire knowledge on the research process
2. Acquire knowledge on measurement and scaling techniques
3. Understand the basic statistical tools for analysis & interpretation of qualitative & quantitative data.

Course Outcomes:

1. Understand the basic research process.
2. Identify research problems and sources of data.
3. Organize and analyze data.
4. Use non-parametric tests for small samples.
5. Understand to prepare statistical inference.

Unit – I:

Introduction: Nature and Importance of research, the role of business research, aims and types of social research, research process - primary data and secondary data, Questionnaire and schedules as tools of collecting data. Sampling design and sampling procedures. Diagrammatic and graphical presentation of data. Tabulation of data and general rules of tabulation. SPSS for tabulation and SPSS and Report Presentation- Mechanics of report writing, preliminary pages, main body and appendices including bibliography.

Unit – II:

Measurement concepts: Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement. Research Design: Meaning of Research Design. Functions and goals of Research Design, pilot study and developing a case study.

Unit –III:

Statistical Tools-I: Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation- Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.

Unit – IV:

Statistical Tools-II: Time series, utility of time series, components, measurement of trend through Method of Least Squares, Moving averages, and Graphical methods. Index Numbers: Laspeyres's Index, Paasche's Index, Fischer's Ideal index, Time Reversal and Factor Reversal tests.

Unit – V:

Statistical Inference: Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.

Text Books:

1. Donald R Cooper, Pamela S.Schindler, Business Research Methods, Tata Mc. Graw Hill, 12e, 2019.
2. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods, Cengage Learning,2012.

References:

1. Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, 8/e, TMH, 2009.
2. Gaur: Statistical Methods for Practice and Research, Sage Publication,2009
3. Bajpai: Business Statistics, Pearson, 2009.
4. Dipak Kumar.Bhattacharya: Research Methodology, Excel Books, 2009
5. William G. Zikmund: Business Research Methods, Cengage, 2006.
6. C.R Kothari: *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2009.
7. C.B. Gupta & Vijay Gupta: An introduction to Statistical Methods, Vikas, 2009.

LEGAL & BUSINESS ENVIRONMENT

MBA: I Semester

Course Code: C1MB105CC

L T P C

4 0 0 4

Course Objective:

1. Know the Legal Framework for doing business in India.
2. Understand the importance of regulations in conducting domestic business.

Course Outcome:

1. Acquire knowledge on Law of contract
2. Understand Business Laws related to incorporating a company
3. Understand Negotiable instruments
4. Know industrial growth policy formulation in Indian industry
5. Understand about balance of payments

Unit I:

Law of Contract - 1872: Nature of contract and essential elements; types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and Discharge of contracts, Remedies for breach of contract, Indemnity and Guarantee, Latest Amendments.

Unit II:

Companies Act - 1956: Steps and procedure for Incorporation of the company, Company Management– Appointment of Directors; Powers, Duties & liabilities of Directors; Company Meetings, Resolutions, Winding-up of a Company, Latest Amendments.

Unit III:

Basic Business Regulations:

Negotiable Instruments Act – 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, Cheques, and their definitions and characteristics, Types of endorsements, Discharge of Parties, Latest Amendments.

Unit IV:

Introduction to Business Environment: Macro Environment Analysis (PESTEL Model); Industrial Policies: A brief review of industrial policies since Independence, Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, EXIM Policy, FDI in INDIA.

Unit V:

Balance of Payments: Structure, Major components of Balance of payments, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

Text Book:

1. Ravinder Kumar, Legal Aspects of Business, 4e, Cengage Learning, 2016.
2. Dutt and Sundaram, Indian Economy, S. Chand, New Delhi, 2007.

References:

1. RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
2. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition
3. S.S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition
4. K.Aswathappa, Essentials of Business Environment, Himalaya Publication house, 2008.
5. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007

INDIAN ETHOS AND BUSINESS ETHICS

MBA: I Semester

Course Code: C1MB106CC

L T P C

4 0 0 4

Course objectives:

1. Create a mindset of value system
2. Exposure to ethical problems and issues in various situations

Course Outcomes:

1. Understand the dynamics of morality
2. Recognize the variable values in morality
3. Identifies different contemporary approaches
4. Understand business ethics
1. 5. Understand cultural ethics in an organization

Unit-I

Introduction to Indian Ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible and Quran.

Unit-II

Understanding Values in Business: Kautilya's Arthashastra, Indian Heritage in Business, Management- Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management-Meditation for mental health, Yoga.

Unit-III

Contemporary Approaches to Indian Ethos: Contemporary Approaches to Leadership- Joint Hindu Family Business-Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma-Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection- Corporate Karma Leadership.

Unit-IV

Understanding the Business Ethics : Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD).

Unit-V

Ethical Culture in Organization: Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics.

Text Books:

1. Khandelwal, Indian Ethos and Values for Managers, Himalaya Publishing House, 2009.
2. R Nandagopal, Ajith Sankar RN Indian Ethics and Values in Management, Tata Mc Graw Hill.

References:

1. Chakraborty, S.K., Management Transformation by Values, New Delhi, Sage Publication, 1990.
2. Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
3. Fernando A.C., Business Ethics: An Indian Perspective, Pearson, 2009.
4. Kautilya's Arthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.
5. Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.
6. Narayana G., —The Responsible Leader: A Journey through Gita, Ahmedabad, AMA 2000.

BUSINESS COMMUNICATION - LAB

MBA: I Semester

Course Code: C1MB101LC

L T P C

1 0 2 2

Course Objective:

1. Understand the importance of oral and written communication
2. Understand the importance and applications in Business.

Course Outcome:

1. Understand the importance of Communication in Business
2. Develop writing skills and presentation
3. Write business proposals and letters
4. Know the application of business communication in the self-development process.
1. Learn e-business related operations

List of Exercises:

1. **Features of Indian English:** Correction of sentences, structures, tenses, ambiguity, idiomatic distortions
2. **Types of Communication:** Oral, aural, writing and reading, word power, vocabulary, jargon, rate of speech, pitch, tone clarity of voice
Informal Conversation Vs Formal: Expression verbal and non - verbal communication, barriers to effective communication, kinetics
3. **Management Presentations:** Types of presentation, video conferencing, participation in meetings, chairing sessions
4. **Formal and Informal Interviews:** Ambience and polemics, interviewing in different settings and for different purposes e.g. eliciting and giving information, recruiting, performance appraisal
5. **Written Communication**
Letter Writing: Business letters, pro forma culture, format, style, effectiveness, promptness, analysis of sample letters collected from industry, email, fax
Business and Technical Report Writing: Types of reports, progress reports, routine reports, annual reports, format, analysis of sample reports from industry, synopsis and thesis writing

Text Books:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. AndreJ. Ruther ford (1992), *Basic Communication Skills for Technology*, Pearson Education Asia, New Delhi.

References:

1. J Katyayani, B Sudhir (2011), Business Communication and Soft Skills, Students helpline Publishing House Private Limited, Hyderabad.
2. R K Madhukar (2009), *Business Communication*, Vikas Publishing House Private Limited, New Delhi.
3. RajendraPal, J.S.Korlahhi (2008), *Essentials of Business Communication*, Sultan Chand and Sons, New Delhi.
4. Edmund H.weiss (2009), *Writing Remedies - Practical Exercises for Technical Writing*, Universities Press, Hyderabad

SEMINAR (COMPANY ANALYSIS)

MBA: I Semester

Course Code: C1MB101SM

L T P C

0 0 2 1

Learning Outcome:

By the end of this mini project, students will be able to:

Analyse balance sheet of an organization. Analyse profit and loss of an organization. Analyse investment portfolio of the organization.

Analyse profitability ratios, asset turnover ratios, structural ratios and liquidity ratios. Forecast the future gaps in terms changing objectives of the organization.

Exercises

1. Analysis of profitability ratios.
2. Analysis of structural ratios.
3. Analysis of asset turnover ratios.
4. Analysis of liquidity ratios.
5. Analyze Growth, Stability and Stock Performance.

References:

1. John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
2. Refer Books Under 13MBA03 - Financial Accounting and Analysis, 13MBA11-Financial Management.

RESEARCH PAPER WRITING (AUDIT COURSE –I)

MBA: I Semester
Course Code: C1MB101AC

L T P C
2 0 0 0

Course Outline:

1. Owning your Research
2. Reading your Sources
3. Exploring and Sharpening your Topic
4. Writing a Research Proposal
5. Gathering Information
6. Meeting the Challenges of Online Research
7. Evaluating Information
8. Taking Notes and Keeping Records
9. Citing Your Sources and Avoiding Plagiarism
10. Writing and Annotated Bibliography
11. Developing New Information
12. Writing and Refining Your Thesis
13. Organizing Your Project
14. Drafting your Project
15. Entering Conversations and Supporting Your Claims
16. Revising, Editing, and Proofreading
17. Designing and Presenting Your Project
18. Conducting Research in the Disciplines
19. Documenting Sources: MLA

Weekly Assignments:

Week 1

Read pages vi through xi and Chapters One through Five (Pages one through 49). Begin thinking about your research paper topic. You need to decide this quickly as next week you begin writing a Research Proposal. If you begin collecting information on your topic, remember to make copies of your readings. You'll need this information later. See a Writing Lab instructor if you need assistance in this area.

Week 2

Read Chapters 5 through 8 (pages 50 through 99). Begin writing Research Proposal. This is worth 100 points. See the attached instructional pages in this syllabus beginning on page 6

QUALITY MANAGEMENT (AUDIT COURSE –I)

MBA: I Semester

Course Code: C1MB102AC

L T P C

2 0 0 0

Course Objectives:

1. Understand the quality concepts and tools and techniques relating to total quality management.
2. Know the Quality strategy for industry operations.

Course outcomes:

1. Understand the importance of quality
2. Know the customer focus and satisfaction
3. Know the Principles and Practices of TQM
4. Know the cost of quality
5. Know the universal standards of quality

Unit – I

Introduction: The concept of TQM, Quality and Business Performance, attitude, and involvement of top management, communication, culture and management systems. Management of Process Quality: Definition of quality, Quality Control, a brief history, Product Inspection vs. Process Control, Statistical Quality Control, Control Charts and Acceptance Sampling.

Unit -II

Customer Focus and Satisfaction: Process vs. Customer, internal customer conflict, quality focus, Customer Satisfaction, role of Marketing and Sales, Buyer – Supplier relationships. Bench Marking: Evolution of Bench Marking, meaning of bench marking, benefits of bench marketing, the bench marking procedure, pitfalls of bench marketing.

Unit- III

Organizing for TQM: The systems approach, organizing for quality implementation, making the transition from a traditional to a TQM organization, Quality Circles, seven Tools of TQM: Stratification, check sheet, Scatter diagram, Ishikawa diagram, paneto diagram, Kepner &Tregoe Methodology.

Unit- IV

The Cost of Quality: Definition of the Cost of Quality, Quality Costs, Measuring Quality Costs, use of Quality Cost information, Accounting Systems and Quality Management.

Unit -V

ISO9000: Universal Standards of Quality: ISO around the world, The ISO9000 ANSI/ASQC Q- 90. Series Standards, benefits of ISO9000 certification, the third party audit, Documentation ISO9000 and services, the cost of certification implementing the system.

Text Books:

1. Joel E Ross, Total Quality Management, 3e, CRC press, 2015
2. H. Besterfeild, CarlonBesterfeild, Total Quality Management, Dale Pearson Education, 2015

References:

1. Total Quality Management / Joel E. Ross/Taylor and Francis Limited
2. Total Quality Management/P. N. Mukherjee/PHI
3. Quality Management/Kanishka Bedi/Oxford University Press/2011

PROJECT MANAGEMENT (AUDIT COURSE –I)

MBA: I Semester

Course Code: C1MB103AC

L T P C
2 0 0 0

Course Objective:

1. Understand important foundation managing projects
2. Assess every phase such as project planning, execution, monitoring and evaluation.

Course Outcome:

1. Importance of Project Management.
2. Project Planning and evaluation.
3. Project evaluation techniques.
4. Project Execution and implementation.
5. Organization behavior in project management

Unit - I:

Introduction: Introduction to Project management –Project Characteristics- Project Life cycle – Project Identification, Formulation and Implementation- Project management in different sectors: Construction, Services Sector, Public sector and Government Projects. Systems approach to project management.

Unit - II:

Project Planning and Appraisal: Project Planning – Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis-Project Risk Analysis.

Unit - III:

Project Finance : Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.

Unit - IV:

Project Planning and Control: Planning Steps- Scheduling- Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.

Unit - V:

Organizational Behaviour and Project Management: Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team building approach, Conflict Management in Projects, Stress Management.

Text Books:

1. John M, Nicholas and Herman Steyn, Project Management for Engineering, Business, and Technology, 5e, Routledge, 2017.
2. Rosanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation, and review, 6e, Tata McGraw Hill 2008.

References:

1. Know the Principles and Practices of TQM K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.
2. Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7. 7e 2015.
3. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.

GOODS & SERVICES TAX (GST) (AUDIT COURSE –I)

MBA: I Semester

Course Code: C1MB104AC

L T P C

2 0 0 0

Course Objectives:

1. To comprehend the principles of taxations, objectives of taxes and its impact, shifting and incidence process of indirect taxes in the market orientated economy.
2. To understand the implications of GST on the taxable capacity consumers, dealers and of the society at large and its changes.

Course Outcomes:

1. Understand about overview of GST. O2: Comprehend the valuation in GST.
2. Understand GST payments
3. Understand the implications of GST on the taxable capacity consumers, dealers and of the society at large and its changes.
4. Understand overview of IGST

Unit-I

Overview of Goods and Services Tax: Overview of GST, Implementation of GST, Liability of the Tax Payer, GST Network, GST Council. **Levy of an Exemption from Tax:** Introduction, Composition Scheme, Remission of Tax / Duty. **Registration:** Introduction, Registration Procedure, Important Points, SEspecial SErsons, Amendments / Cancellation.

Unit- II

Meaning and Scope of Supply: Taxable Supply, Supply of Goods and Supply of Services, Course or Furtherance of Business, Special Transactions, Time of Supply – Goods, Time of Supply –Services, Other Points. **Valuation in GST:** Transaction Value, Valuation Rules

Unit-III

Payment of GST: Introduction, Time of GST Payment, How to make payment, Challan Generation & CPIN, TDS & TCS. **Electronic Commerce:** Introduction, Tax Collected at Source (TCS), Procedures for E-commerce Operator. **Job Work:** Introduction, Part II

Unit-IV

Input Tax Credit: Introduction, Important Points, Job Worker, Case Studies – Part I, Case Studies – Part II. **Input Service Distributors:** Concept of Input Service Distributor, Legal Formalities for an ISD, Distribution of Credit. **Matching of Input Tax Credit:** Returns, GSTR-2, Other Taxable SErsons, Annual Return

Unit-V

Overview of the IGST Act: Overview, Other Provisions. **Place of Supply of Goods & Services:** Introduction, Registered and Unregistered SErsons, Case Studies – Part I, Case Studies – Part II. **GST Portal:** Introduction, GST Eco-system, GST Suvidha Provider (GSP), Uploading Invoices. **Revised Model GST Law – Highlights.**

References:

1. Indirect Tax Law: Part- I Goods & Services Tax, Sahitya Bhawan Publications, Hospital Road, Agra - 282 003 September/2017/P2147 (New).

I-MBA (II-SEMESTER)

HUMAN RESOURCE MANAGEMENT

MBA: II Semester

Course Code: C1MB207CC

L T P C

4 0 0 4

Course Objective:

1. Understand the various functions of HRM.
2. Manage the human resources of any organization effectively.

Course Outcome:

1. Know about the basic HR concepts
2. Understand the process of recruitment and selection
3. Know the process of learning and development and Performance Management and Compensation
4. Study the importance of employee welfare and grievances.
5. Understand various HR practices

Unit-I

Introduction: Concept of Human Resource Management, Scope of Human Resource Management, Function of Human Resource Management, Line vs. Staff - The changing environment and role of HRM Role of HR Executives Changing Role of Human Resource in India, , Competitive challenges influencing HR, Competency Framework for HR professionals

Unit-II

Human Resource Planning: Process of HRP, Need for HRP, HR Forecasting Techniques- Gallagher HR Estimator.

Job Analysis and Design: Concept of Job Analysis, Process of Job Analysis, Methods of Job Analysis, Analysis and mapping of workflow. Job characteristics Model, Concept of Job Design

Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction

Unit-III

Training and Management Development: Concept and need of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, post evaluation of Training.

Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Greenhaus career Development Model – Protean career Succession Planning

Performance Appraisal: Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Concept and need for Performance appraisal, reviews, overview of performance Appraisal, appraisal methods, 360 degree appraisal, benefits.

Unit-IV

Compensation Management: Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organizations.

Employee Welfare and Working Conditions: Concept of employee welfare and welfare measures.

Unit-V

Contemporary HR practices: Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement, Balanced Score Card and HR Score Card, Emotional intelligence and competencies at work, Work life integration- Introduction to International HRM and Global HRM

Text Books:

1. Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.
2. Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.

References:

1. C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
2. K. Aswathappa, -Human Resource Management, Text and Cases, TMH, 2011.
3. V S P Rao, - Human resource Management Text and Cases, Excel Books, 2011.
4. Nick Wilton, — An Introduction to Human Resource Management, Sage, 2012.
5. Biswajeet Pattnayak (2009), *Human Resource Management*, Prentice hall of India, New Delhi.
6. Venkata Raman C. S, Srivastava B. K(2009), *Personnel Human Resource Management*, Tata Mc Graw Hill, New Delhi.
7. CynthiaD. Fisher, LyleF.Schoenfeld (2009), *Human Resource Management*, Wiley India, New Delhi, India.
8. Jyothi (2009), *Human Resource Management*, Pearson Education, New Delhi.
9. R. Wayne Mondy, Robert M. Noe (2009), *Human Resource Management*, Pearson Education, New Delhi, India.

MARKETING MANAGEMENT

MBA: II Semester

Course Code: C1MB208CC

L T P C

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Course objectives:

1. Understand the basic marketing concepts.
2. Know the applications of marketing mix strategies in markets.

Course Outcomes:

1. Understand concepts of marketing management.
2. Analyze markets.
3. Design customer driven strategies.
4. Communicate the decisions towards business development with superior customer Value.
5. Know the concepts of pricing decisions and concepts of personal communication.

Unit-I

Introduction to Marketing: Understanding marketing management, developing marketing strategies and Plans, marketing concept, product concept, experience concept, service concept, green marketing, efficiency vs. effectiveness, limitations of marketing concepts, marketing orientation and business performance, gathering information and scanning environment.

Unit-II

Marketing Research: Need for marketing research, types of marketing research, stages of marketing research, marketing environment, customer value proposition, customer satisfaction and value, customer retention, consumer profitability, emerging dimensions of marketing, Indian and global perspective.

Segmentation: Non segmented markets, purpose of segmentation, types of segmentation, targeting and positioning. Segmentation and market entry, target market selection, strategies of target marketing, analyzing business market, analyzing consumer market & market segmentation

Unit-III

Marketing Mix - I: Creating customer value, satisfaction and loyalty, product management – different types of products, product line and product mix, managing product line and brands.

Marketing Mix - II: Designing and managing services, marketing strategies for service firms, distinctive characteristics of services, customer relationship, communicating value, role of marketing communication, develop effective communication, marketing communication mix, managing the integrated marketing communication process, managing mass communication.

Unit-IV

Product Life Cycle: PLC excessive product variants, product line portfolios, product recalls, setting product strategies. Pricing strategies, methods of pricing factors influencing pricing decisions, pricing cues, consumption and pricing, price sensitivity, price imitating price changes, price wars, product mix pricing, ingredient branding, packaging and labelling strategies, direct marketing.

Channels of Distribution: Distribution designing, marketing channels and value networks, importance and role of distribution in marketing, channel design decision, channel management decisions, channel integration systems, e-commerce, conflict cooperation and competition, retailing, wholesaling, logistics.

Unit-V

Managing Personal Communication: Word of mouth, designing sales force, direct marketing techniques, internet marketing, new product options and development, development to commercialization, consumer adoption process, tapping global markets, developed vs. developing markets, managing holistic marketing organization, socially responsible marketing, internal marketing, global marketing, rural consumer behavior, pricing and distribution decisions, future of marketing. Effective communication and promotional mix, managing advertising, personal selling, sales promotion, public relations, publicity

Text Books:

1. Philip Kotler, Gray Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
2. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.

References:

1. V. S. Ramaswamy, S. Namakumari (2009), *Marketing management: global perspective, Indian context*, Macmillan, New Delhi.
2. Philip Kotler (2009), *Marketing Management*, Pearson Education, Asia.
3. Rajan Saxena (2009), *Marketing Management*, Tata McGraw Publishing Company, New Delhi.
4. W. J. Stanton, Michael J. Etzel, Bruce J. Walker (2009), *Fundamentals of Marketing*, McGrawHill International, New Delhi.
5. Czinkota (2009), *Marketing Management*, Vikas Publishers, New Delhi.

FINANCIAL MANAGEMENT

MBA: II Semester

Course Code: C1MB209CC

L T P C

4 0 0 4

Course objectives:

1. Understand the concepts, techniques & theories of financial management.
2. Acquire knowledge with the efficient and effective use of financial and non-financial information for decision making.

Course Outcomes:

1. Understand finance function, time value of money and to focus on wealth maximization rather than profit maximization
2. Apply the capital budgeting techniques for project selection and to know and understand the importance of cost of capital in investment decisions.
3. Analyze the leverages, EBIT-EPS and to understand the theories of capital structure.
4. Evaluate the value of the firm based on the dividend decisions.
5. Understand the importance and management of current assets and liabilities.

Unit –I

Introduction: Nature, scope and objectives of financial management, profit maximization vs wealth maximization. EPS maximization, finance functions, financial planning and forecasting, role of financial manager, time value of money - present value, future value of money and the basic valuation models.

Unit –II

Capital Budgeting: Nature and techniques of capital budgeting – payback period, accounting rate of return, discounted cash flow techniques, net present value, profitability index and internal rate of return, cases in capital budgeting.

Cost of Capital: Concept and measurement of cost of capital, debt vs. equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital, importance of cost of capital in capital budgeting decisions.

Unit –III

Capital Structure: Factors affecting capital structure, theories of capital structure (NI, NOI, MM and traditional approach), capital structure vs. financial structure capitalization, financial leverage, operating leverage and composite leverage EBIT-EPS analysis, indifference point/breakeven analysis of financial leverage.

Unit –IV

Dividend Decision and Valuation of the Firm: Factors effecting dividend policy, dividend and valuation of the firm, the basic models, MM hypothesis, declaration and payment of dividends, bonus share, rights issue, share splits, Walter model and Gordon model.

Working Capital Management: Components of working capital, gross vs. networking capital, determinants of working capital, operating cycle approach, estimation of working capital, financing of working capital through bank finance and trade credit, recommendations of Tendon and Daheja committee on working capital, cases.

Unit –V

Management of Current Assets-I: Management of cash, basic strategies for cash management, cash budget, and cash management techniques process.

Management of Current Assets-II: Marketable securities - characteristics selection criteria, marketable securities alternatives-management of receivables and management of inventory, the importance of current assets management in working capital planning.

Text Books:

1. Shashi K.Gupta, R.K.Sharma, “Financial Management” Kalyani Publishers, 2012.
2. M.Y Khan, PK Jain: “Financial Management-Text and Problems”, 6th Edition, TMH, 2012.

References:

1. Prasanna Chandra (2009), *Financial Management*, Tata McGraw Hill, New Delhi.
2. Khan, Jain (2009), *Financial Management*, Tata McGraw Hill, New Delhi.
3. MacMillan, Jim (2009), *Financial Management*, Oxford University Press, New Delhi.
4. Paresh P. Shah (2009), *Financial Management*, Wiley India, New Delhi.
5. JamesC .Van Horne (2009), *Financial Management and Policy*, Prentice Hall of India, New Delhi, India

ENTREPRENEURSHIP

MBA: II Semester

Course Code: C1MB210CC

L T P C

4 0 0 4

Course Objective:

1. Understand the entrepreneurial process
2. Inspire students to become entrepreneurs.

Course Outcomes:

1. Understand the mindset of the entrepreneurs
2. Study the personality of entrepreneurs
3. Identify various ventures for launching
4. Develop an idea on the legal framework of entrepreneurship.
5. Stratify perspectives in entrepreneurship.

Unit-I:

Understanding Entrepreneurial Mind set: The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Unit-II:

The individual entrepreneurial mind-set and Personality: The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations. Corporate entrepreneurial Mind set the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

Unit-III:

Launching Entrepreneurial Ventures: opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity process-Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid disadvantage of Franchising.

Unit-IV:

Legal challenges of Entrepreneurship: Intellectual property protection-Patents, Copyrights-Trademarks and Trade secrets-Avoiding trademark pitfalls. Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation process-Feasibility criteria approach.

Unit-V:

Strategic perspectives in entrepreneurship: Strategic planning-Strategic actions- strategic positioning- Business stabilization- Building the adaptive firms-Understanding the growth stage-Unique managerial concern of growing ventures.

Text Books:

1. D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
2. Bruce R. Barringer/ R.Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.

References:

1. D F Kuratko and T V Rao -Entrepreneurship- A South-Asian Perspective -Cengage Learning, 2012.
2. Vasant Desai -Small Scale industries and entrepreneurship| Himalaya publishing 2012.
3. Rajeev Roy -Entrepreneurship| 2e, Oxford, 2012.
4. B.Janakiram and M.Rizwan| Entrepreneurship Development:Text & Cases, Excel Books, 2011.
5. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
6. Robert Hisrich et al -Entrepreneurship| 6th e, TMH, 2012.
7. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013
8. Shejwalkar, Entrepreneurship Development, Everest, 2011
9. Khanka, Entrepreneurship Development, S.Chand, 2012

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

MBA: II Semester

Course Code: C1MB211CC

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4 0 0 4

Course Objective:

To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Course Outcome:

1. The course covers origin and application of OR
2. Linear Programming Method
3. Transportation problems
4. Assignment Problems
5. Decision Theory and queuing theory.

Unit –I

Introduction: Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and shortcomings of using an OR model.

Unit –II

Linear Programming Method I: Structural LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method.

Linear Programming Method II: simplex method, two-phase method, BIG-M method, converting primal LPP to dual LPP, Limitations of LPP.

Unit –III

Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by MODI Method, Variations in transportation Problems like unbalanced Supply and demand, Degeneracy and its resolution.

Unit – IV

Assignment Model I: Algorithm for solving assignment model, Hungarian Method for solving assignment problem, variations in assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem.

Assignment Model II: Travelling salesman problem, simplex method for solving assignment problem.

Unit –V

Decision Theory: Introduction, ingredients of decision problems. Decision making–under uncertainty, under risk, under certainty, decision tree, construction of decision tree

Queuing Theory: Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service stations with finite and in finite population.

Text Books:

1. S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
2. R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2012

References:

1. J.K.Sharma, -Operations Research: Theory and applications, 5thedition, Macmillan, 2013
2. Anand Sharma, -Quantitative Techniques for DecisionMaking, HPH, 2010
3. Prem Kumar Gupta -Introduction to Operations Research S Chand, 2012.
4. K.LSchgel -Quantitative Techniques and Statistics, 2012.
5. Hillie Lieberman: Introduction to operationsresearch, 9thedition, TMH,2012.

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

MBA: II Semester

Course Code: C1MB212CC

L T P C

4 0 0 4

Course Objective:

To understand the importance of Supply chain management in present Business context..

Course Outcome:

1. Growing importance of Logistics and Supply Chain Management
2. LSCM Costs and Performance
3. Benchmarking in SCM
4. Sourcing and transportation
5. Global aspects in SCM

Unit – I:

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services.

Unit – II:

Measuring logistics costs and Performance: The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis – direct product profitability – cost drivers and activity-based costing.

Unit – III:

Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure – Economics of distribution – channel relationships –logistics service alliances.

Unit – IV:

Sourcing, Transporting and Pricing Products: Sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM – Internal supply chain management.

Unit – V:

Managing Global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes – Global strategy – Global purchasing – Global logistics – Channels in Global logistics – Global alliances – Issues and Challenges in Global Supply Chain Management.

Text Books:

1. Donald J. Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.

References:

1. Sunil Chopra and Peter Meindl: "Supply chain Management: Strategy, Planning and Operation", Pearson Education, New Delhi 2013
2. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
3. Deepak P, Milind M.Oka: "Supply Chain Management" Everest Publishing House, New Delhi.
4. Manish Bansal, Babita Singla: "Retail and Supply Chain Management ", Kalyani Publishers, New Delhi, 2012.

IT – LAB FOR MANAGERS

MBA: II Semester

Course Code: C1MB202LC

L T P C

1 0 2 2

Course objective:

1. To provide students hands on experience on MS Excel Utilities
2. To gain proficiency in creating solutions for Data Management and Reporting

Course outcome:

CO1. Get familiarize with basic skills for using Excel in the classroom vis-à-vis Business Applications

CO2. Hands on experience on MS Excel Utilities

CO3. Create solutions for Data Management and Reporting

List of Exercises:

1. **Communication Media:** Types of network, network topologies, network protocols, introduction to internet e-mail
2. **Ms-Access:** Tables and queries, MS –power point– introduction, creation of slides.
3. **Overview of Ms-Excel Features:** Creating worksheet, entering and editing text, entering and editing formulas. Hands on experience with prowess of CMIE and a few simple exercises on ratio analysis using the package. Highlights and main functions. Using the Excel help function. Customizing the Quick Access Toolbar. Creating and Using Templates. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special Saving, Page Setup, and Printing. Using Headers and Footers. Manipulating Data, using Data Names and Ranges, V Lookup, H Lookup, Filters and Sort and Validation Lists. Importing Data from External Sources. Using and Formatting Tables. Basic Formulas and Use of Functions.
4. **Advanced Excel Lessons:** Data Analysis Using Charts and Graphs. Managing, Inserting, and Copying Worksheets. Securing the Excel Document (Protect Cells and Workbook). Advanced Formulas and Functions. Advanced Worksheet Features. Advanced Data Analysis using Pivot Tables and Pivot Charts
5. **Exercises:**
Test-1: Creating and Editing a Data File.
Test-2: Cross Tabulation and chi-Square Analysis. Test-3: The one-way ANOVA procedure
Test-4: Bi-variate Correlation: Bi-variate correlation, partial correlations and the correlation matrix.
Test-5: Multi-dimensional scaling.

Text Books:

1. Glyn Davis& Branko Pecar -Business Statistics Using Excel |Oxford University Press, 2012.
2. V.Rajaraman (2009), *Introduction to Information Technology*, Prentice Hall of India.

References:

1. Efraim Turban, R. Kelly Rainer, Richard E. Potter (2006), *Introduction to Information Technology*, Wiley India.
2. David W. Higham -Business Data Analysis Using Excel“ Oxford University Press, 2012
3. Winston -Excel 2010 Data Analysis and Business Modeling PHI Learning Private Limited.
4. Ron Mansfield (2008), *Working in Microsoft Office*, Tata McGraw Hill, New Delhi

SEMINAR (INDUSTRY ANALYSIS)

MBA: II Semester

Course Code: C1MB202SM

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0 0 2 1

Unit-I

Nature of the players in the industry nature of the competition from an economist's perspective. Market shares of top 3 & bottom 3 player. Possible classification of players into leaders, challenges, followers, niches. Positioning and differentiation strategies of key players. Branding strategies. promotion policies, cartelization if any and comments thereon. Capacity analysis – total capacity of the industry and breakup capacity amongst key players, planned future capacity additions. Geographical spread of plants/ facilities/ capacities (domestics as well as global). Demand supply balance in the industry, key factors affecting demand.

Unit-II

Background of promoter groups of top 3 and bottom 3 player in the industry. Management ethos and philosophy, brief profiles of CMDs, CEOs and key top managements. Two players in the industry CSR policy corporate governance initiatives, initiatives towards social inclusion environment conservation.

Unit-III

External environment: controlling ministry regulatory if any for the industry action by SEBI, competition commission of INDIA, MTRP commission against irregularity legal violations if any.

Unit-IV

Financials: Profitability, revenues, margins of top 3 and bottom 3 players over last 3 years. Sick players and their turnaround strategies if any ratio analysis of financial data for last 3 years for top 5 companies

Unit-V

Recent developments: impact of key relevant provisions of the latest Fiscal policy and EXIM policy on the industry, Key alliances in the past 5 years and their performance impact on other players in the industry merges and acquisition, if any technological developments.

E-BUSINESS (AUDIT COURSE -II)

MBA: II Semester

Course Code: C1MB205AC

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Course objectives:

1. Understand the concepts of electronic business
2. Understand the business applications

Course Outcomes:

1. Understand the new internet economy business –e-business
2. Understand the e-business structure
3. Create e-business plans in the organization.
4. Know e-business applications
5. Understand the concepts of network and website security

Unit-I

Introduction to e-Commerce: Framework, Architecture, Benefits and Impact of e-Commerce, The Anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, ProsSEcts of e-commerce.

Unit-II

Network Infrastructure for e-commerce: Intranet, Extranet, & Internet, Internet Backbone in India, ISP and services in India, OSI Model, Standards & Overview of TCP/IP, Internet Security, e-commerce & Internet.

Unit-III

E-commerce Models: Business-to-Business-Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government. **e-Advertising & Marketing:** The new age of information-based Marketing, Emergence of internet as a comSEtititive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.

Unit-IV

Electronic Payment Systems: Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System. **Electronic Data Exchange:** EDI- Definitions & Applications, Standardisation and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI.

Unit-V

E-Security: Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce. **e-CRM:** CRM, what is e-CRM, it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India.

Text Books:

1. Jeffrey F.Rayport & Bernard J.Jaworski: Introduction to E-commerce, TMH, 2003.
2. Kalakota & Winston: Frontiers of E-commerce, pearson Education, Mumbai, 2002.
3. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000.
4. C.S.V.Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.

References:

1. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.
2. Bharat Bhaskar: Electronic Commerce,Tata Mc-Graw-Hill, New Delhi, 2003.
3. Perry: E-Commerce, Thomson Publications, New Delhi, 2003.
4. Elias M.Awad: Electronic Commerce,Prentice-Hall India, New Delhi,,2002.

STOCK TRADING (AUDIT COURSE -II)

MBA: II Semester

Course Code: C1MB206AC

L T P C

2 0 0 0

Course objectives:

The course introduces students to the Indian capital market structure and operations, Trading and Settlement System in Stock Exchanges, Risk Management and Surveillance System in Stock Exchanges, fundamental and Technical Analysis. It covers from the practical perspective the trading strategies and tools used for analysis of investment in the stock market.

Course outcomes:

1. Understands stock market operations
2. Knows about risk and returns
3. understands different quantitative and qualitative investment strategies
4. Knows about stock chart terminology
5. Knows about historical winners

Unit-I

Stock markets: Introduction, Why invest? Why the stock market? **Basics of Investing I:** Getting familiarized with terminology: types of stocks, indices, exchanges, brokerage accounts, order types, bull / bear markets, primary & secondary market, Introductory concepts: margin, shorting, stock splits, market capitalization, dividends, stock market psychology.

Unit-II

Basics of Investing II: Introductory concepts: portfolio basics, risk / return, financial goals, stock news Understanding the different securities (mutual funds, ETFs, CDs, money market); Income statement, balance sheet, cash flow statement, ratios Earning estimates

Unit-III

Introduction to Investment Strategies & Analysis I: Qualitative vs. quantitative analysis, technical vs. fundamental analysis, value vs. growth investing, ratio analysis, CAN SLIM system

Unit-IV

Stock Chart Analysis I: Introduction to stock chart terminology / concepts: trends, channels, support and resistance, volume; Using technical analysis (stock charts) for buy decisions: market bottoms, chart formations & consolidations, timing buy points; Using technical analysis (stock charts) for sell decisions: market tops, climax tops, churning, support breakdown

Unit-V

Historical Winners / Simulation Discussion: Analyze greatest stock winners, Other topics / Semester Wrap-Up: Possible discussion topics: investment banking, hedge funds, private equity, careers.

Text Books:

1. The Stock Market Monk by Nikunj, Partridge Publishing India, 2015

References:

1. How to Make Money in Intraday Trading: A Master Class By One of India's Most Famous Traders by Ashwani Gujral, Vision Books 2018.
2. The Intelligent Investor (English) by Benjamin Graham, HarperBusiness, 2013.

STRESS MANAGEMENT (AUDIT COURSE -II)

MBA: II Semester

Course Code: C1MB207AC

L T P C

2 0 0 0

Course objective:

Enable the students to consider the management of work-related stress at an individual and organizational level, and will help participants to develop and implement effective strategies to prevent and manage stress at work.

Course outcomes:

1. Understand the term 'stress' and its emotional basis
2. Incorporate strategies to overcome stress
3. Know about how to care of self
4. Identify the sign and symptoms of stress related illness.
5. Know the cognitive aspects of coping stress

Unit-I

The Meaning of Stress, The Body's Reactions to Stress, Sources of Stress across the Lifespan, Adaptive and Maladaptive Behavior, Individual and Cultural Differences

Unit-II

Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual, Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress

Unit-III

Care of the Self: Nutrition and Other Lifestyle Issues, Stress and Conflict in Relationships, Resilience and Stress, Optimal Functioning to Make Your Changes Last.

Unit-IV

Stress and Nervous System, Hypothalamic-pituitary-adrenal (HPA) axis, Effect of stress on Immune system, Health risk associated with chronic stress, Stress and Major psychiatric disorders

Unit-V

Developing cognitive coping skills, Autogenic Training, Imagery and Progressive relaxation Other relaxation techniques, Exercise and health, DIY strategies stress management.

References:

1. Stress & Stress Management by Clinic Community Health Centre, January, 2010
2. Psychology: An introduction, Charles G Morris, Albert A Maisto, Pearson Education, 11th edition.

PERSONALITY DEVELOPMENT (AUDIT COURSE -II)

MBA: II Semester

Course Code: C1MB208AC

L T P C

2 0 0 0

Course Objectives:

1. To develop Inter-Personal Skills and be an effective Goal-oriented team player.
2. To develop Professionals with Idealistic, Practical and Moral Values along with Communication and Problem Solving Skills.

Course Outcomes:

1. Enhance Holistic development and improve their Employability Skills.
2. Conduct themselves in a Professional manner while interacting with the people.
3. Balance Emotions to get Success.
4. Work under Stress and in tough Business Environments.
5. Measure individuals' Mental Capabilities and Behavioural style.

Unit-I

Self-Analysis: SWOT Analysis, Who am I, Attributes, Importance of Self Confidence, Self Esteem.

Unit-II

Creativity: Out of box thinking, Lateral Thinking.

Unit-III

Attitude: Factors influencing Attitude, Challenges and lessons from Attitude, Etiquette.

Unit-IV

Motivation: Factors of motivation, Self-talk, Intrinsic & Extrinsic Motivators.

Unit-V

Goal Setting: Wish List, SMART Goals, Blue print for success, Short Term, Long Term, Life Time Goals. Time Management Value of time, Diagnosing Time Management, Weekly Planner To do list, Prioritizing work. Extempore

Text Books:

1. SOFT SKILLS, 2015, Career Development Centre, Green pearl Publications .
2. Covey Sean, Seven Habits of Highly Effective Teens, New York, Fireside Publishers, 1998.

References:

1. Carnegie Dale, How to win Friends and Influence people, New York: Simon & Schuster, 1998.
2. Daniel Coleman, Emotional Intelligence, Bantam Book, 2006
3. Thomas A Harris, I am ok, you are ok, New York-Harper and Row, 1972

II-MBA (I-SEMESTER)

STRATEGIC MANAGEMENT

MBA: III Semester

Course Code: C1MB313CC

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Course objectives:

To provide a Strategic orientation in conduct of the business..

Course outcomes: Students will be able to understand

1. Strategic management concepts
2. Tools and Techniques for Strategic analysis
3. Strategies for competing in globalised markets
4. Strategy Evaluation and Control.

Unit – I:

Introduction - Concepts in Strategic Management, Strategic Management Process, developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

Unit – II:

Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

Unit – III:

Strategy Implementation - Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy - Strategies for competing in Global markets and internet economy - Organizational Values and their impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

Unit – IV:

Turnaround and Diversification Strategies - Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures, Alliances and cooperative - Diversification Strategy: firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation. International Strategies.

Unit – V:

Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Text Books:

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.

References:

1. Mason A.Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017
2. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
3. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
4. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
5. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.

PRODUCTION AND OPERATIONS MANAGEMENT

MBA: III Semester

Course Code: C1MB314CC

L T P C

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Course objectives:

1. Acquire knowledge on the concepts of production
2. Acquire knowledge on operations management in organization

Course Outcomes:

1. Understand the concepts of operation management.
2. Know the factors influencing plant location & layout.
3. Know capacity planning & scheduling..
4. Understand the concepts of work study.
5. Understand the concepts of material management

Unit –I

Introduction: Overview of production and operation management (POM), functions, historical development of POM, POM scenario today, product and process design, product and process development, manufacturing process technology, value analysis.

Facilities Management: Location of facilities, layout of facilities, optimization of product/process layout.

Unit –II

Aggregate Planning: Preparation of aggregate demand forecast, specification of organizational policies for smoothing capacity utilization, determination of feasible production alternatives and determination of optimal production strategy. **SCHEDULING:** Scheduling in job, shop type production, shop loading, assignment and sequencing, scheduling in mass, line of balance, methods of production control, world class production.

Unit –III

Work Study: Method study, work measurement, work design, job design, and work sampling, industrial engineering techniques.

Quality Management: Introduction to Quality Management, Economics of quality assurance, inspection and quality control, control charts for variables and control charts for attributes, acceptance sampling, just in time production, quality circles and ISO 9000 series standards, six sigma concepts

Unit – IV

PERT & CPM: Drawing networks diagram, identifying critical path, Estimation of project time, project crashing, optimum cost and optimum duration.

Unit –V

Material Management: Costs associated with inventory, economic order quantity, stores management - objectives, systems of Inventory control - ABC, VED and FSND analysis, material requirement planning I & material requirement planning II

Text Books:

1. S.D. Sharma, Operations Research, Kedarnath Ramnath and Company.
2. R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2012

References:

1. Chary S.N (2009), *Production and Operation Management*, Tata McGraw Hill, New Delhi.
2. Upendra Kachru (2009), *Operation Management*, Excel Publications, New Delhi.
3. AdamE.E, EbertR.J (2009), *Production and Operation Management*, 6th edition, Prentice Hall of India.
4. J. Katayani (2010), *Production Management*, Students Helpline Publishing House Private Limited, Hyderabad.
5. Chunnawala (2009), *Production and Operation Management*, Himalaya Publications, Mumbai.

DATA ANALYTICS

MBA: III Semester

Course Code: C1MB315CC

L T P C

4 0 0 4

Course objectives:

To understand the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.

Course Outcome: Students will be able to understand

1. Importance of Analytics.
2. Understanding the analytical tools.
3. Application of Analytical tools to solve business problems.

Unit - I:

Introduction to Data Analytics - Introduction to Data- Importance of Analytics- Data for Business Analytics –Big Data - Business Analytics in Practice. Data Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, Exploring data using pivot tables.

Unit - II:

Descriptive Statistical Measures – Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association. Probability distribution and Data Modeling – Discrete Probability distribution, Continuous Probability distribution, Random sampling from Probability Distribution, Data Modeling and Distribution fitting.

Unit - III:

Predictive Analytics - Karl Pearson Correlation Techniques - Multiple Correlation- Spearman's Rank correlation -Simple and Multiple regression -Regression by the method of least squares – Building good regression models – Regression with categorical independent variables - - Linear Discriminant Analysis - One way and Two-Way ANOVA

Unit - IV:

Data Mining - Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning – cluster analysis, Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.

Unit - V:

Simulation - Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

Text Books:

1. James Evans, Business Analytics, 2e, Pearson, 2017.
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
3. Thomas Eri, Wajid Khattack& Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015

References:

1. Wilfgang Jank, Business Analytics for Managers, Springer, 1e, 2014.
2. Akil Maheswari, Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
3. Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
4. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

INTELLECTUAL PROPERTY RIGHTS (OPEN ELECTIVE-I)

MBA: III Semester

Course Code: C1MB301OE

L T P C

3 0 0 3

Course objective:

The course is designed to provide comprehensive knowledge to the students regarding the general principles of IPR, Concept and Theories, Criticisms of Intellectual Property Rights

Course Outcome:

1. Identify different types of Intellectual Properties
2. Know about trade marks
3. Know about copy rights and law of patents
4. Understand trade secrets
5. Understands new developments in intellectual property rights

Unit - I

Introduction to Intellectual Property: Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights

Unit - II

Trademarks: Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting and evaluating trade mark' trade mark registration processes.

Unit – III

Law of Copy Rights: Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right' international copy right law.

Law of Patents: Foundation of patent law, patent searching process, ownership rights and transfer.

Unit - IV

Trade Secrets: Trade secret law, determination of trade secret status' liability for misappropriations of trade secrets, and protection for submission, trade secret litigation.

Unfair Competition: Misappropriation right of publicity, false advertising.

Unit – V

New Development of Intellectual Property: New developments in trade mark law; copy right law patent law, intellectual property audits'. International overview on intellectual property, international - trade mark law, copy right law, international patent law, and international development trade secrets law.

Text Books:

1. Deborah. E. Bouchoux (2009), Intellectual property, Cengage learning, India.
2. Deborah. E. Bouchoux (2001), Protecting your companies intellectual property, AMACOM, USA.

References:

1. Prabuddaganguli (2003), Intellectual property right, Tata McGraw Hill Publishing company Ltd., India.
2. Robert Hisrich, Michael P. Peter, Dean A. Shepherd (201), Entrepreneurship, Tata McGraw Hill., India.

YOGA AND SPIRITUALITY (OPEN ELECTIVE-I)

MBA: III Semester
Course Code: C1MB302OE

L T P C
3 0 0 3

Course Objectives:

To inculcate the habits of Yoga way of life in action and in spirit to students. Further to let student know the duties as Human on earth through Panch Yajna with special reference to practice of Mantas and Sutras.

Course outcomes:

1. Knowledge of yoga during modern times.
2. Know basic yoga sutras.
3. Understand about benefits of yoga.
4. Know about religion and spirituality perspective
5. Understand Spirituality in responding to traumatic stress and work place

Unit-I

Introduction to Yoga : Origin of Yoga, History and Development of Yoga; Etymology and Definitions, Misconceptions, Aim and Objectives of Yoga, True Nature and Principles of Yoga, General Introduction to Shad-darshanas with special reference to Sankhya and Yoga, General introduction to four paths of Yoga, Principles of Yoga and Yogic practices.

Yoga in Modern Times: Brief Introduction to important Yoga Paramparas (lineages) Yogic Traditions of Ramakrishna and Swami Vivekananda, Shri Aurobindo; Yoga traditions of Maharshi Ramana and Swami Dayanand Saraswati

Unit-II

Basic Yoga Texts: Brief Introduction of Ten principal Upanishads as the basis of Yogic context, General Introduction to Bhagavad Gita (B.G.). Definitions of Yoga in B.G. and their relevance & Scope.

Patanjala Yoga Sutra: Yoga, it's meaning & purpose & Nature of Yoga; Concept of Chitta, Chitta-Bhumis, Chitta-Vrittis, Chitta-Vritti nirodhopaya Abhyasa and Vairagya as the tools Chitta-Vikshepas (Antarayas), Chitta-prasadanam, Prakriti and its evolutes.

Unit-III

Yoga for Health and wellness : Yogic conceptions of health and diseases , Concept of Adhi and Vyadhi; Meaning and definitions, Concept of Pancha kosha , Concept of Triguna , Concept of Panchamahabhutas , Yogic principles of Healthy-Living , Introduction to yogic diet and nutrition.

Yoga for stress management and personality development: Concept of Stress; Solutions through Mandukya karika - Relaxation and stimulation combined as the core for stress management; impact of yogic lifestyle on stress management. Yogic attitudes for personality development, Ashtanga Yoga and personality development, personality development with special emphasis on Panchakosa.

Unit-IV

Introduction: Spirituality, sacred text, and meaning-making in psychological practice. Understanding spiritual principles and spiritual practice for rapid progress.

Religion and spirituality in psychological perspective: Symbolic representation in the (re-)forming of relationships and the emergence of the self. Spirituality to bring out Divine qualities while learning how to let go of personality defects such as anger, jealousy, laziness, etc.

Unit-V

Spirituality in responding to traumatic stress: Sacred texts as resources for establishing safety, processing emotions, and affirming dignity, agency, and solidarity

Spirituality and work place: How do you define spirituality in work place? Working with Values and Virtues, Spirituality in the Workplace , Spiritual Practices for Effective Leadership

Text Books:

1. Don Lattin, Following Our Bliss: How the Spiritual Ideals of the Sixties Shape Our Lives Today (ISBN: 0060730633)
2. Spiritual Leadership: The Quest for Integrity. Doohan, Leonard (2007), New York: Paulist Press
3. May, Gerald G. Addiction and Grace: Love and Spirituality in the Healing of Addictions. San Francisco: Harper & Row, 1988.

References:

1. Deepak Chopra: Seven spiritual laws of Yoga, Amazon Asia-Pacific Holdings Private Limited.
2. Light on Yoga by B.K.S. Iyengar, Publisher: Harper Thorsons; 2/18/06 edition.

DISABILITY AND REHABILITATION **(OPEN ELECTIVE-I)**

MBA: III Semester

Course Code: C1MB303OE

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3 0 0 3

Course objectives:

1. Disability rehabilitation as a field of knowledge and practice has made strides. Issues of disability rehabilitation involve multiple stakeholders, variety of disciplines and professional streams.
2. Commitment to a society based on the principles of equality of rights and opportunities is posing a variety of challenges to those involved in disability rehabilitation.

Course outcome:

1. Awareness regarding disability and rehabilitation
2. Management of Programmes for the Rehabilitation of Disabled Persons
3. Gender Dimensions of Disability in the Indian Context
4. Intervention strategies by Government for men and women with disabilities in different areas
5. Understand family centered interventions

Unit-I

Introduction: Disability who are disabled? , Definition of disability, Attitudes, Stigma, Discrimination, Types of disability, Needs and problems of Person With disability related to daily activities, education- Special and inclusive

Rehabilitation: Introduction, types, Level of rehabilitation- Prevention, promotion, tertiary, rehabilitation programmes such as art therapy, animal therapy, dance, drama therapy, music

Unit-II

Management of Programmes for the Rehabilitation of Disabled Persons: Introducing Management perspectives with reference to the disabled. Institutional & non institutional types of services. Role of rehabilitation social workers in advocacy for influencing policy formulation, implementation and evaluation, Role of government organizations, NGOs and international organizations in providing services to disabled persons.

Unit-III

The Gender Dimensions of Disability in the Indian Context: Understanding Disability from Feminist and Masculinity perspective , Status of women and girl with disability in India, Various Issues faced by male and women with disabilities such as education, vocation, employment, violence, marriage, parenting especially motherhood, reproductive health, sexuality, self-esteem, political participation, legal issues, family relationship, Transgender with disability.

Unit-IV

Intervention strategies by Government for men and women with disabilities in different areas such as education, health including physical, mental, reproductive health, sexuality, employment, livelihood, self- esteem, violence against women with disabilities legal aid, self- help group.

Unit-V

Family Centred Interventions: Understanding the effect of the presence of disabled individual on the family unit from an ecological and systems perspective. Family's coping strategies, Need for interventions with the family unit using a partnership approach, Holistic assessment of the family system. Needs and concerns of families , Use of family crisis intervention, Counselling parents in areas of direct care, SHGs of parents, siblings.

Text Books:

1. Albrecht, G., Seelman, K., Bury, M. (ed) 2001, Handbook of Disability Studies, New Delhi: Sage Publication
2. Chaturvedi, T.N. (1981). Administration for the Disabled: Policy and Organisational Issues. New Delhi : I.I.P.A.
3. Chandra, K. (1994). Handbook of Psychology for the Disabled and Handicapped, New Delhi : Anmol Publications.
4. Mani, R.D. (1988). The Physically Handicapped in India Policy and Programme. New Delhi: Ashish Publishing.

References:

1. Narasimhan, M.S. and Mukherjee, A.K. (1988). Disability: A Continuing Challenge. New Delhi: Wiley Eastern Ltd.
2. Thomas, Carol (1999) Female Forms: Experiencing and Understanding Disability. Buckingham, Open University Press
3. Blacher, J. (Ed.) (1984) Severely Handicapped Young Children and Other Families: Research in Review. Oxford: Academic Press Inc.
4. Dale, N. (2000) Working with families of Children with Special Needs: Partnership and Practice, East Sussex: Brunner- Routledge.

PUBLIC ADMINISTRATION (OPEN ELECTIVE-I)

MBA: III Semester
Course Code: C1MB304OE

L T P C
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Course Objective:

The programme aims to build skills that can be used in business, quantitative analyses, economics, finance, and management- related and social problems. It builds enhanced sensibility and capability skills in students necessary to manage public programs and systems better and familiarizes them with global trends and practices to allow exploration of innovative options and choices.

Course outcomes:

- CO1.know about public administration
- CO2. Understand administration thoughts by various authors
- CO3. Knows about organisation accountability and control
- CO4.Know state government administration
- CO5.Administrative reforms

Unit-I

Introduction: Meaning, scope and significance of Public Administration, Evolution of the discipline and its present status, Wilson's vision of Public Administration. Evolution of Indian Administration: Basics of Kautilya's Arthashastra, Legacy of British rule in politics and administration, Indianization of public services, revenue administration, district administration, local self-government, Challenges of liberalization, Privatisation, Globalisation,

Unit-II

Administrative Thought: Weber's bureaucratic model – its critique and post-Weberian Developments, Dynamic Administration (Mary Parker Follett), Human Relations School (Elton Mayo), Functions of the Executive (C.I. Barnard), Simon's decision-making theory, Participative Management (R. Likert, C. Argyris, D. McGregor).

Unit-III

Organisations: Ministries and Departments, Corporations, Companies, Boards and Commissions, Ad- hoc and advisory bodies, Headquarters and Field relationships, Regulatory Authorities, Public – Private Partnerships.
Accountability and control: Role of media, interest groups, voluntary organizations, Civil society Citizen's Charters, Right to Information, Social audit. Historical and sociological factors affecting administrative systems

Unit-IV

State Government and Administration: Union-State administrative, legislative and financial relations, Role of the Finance Commission, Governor, Chief Minister, Council of Ministers, Chief Secretary, State Secretariat, Directorates. District Administration since Independence: Changing role of the Collector, Union state- local relations, Imperatives of development management and law and order administration, District administration and democratic decentralization

Unit-V

Administrative Reforms since Independence: Major concerns, Important Committees and Commissions Reforms in financial management and human resource development, Problems of implementation. Good Governance: concept and application,

Text Books:

1. D.Ravindra Prasad and Y. Pardhasaradhi (eds.), Public Administration: Concepts, Theories and Principles (Eng), Telugu Akademi, Hyd, 2011.
2. R.K.Sapru, Administrative Theories and Management Thought (Third Edition), PHI, New Delhi, 2014
3. Ramesh k. Arora & Rajni Goyal, Indian Public Administration: Institutions and Issues (2nd Revised Edition), New Age International Publications, New Delhi, 1995.
4. Hoshier Singh & Pankaj Singh, Indian Administration, Pearson Education India, 2011

References:

1. Avasthi & Avasthi, Indian Administration (Sixteenth Edition), Lakshmi Narayan Agarwal, Agra- 2010- 11.
2. Bhattacharya Mohit, New Horizons of Public Administration, Jawahar Publishers, New Delhi , 2007
3. Anderson James E, Public Policy Making, (8th Revised Ed.) Cengage Learning, 2014
4. Bhatnagar Subhash, E. Government from Vision to Implementation, SAGE publication, New Delhi, 2004.
5. Arora, K., Public Administration in India – Tradition, Trends and transformation, Paragon International Publishers, New Delhi. 2006

HEALTH MANAGEMENT (OPEN ELECTIVE-I)

MBA: III Semester
Course Code: C1MB305OE

L T P C
3 0 0 3

Course objective:

The objective is to provide both academic as well as practical insights to the students about management in the healthcare sector and prepares them to tackle critical managerial positions in the globalised healthcare environment. This programme also helps the professionals with insights to general management perspective and provides a better understanding of the community.

Course outcomes:

- CO1. Knows about public health problems in India
- CO2. Understand about epidemiology
- CO3. Knows about various health systems in India
- CO4. Population indicators
- CO5. Understand nutrition and communicable & non-communicable diseases

Unit-I

Introduction: to Public Health Evolution of Public Health. Important Public Health Acts, Health problems of developed and developing countries, Health problems in India, Environment and Health.

Unit-II

Basic Epidemiology: Definition and Concepts of Epidemiology, Concepts of Health and Disease. Role of Genetics in Health and Disease, Levels of Prevention, Types of Epidemiology, Uses of Epidemiology.

Unit-III

Health Systems in India: Health planning in India including various committees and National Health Policy and Health Goals set from time to time. Organised sector with reference to Centre, State, District and Block level structures and local bodies and Panchayati Raj Organisation and functions of community health centres and Primary Health Centres (PHCs). Health Manpower, Primary Health care and concept, Alternative systems of medicine, like Ayurveda, Homeopathy, etc. Holistic Approach Non-Governmental Organisations (NGOs) and Private Voluntary Organisations (PVOs). Unorganized Sector.

Unit-IV

Population Indicators: Definition, scope and evolution. Problems of Population growth, Birthrates, death rates, fertility rates, age-specific mortality rates, MMR, CPR, etc. Approaches and methods of contraception, Medical Termination of Pregnancy.

Unit-V

Nutrition and Communicable & Non-communicable diseases: Major nutritional problems, etiology, manifestations and prevention. Family Welfare and Planning, Reproductive and Child health- Components of RCH care, Need and package of services under RCH Programme. Communicable and Non-communicable diseases- Epidemiology, Etiology, Pathogenesis, Prevention and Control of Communicable Diseases- Malaria, Cholera, Tuberculosis, Leprosy, Diarrhoea, ARI, Poliomyelitis, Viral Hepatitis, Measles, Dengue, Rabies, AIDS, etc. Non-communicable diseases- coronary heart disease, hypertension, diabetes mellitus, cancers, etc.

Text Books:

1. Shortell and Kaluzny's Healthcare Management: Organization Design and Behavior | 6th Edition
Lawton Burns/Elizabeth Bradley/Bryan Weiner, engage, 2012

References:

1. Management Principles for Health Professionals by Charles R. McConnell and Joan Libeler.
2. Introduction to Health Care Management by Nancy H. Shanks and Sharon B. Buchbinder, 2012

CONSUMER BEHAVIOUR (MARKETING ELECTIVE-I)

MBA: III Semester

Course Code: C1MB3M1SE

L T P C

4 0 0 4

Course Objective:

To understand marketing decisions keeping in mind the consumer behaviour.

Course Outcome:

1. Understand consumer behavior
2. Environmental influences on consumer behaviour,
3. Perception and attitude of consumers,
4. Consumerism and consumer protection act
5. Customer relationship management and loyalty.

Unit –I

Introduction To Consumer Behaviour: Evolution of consumer behaviour, understanding consumers and market segments, consumer behaviour and marketing strategy, psychographic dimensions, consumer motivation, perception, personality, information processing, attitude formation and attitude change.

Unit –II

Social And Cultural Environment: Economic, demographic, cross cultural and socio-cultural influences, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings social stratification, reference groups and family influences, personal influence.

Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

Unit –III

Communication And Consumer Behaviour: Components of communications process, designing persuasive communication and diffusion of innovations, models of buyer behaviour, Howard model, Howard-Sheth model, EKB model, Webster and wind model and Sheth industrial buyer behaviour model.

Consumer Decision Processes: High and low involvement, pre-purchase processes, purchase, post purchase processes, consumption and evaluation, brand loyalty and repeat purchase behaviour.

Unit – IV

Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

Consumer Protection: Consumer protection act 1986, central consumer protection council, state consumer protection councils, consumer disputes Redressal agencies, consumer disputes Redressal forum, national consumer disputes Redressal commission.

Unit –V

Customer Relationship Management: Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM programme. TRENDS IN CRM: e-CRM Solutions – Data Warehousing, Data mining for CRM –an introduction to CRM software packages.

Customer Loyalty: Concept of customer loyalty, customer value assessment, customer retention strategies, CRM in services, E-CRM.

Text Books:

1. N. Venkat Rao, P. Naga Raju (2011), *Consumer Behavior*, Students Helpline Publishing House Private Limited, Hyderabad.
2. Hawkins, Best, Coney (2009), *Consumer Behavior Building Marketing Strategy*, Tata Mc Graw Hill, New Delhi.

References:

1. Henry Assael (2009), *Consumer Behaviour*, Willey India, New Delhi.
2. Leen G. Schiff man, L.H. Kanuk (2009), *Consumer Behaviour*, Pearson Education, India
3. Deon (2009), *Buyer Behaviour*, Oxford University Press, New Delhi.

PERFORMANCE MANAGEMENT (HUMAN RESOURCE ELECTIVE-I)

MBA: III Semester

Course Code: C1MB3H1SE

L T P C

4 0 0 4

Course Objective:

1. Understand about performance management and reward system.
2. Communicating to enhance employee performance.

Course Outcome:

1. Significance of Performance Management
2. Communication of Performance Management
3. Performance Management and Development of Employees
4. Reward System,
5. Other performance related concepts.

Unit-I

Defining performance and choosing a Measurement Approach, Measuring Results and Behaviours. Gathering performance Information, Implementing a performance Management System. Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

Unit-II

Performance Management and employee development, Performance Management skills. Reward Systems and legal issues, Managing Team performance. Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

Unit-III

Training and Development: Important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process. Trends in training

Unit-IV

Need Analysis and Training design: The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory. **Training methods:** Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

Unit-V

Implementation & Evaluation of Training: Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation. **Areas of organizational Training:** Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.

Text Books:

1. Herman Aguinis, — Performance Management| Pearson, 2012.
2. LanceA Berger & Dorothy R Berger - The Talent Management Hand Book| 2nd edition TMH, 2015.
3. B D Singh, — Performance Management System- a holistic approach| excel Books,2010

References:

1. Prem Chadha -Performance management|| Macmillan, 2012.
2. Srinivas K Kandula -Performance Management|| PHI, 2010.
3. R K Sahu : Performance Management System, Excel, 2015.
4. P.Nick Blanchard, James W. Thacker, A.Anand Ram, | Effective Training| 4e, Pearson, 2012.
5. Raymond A Noe, Amitabh Deo Kodwani, —Employee Training and Development|| McGraw Hill, 2012.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (FINANCE ELECTIVE- I)

MBA: III Semester
Course Code: C1MB3F1SE

L T P C
4 0 0 4

Course Objective:

To understand the investment process, investment alternatives, Valuation of debt and equity.

Course Outcome:

1. Indian Investment Environment
2. Portfolio Analysis
3. Bond valuation and management
4. Equity valuation of Cash market and derivatives
5. Performance evaluation of Portfolios.

Unit -I

Investment: The investment environment, classification and functions of financial markets and financial instruments. Securities markets, how securities are traded.

Unit -II

Portfolio Theory and Capital Market Theory: The returns and risks from investing, Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model, asset pricing models, the capital asset pricing model, arbitrage pricing theory.

Unit -III

Fixed Income Securities (Bond): Analysis, valuation and management, interest rates, measuring bond yields, bond pricing theorems, convexity, duration, passive bond management and active bond management strategies, bond immunization

Unit - IV

Equity Analysis Valuation and Management: Discounted cash flow techniques, balance sheet analysis, dividend discount models, intrinsic value and market price, the P/E ratio or earnings multiplier approach, price/book value, price/sale ratio, economic value added (EVA) the passive and active strategy.

Security Analysis: Macro economic analysis, industry and company analysis, technical analysis.

Unit –V

Portfolio Management: Mutual funds, growth of mutual funds in India, structure of Mutual funds, Performance evaluation of mutual funds, and performance measurement with changing portfolio composition.

Performance Evaluation of Portfolios: Sharpe model, Jensen's model for portfolio evaluation, evaluation of mutual fund.

Text Books:

1. Donald E. Fischer, Ronald J. Jordan (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi
2. Prasanna Chandra (2009), *Investment Analysis and Portfolio Management*, Tata Mc Graw Hill, New Delhi.

References:

1. Tanuja (2011), *Security Analysis and Portfolio Management*, Students helpline Publishing House Private Limited, Hyderabad.
2. Bhalla .V.K (2009), *Investment Management*, S .Chand publications, New Delhi.
3. S.Kevin (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.

GLOBAL ENTREPRENEURSHIP (ENTREPRENEURSHIP ELECTIVE- I)

MBA: III Semester

Course Code: C1MB3E1SE

L T P C
4 0 0 4

Course Objective:

1. Understand new venture creation opportunities.
2. Learn entrepreneur resources, and requirements for Enterprise Startup.

Course Outcomes:

1. Understand startup opportunities
2. Analyze Legal and other requirements for new ventures
3. Know the financial issues of startups
4. Learn sustainability and growth of startups
5. Understand exit strategies

Unit - I:

Start-up opportunities: The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The startup Economy -The Six Forces of Change- The Startup Equation- The Entrepreneurial Ecosystem –Entrepreneurship in India. Government Initiatives.

Unit - II:

Start-up Capital Requirements and Legal Environment: Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

Unit - III:

Starting up Financial Issues: Feasibility Analysis - The cost and process of raising capital - Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

Unit - IV:

Startup Survival and Growth: Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures- preparing for change - Leadership succession. Support for growth and sustainability of the venture.

Unit - V:

Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

Text Books:

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.

References:

1. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
2. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
3. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009.

SERVICES MARKETING (MARKETING ELECTIVE-II)

MBA: III Semester
Course Code: C1MB3M2SE

L T P C
4 0 0 4

Course Objective:

To facilitate the students about the concepts of Services Marketing through cases.

Course Outcome:

1. Understanding Services Marketing
2. Service segmentation and value creation .
3. Understand pricing strategies of services
4. Align service design and standards
5. Delivering service, managing services promises.

Unit -I

Understanding Services Marketing: Introduction, services in the modern economy, classification of services, marketing services Vs physical services, services as a system.

Customer Relationship Marketing: Relationship marketing, the nature of service consumption, understanding the customer needs and expectations, strategic response to the intangibility of service performances.

Unit -II

Services Market Segmentations: The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining value relations, customer loyalty

Creating Value in a Competitive Market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

Unit -III

Pricing Strategies for Services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies in to practice

Service Promotion: Service promotion, the role of marketing communication, implication for communication strategies, setting communication objectives, marketing communication mix, external marketing, word of mouth communication, interactive marketing.

Unit - IV

Planning and Managing Service Delivery: Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity. Creating delivery system in price, cyber space and time, the physical evidence of the service space, the role of intermediaries, enhancing value by improving the quality and productivity

Unit -V

Marketing Plans for Services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource all occasions and monitory marketing planning and services.

Management of Movements of Truth: Service deficiencies, consumer grievance recovery strategies.

Text Books:

1. K. Rama Mohana Rao (2009), *Services Marketing*, Pearson Education, New Delhi
2. ValeriZeithmal, MaryJoBunter (2009), *Services Marketing*, Tata Mc GrawHill, New Delhi.
3. B. Sudhir, Jawahar Babu, Subrahmanyam (2010), *Services Marketing*, Students helpline Publishing House Private Limited, Hyderabad.

References:

1. Christopher Lovelock (2009), *Services Marketing*, Pearson Education, New Delhi.
2. Christian Gronrose (2009), *Services Management and Marketing*, Maxwell Macmillan, New Delhi.
3. Kenneth E .Clow, David L. Kurtz(2009), *Services Marketing*, Wiley India, New Delhi.

STRATEGIC HUMAN RESOURCE MANAGEMENT (HUMAN RESOURCE ELECTIVE- II)

MBA: III Semester

Course Code: C1MB3H2SE

L T P C

4 0 0 4

Course objectives:

It will enable you to comprehensively understand the fundamental principles of modern business models and facilitate the creation and implementation of future-ready HR strategies that are in sync with recruitment practices ideal for the future workforce.

Course outcome:

1. Understand the evolving role of HR in the context of global workforce landscape and the role as a strategic business partner
2. Understand strategic fit frameworks
3. Create strategies to help organizations identify, recruit, develop and train top talent
4. Acquire an in-depth understanding of how aligning HR strategically with business can be a competitive and sustainable advantage

Unit-I

HR environment HRM in knowledge economy Concept of SHRM Investment Perspective of SHRM Evolution of SHRM Strategic HR vs. Traditional HR –Barriers to strategic HR Role of HR in strategic planning

Unit-II

Strategic fit frameworks - Linking business strategy with HR strategy - HR bundles approach, best practice approach - Business strategy and human resource planning - HRM and firm performance linkages - Measures of HRM performance – Sustained competitive advantages through inimitable HR practices

Unit-III

HR Systems - Staffing systems - Reward and compensation systems - Employee and career development systems - performance management systems - Various Strategic Management frameworks Strategic options and HR decisions – Downsizing and restructuring - Domestic and International labour market - Mergers and acquisitions - Outsourcing and off shoring.

Unit-IV

Strategic Responses of Organisations to Changing Environment – Portfolio process and structure related strategic responses. M & A s and Strategic HR

Unit-V

Conduct an Interview with CEO or Authorised authority and data collection on Strategic responses of Organisations to changing environment.

Text Books:

1. Mello- Jeffrey A.,—Strategic Human Resource Managementl, Thomson Learning Inc,

References:

1. Agarwala, Tanuja, -Strategic Human Resource Managementl, Oxford University Press, New Delhi,
2. Dreher- George and Thomas Dougherty, –Human Resource Strategyl, Tata McGraw Hill,
3. Greer, Charles, —Strategic Human Resource Managementl, Pearson Education

FINANCIAL INSTITUTIONS, MARKETS & SERVICES (FINANCE ELECTIVE- II)

MBA: III Semester

Course Code: C1MB3F2SE

L T P C
4 0 0 4

Course Objectives:

To give an understanding about Indian Financial system with respect to Markets, Institutions and Services.

Learning Outcome: At the end of the course, student will be able to understand:

1. Introduction to Banking business
2. Banking and Non-Banking Institutions
3. Financial and Insurance markets
4. Insurance business environment.
5. Risk management

Unit-I

Introduction to Banking Business: Introduction to Banking sectors-History of banking business in India, Structure of Indian banking system: Types of accounts, advances and deposits in a bank New Dimensions and products- E-Banking, Mobile-Banking, Net Banking, CRM, cheque system and KYC system.

Unit-II

Banking Reforms and Regulations: Banking regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and credit control system; Role of commercial banks and its functions. Banking sector reforms in India and deficiencies in Indian banking including problems accounts and Non-Performing Assets.

Unit-III

Introduction to Insurance: Introduction to insurance, Need and importance of Insurance, principles of Insurance, characteristics of insurance contract, branches of insurance and types of insurance; life insurance and its products: Role of Agents and brokers.

Unit-IV:

Insurance Business Environment: Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.

Unit-V

Introduction to Risk Management: Introduction to Risk, meaning and types of risk in business and individual, Risk management process, methods: Risk identification and measurement, Risk management techniques; Non insurance methods.

Text Books:

1. Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons, New Delhi.
2. Mark S. Dorfman: Risk Management and Insurance, Pearson, 2009.

References:

1. Reddy K S and Rao R N: Banking and Insurance, Paramount publishers, 2013
2. Scott E. Harringam Gregory R. Nichanus: Risk Management & Insurance, TMH, 2009.

MSME MANAGEMENT
(ENTREPRENEURSHIP ELECTIVE- II)

MBA: III Semester

Course Code: C1MB3E2SE

L T P C

4 0 0 4

Course Objective:

To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

Course Outcome:

1. Issues and Challenges in MSMEs
2. Setting up of MSMEs
3. Institution and Government support.
4. Management of MSMEs
5. Role of Government in promoting Entrepreneurship

Unit - I:

Introduction for Small and Medium Entrepreneurship (SME): Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

Unit - II:

Setting of SMEs': Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

Unit - III:

Institutions supporting MSMEs: –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

Unit - IV:

Management of MSME: Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance

Unit - V:

Role of Government in promoting Entrepreneurship: MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

Text Books:

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.

References:

1. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
2. Aneet Monika Agarwal, Small and medium enterprises in transitional economies, challenges and opportunities, DEEP and DEEP Publications.
3. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.

ADVERTISING & SALES PROMOTION (MARKETING ELECTIVE-III)

MBA: III Semester
Course Code: C1MB3M3SE

L T P C
4 0 0 4

Course Objective:

To understand Advertising, Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel Institutions.

Course outcome:

1. Understand the importance of Advertising
2. Understand about advertising media
3. Sales Planning and Budgeting and need for distribution channels and managing them.
4. Sales promotion
5. Sales distribution activities

Unit – I:

Advertising: Concept, Evolution, Promotion Mix, Importance, and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, Elements of a layout.

Unit – II:

Advertising Media: Types of Media – Print, Electronic, Other Media – Merits and Demerits of each media, Media Planning – frequency, reach and outcome, Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

Unit – III:

Sales Management: Importance, types of Selling, difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management - Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation.

Unit – IV:

Sales Promotion: Concepts, need, objectives, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies - Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising, Ethical and legal aspects of sales promotion.

Unit– V:

Sales Distribution: Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channel for consumer products, business and industrial products, alternative channel, Channels for Rural Markets, channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers, Managing Conflict - reasons for Channel Conflicts, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Text Books:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
2. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015
3. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011

References:

1. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
2. K.Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.
3. S.A.Chunawalla, Sales and Distribution Management, 3e, HPH. 2012

INDUSTRIAL RELATIONS AND LABOUR LAWS (HUMAN RESOURCE ELECTIVE- III)

MBA: III Semester

Course Code: C1MB3H3SE

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4 0 0 4

Course objective:

To understand of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.

Course Outcome:

1. Importance of Industrial Relations
2. Understand IR policies
3. Reasons and types of trade unions
4. Labour Legislation aspects.
5. Welfare Legislation aspects

Unit-I

Industrial Relations: Definition – Nature - Evolution of IR in India - Context and environment of IR .- Three actors and their roles in IR -Approaches to IR &HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India

Unit-II

IR Policies: The state and IR policies - Evolution of IR policies - National Commission on Labour & IR policy (1969) - Grievance procedure – discipline - Labour courts - Collective bargaining: concept and development - Industrial unrest in India Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes – Lock Outs - Lay Off- Retrenchment - Unfair Labour Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling

Unit-III

Reasons and Types of Trade Unions - Trade union movement in India - Problems and challenges of trade unions - Functions of trade unions - Strengthening trade unions, Indian Trade Unions Act, 1926 – Registration, need for recognition and rights, Central trade unions in India - Participative management - Forms and levels of participation - Process of negotiation - Prerequisites of collective bargaining - Employee empowerment - Tripartite and bipartite bodies - Joint Management council - Conciliation machinery : Mediation, arbitrations -adjudication.

Unit-IV

Labour Legislations Labour legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965.

Unit-V

Welfare Legislations The Factories Act 1948 - Plantation Labour Act 1951 - Contract Labour (Regulations and Abolitions Act-1970, Shops and Establishment Act, Latest rules regarding industrial relations in IT and ITES industries. Functions of state Labour Department, Officers under the department and their duties and responsibilities.

Text Books:

1. C B Marmoria, —Dynamics of Industrial Relations in India, Vikas Publishing, New Delhi.
2. P C Tripathi, -Personnel Management and Industrial Relations, S Chand, New Delhi.
3. P SubbaRao, -Human Resources Management & I R, S Chand, New Delhi.

References:

1. ArunMonappa&RanjeetNambudiri, —Industrial Relations and Labour Laws, Tata McGraw Hill 2nd edition.
2. C.S VenkataRatnam, —Industrial relations, Oxford University Press
3. B.D.Singh ,Industrial Relations, Excel books
4. B.D.Singh ,Labour Laws for Managers, Excel books

STRATEGIC MANAGEMENT ACCOUNTING (FINANCE ELECTIVE- III)

MBA: III Semester

Course Code: C1MB3F3SE

L T P C
4 0 0 4

Course Objective:

To understand the components of product cost, their calculation methods, and their control.

Course Outcomes:

1. Fundamentals of Management accounting and Cost accounting
2. Cost analysis
3. Marginal costing
4. Break even analysis
5. Budget and Budgetary controls.

Unit –I

Introduction: Management accounting vs. Cost accounting vs. financial accounting, role of accounting information in planning and control.

Cost Concepts and Managerial use Of Classification of Costs: The management process and **Accounting cost analysis and control-** direct and indirect expenses, allocation and appointment of overheads, calculation of machine hour rate.

Unit –II

Costing for Specific Industries: Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, equivalent production

Marginal Costing I: Introduction, features, advantages & disadvantages, application of marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line

Unit –III

Marginal Costing-II: charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.

Unit – IV

Break-Even-Analysis: Application of BEP for various business problems. Inter firm comparison- need for inter firm comparison, types of comparisons, advantages.

Budget: Flexible budget, different types of budgets, sales budget, cash budget, production budget, master budget, performance budgets, material vs. purchase budgets, zero based budgeting.

Unit –V

Budgetary Control: Steps in budgetary control. An introduction to cost audit and management audit

Standard Costing: Standard cost and standard costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance, sales and profit variance.

Text Books:

1. M. Y.Khan, P K.Jain(2008),*Management Accounting: Theory and Problems*, 4th edition, Tata Mcgraw Hill, NewDelhi.
2. Colin Drury (2009), *Management and Cost Accounting*, Cengage Learning, India.
3. Sankar Reddy (2010), *Cost and Management Accounting*, Students Helpline Publishing House Private Limited, Hyderabad.

References:

1. Sharma, Shashi. K. Gupta (2009), *Management Accounting*, Kalyani Publications, NewDelhi.
2. S.PJain,K.L.Narang(2009),*CostandManagementAccounting*,KalyaniPublications,NewDelhi.
3. M. N. Arora (2009), *Cost Accounting*, Vikas Publications, New Delhi.

WOMEN ENTREPRENEURSHIP
(ENTREPRENEURSHIP ELECTIVE- III)

MBA: III Semester

Course Code: C1MB3E3SE

L T P C

4 0 0 4

Course Objective:

1. Understand family-owned businesses
2. Analyze competitive advantage in the market place.

Course Outcomes:

1. Know the perspectives in family business.
2. Understand Ownership challenge and family governance.
3. Find successor development strategies.
4. Implement strategic planning and transgenerational Entrepreneurship.
5. Find the new leaders of the evolution and change.

Unit - I:

Introduction to Family Business: Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.

Unit - II:

Ownership Challenges and Family Governance: Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

Unit - III:

Successor Development: Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

Unit - IV:

Strategic Planning and Transgenerational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

Unit - V:

The Future of Family Business: New Leaders of the Evolution - Three states of evolution Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

Text Books:

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 1997.

References:

1. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
2. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.
3. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

INTERNSHIP – SEMINAR

MBA: III Semester

Course Code: C1MB303SM

L T P C

0 0 2 1

Course Aim: Aim of summer internship is to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Summer internship is to acquire practical knowledge by working in any organization. Through working for one to two months in any organization of their choice, students should learn how to do routine work related to the functional area of their interest.

Learning Outcome:

1. Understand the product mix and strategies of the organization, structure of organization, reporting systems and general administration of the organization.
2. Understand the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization.
3. Understand how to do the routine work related to job they prefer to do after MBA.

Approach to decide Summer Internship:

Students should take covering letter/s, addressed to the organization/professional, before second mid of first semester and approach the organization s. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA. Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model

II-MBA (II-SEMESTER)

PSYCHOLOGY (OPEN ELECTIVE-II)

MBA: IV Semester

Course Code: C1MB406OE

L T P C

3 0 0 3

Course objective:

The course objective is to make student aware of ourselves, how we learn to interact with others, and how we influence others and how they influence us. Students can identify how **psychologists** study human behavior and how this knowledge can be used to explain, predict, and influence behavior.

Course outcomes:

1. Identify major theoretical concepts in psychology
2. Understand various methods of psychology
3. Understand the major concepts of Occupational Stress and workplace stressors.
4. Understand the interpersonal behaviour concepts of employees.
5. Identify the factors of Organizational culture affecting employee's psychology

Unit-I

Fundamentals Of Psychology: Definition, goals, The Growth of Psychology from middle 19th century, Development of Psychology in India, Enduring issues Application of Psychology to societal problems Contributions of Weber, William Wundt, Ivan Pavlov & Galton,

Unit-II

Methods of Psychology: Types of research: Descriptive, evaluative, diagnostic and prognostic; Methods of Research: Survey, observation, case-study and experiments; Characteristics of experimental design and non-experimental design, Quasi-experimental designs; Focused group discussions, brain storming, grounded theory approach.

Unit-III

Stress & Health Psychology: Sources of stress: Life changes, Everyday hassles, Thinking critically, Self-imposed stress, Stress & Individual differences. Coping with stress, Stress & Health: The biology of stress, staying healthy. Extreme stress: Sources, Post- traumatic stress disorders.

Unit-IV

Perception, Motivation & Emotion: Definition and concept of perception, biological factors in perception; Perceptual organization-influence of past experiences, perceptual defence-factors influencing space and depth perception. Psychological and physiological basis of motivation and emotion; Measurement of motivation and emotion; Effects of motivation and emotion on behaviour; Extrinsic and intrinsic motivation; Factors influencing intrinsic motivation; Emotional competence and the related issues.

Unit-V

Social Psychology: Social cognition: Impression formation, interpersonal attraction. Attitudes: Nature, Prejudice & discrimination, attitude change. Social influence: Cultural influence, Cultural assimilators. Social action: Deindividuation, Helping behaviour, Group decision-making, organizational behaviour.

Text Books:

1. Psychology: An Introduction, Charles G. Morris, Albert Anthony Maisto, Ann Levine
2. Atkinson et al. (13th edition 1985), Hilgard's Introduction to Psychology, Harcourt Brace.

References:

1. Bell, P.A., Greene, T. C., Fisher, J.D., & Baum A. (2001) Environmental Psychology. (Vth edition) Wadsworth Group/ Thomason Learning, 10 Davis Drive Belmont CA, U.S.A.
2. Sahakian, William, S. Ed. (1981). History of Psychology, F.E. Peacock, Publishers, Inc. Itasca, Illinois (U.S.A.)

EVENT AND HOSPITALITY MANAGEMENT (OPEN ELECTIVE-II)

MBA: IV Semester
Course Code: C1MB407OE

L T P C
3 0 0 3

Course objectives:

1. This is designed to provide learners with an in-depth understanding of the complexity and wide-ranging scope, role and purposes served by events/conferences.
2. It allows learners the opportunity to examine the key management systems and processes used in the field of conference and event management.

Course outcomes:

1. Know about event planning and management
2. Knows about different communication practices to develop public relations
3. Understand about key elements of conference management
4. Understands marketing of events
5. Awareness about special events

Unit-I

Event Planning & Control: Introduction to Event planning and management, Event Production, Role of event planner and Qualities of good event planner, Importance of organizing events and its components, Techniques, Selections, Coordination, Creativity, Designing, Marketing, Sponsorships and Production of Special, Corporate and Sports events.

Unit-II

Public relations: PR function and its associated activities like sponsorship and news release writing. Key points in relation to the role and impact PR in event environment. Communication practices required to plan, organize and stage any event. professional presentations using communication tools.

Unit-III

conference management: key elements of conference management, Types of conference, Details Planning of Why, What and Where the conference, Executive checklist, Session Planning and Timing, Type of Presentation, Role of delegates/audience, Policies related to conference, Promotion of Conference, Documentation and administration related to organization of Conference.

Unit-IV

Event Marketing: Marketing Concept, Marketing Mix, Product, Price, Place and Promotion, Marketing Planning, Marketing Budget, Merchandises, Marketing Control, Brand Promotion and Catchment Area.

Logistics: Venue Design, Site Design, Audio-Visual production, Budgeting & Negotiation, Technical Design, Health & Safety, Adaptation and Coordination of supporting activities.

Unit-V

Introduction to Special Events: Types of Special Events, Arranging a Special Event, Budgeting & Planning, Venue, event Themes, Catering, The event theme Dress.

References:

1. Successful Event Management – A Practical Handbook by Anton Shone & Bryn Parry 2nd Edition

POLITICAL SCIENCE (OPEN ELECTIVE-II)

MBA: IV Semester
Course Code: C1MB408OE

L T P C
3 0 0 3

Course Objectives:

This course deals with the working of the state, government, various agencies, and how one can use the theoretical knowledge about one's country in the real or practical world for the betterment of the same.

Course outcomes:

1. Knows about political theories
2. Approaches to study of comparative politics
3. Knows political development, modernization and culture
4. Dynamics of state politics
5. Knows theories of international relations

Unit - I

Political Theory Nature of Political Theory its main concerns, decline and resurgence since 1970's Liberalism and Marxism Individual and Social Justice Role of Ideology Theories of change : Lenin, Mao, Gandhi. Political Thought: Plato and Aristotle Machiavelli Hobbes, Locke, Rousseau and J. S. Mill Karl Marx Gandhi, M. N. Roy, Aurobindo Ghosh

Unit – II

Comparative Politics and Political Analysis, Approaches to the study of comparative Politics, Constitutionalism in theory and practice, Executive, Legislature and Judiciary with special reference to India, USA, UK and Switzerland, Party system and role of opposition. Electoral Process Separation of Powers, Rule of Law and Judicial Review

Unit – III

Political Development Political Modernization Political Socialisation and Political Culture Power and Authority Political Elite, Making of the Indian Constitution Fundamental Rights and Duties, and Directive Principles Union Executive, Parliament Supreme Court, Judicial Activism Indian Federalism : Theory, Practice and Problems

Unit - VI

Dynamics of state politics Local Governments : Rural and Urban Political Parties, Pressure Groups, and Public Opinion Elections, Electoral Reforms Class, Caste, Gender, Dalit and Regional Issues, Problems of Nation-Building and Integration Growth of Public Administration as a discipline; and New Public Administration Theories of Organisation (Classical, Scientific, Human Relations) Principles of Organisation. Chief Executive Control over Administration - Judicial and Legislative Bureaucracy

Unit – V

Theories of International Relations Ideology, Power and Interest Conflicts and Conflict-Resolution Changing concept of National Security and Challenges to the Nation-State System, Arms and Arms- control India's Relations with Neighbours and USA India's Role in the UN. India and Regional Organizations (SAARC, ASEAN), Indian Ocean.

Text Books:

1. A History of Political Thought: Plato to Marx by Subrata Mukherjee and Sushila Ramaswamy, PHI 2004.

References:

1. Modern Indian Political Thought: Text and Context by Bidyut Chakrabarty and Rajendra Kumar Pandey, Sage 2009

CROSS CULTURE MANAGEMENT (OPEN ELECTIVE-II)

MBA: IV Semester
Course Code: C1MB409OE

L T P C
3 0 0 3

Course Objective:

1. To understand the importance of cross culture in conduct of business.

Course Outcome:

1. Importance of culture
2. Values
3. Culture and styles of Management
4. Communication in different cultures
5. Cross cultural team management.

Unit – I

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework

Unit – II

Culture and Global Management – Global Business Scenario and Role of CultureA Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building

Unit – III

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit – IV

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre.. Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Unit – V

Corporate Culture – The Nature of Organizational Cultures Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Text Books:

1. Cross-Cultural Management: Concepts and Cases by Shobhana Madhavan, Oxford Press.
2. Cross - Cultural Management: Text and Cases by Bhattacharyya (Author), Dipak Kumar, EEE Publications

References:

1. Cross-Cultural Management: Foundations and Future by Dean Tjosvold, Routledge, Edition no. 1,2016

WASTE AND ENVIRONMENTAL MANAGEMENT (OPEN ELECTIVE-II)

MBA: IV Semester
Course Code: C1MB410OE

L T P C
3 0 0 3

Course objectives:

1. To provide insights in basics of environment and waste to provide insights in waste characterization, source reduction and sustainability tools
2. To Sensitize and make students aware of environmental health and individual responsibility in waste management

Course outcomes:

1. Understand managing domestic waste
2. Knows street cleaning and refuse disposal
3. Knows different industrial waste
4. Understand water quality levels and water treatment
5. Know recycling waste

Unit-I

Domestic Waste: Definitions, The Earth's environment, Conservation and use of resources Value of resources (i.e. economic, ecological, aesthetic), Damage being caused, Urbanisation, Human impacts, Treating sewage, Characteristics of sewage, Sewage composition (e.g. solids, organic material, industrial waste), Decomposition of sewage, The nitrogen cycle, Sewage system types Storm water systems and management, Dry rubbish, Nature of refuse, Placement and protection of bins, Trade waste, Refuse collection systems, Refuse collection vehicles, Salvage materials, Safe disposal of household chemicals.

Unit-II

Street Cleaning and Refuse Disposal: Types of street refuse, Street cleaning Techniques (e.g. gritting, sanding, sweeping, washing), Water pits, Snow, Refuse disposal (e.g. separation, controlled tipping, combustion, pulverisation), Refuse for fertilizer, Methods of refuse Sorting (e.g. screening, magnetic, hand sorting), Incinerators, Vacuum systems (e.g. garchey, gandillon), Harvesting energy from combustion

Unit-III

Industrial Waste: Types of industrial pollution, The greenhouse effect, Ozone depletion. Toxic and Nuclear Waste: Nuclear power, Nuclear fission, Mining nuclear fuel, Uranium enrichment, Gas diffusion, Gas centrifuge, Nuclear waste, Transporting nuclear waste, Reprocessing, Health risks of nuclear waste

Unit-IV

Water Quality and Treatment: Industrial effluent, Pricing or direct control, Water impurities, Scope of purification, Managing public water supply, Water treatment methods, Purification methods (e.g. sedimentation, filtration, disinfection, aeration, screening), Recycling sewage water, Recycling waste water, Reed bed treatment, Water quality management (reducing physical, chemical, biological impurities), Water borne diseases

Unit-V

Recycling Waste: Scope and nature of recycling, Rubbish tips (dumps), Recycling plastics, Recycling metals, Recycling glass, Recycling paper, Recycling rubber, Actions by individuals (at home or work) for reducing, reusing and recycling waste.

Text Books:

1. Waste Management Practices: Municipal, Hazardous, and Industrial, Second Edition by John Pichtel, CRC Press, 2014.

References:

1. Waste Management: A Reference Handbook by Jacqueline Vaughn, ABC-CLIO, 2008.

INTERNATIONAL MARKETING (MARKETING ELECTIVE- IV)

MBA: IV Semester

Course Code: C1MB4M4SE

L T P C
4 0 0 4

Course objectives:

1. Understand the Global Markets.
2. Analyze the formulation of Global Marketing Strategies and its Implementation.

Course Outcomes:

1. Understand the Global Marketing Management.
2. Assess Global Market Opportunities.
3. Study the influencing factors of global Consumer.
4. Assess pricing and promotional strategies in global market.
5. Develop and Implement Global Marketing Strategies.

Unit-I

International Marketing Scope and Significance of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing . Need for international trade, trends in foreign trade. International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.

Unit-II

Canalising and targeting international market opportunities: regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting. International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

Unit-III

International product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion-Strategic Alternatives. New products in International Marketing, Product and culture, brands in International Market. International Marketing Channels: channels -Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.

Unit-IV

Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing - Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.

Unit-V

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Text Books:

1. Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
2. Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, 2e, TMH, 2012

References:

1. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
2. Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
3. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.
4. Subhash C. Jain, International Marketing, 6/e, South-Western, 2001.
5. Vern Terpstra, Ravi Sarathy, International Marketing, 8/e, Harcourt Asia Pvt. Ltd., 2001.
6. Keegan: Global marketing Management 7/e Pearson Education, Delhi, 2003.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HUMAN RESOURCE ELECTIVE- IV)

MBA: IV Semester
Course Code: C1MB4H4SE

L T P C
4 0 0 4

Course Objective: To understand the growing significance of international Human Relations management in the context of Global workforce.

Course Outcome:

1. Cultural aspects of IHRM
2. Role of IHRM in Successful MNC
3. Performance Management of Global employees.
4. Training and development of Global employees
5. Global employee relations and legal rules.

Unit I:

Understanding International Business Operations– Stages of Internationalization and Global Business– Importance of SEople Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM)– Variables that moderate differences between Domestic & International HRM– Economic Development and the management of human resources–Organisation of work in International context

Unit II:

International Recruitment, Selection and Compensation: Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs— Objectives of International Compensation–Key Components of a Potential Compensation program–Approaches to International Compensation.

Unit III:

Performance Management and Employee Development in IHRM–Criterion used for Performance appraisal of International employees–appraisal of HCNs – The International HRM SErsSEctives in Training and Development –expatriate training: Important Issues and Concerns

Unit IV:

Global Employment Relations and Employment Laws– Cross-border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross-country SErsSEctive– Labour Union and International Employment Relations—Response of labour unions to multinationals.

Unit V:

Issues and Challenges in I.H.R.M:– Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing SEople in an international context– flexibility–IHRM issues in different strategic options of organizations-Case studies on International Human Resource Management Suggested Readings:

Text Books:

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College

References:

1. Seter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
2. M. Tayeb, International Human Resource Management: A Multinational Company SersSEctive, OUP Oxford

INTERNATIONAL FINANCIAL MANAGEMENT (FINANCE ELECTIVE- IV)

MBA: IV Semester

Course Code: C1MB4F4SE

L T P C
4 0 0 4

Course Objective:

To give an understanding about MNC Financial Management, Balance of Payments and Forex markets.

Course Outcomes:

1. International Financial Management
2. International monetary system
3. Foreign Exchange Markets
4. Exchange rates
5. Asset and liability Management.

Unit -I

International Financial Management: An overview, importance, nature and scope, theories of international business, international business methods, recent changes and challenges in IFM.

International Flow of Funds: Balance of payments, (BOP), fundamentals of BOP, accounting components of BOP, factors affecting on international trade flows, agencies that facilitate international flows, Indian BOP trends.

Unit –II

International Monetary System: Evaluation, gold standard, Bretton woods system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the economic and monetary unions (EMU).

Unit –III

Foreign Exchange Markets: Function and structure of the forex markets, major participants, types of transactions, and settlement dates, foreign exchange quotations, process of arbitrage, speculation in the forward market, Currency futures and options markets.

Euro Markets: Overview of euro market, euro currency market, euro credit market, euro bond market, international stock market.

Unit –IV

Exchange Rates: Measuring exchange rate movements, factors influencing exchange rates, government influence on exchange rate, exchange rate systems, managing foreign exchange risk, international arbitrage and interest rate parity, relationship between inflation and interest rates and exchange rates, purchasing power parity, international fisher effect, fisher effect.

Unit –V

Long Term Asset Liability Management: Foreign direct investment, international capital budgeting, international capital structure and cost of capital, international portfolio management, international financing, equity, bond financing, parallel loans.

Short Term Assets and Liability Management: International cash management, accounts receivables management, inventory management, payment methods of international trade, trade finance methods, export import bank of India, recent amendments in EXIM policy, regulations and 10.guidelines.

Text Books:

1. P. G. Apte (2009), *International Financial Management*, Tata Mc Graw Hill, New Delhi.
2. Jawahar Babu (2011), *International Financial Management*, Students helpline Publishing House Private Limited, Hyderabad.

References:

1. V. A. Avadhani (2008), *International Financial Management*, Himalaya Publishing House, Hyderabad.
2. Srivastava (2009), *Multinational Financial Management* Excel Publications, Hyderabad

ENTREPRENEURIAL FINANCE (ENTREPRENEURSHIP ELECTIVE- V)

MBA: IV Semester

Course Code: C1MB4E4SE

L T P C
4 0 0 4

Course Objective:

1. Understand the role of Entrepreneurial Finance.
2. Understand planning and valuation of an Enterprise.

Course Outcome:

1. Financing through venture life cycle.
2. Organizing and operating the enterprise.
3. Financial Planning of an enterprise.
4. Valuation of an enterprise.
5. Financing for growing enterprises.

Unit - I:

Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

Unit- II:

Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale exSenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial Performance using ratio analysis.

Unit - III:

Financial Planning: Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

Unit - IV:

Venture Valuation: Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

Unit - V:

Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Text Books:

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.

References:

1. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
2. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
3. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

DIGITAL MARKETING (MARKETING ELECTIVE- V)

MBA: IV Semester
Course Code: C1MB4M5SE

L T P C
4 0 0 4

Course Objective:

The objective of this course is to understand the importance of digital marketing and its applications.

Course Outcome:

1. Understand the applications of digital marketing in the globalized market
2. Channels of Digital Marketing
3. Search engine marketing
4. Digital marketing plan and online Advertising
5. Recent trends in digital marketing

Unit-I

Introduction to marketing in the digital environment, Types of web presence, common e-commerce business models, pure play, hybrid and multi-channel options. Media options online, Fulfilment options and strategies, Introduction to payment gateways and PayPal

Unit- II

Audience profiling and segmentation, Internet usage patterns ,Post Internet consumer behaviour and understanding buyer behaviour online, pillars of direct marketing, Online research and behaviour tracking methods, Introduction to behavioural targeting. Online surveys, blog mining, data mining, Building customer profiles using navigation and sales data, Competitor analysis online, Integrating online and offline strategies

Unit-III

Search Engine Marketing: Email campaign creation and management, Google Adwords, search and display on search engines, pricing models online, Introduction to page rankings, googleAdwords analytics, Search Engine Optimization, Process and methodology, Long tail in SEO, Link building, Key word analysis, process and optimization. Search Engine Marketing - Paid versus natural Search, SEM landscape, Landing pages and their importance in conversion analysis, Google vs. Bing vs. Yahoo. Search Methodology.

Unit-IV

Social Media and e-PR: Using Facebook, Linked-in, twitter, You tube including creating a channel on You Tube, Content guidelines for online communications, Social Media measuring, monitoring & reporting, Tracking & Monitoring platforms. Content seeding, How to use blogs, forums and discussion boards, Blogs, forums and communities, Viral campaigns and the social graph. Building relationships with different stakeholders online

Online Reputation Management: Introduction to online reputation management, Importance of managing online reputation for a business, strategies and tools of online reputation management, handling negative comments.

Unit-V

Recent Trend: Localization of content and advertising. Marketing using mobile networks, evolution of Indian banking industry – journey from brick and mortar to mobile banking, Consumer engagement – meaning and methods.

Text Books:

1. Deepak Bansal , A Complete Guide To Search Engine Optimization , B.R Publishing Corporation, Ist Edition, 2009

References:

1. Grienstein and Feinman- E-commerce –Security, Risk Management and Control (TMH,The Consumer Decision Journey, McKinsey Quarterly, No3, 2009
2. Strauss.J and Frost. R, – E-Marketingl, Pearson Education, 5th Edition, 2009 4. Ramsey, Seven Guidelines for Achieving ROI from Social Media, eMarketer , 2010

COMPENSATION & BENEFITS MANAGEMENT (HUMAN RESOURCE ELECTIVE- V)

MBA: IV Semester
Course Code: C1MB4H5SE

L T P C
4 0 0 4

Course Objective:

The objective of the course is to teach the various dimensions of Compensation and benefits management and to familiarize the role of various bodies involved in it.

Course Outcome:

1. Analyze the theory and concepts of compensation management
2. Use Qualitative & Quantitative methods in conducting a job evaluation & its contribution in developing an effective salary structure.
3. Enumerate the benefits available to an employee in a workplace
4. Discuss the social security available to an employee in a workplace
5. Identify the legal and administrative issues in global compensation.

Unit -I

Compensation: Wage and salary policies in organization, role of HR department in wage and salary administration, payroll administration, executive remuneration components, base salary, annual bonus, long term incentives, and perquisites. Recent trends in executive remuneration in Indian organizations and MNCs.

Unit -II

Compensation Structure: Components of wage, CTC, pay scales, D. A, calculation of variable dearness allowance (DA), bonus, provident fund, gratuity, ESI, compensation in case of accidents.

Unit -III

Labour Welfare: Definition, scope, objectives, importance, origin and development.

Agencies of Labour Welfare: Government, employers, voluntary organizations, trade unions and international labour organization (ILO).

Employee Welfare Programmes: Statutory, non-statutory, intramural and extramural, labour welfare policy, evaluation, feedback and revision.

Unit -IV

Social Security: Concept, scope, social assistance and social insurance, development of social security in India.

Unit -V

Labour Administration: Central and state labour machinery in India, labour administration in Andhra Pradesh.

Text Books:

1. Richard I. Henderson (1994), *Compensation Management: Rewarding Performance*, 6th edition, Prentice Hall of India, India.
2. Goel (2009), *Performance appraisal and compensation management approach– a modern approach*, Prentice Hall of India, New Delhi

References:

1. Henderson I. Richard, Compensation Management in a knowledge based world, Prentice Hall India, New Delhi.
2. Thrope Richard & Homen Gill, Strategic Reward Systems, Prentice Hall India, New Delhi.

STRATEGIC INVESTMENTS & FINANCING DECISIONS (FINANCE ELECTIVE- V)

MBA: IV Semester
Course Code: C1MB4F5SE

L T P C
4 0 0 4

Course objectives:

1. Understand of the role of financial strategy, in the allocation, investing, financing
2. Understand various strategies that are in use to trade off risk and return.

Course Outcomes:

1. Explain the role and nature of investment and financial strategies and its relationship to maximization of wealth/shareholders value.
2. Examine various risk models in capital budgeting.
3. Evaluate the motives for financial implications of mergers and acquisitions and lease financing.
4. Discuss the impact of general and specific inflation on financial and investment Strategic decisions.
5. Understand the different concepts of Financing Decisions

Unit -I

Investment Decisions under Conditions of Risk and Uncertainty: Concepts of risk and uncertainty, risk analysis in investment decisions, risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Mont Carlo approach to simulation, investment decisions under capital constraints, capital rationing vs. Portfolio, portfolio risk and diversified projects.

Unit -II

Types of Investments and Disinvestments: Project abandonment decisions, evidence of IRR, multiple IRR, modified IRR, pure, simple and mixed investments. Lorie savage paradox, adjusted NPV and impact of inflation on capital budgeting decisions

Unit -III

Critical Analysis of Appraisal Techniques: Discounted payback, post payback, surplus life and surplus payback, bail-out payback, return on investment, equivalent annual cost, and terminal value.

Investment Decisions under Capital Constraints: Single Period constraint, multi Period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz simulation and hillier approaches, significance of information and data banking project selection.

Unit -IV

International Capital Structure: Leverage effect and shareholders 'risk, capital structure planning and policy, financial options and value of the firm, dividend policy and value of the firm, Modigliani Millar model, and Hamada model of market risk, the trade-off models and agency costs.

Merger Strategy: Theories of mergers, horizontal and conglomerate mergers, merger procedure, valuation of firm, financial impact of merger, merge and dilution, effect on earnings SEr share, merger and dilution effect on business control.

Unit -V

Strategic Analysis of Selected Investment Decisions: Lease financing, leasing vs. operating risk, barrowing vs. procuring. Hire purchase and installment decisions

Turnaround Strategies: Corporate restructuring, distress restructuring strategy, selloffs, spinoffs, leveraged buyouts.

Text Books:

1. Ravi M Kishore “Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012

References:

1. Prasanna Chandra (2009), *Financial Management Theory and Practice*, Tata McGraw Hill, New Delhi, India.
2. V. Murali Krishna (2011), *Strategic Investment and Finance Decision*, Students helpline Publishing House Private Limited, Hyderabad.
3. MY.Khan, P K .Jain (2008),*Financial Management Text, Problems and cases*, Tata McGraw Hill, New Delhi, India.

ENTREPRENEURIAL MARKETING (ENTREPRENEURSHIP ELECTIVE- V)

MBA: IV Semester
Course Code: C1MB4E5SE

L T P C
4 0 0 4

Course Objective:

1. Understand the marketing challenges
2. Apply marketing tools and models for entrepreneurial marketing.

Course Outcomes:

1. Learn marketing mix of an enterprise
2. Understand growth and marketing strategies
3. Develop market development strategies
4. Analyze contemporary issues in entrepreneurial marketing
5. Know marketing tools and techniques of Entrepreneurship

Unit – I:

Introduction to Entrepreneurial Marketing – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

Unit – II:

Enterprise Growth: Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – offensive and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

Unit – III:

Growth Strategies and Models: Growth Strategies – concept and forms, Internal, External, and Cooperative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

Unit– IV:

Entrepreneurial Market Development Strategies: Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

Unit – V:

Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free ride Marketing. Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

Text Books:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.

References:

1. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
2. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
3. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
4. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers, 2011.

RETAILING MANAGEMENT (MARKETING ELECTIVE- VI)

MBA: IV Semester
Course Code: C1MB4M6SE

L T P C
4 0 0 4

Course objectives:

1. Train the students on the concepts of Retailing through case studies.
2. Analyze and manage the retail operations.

Course Outcomes:

CO1. Learn the Modern Retailing Concepts and will be able to link it to the present Retailing trends
CO2. Study the demographic and psychographic factors.
CO3. Understand shopping environment, retail formats, functions, retail operation and promotion
CO4. Study the pricing and Strategies and Adjustment strategies.
CO5. Manage the retail buying operations.

Unit -I

Introduction: Advent of retailing, functions of retailing types of retailing, customer buying behavior, retailing strategy, target market and retail format, growth strategies.

Merchandising Planning: Meaning of merchandize planning, sources of merchandize, category management, busying systems to stores, allocation of merchandize.

Unit -II

Pricing Strategies: Retail pricing strategies, approaches for setting pricing, pricing adjustments, using price to stimulate retail sales, promoting the merchandize, implementing and advertising plan.

Store Management: Objectives of good store design, store layout, space planning, merchandise presentation techniques and atmospherics, consumer behavior in retail marketing, retail store location, traffic flow and analysis, layout/design.

Unit -III

Location Strategies: Shopping centers, freestanding sites, location and retail strategies, factors affecting the demand for a region or trade area, factors affecting the attractiveness of a site.

Retailing in India: The present Indian retail scenario, factors affecting retailing in India, region wise analysis of Indian retailing, retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

Unit - IV

Retail Planning: Strategic retail planning process, factors to be considered for retail planning. Human resource & administrative strategy, designing the organizational structure for retail firm, retail organization structures. Concept of franchising, evaluation of franchising, types, franchising in India

Unit -V

E – Tailing: Introduction, definition, advantages & disadvantages, essentials of E – tailing, Business models, Issues of E- tailing, impact on various service organizations such as banks, travel & tourism, online job market. Barriers of E –tailing, Indian scenario & future of E- tailing.

Text Books:

1. Swapna Pradhan (2009), *Retail Management*, Tata Mc Graw Hill, NewDelhi.
2. Lavy Weitz (2009), *Retailing Management*, Tata Mc Graw Hill, NewDelhi.

References:

1. JudyStrauss, Aclcl. E, Ansary Raymond Frost (2009), *E-Marketing*, 3rd edition, Pearson Education, India.
2. S. D. Naidu, M. C. Raveendra (2010), *Marketing Management*, Students Helpline Publishing House Private Limited, Hyderabad.
3. Siva Kumar (2009), *Retailing Management*, Excel Publications, NewDelhi

LEADERSHIP & CHANGE MANAGEMENT (HUMAN RESOURCE ELECTIVE- VI)

MBA: IV Semester

Course Code: C1MB4H6SE

L T P C

4 0 0 4

Course Objective:

To understand leadership traits, styles and theories to manage change in the organization

Course Outcome:

1. Leadership, Role and function of a Leader
2. Leadership theories and styles
3. Organizational change concepts
4. Perspectives of change
5. Strategies for Managing change

Unit - I:

Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

Unit – II:

Leadership Theories and styles: Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

Unit - III:

Organizational Change – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organisations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective - Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

Unit - IV:

Organizations for Change: Organizational Structure, Models of Structure, Influences on structure, Organizational structure and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

Unit - V:

Strategies for Managing Change: Systematic approaches to Change, The hard systems model of change, Soft systems models of change – Organizational Development, The OD process, OD-an action – research based model of change, Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, The multiple paths to change. Developing Leadership Skills.

Text Books:

1. Gary Yulk, Nihanth Uppal, Leadership in organizations, Pearson,3e, 2019.
2. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications,2010

References:

1. Ranjana Mittal, Leadership Personal Effectiveness and Team building,Vikas Publictaions,2015
2. Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 2011.
3. Mark Hughes, Managing Change, Universities Press, 2011.
4. Nic Beech and Robert MacIntosh, Managing Change, Cambridge University Press, 2012.
5. Alfranch Nahavandi, The Art and science of Leadership, Pearson,7e, 2018

FINANCIAL DERIVATIVES & RISK MANAGEMENT (FINANCE ELECTIVE- VI)

MBA: IV Semester

Course Code: C1MB4F6SE

L T P C

4 0 0 4

Course objectives

1. Understand the derivatives in stock, commodity and forex markets.
2. Analyze advanced option strategies and its implementation.

Course Outcomes:

1. Understand the efficiency in the area of derivatives
2. Acquire the knowledge of basics in derivative markets
3. Analyze the Future Markets, Option Strategies
4. Understand the Commodity Market Derivatives
5. Know the Evolution of Swap Market

Unit-I:

Introduction to Derivatives – Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

Unit-II:

Future and Forward Market structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

Unit-III:

- (A) **Options** – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.
- (B) **Basic Option Strategies** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

Unit-IV:

Commodity Market Derivatives Introduction, Types, Commodity Futures and Options, Swaps, Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer: M. Ranganatham & R.Madhumathi)

Unit-V:

Swaps: Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

Text Books:

1. Robert A Strong: Derivatives – An Introduction, Thomson, And 2012 Gupta: Financial Derivatives, PHI 2012
2. Prafulla Kumar Swain, Fundamentals of Financial Derivatives, HPH, 2012

Reference Books:

1. M.Ranganatham & R.Madhumathi : Derivatives and Risk Management, Pearson, 2012
2. Robert A Strong: Derivatives – An Introduction, Thomson, 2012
3. Gupta: Financial Derivatives, PHI 2012
4. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
5. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
6. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP (ENTREPRENEURSHIP ELECTIVE- VI)

MBA: IV Semester

Course Code: C1MB4E6SE

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Course Objective:

1. To understand creativity phenomenon and develop creative problem solving
2. To learn management innovation

Course Outcome:

1. Know the basics of creativity
2. Apply creative problem solving techniques
3. Understand the concept of creative Intelligence
4. Perspectives of Innovation
5. Analyze micro and macro Perspectives of innovation

Unit - I:

The Creativity Phenomenon: Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

Unit - II:

Mastering Creative Problem Solving: Structuring of ill- defined problems- Creative Problem solving Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving

Unit- III:

Creative Intelligence: Creative Intelligence abilities - A model of Creative Intelligence – Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creative Environment.

Unit - IV:

Innovation Management: Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

Unit - V:

Micro and Macro perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

Text Books:

1. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.

References:

1. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
2. A.Dale TimSE, Creativity, Jaico Publishing House, 2003.
3. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
4. P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009.

COMPREHENSIVE SUBJECT VIVA-VOCE

MBA: IV Semester

Course Code: C1MB401CV

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Aim: Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva *inter alia* will enable student to face any job interview and tests on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the subjects learnt in the entire programme of MBA.

Expected outcome: The following outcomes are expected after the student successfully completes the process of Comprehensive Viva.

1. Firm grounding of fundamentals of core subjects of management.
2. The ability to put across the concepts with ease and good clarity.
3. The ability to use the theoretical framework to solve specific management problems.
4. Demonstrating one's competency in management subjects.

The student is expected to face questions on any core subjects of management as well as all the subjects of his/her specific stream of elective and provide answer convincingly.

PRE SUBMISSION OF PROJECT – SEMINAR

MBA: IV Semester

Course Code: C1MB401PS

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Aim: The final project work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating research methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the project report.

Outcome of the process:

The process of pre- submission seminar would enable the student to put across his work on the project for critical assessment and provide an opportunity to make any online corrections or incorporate suggestion for better and improved work.

MAIN PROJECT

MBA: IV Semester

Course Code: C1MB401PW

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FINAL PROJECT GUIDELINES

The final project is divided in to Stage I; Stage II and main project report and Viva.

Aim: Aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

Learning Outcome: After following the three stages mentioned below for doing project work students should be able to:

1. Develop research design for their topic of research.
2. Understand the data requirements and collect data relevant for their research.
3. Analyse data and interpret results.

Stage I: Research Methodology (Chapter I of the Main Report) - **25 Marks** - Seminar Presentation.

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing STAGE I of the project.

Topic:

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Chapter I

Brief Introduction:

Review of literature:

Research Gaps:

Research Questions:

Objectives of the study:

Hypotheses:

Scope of the study:

Period of the study:

Sample:

Data Collection:

Primary Data:

Secondary Data:

Stage II: Statistical Analysis - 25 Marks (Chapter II of the main report)

Seminar:

Approach: Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools using Excel, SPSS, MINI TAB, or R and make a **Seminar Presentation. This will be**

Chapter II: Data Analysis of the main report.

Stage III: Main Project Report and Viva - 50 Marks (Chapter III of the Main Report).

In addition to the above two stages the students should write the third chapter on Data Interpretation, Conclusion & Suggestions and submit the final report by including the following.

References:

Appendix I: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.

Note: Faculty should advise students to give only references to the websites and journals and not to directly download in the project report. Maximum 30% can be downloaded and rest should be original.