

**ACADEMIC REGULATIONS,
COURSE STRUCTURE
and
DETAILED SYLLABUS
R22**

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

**MBA - Regular Two Year Degree Programme
(For batches admitted from the academic year 2022 - 2023)**



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 2022 - 23)

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 2022-23 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 **102** credits and secure all the **102** 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 (40 Marks) and Semester End Examination(60 Marks).

The following academic requirements must be satisfied, in addition to the attendance requirements mentioned in item no. 5. The performance of the candidate in each semester shall be evaluated subject wise, with a maximum of 100 marks per subject / course (theory / practical), based on Internal Evaluation and Semester End Examination.

- 6.1 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/course, if he secures not less than:

- 40% of Marks (24 out of 60 marks) in the Semester End Examination;
- 40% of Marks in the internal examinations (16 out of 40 marks allotted for CIE); and
- A minimum of 50% of marks in the sum total of CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together; in terms of Letter Grades this implies securing 'B' Grade or above in a subject.

- 6.2 A student shall register for all subjects for total of **102** credits as specified and listed in the course structure for the chosen specialization, put in the required attendance and fulfill the academic requirements for securing **102** credits obtaining a minimum of 'B' Grade or above in each subject, and all **102** credits securing Semester Grade Point Average (SGPA)

- **6.0** (in each semester) and final Cumulative Grade Point Average (CGPA) (i.e., CGPA at the end of PGP)
- **6.0**, and shall *pass all the mandatory Audit Courses* to complete the PGP successfully.

Note:

- 1) The SGPA will be computed and printed on the marks memo only if the candidate Passes in all the subjects offered and gets minimum B grade in all the subjects.
- 2) CGPA is calculated only when the candidate passes in all the subjects offered in all the Semesters.

6.3 Evaluation - Distribution and Weightage of Marks:

The performance of a student in each semester shall be evaluated subject- wise (irrespective of credits assigned) for a maximum of 100 marks.

- 6.3.1 The performance of a student in every subject/course (including practical's and Project) will be Evaluated for 100 marks each, with 40 marks allotted for CIE (Continuous Internal Evaluation) and 60 marks for SEE (Semester End-Examination). The Continuous Internal

Evaluation shall be made based on the average of the marks secured in the two Mid-Term Examinations conducted, first Mid-Term examinations in the middle of the Semester and second Mid-Term examinations during the last week of instruction.

6.3.2 Continuous Internal Evaluation:

In CIE, for theory subjects, during a semester, there shall be two mid-term examinations. Each Mid-Term examination consists of two parts,

- i) **Part – A for 10 marks,**
 - ✓ **Part - A:** Objective/quiz paper for 10 marks. (The objective/quiz paper is set with **multiple choice, fill-in the blanks** and match the following type of questions for a total of 10 marks.)
- ii) **Part – B for 20 marks** with a total duration of **2 hours** as follows:
 - ✓ **Part - B :** Descriptive paper for 20 marks (The descriptive paper shall **contain 6 full questions** out of which, the student has to **answer 4 questions, each carrying 5 marks.**)
- iii) **The remaining 10 marks of Continuous Internal Evaluation are distributed as**
 - a) **Assignment for 5 marks** (Average of 2 Assignments each for 5 marks)
 - b) **Subject Viva-Voce/PPT/Poster Presentation/ Case Study** on a topic in the concerned subject for **5 marks**

6.3.3 While the first mid-term examination shall be conducted on 50% of the syllabus, the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

Five (5) marks are allocated for assignments (as specified by the subject teacher concerned). The first assignment should be submitted before the conduct of the first mid-term examination, and the second assignment should be submitted before the conduct of the second mid-term examination. The average of the two assignments shall be taken as the final marks for assignment (for 5 marks).

Subject Viva-Voce/PPT/Poster Presentation/ Case Study on a topic in the concerned subject for 5 marks before II Mid-Term Examination.

6.3.4 The Student, in each subject, shall have to earn 40% of marks (i.e. 16 marks out of 40 marks) in CIE, 40% of marks (i.e. 24 marks out of 60) in SEE and Overall 50% of marks (i.e. 50 marks out of 100 marks) both CIE and SEE marks taking together.

The student is eligible to write Semester End Examination of the concerned subject, if the student scores $\geq 40\%$ (16 marks) of 40 Continuous Internal Examination (CIE) marks.

In case, the student appears for Semester End Examination (SEE) of the concerned subject but not scored minimum 40% of CIE marks (16 marks out of 40 internal marks), his performance in that subject in SEE shall stand cancelled inspite of appearing the SEE.

The details of the end semester question paper pattern are as follows:

Semester End Examination (SEE):

The Semester End Examinations (SEE), for theory subjects, will be conducted for 60 marks consisting of two parts viz. i) Part- A for 10 marks, ii) Part - B for 50 marks.

- Part-A is a compulsory question which consists of Ten sub-questions from all units carrying equal marks.

- Part-B consists of five questions (numbered from 2 to 6) carrying 10 marks each. Each of these Questions is from each unit and may contain sub-questions. For each question there will be an “either” “or” choice, which means that there will be two questions from each unit and the student should answer either of the two questions.
- The duration of Semester End Examination is 3 hours.

6.4 For practical subjects there shall be a Continuous Internal Evaluation (CIE) during the semester for 40 marks and 60 marks for semester end examination. Out of the 40 marks for internal evaluation:

1. A write-up on day-to-day experiment in the laboratory (in terms of aim, components/procedure, expected outcome) which shall be evaluated for 10 marks
2. 10 marks for viva-voce (or) tutorial (or) case study (or) application (or) poster presentation of the course concerned.
3. Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for 10 marks.
4. The remaining 10 marks are for Laboratory Project, which consists of the Design (or) Software /Hardware Model Presentation (or) App Development (or) Prototype Presentation submission which shall be evaluated after completion of laboratory course and before semester end practical examination.

The Semester End Examination shall be conducted with an external examiner and the laboratory teacher. The external examiner shall be appointed from the cluster / other colleges which will be decided by the examination branch of the institution.

In the Semester End Examination, held for 3 hours, total 60 marks are divided and allocated as shown below:

- i. 10 marks for write-up
- ii. 15 for experiment/program
- iii. 15 for evaluation of results
- iv. 10 marks for presentation on another experiment/program in the same laboratory course
- v. 10 marks for viva-voce on concerned laboratory course.

The Student, in each subject, shall have to earn 40% of marks (i.e. 16 marks out of 40 marks) in CIE, 40% of marks (i.e. 24 marks out of 60) in SEE and Overall 50% of marks (i.e. 50 marks out of 100 marks) both CIE and SEE marks taking together.

The student is eligible to write Semester End Examination of the concerned subject, if the student scores $\geq 40\%$ (16 marks) of 40 Continuous Internal Examination (CIE) marks.

In case, the student appears for Semester End Examination (SEE) of the concerned subject but not scored minimum 40% of CIE marks (16 marks out of 40 internal marks), his performance in that subject in SEE shall stand cancelled inspite of appearing the SEE.

6.5 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.

6.6 There shall be a summer internship during the summer vacation of I Year II Semester and the Evaluation is done in II Year I Semester. Summer internship Report has to be

submitted to the department after approval by the concerned supervisor/mentor and the Head of the department summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and a senior faculty of the department. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted, subject to item 6.2.

6.7 Project Review Committee. 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.

6.8 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 5.1) he has to re appear for the Semester End Examination in that subject.

6.9 Re-Admission/Re-Registration

6.9.1 Re-Admission for Discontinued Student: A student, who has discontinued the MBA degree programme due to any reason whatsoever, may be considered for '**readmission**' into the same degree programme (with the same specialization) with the academic regulations of the batch into which he gets readmitted, with prior permission from the authorities concerned, subject to item 5.7.

6.9.2 If a student is detained in a subject (s) due to shortage of attendance in any semester, he may be permitted to **re-register** for the same subject(s) in the same category (core or elective group) or equivalent subject, if the same subject is not available, as suggested by the Board of Studies of that department, as and when offered in the subsequent semester(s), with the academic regulations of the batch into which he seeks re-registration, with prior permission from the authorities concerned, subject to item 6.2.

6.9.3 A candidate shall be given only one-time chance to re-register and attend the classes for a maximum of two subjects in a semester, if the internal marks secured by a candidate are less than 40% and failed in those subjects but fulfilled the attendance requirement. A candidate must reregister for failed subjects within four weeks of commencement of the class work, in the next academic year and secure the required minimum attendance. In the event of the student taking this chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stand cancelled.

6.10 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.

6.11 The department is offering two open elective courses, Open elective –I in I-Semester and Open Elective-II in II-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 (≥ 90% , ≤ 100%)	O (Outstanding)	10
Below 90% but not less than 80% (≥ 80% , < 90%)	A ⁺ (Excellent)	9
Below 80% but not less than 70% (≥ 70% , < 80%)	A (Very Good)	8
Below 70% but not less than 60% (≥ 60% , < 70%)	B ⁺ (Good)	7
Below 60% but not less than 50% (≥ 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 (ΣCP) 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

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

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, $SGPA = 100/13 = 7.69$

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

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

(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 : 26 SGPA : 5.6	Credits : 22 SGPA : 6.0

$$\text{Thus, } CGPA = \frac{27 \times 6.9 + 27 \times 7.8 + 26 \times 5.6 + 22 \times 6.0}{102} = 6.61$$

- 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 student, in consultation with his Project Supervisor, has to present the title, objective, and plan of action of his project work to the Project Review Committee (PRC) for approval within **two weeks** from the commencement of II Year II Semester. The student can initiate the Project work after obtaining the approval of the PRC. The Supervisor and PRC will examine the progress of the Project Work during pre-submission project seminar. For the subject ‘pre submission project seminar’, there will be only internal evaluation for 100 marks. Evaluation shall be done by the PRC for 50 marks and the Supervisor shall evaluate the work for another 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examination as and when notification is issued, subject to item 2.0. Pre-submission project seminar has to be conducted along with 1st and 2nd mid-term examinations.
- 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 If the report of the internal examiner is satisfactory, the Head of the Department shall coordinate and make arrangement for the conduct of Main Project Viva - Voce examination. The Main Project Viva-Voce examination will be evaluated for 100 marks. The Main 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 Thesis. The candidate has to secure a minimum of 50% of marks in Main Project Viva-Voce examination. For Main Project Viva – Voce examination one external examiner shall be allotted for a group of ten students (in a panel minimum of three students should be there). The Main Project Viva-Voce examination shall be conducted within two weeks

- after completion of the fourth semester end examinations. The Students need to prepare the PPT (Slides) of the project work for the Viva –voce examination.
- 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 external mark of 100 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.
- 8.10** If he fails to fulfil as specified in 8.9, 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.
- 8.11** 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.
- 8.12** 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.
- 8.13** 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.
- 8.14** The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.
- 8.15** For mandatory non-credit Audit courses, a student has to secure 40 marks out of 100 marks (i.e.40% of the marks allotted) in the continuous internal evaluation for passing the subject/course. These marks should also be uploaded along with the internal marks of other subjects. 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 102 Credits (with CGPA \geq 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 7.75
First Class	6.75 to $<$ 7.75 CGPA
Second Class	6.00 to $<$ 6.75 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. WITHOLDING 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 withheld 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 HITS R22 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. 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	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.

	<p>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.</p>	
7	<p>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>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.</p>
8	<p>Possess any lethal weapon or firearm in the examination hall.</p>	<p>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.</p>
9	<p>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.</p>	<p>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.</p>

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
C2MB101CC	Management & Organizational Behavior	CC	4	0	0	4	40	60	100
C2MB102CC	Business Economics	CC	4	0	0	4	40	60	100
C2MB103CC	Financial Reporting & Analysis	CC	4	0	0	4	40	60	100
C2MB104CC	Research Methodology and Statistics Analysis	CC	4	0	0	4	40	60	100
C2MB105CC	Legal & Business Environment	CC	4	0	0	4	40	60	100
	Open Elective-I	OE	3	0	0	3	40	60	100
C2MB101LC	Business Communication – Lab	LC	0	0	2	2	40	60	100
C2MB102LC	Statistical data analysis-Lab	LC	0	0	2	2	40	60	100
TOTAL			23	0	4	27	320	480	800

I MBA II Semester									
Course Code	Course Title	Category	Hours per Week			Credits	Scheme of Examination		
			L	T	P		CIE	SEE	Total
C2MB206CC	Human Resource Management	CC	4	0	0	4	40	60	100
C2MB207CC	Marketing Management	CC	4	0	0	4	40	60	100
C2MB208CC	Financial Management	CC	4	0	0	4	40	60	100
C2MB209CC	Quantitative Analysis for Business Decisions	CC	4	0	0	4	40	60	100
C2MB210CC	Entrepreneurship and Design Thinking	CC	4	0	0	4	40	60	100
C2MB211CC	Logistics and Supply Chain Management	CC	4	0	0	4	40	60	100
	Open Elective-II	OE	3	0	0	3	40	60	100
TOTAL			27	0	0	27	280	420	700

II MBA I Semester									
Course Code	Course Title	Category	Hours per Week			Credits	Scheme of Examination		
			L	T	P		CIE	SEE	Total
C2MB311CC	Production and Operations Management	CC	4	0	0	4	40	60	100
C2MB312CC	Management Information Systems	CC	4	0	0	4	40	60	100
C2MB313CC	Business Analytics	CC	4	0	0	4	40	60	100
	Subjective Elective – I	SE	4	0	0	4	40	60	100
	Subjective Elective – II	SE	4	0	0	4	40	60	100
	Subjective Elective – III	SE	4	0	0	4	40	60	100
C2MB122SM	Summer Internship	SM	0	0	2	2	100	0	100
TOTAL			24	0	2	26	340	360	700

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

II MBA II Semester									
Course Code	Course Title	CC	Hours per Week			Credits	Scheme of Examination		
			L	T	P		CIE	SEE	Total
C2MB314CC	Strategic Management	CC	4	0	0	4	40	60	100
	Subjective Elective – IV	SE	4	0	0	4	40	60	100
	Subjective Elective – V	SE	4	0	0	4	40	60	100
	Subjective Elective – VI	SE	4	0	0	4	40	60	100
C2MB4017PS	Pre Submission of Project Seminar	PS	0	0	2	2	100	0	100
C2MB401PW	Main Project Viva-Voce	PW	0	0	4	4	0	100	100
TOTAL			16	0	6	22	260	340	600

Total Credits =27+27+26+22=102

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		
C2MB3M1SE	Digital Marketing	4
C2MB3M2SE	Sales and Promotion Management	4
C2MB3M3SE	Consumer Behavior	4
C2MB4M4SE	International Marketing	4
C2MB4M5SE	Services Marketing	4
C2MB4M6SE	Marketing Analytics	4
HUMAN RESOURCES		
C2MB3H1SE	Talent and Performance Management Systems	4
C2MB3H2SE	Learning and Development.	4
C2MB3H3SE	Employee Relations	4
C2MB4M4SE	International Human Resource Management	4
C2MB4H5SE	Leadership & Change Management	4
C2MB4H6SE	HR Analytics	4
FINANACE		
C2MB3F1SE	Security Analysis And Portfolio Management	4
C2MB3F2SE	Risk Management and Financial Derivates	4
C2MB3F3SE	Strategic Cost and Management Accounting	4
C2MB4F4SE	International Financial Management	4
C2MB4F5SE	Strategic Financial Management	4
C2MB4F6SE	Financial Analytics	4
ENTREPRENEURSHIP		
C2MB3E1SE	Startup and MSME Management	4
C2MB3E2SE	Technology Business Incubation	4
C2MB3E3SE	Innovation Entrepreneurship	4
C2MB4E4SE	Entrepreneurial Finance	4
C2MB5E5SE	Entrepreneurial Marketing	4
C2MB6E6SE	Family Business Management	4

OPEN ELECTIVES

Course Code	Open Elective-I	Course Code	Open Elective-II
C2MB101OE	Business Ethics and Corporate Governance	C2MB205OE	Total Quality Management
C2MB102OE	Project Management	C2MB206OE	Marketing Research
C2MB103OE	Sustainability Management	C2MB207OE	International Business
C2MB104OE	Cross Cultural Management	C2MB208OE	Rural Marketing

DETAILED SYLLABUS

I-MBA (I-SEMESTER)

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

MBA: I Semester

Course Code: C2MB101CC

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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, Valance 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

BUSINESS ECONOMICS

MBA: I Semester

Course Code: C2MB102CC

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 REPORTING & ANALYSIS

MBA: I Semester

Course Code: C2MB103CC

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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.

RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

MBA: I Semester

Course Code: C2MB104CC

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: C2MB105CC

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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 (OPEN ELECTIVE-I)

MBA: I Semester

Course Code: C2MB101OE

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Course Objective:

1. To enable understanding of the basic concepts of Business Ethics and Corporate Governance in Indian and Global Context.
2. To elaborate on various aspects in Professional Ethics.
3. To explain Corporate Governance practices followed in Indian corporate. +
4. To enlighten students the significance of Company Board and Governance Ratings.
5. To explain different aspects of CSR and Business Council for Sustainable Development (BCSD) India.

Course Outcomes: Students will be able to

- 1 Understand the Need for Business Ethics and Corporate Governance in India.
- 2 Apply Knowledge of Established Methodologies of Solving Professional Ethical Issues.
- 3 Learn Codes and Committees in Corporate Governance.
- 4 Understand the Role of Board in Corporate Governance.
- 5 Assess the Stakeholder perspective of Corporate Governance.

Unit I:

Business Ethics in the Changing Environment: Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg's Study, Carol Gilligan's Theory, Principles of Ethics.

Unit II:

Professional Ethics: Introduction to Professional Ethics, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics.

Unit III:

Corporate Governance: Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India, Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance.

Unit IV:

Role of Board: Types of Directors Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings.

Unit V:

Corporate Social Responsibility (CSR): Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135)

Suggested Readings:

1. Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.
2. C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
3. A. C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018.
4. Martin J. Ossewaarde, Introduction to Sustainable Development, sage,1e,2018.
5. Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4e, 2016.
6. T.N. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
7. Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press, 2015.

PROJECT MANAGEMENT (OPEN ELECTIVE-I)

MBA: I Semester

Course Code: C2MB102OE

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3 0 0 3

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.

SUSTANABILITY MANAGEMENT (OPEN ELECTIVE-I)

MBA: I Semester

Course Code: C2MB103OE

L T P C

3 0 0 3

Course Objectives:

- 1 To highlight the importance of Business Sustainability Management.
- 2 To impart knowledge of various aspects in Environment and Economic Sustainability.
- 3 To explain Sustainability Process and its strategies.
- 4 To elucidate on the importance of Sustainability in Urban Metabolism.
- 5 To appreciate the importance of Market and Sustainability.

Course Outcomes: Students will be able to

- 1 Understand the importance of Climate change and global warming.
- 2 Learn about environment pollution and sustainability, economic approaches to sustainable development.
- 3 Assess the steps in sustainable planning for competitive advantage.
- 4 Understand sustainable and circular value chain, sustainability marketing.
- 5 Appreciate the relevance of Market Sustainability.

Unit - I:

Sustainability and Business: Introduction to Sustainability, Triple Bottomline Approach, Global Reporting Initiative (GRI) Guidelines, Sustainability and Responsibility, Sustainability Framework, Business Engagement with Sustainability, Climate Change and Global Warming, Sustainability Development, Five Steps to Successful Engagement, Difference between Corporate Social Responsibility (CSR) and Sustainability, Current Major Sustainability Trends.

Unit - II:

Environment and Economic Sustainability: The Environment and Economic Growth Linkage, Impact of Transport Infrastructure Development, Interconnection of the Environment and Economic Development, Environment Pollution and Sustainability, Economic Approaches to Sustainable Development.

Unit - III:

Sustainability Process and Strategies: Process to Achieve Sustainability, Working with Processes, Process Approach and Control, Resource Management, Official Strategy, Effective Processes, Efficient Processes, Sustainability Strategies, Steps in Sustainability Strategy Formulation, Steps in Sustainable Planning, Unsustainable Take-Make-Waste Business Models, Sustainable Models, Sustainability Self-Assessment by Sectors and Functions.

Unit - IV:

Sustainability in Urban Metabolism: Introduction, Sustainable and Circular Value Chain, Systemic Perspective on Value Creation, Emergence and Dynamics of Circular Value Systems, Materials and Methods, Territorial Analysis, Natural Capital, Human Capital, Economic and Manufacture Capital, Social Capital, Cultural Capital, Consequential Lifecycle Assessment.

Unit - IV:

Market and sustainability: Introduction, Defining Human Needs, Material Services and Characteristics, Integrating Material Services, Sustainability Marketing Mix, Benefits of Sustainability Marketing, Strategy for Sustainability Marketing, Sustainable Consumer Behaviour, Segmentation, Positioning, Competitive Advantage, Sustainability Reporting, Importance of Trust, Sustainability Reporting Guidelines.

Text Books:

- 1 Pardeep Singh, Pramit Verma, Daniela Perrotti, K.K.Srivastava, Environmental Sustainability and Economy, Elsevier Science, 1e,2021.
- 2 Rudiger Hahn, Sustainability Management: Concepts, Instruments, and Stakeholders from a Global Perspective, Paper pack edition, 2022.
- 3 Hardisty, Paul Environmental and Economic Sustainability Press, Routledge, 1e, 2019.
- 4 Dr. Deb Prasanna Choudhury, Sustainability Management: Strategies and execution for achieving Responsible Organizational Goals, 1e, 2018.

CROSS CULTURE MANAGEMENT (OPEN ELECTIVE-I)

MBA: I Semester
Course Code: C2MB104OE

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 Culture A 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

BUSINESS COMMUNICATION - LAB

MBA: I Semester

Course Code: C2MB101LC

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

STATISTICAL DATA ANALYSIS LAB

MBA: I Semester

Course Code: C2MB102LC

L T P C

1 0 2 2

Course objectives:

- 1 To highlight the importance of application of Statistical tools to Research Problem / Projects.
- 2 To enable the practice of MS- EXCEL / SPSS.
- 3 To demonstrate the management and analysis of data using graphs, tables, worksheets, pivottables etc.
- 4 To educate students on the significance of data from external Sources.

Course outcomes: Students will be able to

- 1 Understand the importance of the main functions of MS- Excel /SPSS.
- 2 Practice advance Excel Tools for conduction of Data Analysis
- 3 Evaluate Data Analysis using Pivot Tables and Pivot Charts.
- 4 Analyze the Data using Descriptive Statistics
- 5 Conduct various Parametric and Non-parametric Tests using MS Excel / SPSS

Unit- I:

ABOUT EXCEL: Introduction, Uses of Excel, New functions and features of excel2007

Getting started with excel: Opening a blank or new workbook, general organization, Highlights and main functions: Home, Insert, page layout, formulas, Highlights and main functions: Data, review, view, add-ins, Using the Excel help function, Customizing the Quick Access Toolbar, Creating and Using Templates, Working with Data: Entering, Editing, Copy, Cut, Paste, PasteSpecial, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, using Data Names and Ranges, Filters and Sortand Validation Lists, Data from External Sources, Using and Formatting Tables, Basic Formulas and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Excel Document (Protect Cells and Workbook)

Unit- II:

ADVANCED EXCEL LESSONS: Advanced Formulas and Functions, Advanced Worksheet Features, Advanced Data Analysis using PivotTables and Pivot Charts

Unit- III:

DATA FROM EXTERNAL SOURCES: Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: Mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

Unit- IV:

T-test, F-test, ANOVA one way classification, chi square test, independence of attributes.

Unit- V:

Data Analysis – Time series: forecasting Method of least squares, moving averagemethod. Inference and discussion of results

Text Books:

- 1 R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
- 2 Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
- 3 D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- 4 David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
- 5 Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
- 6 Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009.

I-MBA (II-SEMESTER)

HUMAN RESOURCE MANAGEMENT

MBA: II Semester

Course Code: C2MB206CC

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: C2MB207CC

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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: C2MB208CC

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 AND DESIGN THINKING

MBA: II Semester

Course Code: C2MB209CC

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.Rizwanal 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: C2MB210CC

L T P C

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: C2MB211CC

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.

TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE-II)

MBA: II Semester

Course Code: C2MB205OE

L T P C

3 0 0 3

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. Besterfeld, Carl Besterfeld, 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

MARKETING RESEARCH (OPEN ELECTIVE-II)

MBA: II Semester
Course Code: C2MB206OE

L T P C
3 0 0 3

Course Objectives:

1. To provide conceptual understanding of marketing research, its design, and application of research methodology to Marketing issues.
2. To explain to students the need for creating proper marketing research proposal.
3. To impart knowledge on sampling and acquire knowledge on probability and non- probability sampling techniques.
4. To impart knowledge on the concepts of measurement and scaling.
5. To highlight the role of marketing research methodology in different business contexts.

Course outcomes: Students will be able to:

1. Understand the importance of marketing research.
2. Learn various aspects in research design.
3. Learn sampling design process.
4. Understand the characteristics of a good measurement, scaling and sampling methodology.
5. Learn hypothesis testing and data presentation

Unit – I:

Introduction to Marketing Research: Meaning and Scope of Marketing Research, Factors that Influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing Decision-making, International Marketing Research, Marketing Research in social media, Mobile Marketing Research, Ethics in Marketing Research, Use of Information Technology in Marketing Research..

Unit -II:

Marketing Research Design: The Process of Defining the Problem and Developing an Approach, Defining a Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal.

Unit- III:

Sampling and Data Collection: Sampling Design Process, Classification of Sampling Techniques, Probability and Non-Probability Sampling Techniques, Internet Sampling, Sampling Distribution, Sample Size Determination, Non-Response Issues in Sampling.
Sources of Data Collection, Methods of Data Collection.

Unit- IV:

The Cost of Quality: Measurement and Scaling: Concept of Measurement, Types of Measurement Scales: Likert, Semantic Differential, Guttman, Interval, Q-Sort, Nature of Measurement, Characteristics of a Good Measurement, Nature of Attitude Scale, Rating Scale, Ranking Scale, Questionnaire Design, Editing, Coding and Tabulation of data.

Unit -V:

Analysis and Presentation of Data: Data Preparation, Data Preparation Process, Statistically Adjusting Data, Frequency Distribution, Cross Tabulation, Hypothesis Testing, Bi-Variate Analysis, Correlation, Regression, Multi-Variate Analysis, Discriminant, Logit Analysis, Factor Analysis, Cluster Analysis. Report Writing, Report Preparation and Presentation.

Text Books:

1. Naresh Malhotra, Satyabhushan Dash, Marketing Research, Pearson, 7e, 2019.
2. GC Beri, Marketing Research, 4e, 2018, Mc Graw Hill 2018.
3. Donald R Cooper, Pamela S Schindler, Marketing Research Concepts and Cases, Mc GrawHill, 2005.
4. David J Luck, Ronald S Rubin, Marketing Research, 9e, PHI, 2006.
5. David A Aaker, V. Kumar, Georges, Marketing Research, 9e, Wiley India Pvt Ltd, 2009.
6. Donald S. Tull, Del I. Hawkins, Marketing Research –Measurement & Method, PHI Private Limited, 2009.

INTERNATIONAL BUSINESS (OPEN ELECTIVE-II)

MBA: II Semester
Course Code: C2MB207OE

L T P C
3 0 0 3

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 competitive 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.

RURAL MARKETING (OPEN ELECTIVE-II)

MBA: II Semester

Course Code: C2MB208OE

L T P C
3 0 0 3

Course Objective:

1. To enable understanding of the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India
2. To describe the different rural marketing Strategies to be adopted by the corporate.
3. To elaborate on the rural market brand and channel management aspects.
4. To help understand the factors that influence rural consumers during purchase of products
5. To impart knowledge on various applications and innovation strategies in rural marketing.

Course Outcome: Students will be able to:

1. Understand the importance of Indian Rural Economy.
2. Learn various rural marketing strategies
3. Learn challenges of Retail Channel Management.
4. Understand the aspects of rural business research.
5. Learn e- rural marketing, CSR, IT for rural development, e- Governance for Rural India.

Unit – I:

Introduction: Nature and Characteristics of Rural Market, Understanding the Indian Rural Economy, Rural Marketing Models, Rural Marketing Vs Urban Marketing, Parameters Differentiating Urban & Rural Market, Differences in Consumer Behavior in Rural and Urban Markets.

Unit – II:

Rural Marketing Mix: Rural Marketing Mix, Additional Ps in Rural Marketing, 4As of Rural Marketing Mix, New Product Development for Rural Market, Rural Market Product Life Cycle, Objectives behind New Product Launch, New Product Development process.

Unit – III:

Rural Market Brand & Channel Management: Brand Loyalty in Rural Market, Regional Brands Vs National Brands, Channel Management, Indian Rural Retail Market, Rural Retail Channel Management, Strategies of Rural Retail Channel Management.

Unit – IV:

Rural Market Research: Sources of Information, Factors Influencing Rural Consumers during Purchase of Products, Rural Consumer Life style, Approaches and Tools of Marketing Research, Rural Business Research, Evolution of Rural Marketing Research, Sources and Methods of Data Collection, Data Collection Approaches in Rural Areas, Data Collection Tools for Rural Market. Limitation and Challenges in Rural Marketing Research, Role of Rural Marketing Consulting Agencies.

Unit – V:

Applications and Innovations: Marketing of Consumer Products, Services, Social Marketing, Agricultural Marketing, Rural Industry Products, Innovation for Rural Market, Marketing Strategies, e- Rural Marketing, Agricultural Co-operative Marketing, Rural Market Mapping, Corporate Social Responsibility, Organized Rural Marketing, IT for Rural Development, e-Governance for Rural India.

Text Books:

1. Dinesh Kumar, Punam Gupta, Rural Marketing, Sage Publications, 2017.
2. Pradeep Kashyap, Rural Marketing, 3e Pearson Education, 2016.
3. T P Gopaldaswamy, Rural Marketing, Environment, problems and strategies, Vikas Publications, 3e, 2016.

References:

1. Sanal Kumar Velayudhan, Rural Marketing, Sage Publications, 2e, 2012.
2. C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
3. Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.

II-MBA (I-SEMESTER)

PRODUCTION AND OPERATIONS MANAGEMENT

MBA: III Semester

Course Code: C2MB312CC

L T P C

4 0 0 4

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. Katyayani (2010), *Production Management*, Students Helpline Publishing House Private Limited, Hyderabad.
5. Chunnawala (2009), *Production and Operation Management*, Himalaya Publications, Mumbai.

MANAGEMENT INFORMATION SYSTEMS

MBA: III Semester

Course Code: C2MB313CC

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4 0 0 4

Course objectives:

1. To help understand the importance of information systems in organization for decision making.
2. To elucidate the business applications of information systems.
3. To provide understanding of the system development life cycle.
4. To impart knowledge of new approaches for system building in the digital firm era.
5. To highlight the challenges of cybercrime.

Course Outcomes: Students will be able to:

1. Understand the importance of MIS for strategic advantages.
2. Learn various business applications of information systems like e-business, BPR, DSS.
3. Learn examine the information system planning.
4. Understand alternative methods for building information system.
5. Learn cyber security with inter networks security defenses.

Unit –I:

Introduction: Information Systems in Business, Types of Information Systems, Managerial Challenges of IT, Components of Information System Resources and Activities. System for Collaboration and Social Business, Ethical and Social Issues in Information System, Information System for Strategic Advantages.

Unit –II:

Business Applications of Information Systems: e-Business Systems, Functional Business Systems, Customer Relationship Management, BPR, ERP Systems, Supply Chain, e-Commerce, DSS, Business Analytics, Business Intelligence and Knowledge Management System.

Unit –III:

Management of Information Systems: Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Lifecycle, V-Model, Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation & Maintenance.

Unit –IV:

Management of Information Systems: System Development and Organizational Change, Business Process Redesign, Systems Analysis, System Design, System Development Process, Methodology for Modeling and Designing System, Alternative Methods for Building Information System, New Approaches for System Building in the Digital Firm Era, Agile System.

Unit –V:

Introduction to Cyber Crime: Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Blockchain.

Text Books:

1. James A.O' Brien, George M. Marcus, Management Information Systems, Ramesh Behl, McGraw Hill, 11e, 2019.
2. Jaytilak Biswas, Management Information System, Sage Publications, 1e, 2020.
3. Laudon & Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e, 2017.

References:

1. Sahil Raj, Management Information Systems, Pearson, 2e, 2018.
2. D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3e , 2010.
3. Jawadekar, Management Information Systems Text and Cases, Tata Mc Graw Hill, 2012.
4. Kelkar, Management Information Systems, Prentice Hall India, 2012.

BUSINESS ANALYTICS

MBA: III Semester

Course Code: C2MB314CC

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.

DIGITAL MARKETING (MARKETING ELECTIVE- 1)

MBA: III Semester
Course Code: C2MB3M1SE

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-Marketing, Pearson Education, 5th Edition, 2009
4. Ramsey, Seven Guidelines for Achieving ROI from Social Media, eMarketer , 2010

TALENT AND PERFORMANCE MANAGEMENT SYSTEMS (HUMAN RESOURCE ELECTIVE-I)

MBA: III Semester
Course Code: C2MB3H1SE

L T P C
4 0 0 4

Course Objective:

- 1 To provide an understanding of the importance of talent and performance management.
- 2 To elucidate how companies integrate competencies with Talent management process.
- 3 To help learn various aspects in performance management.
- 4 To impart knowledge of the various aspects in PMS Process and implementation.
- 5 To elaborate on Employee development, Reward & Legal Systems

Course Outcome: Students will be able to:

- 1 Understand Talent Management Process along with its key components.
- 2 Learn the significance of performance management and employee development in organizations.
- 3 Learn different approaches to Performance Management System.
- 4 Understand KRA's and KPI's and performance metrics.
- 5 Identify the importance of reward systems in organizations

Unit-I:

Introduction to Talent Management (TM): Meaning and Importance of TM, Scope of TM. Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centers.

Unit-II:

Implementing Competency based TM: Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength.

Unit-III:

Performance Management (PM): Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy.

Unit-IV:

PMS Process & Implementation: Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance

Unit-V:

Employee Development, Reward & Legal Systems: Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS.

Text Books:

- 1 Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications, 1e, 2021.
- 2 Sonal Minocha, Dean Hristov: An Integrated Approach, Sage Publications, 1e, 2019.
- 3 Gowri Joshi, Veena Vohra, Talent Management, Cengage Learning, 1e, 2018.
- 4 Lance A. Berger, Dorthony R. Berger, TMH Education, 3e, 2018.
- 5 Seema Sanghi, The Handbook of Competency Mapping, Sage Publishers, 3e, 2016.
- 6 Herman Aguinis, Performance Management, Pearson, 3e, 2013.

References:

- 1 Lance A. Berger, Dorthony R. Berger, TMH Education, 3e, 2018.
- 2 Seema Sanghi, The Handbook of Competency Mapping, Sage Publishers, 3e, 2016.
- 3 Herman Aguinis, Performance Management, Pearson, 3e, 2013

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (FINANCE ELECTIVE- I)

MBA: III Semester
Course Code: C2MB3F1SE

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.

STARTUP AND MSME MANAGEMENT (ENTREPRENEURSHIP ELECTIVE- I)

MBA: III Semester

Course Code: C2MB3E1SE

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.

SALES AND PROMOTION MANAGEMENT (MARKETING ELECTIVE- II)

MBA: III Semester
Course Code: C2MB4M2SE

L T P C
4 0 0 4

Course Objective:

- 1 To provide an understanding of the basic concepts of sales and promotion management.
- 2 To highlight the importance of advertising and choosing appropriate advertising media.
- 3 To impart knowledge of the concepts associated with sales management.
- 4 To help understand the various aspects in sales promotion.
- 5 To elucidate the aspects of sales distribution

Course Outcome: Students will be able to:

1. Understand Evolution of Sales and Promotion Management.
2. Learn the relevance of various types of Advertising.
3. Appreciate the significance of sales management.
4. Assess the relevance of sales promotion strategies.
5. Appreciate the need for the distribution channel

Unit-I:

Promotion: Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. Managing Promotional Tools: Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity

Unit- II:

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

Types of Media: Print, Electronic and 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, Motivation, Compensation, Control and Evaluation.

Unit-IV:

Sales Promotion: Concepts, Need and Objective, 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

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:

Sales Distribution: Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, 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 Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.
- 2 George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.
- 3 Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.

References:

- 1 Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 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

**LEARNING AND DEVELOPMENT
(HUMAN RESOURCE ELECTIVE-II)**

MBA: III Semester

Course Code: C2MB3H2SE

L T P C

4 0 0 4

Course Objective:

1. To provide understanding of the concept of Learning with emphasis on training and Development and its role in organizational Development.
2. To impart knowledge on Strategic Training and development Process.
3. To make students to learn various methods of training.
4. To elucidate on various aspects in Development.

Course Outcome: Students will be able to:

- 1 Understand Learning theories with the emphasis on learning outcomes.
- 2 Learn the significance of Training in organization.
- 3 Learn different training methods.
- 4 Understand essentials of management development.

Unit –I:

Introduction to Learning: Concepts of Learning, Phases in Learning, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal theories, Need theories, Expectancy theory, Adult Learning Theory and Information Processing Theory. The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

Unit –II:

Training Strategy and Designing Training: The evolution of Training's Role, Strategic Training and Development Process, Training Needs in Different Strategies, Models of Training Department. Training Needs Assessment, Reasons for Planned Training. Designing the Training Program, Developing the Group and the Climate, Trainers and Training Styles, Evaluating Training and Follow-on Support.

Unit –III:

Training Methods: Traditional Methods: Presentation Methods, Hands-on Methods, Group Building Methods. E-Learning and use of Technology in Training, Technology Influence on Training and Learning, Technology and Multimedia, Computer based Training, Developing Effective Online Learning, Blended Learning, Mobile Technology and Training Methods, Technologies for Training Administration.

Unit –IV:

Development: Employee Development, Essential Ingredients of Management Development, Strategy and Development, Approaches to Employee Development: Formal Education, Assessment, Job Experiences. Interpersonal Relationships, Development Planning Process, Company's Strategies for Providing Development, E-Learning and Employee Development. Electronic MDPs

Unit –V:

Contemporary issues in Training and Development: Orientation Training, Diversity Training, Sexual Harassment Training, Team-training, Cross-functional Teams, Cross-cultural Training, Training for Talent Management and Competency mapping. Career Management, Career Management Systems, Career Paths, Career Plateau, Coping with Career Breaks, Training for Virtual Work Arrangements.

Text Books:

- 1 Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill,7e, 2019.
- 2 Rolf Lynton, Uday Pareek, Training for Development, 3e, Sage Publishers, 2012.
- 3 P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
- 4 Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley,1e,2014

RISK MANAGEMENT & FINANCIAL DERIVATIVES
(FINANCE ELECTIVE- II)

MBA: III Semester
Course Code: C2MB3F2SE

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Course objectives

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

Course Outcomes:

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

Unit-I:

Introduction to Risk Management: Risk Management, Scope of Risk Management, Benefits of Risk Management, Classification of Risks: Systematic Risk and Unsystematic Risk, Business Risk, Financial Risk. Financial Markets, Market Risk: Price Risk, Currency Risk, Liquidity Risk, Interest Risk, Credit and Counterparty Risk, Operational Risk, Model Risk, Risk Management Process.

Unit-II:

Risk Measurement Tools: Capital Adequacy Ratio, Basel Norm: Basel Accord I, II & III, Need and Scope of studying Basel Norms, **Types of risk:** Interest Rate Risk, Market Risk, Credit Risk, Operational Risk, Exchange Rate Risk, Liquidity Risk. **Value at Risk (VaR), Cash Flow at Risk:** Applications and Problems on VaR & CaR.

Unit-III:

Introduction to Derivative Markets: Derivative Market, Types of Derivatives, Development and Growth of Derivative Markets, Factors influencing the Growth of Derivatives Market in India, Regulations of Derivative Market. **Forward and Future Contracts:** Forward Contract, Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity Forward Contract, Counterparty Risk in the Forward Contract, Difference between Forward and Spot Market, **Futures Contract:** Future Contract Design, Physical Settlement, Delivery Options and Cash Settlement, Future Market, Global Futures Market size, Commodity Futures, Equity Futures, Stock Index Futures, Currency Futures, Futures on Government Bonds, Notes and Bills, Cost of Carry Model for Futures and Forwards.

Unit-IV:

Risk Management Techniques – Options Contract: Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing, **Put - Call Parity Theorem:** Option Pricing, Arbitrage Pricing. **Binomial Pricing Model: The Black- Scholes Options Pricing Model,** Uses of Options Strategies

Unit-V:

Risk Management Techniques – SWAPS Contract: SWAP Market and its Evolution, **Interest Rate Swap:** Structure of a Typical Interest Rate Swap, Pricing and Valuation of Interest Swaps, Interest Rate Swap Strategies, Interest Rate Swaps in India. **Currency Swaps:** Currency Swaps Stature, Currency Swaps Pricing and Valuing Currency Swap, Currency Swap in India, **Equity Swap:** Equity Swap Pricing and Valuing of Equity Swap, Equity Swap Strategies, Pricing and Valuing of Commodity Swap, Carbon Credit, Weather Derivatives.

Text Books:

- 1 John C Hull, Risk Management and Financial Institutions, Wiley, 5e,2018.
- 2 Jayanth Rama Varma, Derivatives and Risk management, Tata McGraw Hill,1e, 2011.
- 3 Dhanesh K. Khatri, Derivatives and Risk Management, Macmillan, 1e,2012
- 4 Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 1e,2003

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.

**TECHNOLOGY BUSINESS INCUBATION
(ENTREPRENEURSHIP ELECTIVE- II)**

MBA: III Semester

Course Code: C2MB3E2SE

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Course Objective:

- 1 To provide an understanding of the importance of Startup and MSME Management.
- 2 To discuss the aspects of how companies identify its requirements.
- 3 To help learn various legal aspects in startup management.
- 4 To discuss the aspects of evaluation of entrepreneurial performance
- 5 To elucidate various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- 1 Understand various Startup opportunities.
- 2 Learn Business Startup, Ideation, and Venture Choices.
- 3 Learn Legal and other requirements for new ventures.
- 4 Learn Problems of entrepreneurs.
- 5 Understand Forms of Financial support.

Unit - I:

Introduction to Technology Business Incubation (TBI): Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status.

Unit - II:

Planning the TBI: Preparatory Process, Feasibility Process and Business Plan, Key Players and Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits

Unit - III:

TBI Implementation and Operations: Organization Structure, Training of the Management Team, Marketing the Incubator, Selecting Tenant Companies, Exit Policy, Serving Tenant Companies: Progression of Service Needs, Training Clients, Counselling and Mentoring, Enhancing and Assessing Performance.

Unit - IV:

TBI in India: Introduction, TBIs: Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives

Unit - V:

Global Perspective of TBI: Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation

Text Books:

- 1 M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche Nationalbibliothek, 2021.
- 2 Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche National bibliothek, 2019.

CONSUMER BEHAVIOUR (MARKETING ELECTIVE-III)

MBA: III Semester
Course Code: C2MB3M3SE

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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.

EMPLOYEE RELATIONS
(HUMAN RESOURCE ELECTIVE- III)

MBA: III Semester

Course Code: C2MB3H3SE

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Course objectives:

- 1 To provide an overview of Industrial Relations, Legal Framework and Management of Trade Unions in Indian Organizations
- 2 To elucidate on the processes of Negotiations and Collective Bargaining
- 3 To elucidate on the aspects of Tripartism and Social Dialogue
- 4 To impart knowledge on Labor Legislation with help of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc.
- 5 To impart knowledge on Labor Legislation with help of various Acts such as Industrial Disputes Act.

Course outcome: The students will be able to

- 1 Understand the changing nature of Labor/Workforce in India and appreciate the need for knowing and maintaining good relations with Industry and Trade Unions.
- 2 Learn the legal framework/process of Collective Bargaining and the aspects of Negotiation, Social Security and Drafting of Agreements.
- 3 Learn various aspects of Tripartism, Social Dialogue and the role of Government in Industrial Relations
- 4 Understand the salient features of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc. and the need for maintenance of good Employee Relations
- 5 Understand the salient features of Acts such as Industrial Disputes Act, Occupational Safety, Health and Working Conditions Code etc.

Unit-I:

Industrial Relations: Economy and the Labour Force in India, Approaches to Industrial Relations, Industrial Relations in Comparative Framework, Management and Employer Organizations. Introduction, Origin and Growth of IR. Trade Unions: Introduction, Definition and Objectives, Growth and Structure of Trade Unions in India, Trade Unions Act, 1926 and Legal framework, Union Recognition, Union Problems, Non-Union Firms, Management of Trade Unions in India.

Unit-II:

Collective Bargaining: Nature and Legal Framework of Collective Bargaining, Levels of Bargaining and Agreements, Change in the Labor Management Relations in the Post-Liberalized India, Changes in the Legal Framework of Collective Bargaining, Negotiated Flexibility, Productivity Bargaining, Improved Work Relations, Public Sector Bargaining and Social Security, Negotiating Techniques and Skills, Drafting of an Agreement.

Unit-III:

Tripartism and Social Dialogue: Types and Levels of Tripartism, Social Dialogue and the Reform Process, Strengthening Tripartite Social Dialogue, Role of Government in Industrial Relations.

Unit-IV:

Labor Legislation – I: Factories Act, 1948, Employee Compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. The Prohibition of Sexual Harassment of Women at Workplace Act, 2013, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972, The Unorganized Workers' Social Security Act, 2008

Unit-V:

Labor Legislation – II: Industrial Disputes Act, 1948, Meaning, Nature and Scope of Industrial Disputes, Causes and Consequences. Dispute Settlement Machinery. Grievance Handling, Causes of Grievances, Standing Orders Act 1948. 2021-22 Reforms into Labor Laws: Right to Minimum Wages (**Code on Wages, 2019**), Social Security for Everyone (Social Security Code, 2020), Right of Security to Workers in all situations (OSH Code (Occupational Safety, Health and Working Conditions Code) – 2020), Towards end to Disputes (Industrial Relations (IR) Code, 2020), Welfare of Interstate Migrant Workers.

Text Books:

- 1 C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2nd Edition 2019.
- 2 D.P.Sahoo, Employee Relations, Text & Cases, 1e, Sage Publications, 2020.
- 3 Parul Gupta, Industrial Relations & Labour Laws for Managers, Sage Publications, 2019.
- 4 Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.

**STRATEGIC COST AND MANAGEMENT ACCOUNTING
(FINANCE ELECTIVE- III)**

MBA: III Semester
Course Code: C2MB3F3SE

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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 over heads, 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.

**INNOVATION AND ENTREPRENEURSHIP
(ENTREPRENEURSHIP ELECTIVE- III)**

MBA: III Semester
Course Code: C2MB3E3SE

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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.

INTERNSHIP – SEMINAR

MBA: III Semester

Course Code: C2MB301SM

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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)

STRATEGIC MANAGEMENT

MBA: IV Semester

Course Code: C2MB415CC

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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.

INTERNATIONAL MARKETING (MARKETING ELECTIVE- IV)

MBA: IV Semester

Course Code: C2MB4M4SE

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 Intentional 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: C2MB4H4SE

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: C2MB4F4SE

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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: C2MB4E4SE

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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.

SERVICES MARKETING (MARKETING ELECTIVE-V)

MBA: IV Semester
Course Code: C2MB4M5SE

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.

LEADERSHIP & CHANGE MANAGEMENT (HUMAN RESOURCE ELECTIVE- V)

MBA: IV Semester

Course Code: C2MB4H5SE

L T P C

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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

STRATEGIC FINANCIAL MANAGEMENT
(FINANCE ELECTIVE- V)

MBA: IV Semester
Course Code: C2MB4F5SE

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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, borrowing 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: C2MB4E5SE

L T P C
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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 – oServative 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 CooServative 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.

MARKETING ANALYTICS (MARKETING ELECTIVE-VI)

MBA: IV Semester
Course Code: C2MB4M6SE

L T P C
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Course Objective:

- 1 To provide an understanding of Fundamentals of Marketing Analytics
- 2 To elaborate on the scope of MS Excel for conduction of Marketing Analytics,
- 3 To highlight the importance of Management of Customer Expectations through Marketing Analytics,
- 4 To orient on the usage of Marketing Analytics for Product Pricing and
- 5 To impart knowledge on Market Segmentation methods and Advertising using Marketing Analytics

Course Outcome:

1. Learn the Concepts of Marketing Analytics and their relevance in business,
2. Use MS Excel to deal with Marketing Data at basic level,
3. Appreciate Customer's journey through Product Selection Process and Customer Lifetime Value,
4. Conduct Analysis in Determining the Pricing Strategies and

Unit -I:

Introduction to Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of Pivot Tables and Organizing Data.

Unit -II:

Summarizing Marketing Data: Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables.

Unit -III:

Customer Analytics: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.

Unit - IV:

Pricing Analytics: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

Unit -V:

Segmentation & Promotion Analytics: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising

Text Books:

1. Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
2. Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
3. Chuck Hermann, Ken Burbary, Digital Marketing Analytics, Que Publishing, 2e, 2018.
4. Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher education, 2021

References:

1. Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
2. Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018

HR ANALYTICS
(HUMAN RESOURCE ELECTIVE- VI)

MBA: IV Semester

Course Code: C2MB3H6SE

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Course objectives:

- 1 To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes.
- 2 To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics.
- 3 To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.
- 4 To provide an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- 5 To provide a futuristic perspective of Predictive and Prescriptive HR Analytics

Course outcome: The students will be able to

- 1 Gain an understanding of the relevance of HR Analytics in the current business scenario.
- 2 Have an understanding of the models of conducting HR Analytics and understanding of the methods of capturing, examining & purifying data for conduction of HR Analytics.
- 3 Use MS Excel for conduction of HR Analytics for key HR Processes
- 4 Have an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- 5 Appreciate the significance of Predictive and Prescriptive Analytics

Unit-I:

Introduction to HR Analytics: History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes

Unit-II:

Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

Unit-III:

Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.

Unit-IV:

Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.

Unit-V:

Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

Text Books:

- 1 Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
- 2 Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.

References:

- 1 Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
- 2 Nishant Uppal, Human Resource Analytics, Pearson, 2021.

FINANCIAL ANALYTIS (FINANCE ELECTIVE- VI)

MBA: IV Semester
Course Code: C2MB3F6SE

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Course Objectives:

- 1 To enable understanding of various aspects in Financial Analytics.
- 2 To help understand time value money, risk and return aspects.
- 3 To impart knowledge of various capital budgeting techniques.
- 4 To elucidate various aspects of Equity Valuation.
- 5 To enlighten on the aspects of Bond Valuation

Learning Outcome: Students will be able to:

- 1 Understand techniques of financial statements.
- 2 Learn the relevance of time value money.
- 3 Learn various aspects of capital budgeting.
- 4 Understand industry, technical and economic analysis.
- 5 Learn duration of bond and immunization strategies

Unit-I:

Techniques of Financial Statement: Horizontal, Vertical Analysis, Trend Analysis, Ratio Analysis, Liquidity, Profitability, Solvency and Turnover Ratio, Valuation of Ratios, Statement of Cash Flow, Classification of Cash Flow, Computing Net Cash Flow: Operating, Investing and Financing Activities. Reporting and Interpretation using Spreadsheet.

Unit-II:

(a) Time Value of Money: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets.

(b) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta, Covariance of Stock.

Unit-III:

Capital Budgeting Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Decision Tree, Cash Flow in Capital Budgeting, Cost of Capital, Advance Capital Budgeting Techniques, Adjusted Present Value Approach, Competing Project Risk using Spreadsheets.

Unit-IV:

Equity Valuation: Calculation of Portfolio Mean and Variance, Capital Asset Pricing Model (CAPM), Variance: Covariance Matrix, Estimating Beta and Security Market Line. Industry Analysis, Economic Analysis and Technical Analysis in Stock, Real Option in Capital Budgeting..

Unit-V:

Bond Valuation: Duration, Duration of Bond with Uneven Payments, Immunization Strategies, Modeling the Term Structure, Calculating Expecting Bond Return in a Single and Multi-period Framework, Semi-annual Transition Matrix, Computation of Bond Beta.

Text Books:

- 1 Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e,2022.
- 2 R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022.
- 3 Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.
- 4 N R Parasuraman, Financial Management-step by step approach, Cengage, 1e,2014

References:

1. Simon Bennings, Financial Modeling-Using Excel, MIT Press, Cambridge,3e
2. Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

FAMILY ENTREPRENEURSHIP
(ENTREPRENEURSHIP ELECTIVE- VI)

MBA: IV Semester

Course Code: C2MB4E6SE

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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.

PRE SUBMISSION OF PROJECT SEMINAR

MBA: IV Semester

Course Code: C2MB401PS

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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 VIVA-VOCE

MBA: IV Semester
Course Code: C2MB401PW

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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.