



**COURSE STRUCTURE  
MBA I SEMESTER**

S. No	Course Code	Course Title	Hours per week			Total Marks	Credits
			Lecture	Tutorial	Practical		
1	20MB1T01	Management Process & Organizational Behavior	4	0	0	100	4
2	20MB1T02	Managerial Economics	4	0	0	100	4
3	20MB1T03	Financial Accounting & Analysis	4	0	0	100	4
4	20MB1T04	Business Communication & Soft Skills	4	0	0	100	4
5	20MB1T05	Quantitative Techniques For Business Decisions	4	0	0	100	4
6	20MB1T06	Business Environment & Legal Aspects	4	0	0	100	4
7	20MB1L07	Information Technology LAB + Tally	0	0	3	100	3
8	20MB1L08	Business Communication & Soft Skills LAB	0	0	3	100	3
<b>Total</b>			<b>24</b>	<b>0</b>	<b>04</b>	<b>800</b>	<b>30</b>

**MBA II SEMESTER**

S. No	Course Code	Course Title	Hours per week			Total Marks	Credits
			Lecture	Tutorial	Practical		
1	20MB2T01	Financial Management	4	0	0	100	4
2	20MB2T02	Human Resource Management	4	0	0	100	4
3	20MB2T03	Marketing Management	4	0	0	100	4
4	20MB2T04	Production and Operations Management	4	0	0	100	4
5	20MB2T05	Research Methodology for Managers	4	0	0	100	4
6	20MB2T06	Business Ethics & Corporate Governance	4	0	0	100	4
7	20MB2L07	Data Science Using R	0	0	3	100	3
8	20MB2T08	MOOC's/Swayam/NPTEL Management Courses other than listed courses in the syllabus	0	0	0	100	3
<b>Total</b>			<b>24</b>	<b>0</b>	<b>2</b>	<b>800</b>	<b>30</b>



**MBA III SEMESTER**

S. No	Course Code	Course Title	Hours per week			Total Marks	Credits
			Lecture	Tutorial	Practical		
1	20MB3T01	Strategic Management	4	0	0	100	4
2	20MB3T02	Operations Research	4	0	0	100	4
3		Elective -1 Paper 1	4	0	0	100	3
4		Elective -1 Paper 2	4	0	0	100	3
5		Elective -2 Paper 1	4	0	0	100	3
6		Elective -2 Paper 2	4	0	0	100	3
7	20MB3T28	Industrial Project based on Summer Internship	0	0	0	100	3
		<b>Total</b>	<b>28</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>23</b>

**MBA IV SEMESTER**

S. No	Course Code	Course Title	Hours per week			Total Marks	Credits
			Lecture	Tutorial	Practical		
1	20MB4T01	Logistics and Supply Chain Management	4	0	0	100	4
2	20MB4T02	Entrepreneurship & Innovative Management	4	0	0	100	4
3		Elective -1 Paper 3	4	0	0	100	3
4		Elective -1 Paper 4	4	0	0	100	3
5		Elective -2 Paper 3	4	0	0	100	3
6		Elective -2 Paper 4	4	0	0	100	3
7	20MB4T29	Comprehensive Viva-Voce	0	0	0	100	3
		<b>Total</b>	<b>24</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>23</b>



## MIC20 MBA II YEAR

**Electives:** The student ought to choose any **TWO** specializations from the following areas and also from each specialization any **TWO** courses have to be chosen at the beginning of III semester.

### III Semester

20MB3T03  
20MB3T04  
20MB3T05  
20MB3T06  
20MB3T07

### Finance

Financial Markets and Services  
Security Analysis & Portfolio Management  
Banking & Insurance Management  
Global Financial Management  
Behavioral Finance

### IV Semester

20MB4T03  
20MB4T04  
20MB4T05  
20MB4T06  
20MB4T07

### Finance

Risk Management & Derivatives  
Cost Management Accounting  
Strategic Financial Management  
Mergers, Acquisitions and Corporate Restructuring  
Taxation

### III Semester

20MB3T08  
20MB3T09  
20MB3T10  
20MB3T11  
20MB3T12

### Marketing

Consumer Behavior & Analysis  
Digital & Social Media Marketing  
Promotion & Distribution Management  
Retail Management  
Strategic Marketing Management

### IV Semester

20MB4T08  
20MB4T09  
20MB4T10  
20MB4T11  
20MB4T12

### Marketing

International Marketing Management  
Customer Relations & Services Marketing  
Advertising & Brand Management  
Green Marketing  
Rural Marketing

### III Semester

20MB3T13  
20MB3T14  
20MB3T15  
20MB3T16  
20MB3T17

### Human Resource Management

Performance Evaluation & Compensation Management  
Human Resource Metrics & Analytics  
Strategic Human Resource Management  
Leadership and Change Management  
Human Capital Management



**IV Semester**

20MB4T13

20MB4T14

20MB4T15

20MB4T16

20MB4T17

**III Semester**

20MB3L18

20MB3L19

20MB3T20

20MB3T21

20MB3T22

**IV Semester**

20MB4L18

20MB4L19

20MB4L20

20MB4T21

20MB4T22

**III Semester**

20MB3T23

20MB3T24

20MB3T25

20MB3T26

20MB3T27

**IV Semester**

20MB4T23

20MB4T24

20MB4T25

20MB4T26

20MB4T27

**Human Resource Management**

Leadership Management & Team dynamics

Labor Welfare and Employment Laws

Training and Development

Employee Relations and Engagement

International Human Resource Management

**Business Analytics**

Data Mining for Business Decisions

Database Management System

Web Designing

Business Analytics

Managing Digital Innovation and Transformation

**Business Analytics**

Big Data Analytics

Enterprise Resource Planning

Cyber Laws and Security

Information Systems Audit

Artificial Intelligence and Machine Learning

**Entrepreneurship**

Indian Models in Entrepreneurship

Social Entrepreneurship

Business Plan Preparation for Small Business

Entrepreneurial Marketing

Family Business Management

**Entrepreneurship**

Marketing for Small Business

Finance and Accounting for Small Business

Technology Appreciation and Intellectual Property Rights

Innovation Technology Management

Venture Valuation and Accounting

**MBA I SEMESTER**

L	T	P	C
4	0	0	4

**20MB1T01 MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOR**

**COURSE OBJECTIVES**

1. To familiarizing the students with the basic concepts of Management.
2. To help the students gain understanding of the functions and responsibilities of managers.
3. To provide them tools and techniques to be used in the performance of the managerial job.
4. To enable them to analyze and understand the environment of the organization.
5. To help the students to develop cognizance of the importance of management principles.

**COURSE OUTCOMES**

On completion of this course, the students will be able to

CO1: Understand the concepts related to Business.

CO2: Demonstrate the roles, skills and functions of management.

CO3: Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.

CO4: Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

**COURSE CONTENT**

**Unit – I**

**Nature of Management:** Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and a System View. Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills.

**Unit—II**

**Planning:** Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning –Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes - Management of Innovation - Entrepreneurial Management - Benchmarking

**Unit-III**

**Organizing:** Organization Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organizational design - Mechanistic vs Adoptive Structures - Formal and Informal Organization.

**Unit – IV**

**Perception and Learning:** Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective.

**Unit – V**

**Group Dynamics:** Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development, Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

***Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.***

**TEXT BOOKS**

1. Durai, P. (2015). Principles of Management, Text and Cases. New Delhi: Pearson Education.
2. Koontz, H. (2010). Essentials of Management. New Delhi: Tata McGraw-Hill Education.

**REFERENCES**

1. Stoner, Freeman & Gilbert Jr. (2009). Management. New Delhi: Prentice Hall.
2. Weihrich, H. & Koontz, H. (2010). Management- A Global Perspective: New Delhi: Tata McGraw-Hill Education.
3. Robbins & Coulter (2013). Management. New Delhi: Prentice Hall.
4. Robbins, S.P. & Decenzo, D. A. (2014). Fundamentals of Management: Essential Concepts and Applications. New Delhi: Pearson Education.
5. Luthans, F. (2010). Organizational Behaviour. New York: McGraw-Hill.

**MBA I SEMESTER**

L	T	P	C
4	0	0	4

**20MB1T02 MANAGERIAL ECONOMICS**

**COURSE OUTCOME**

The students are imbued with basic and intermediate economic concepts and make them to be best at economic and business analysis

**UNIT -I**

**Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas, the role of managerial economist. Concept of opportunity cost, Incremental concept, Discounting Principle.

**UNIT -II**

**Demand Analysis:** Concept of demand, Demand Function, Determinant Factors, and Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques.

**UNIT -III**

**Production Analysis:** Production function, Production functions with one/two variables, Marginal Rate of Technical Substitution, Cobb-Douglas Production Function, Returns to Scale and Laws of returns, economies and diseconomies in Production function.

**UNIT -IV**

**Cost theory and estimation:** Cost concepts, determinants of cost, cost – output relationship in the short run and long run —cost curves– Average total cost curve – Cost - Volume – Profit analysis and decision making.

**UNIT-V**

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly. Pricing methods in practice – Managerial Theories of a firm – Marris & Williams Models.

***Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.***

**TEXT BOOKS**

1. Paul, Koushil: “Managerial Economics”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “Managerial Economics”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “Managerial Economics”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “Managerial Economics”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “Managerial Economics”, S. Chand & Company Ltd, New Delhi-55.

**REFERENCES**

6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “Managerial Economics”, Himalaya Publishing House, Mumbai, 2008.

8. Atmanand: "Managerial Economics", Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: "Managerial Economics", Sultan Chand and Sons, New Delhi, 2002.
10. Narayanan Nadar E, Vijayan S: "Managerial Economics", PHI Private Limited, New Delhi, 2009.



**MBA I SEMESTER**

L	T	P	C
4	0	0	4

**20MB1T03 FINANCIAL ACCOUNTING & ANALYSIS**

**COURSE OBJECTIVE**

The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making.

**UNIT-I**

**Accounting Process:** Definition of accounting, Accounting Cycle, Process. Classification of accounts, Branches of accounting, accounting equation – objectives, Scope and nature of accounting. Users of accounting information. introduction to GAAP, Accounting Concepts and conventions. Books of original entry, ledger- Preparation of Trial balance.

**UNIT-II**

**Understanding Terminal accounts:** Preparation and Presentation of income statement - Balance Sheet with Adjustments- Accounting standards - Preparation and Presentation of Company Final Accounts.

**UNIT-III**

**Valuation of Fixed Assets:** Meaning, definition of asset. Classification of Assets Concept of depreciation; Causes of depreciation; Depreciation, depletion, amortization, and dilapidation; Depreciation Accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets.

**UNIT-IV**

**Financial Statement Analysis:** The scope and purpose of financial analysis - financial statement analysis - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds - Preparation and analysis of funds flow statement and cash flow statement.

**UNIT-V**

**Financial Analysis:** Ratioanalysis – Meaning of ratio, scope, importance, Objectives and limitations of Ratioanalysis – liquidity, activity, solvency and profitability ratios (Problems)

***Relevant case studies have to be discussed in each unit and in examination one case study is compulsory from any unit.***

**TEXT BOOKS**

- 1 Ashish K .Bhattacharya “Financial Accounting & Analysis” PHI, 2012.
- 2 V.Rajasekharam “Financial Accounting & Analysis” Pearson Education, New Delhi, 2012
- 3 Ranjan Kumar Bal: “Financial Accounting & Analysis”, S.Chand, New Delhi, .2012

**REFERENCES**

- 4 Dr.P.Vijay Kumar: “Accounting For Managers” HPH-2014.
- 5 K.K.Verma “Financial Accounting & Analysis” PHI, 2012.

**MBA I SEMESTER**

L	T	P	C
4	0	0	4

**20MB1T04 BUSINESS COMMUNICATION AND SOFT SKILLS**

**COURSE OBJECTIVE**

To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform them as effective communicators.

**COURSE OUTCOMES**

The students are groomed with a channel of business communication skills and are best at bringing out productive work from within their colleague and associates.

**COURSE CONTENT**

**Unit – I**

**Role of Communication in Business** – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication kills – Understanding Cultural Effects of Communication.

**Unit – II**

**Managing Organization Communication** - formal and Informal Communication- Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

**Unit-III**

**Managing Motivation** to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication.

**Unit-IV:**

**Business Writing Skills** – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms - Academic Report Writing Difference between Academic and Business Reports Proposal Writing and Process Description, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, E-mail Messages.

**Unit-V:**

**Report Writing:** Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report - Technical Proposals-Writing Proposals - Supplementary Parts / Appended Parts- Citing sources

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

***TEXT BOOKS***

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi

***REFERENCE***

4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.

**MBA I SEMESTER**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**20MB1T05 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**COURSE OBJECTIVES**

Students would be able to acquire an understanding of descriptive statistical tools like measures of central tendency & measures of variation and apply these tools to real life situations.

**Unit I**

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices.

**Unit II**

Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

**UNIT III**

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process, Decision making with an active opponent.

**Unit-IV**

Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples – Concepts of Testing Hypothesis – One Sample Test for Testing Mean and Proportion of Large and Small Samples.

**Unit-V**

Tests Two Samples – Tests of Difference between Mean and Proportions of Small and Large Samples – Chi- square Test of Independence and Goodness of Fitness- Analysis of Variance.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. N.D.Vohra: –Quantitative Techniques in Management, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. Gupta S.P: –Statistical Methods, S. Chand and Sons, New Delhi.
3. Anand Sharma: –Quantitative Techniques for Business decision Making, Himalaya Publishers, New Delhi, 2012.

**REFERENCES**

4. D P Apte: –Operation Research and Quantitative Techniques, Excel Publication, New Delhi, 2013.
5. Hamdy, A.Taha: –Operations Research: An Introduction, Prentice-Hall of India, New Delhi 2003.

6. Anderson: –Quantitative Methods for Business, Cengage Learning, New Delhi 2013.
7. Sancheti, Dc & VK Kapoor, –Business Mathematics, S Chand and Sons, NewDelhi.

**MBA I SEMESTER**

L	T	P	C
4	0	0	4

**20MB1T06 BUSINESS ENVIRONMENT & LEGAL ASPECTS**

**COURSE OURCOMES**

To provide knowledge of the environment in which businesses operate, the economic operational and financial framework with particular application to the transaction of business.

**LEARNING OUTCOMES**

At the end of the course, student should be able to:

1. Discuss the supply and demand theory and its impact on business.
2. Explain the effects of government policy on the economic environment and business.
3. Outline how an entity operates in a business environment.
4. Describe how financial information is utilized in business.
5. Explain the legal framework that regulates the business environment.

**COURSE CONTENT**

**Unit –I**

**The concept of Business Environment:** Internal, External, Micro, Macro and Global Environment as a tool of Managerial Practices, Business Environment in India - Social, Political, Demographic and Technological, Interaction Matrix of Different Environmental Factors, Indian economics: Issues and Challenges, Economic Systems, Balance of Payments.

**Unit –II Circular Flow of Money in a Multi-sector Economy:**

Concepts and Measurement of National Income, Business Cycles: Phases, Privatization and Disinvestment - Concept of Inflation, Deflation, Stagflation etc. and Unemployment.

**Unit –III**

**Income Generation Theories:** Consumption, Saving and Investment, Autonomous vs. Induced Investment and Multiplier, Pump Priming.

**Unit –IV Indian Economic Policies:**

Industrial Policy, Monetary Policy & Fiscal Policy in an open Economy, Consumer Protection Policy, IPR, Taxation Policy-GST, RTI, FERA & FEMA, IT Act., International business environment: Nature- significance- Challenges and mechanisms, EXIM Policy, WTO: Agreements in the Uruguay round, TRIPS, TRIMS and GATS, Disputes settlement Mechanism, Dumping and antidumping.

**Unit-V Legal Frame:**

Competition Act, Bankruptcy code, NITI AYOJ, SICA 1985 - Industrial Sickness in India, BIFR 1995, Environmental Laws - Central Banking System, Financial Markets, FDI and FII Policy.

***Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.***

**TEXT BOOKS**

1. Mishra, S. K. and Puri, V. K. - Economic Environment and Business, Himalaya Publishing House, New Delhi, fifth and Revised Edition, 2009.
2. Sapiro, E. - Macro Economic Analysis, Galgotia Publishing House, New Delhi, Fifth Edition.

**REFERENCES**

1. Cherunillam, F. - Business Environment, Himalaya Publishing House, New Delhi
2. Dhingra, I. C. - The Indian Economy; Environment and Policy, Sultan Chand Publishers, New Delhi.
3. Dornbusch, R., Fischer, F. and Startz, R. - Macroeconomics, McGraw-Hill
4. Gupta, R.D. and Rana, A.S. - Keynes Post-Keynesian Economics, Kalyani Publisher, New Delhi. (Latest Edition)

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**MBA I SEMESTER**

L	T	P	C
0	0	3	3

**20MB1L07 INFORMATION TECHNOLOGY LAB**

**UNIT- 1**

**Introducing spreadsheet:** Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data. Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; References between worksheets.

**UNIT -II**

Ranges and functions: Creating named ranges; Using named ranges; Finding and inserting functions; Excel – Functions: what if, Conditional count, sum and average, Multiple criteria with count, sum and if. Time and date calculations.

**UNIT- III**

Basic of Accounting: Type of Accounts, Rules of Accounting, Principles of concepts and conventions, double entry system, book keeping Mode of Accounting, Financial Statements, Transaction, Recording Transactions. Getting the functional with Tally, Creation and setting up of company in Tally.

**UNIT- IV**

Accounting Masters in Tally- Features- Configurations- Setting up Account Heads.

**UNIT- V**

Inventory in Tally- Stock – groups – Stock Categories - Godowns / Location Units of Measure - Stock Items - Creating Inventory Masters for National Traders



**MBA I SEMESTER**

L	T	P	C
0	0	3	3

**20MB1L08 Business Communication & Soft Skills LAB**

**Course Objective**

To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform them as effective communicators.

**Unit: 1**

**Listening and speaking skills-** Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).

Activities for Unit-1:

- 1) Dos and Don'ts of Group Discussions.
- 2) Tell me about yourself.
- 3) Self SWOT Analysis
- 4) Analysis of Academic Video clip uploaded on the system for the student.
- 5) News Presentation- Current affairs.

**Unit – II**

**Organizational Communication:**

Choosing the organization – goal setting - Time management — leadership traits – Team work – communicating across teams- designing career and life planning.

Activities for Unit-II:

- 1) Individual goal setting – process / SMART goals.
- 2) Designing a team activity to be conducted in the class.
- 3) Preparing a schedule plan for conducting an event (with proper time management).
- 4) Designing a self-career plan.
- 5) Prepare a time management chart for your daily schedule. (Prioritization)

**Unit – III**

**Non-verbal communication and Body Language:**

Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

Activities for Unit-III:

- 1) Maintaining the body language for interviews.
- 2) Presenting oneself to an interviewer.
- 3) Importance of kinesics in an interview.
- 4) Role plays on cross cultural communication.

**Unit – IV**

**Written communication:**

Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs  
– Writing for publications.

Activities for Unit-IV:

- 1) Preparation of effective Resume.
- 2) Write dialogues for the following situation: Mr. A calls a Hotel in Shimla to make a reservation for four people.
- 3) Write dialogues for the following situation: Mr. K gives direction to his friend how to reach the JNTUK University.
- 4) Write a covering letter for job application in TCS.
- 5) Write at least 5 E-mail etiquette.

### **Unit- V**

#### **Presentation skills:**

Designing presentations and enhancing presentation skills.

Activities for Unit-V:

- 1) Prepare a PowerPoint presentation on presentation skills.
- 2) How to make an effective presentation.
- 3) Prepare and present a PPT on any topic given by the examiner.

#### **TEXT BOOKS**

1. Mallika Nawal: –Business Communication, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: –Business Communication, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: –Organisational Communication, JAICO Publishing House, New Delhi.

#### **REFERENCES**

6. SathyaSwaroopDebasish, Bhagaban Dasl –Business Communication, PHI Private Limited, New Delhi, 2009.
7. R.K.Madhukar: –Business Communication, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:–Business and Professional Communication, SAGE, New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: –Business Communication, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: –Business Communication Skills, Everest Publishing House, New Delhi, 2011

**MBA II SEMESTER**

L	T	P	C
4	0	0	4

**20MB2T01 FINANCIAL MANAGEMENT**

**COURSE OBJECTIVES**

The Course is designed for the students to understand the Financial Management concepts and to identify, enrich and fulfill the needs of Financial Markets.

**COURSE OUTCOMES**

The students will be prepared with appropriate knowledge in Finance domain, making them masters & give their best at critical thinking & problem solving skills.

**COURSE CONTENT**

**UNIT –I**

**Financial Management:** Concept - Nature and Scope - Evolution of financial Management -Goals and objectives of financial Management - Profit maximization Vs. Wealth maximization Vs Value Maximization - Major decisions of financial manager.

**UNIT-II**

**Financing Decision:**

**Sources of Finance:** Introduction to Sources of finance- Long Term. Concept of Capital Structure, Capital Structure Decisions– EBIT –EPS analysis. Concept of leverage and types of leverage. Cost of Capital: Weighted Average Cost of Capital.

**UNIT –III**

**Investment Decision:** Concept of Time Value of money – Techniques of Time Value of Money– Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

**UNIT-IV**

**Dividend Decision:** Meaning and Significance-Major forms of dividends-Theories of Dividends-Determinants of Dividend-Dividends Policy and Dividend valuation-Bonus Shares-Stock Splits-Dividend Policies of Indian Corporate.

**UNIT-V**

**Liquidity Decision:** Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement.

***Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.***

**TEXT BOOKS**

1. I.M. Pandey: “Financial Management”,Vikas Publishers, New Delhi, 2013.
2. Sudarshan Reddy: Financial Management, HPH, New Delhi.

**REFERENCES**

- 1 P.Vijaya Kumar, M.Madana Mohan, G. SyamalaRao:“Financial Management”, Himalaya Publishing House, New Delhi,2013.
- 2 Rajiv Srivastava, Anil Misra: “Financial Management”, Oxford University Press, New Delhi, 2012. Delhi, 2012.
3. Prasanna Chandra: “Financial Management Theory and Practice”, Tata McGrawHill 2011.

**MBA II SEMESTER**

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**20MB2T02 HUMAN RESOURCE MANAGEMENT**

**COURSE OBJECTIVES:**

To equip the students with basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized, socialism environment.

**COURSE OUTCOME**

The students will be best endowed with leadership & team work and shall be toned professionals with ethics and social responsibility.

**COURSE CONTENT**

**UNIT –I**

**HRM:** Definition and Functions and Significance –Scope and evolution of HRM- Principles - HR policies–Functions of HR Manager-Role and position of HR department – Human Resource Management in Changing Environment-emerging trends in HRM.

**UNIT –II**

**FUNCTIONAL HRM:** HR Planning -Recruitment and Selection- Tests and Interview Techniques - Training and Development- Techniques – Training evaluation - retention - Job Analysis – job description and specifications -HRD concepts.

**UNIT –III**

**PERFORMANCE APPRAISAL:** Meaning and Importance - Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation – Collective Bargaining–disputes resolution mechanisms- Grievances

**UNIT –IV**

**WAGE AND SALARY ADMINISTRATION:** Wage and Salary- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials – Job design and Evaluation-Methods - Concept of Industrial Relations-Trade Unions - Employee Participation Scheme

**UNIT-V**

**WELFARE MEASURES:** Welfare management: Nature and concepts – statutory and non-statutory welfare measures –Role of Welfare officer- incentive mechanisms- Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress - HRIS-HR Accounting HR Audit.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013

2. N.SambasivaRao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai

**REFERENCES**

1. Mathis, Jackson, Tripathy: “Human Resource Management: A South-Asian Perspective”, Cengage Learning, New Delhi, 2013
2. SubbaRao P: “Personnel and Human Resource Management-Text and Cases”, Himalaya Publications, Mumbai, 2013.
3. MadhurimaLall, SakinaQasimZasidi: “Human Resource Management”, Excel Books, New Delhi, 2010

**MBA II SEMESTER**

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**20MB2T03 MARKETING MANAGEMENT**

**COURSE OBJECTIVES**

The Course is designed for the students to understand the Marketing concepts and to identify, enrich and fulfill the needs of customers and markets.

**COURSE OUTCOMES**

The students are provided with basic domain knowledge and acts as a stepping stone for further proceedings and better helps in understanding business environment and global exposure in Marketing perspective.

**COURSE CONTENT**

**UNIT –I**

**Introduction to Marketing:** Concept of Market, Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

**UNIT –II**

**Market Segmentation, Targeting & Positioning:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis - Evaluation and Selection of Target Markets - Positioning for competitive advantage.

**UNIT –III**

**Pricing Strategy:** Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

**UNIT –IV**

**Marketing Communication:** Communication Process - Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation - Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

**UNIT –V**

**Marketing Research:** Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations, Social, ethical and legal aspects of marketing; Marketing of services; International marketing;

***Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.***

***Text Books***

1. Lamb, Hair, Sharma: "MKTG" Cengage Learning, New Delhi, 2013
2. Phillip Kotler: "Marketing Management", Pearson Publishers, New Delhi, 2013.

***References***

3. RajanSexena: “Marketing Management”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “Case Studies in Marketing”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “Marketing Management”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “Marketing”, Oxford University Press, Chennai, 2013.

**MBA II SEMESTER**

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**20MB2T04 PRODUCTION & OPERATIONS MANAGEMENT**

**COURSE OBJECTIVES**

This Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

**COURSE OUTCOMES**

The students are trained at critical thinking, business analysis and innovative problem solving skills with adequate domain knowledge

**COURSE CONTENT**

**UNIT –I**

**Introduction:** Overview & Definition of Production and Operations Management- .Understanding similarities and difference among products, goods and services. Nature and Scope of Production and Operations Management- Historical Evolution, Operations management strategy framework –Role & responsibilities of the production manager - Types of Manufacturing Processes.

**UNIT –II**

**Production Planning and Control:** Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP-I, MRP-II, CRP. Maintenance management & Industrial Safety - ERP, lean system, Constrain management (TOC). . Inventory Control, Costs & Types of Inventory. – ABC, VED and FSN analyses. Value Analysis and value Engineering

**UNIT –III**

**System Design:** Product strategy and integrated product development. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Computer integrated manufacturing, DSS for operational management. Work Design: Method Study and Work Measurement - Work Sampling.

**UNIT –IV**

**Managing of Work Environment:** – Automation --Technology Management -Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control – Control Charts for Variables- Average, Range and Control charts for Attributes. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

**UNIT –V**

**Product Quality Improvement:** Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, improvements in productivity - new product development and design - stages & techniques



***Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.***

**TEXT BOOKS**

1. PannerSelvem: “Production and Operation Management”, Prentice Hall of India, NewDelhi, 2012.
2. K.Asathappa, K. Shridhara: “Production & Operation Management”, Himalaya Publishing House, New Delhi, 2012

**REFERENCES**

3. Ajay K Garg: “Production and Operation Management”, TMH, New Delhi,2012
4. Deepak Kumar Battacharya: “Production & Operation Management”, University Press, New Delhi, 2012
5. AlanMuhlemann, JohnOakland,jastiKatyayani: “Production and Operation Management”, Pearson, New Delhi,2013

**MBA II SEMESTER**

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## **20MB2T05 RESEARCH METHODOLOGY FOR MANAGERS**

### **COURSE OBJECTIVE**

Developing the students in Research orientation and to acquaint them with fundamental of research methods.

### **COURSE OUTCOMES**

The students are trained at critical thinking, business analysis and best equipped with research oriented problem solving skills

### **COURSE CONTENTS**

**Unit- I Introduction to Research:** Meaning of research; Types of research; the process of research; Research applications in social and business sciences; Features of a Good research study.

**Unit-II Research Problem and Formulation of Research Hypotheses:** Defining the Research problem; Management Decision Problem vs. Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal Contents of a research proposal and types of research proposals.

**Unit-III Research Design: Meaning of Research Designs;** Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design - Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations.

**Unit-IV Data and Sampling:** Classification of Data; Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method. Attitude Measurement and Scaling: Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement. Questionnaire Design: Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. Sampling: Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion.

**Unit-V Testing of Hypotheses:** Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean;

Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.- Chi-square Analysis: Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions.- Analysis of Variance: Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Text Books**

- 1.C.R.Kotari-“Research Methodology for Business”-Excel Publishing House.
2. Cooper R.Donald and Schindler S. Pamela: “Business Research Methods”, 9/e, Tata McGraw Hill, New Delhi.

**MBA II SEMESTER**

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**20MB2T06 BUSINESS ETHICS & CORPORATE GOVERNANCE**

**COURSE OUTCOMES**

The students shall be cultivated with ethics and social responsibility which in turn shall be for the betterment of country and also for the overall development of the organization they are joining.

**COURSE CONTENT**

**Unit-I: Understanding Corporate Governance:** Corporate governance – an overview, History of corporate governance- Concepts of Corporate Governance: Theory& practices of corporate governance, corporate governance mechanism and overview – land marks in emergence of corporate governance.

**Unit-II: Stakeholders:** Rights and privileges; problems and protection, Corporate Governance and Other stakeholders- Board of Directors: A Powerful Instrument in Governance; Role and responsibilities of auditors.

**Unit-III: Codes of corporate governance:** Development of codes and guidelines and summary of codes of best conduct, Banks and corporate governance; Ganguly committee's Recommendation.

**Unit-IV: Business Ethics and Corporate Governance:** Corporate Social Responsibility: Justification, Scope and Indian Corporations-Environmental Concerns and Corporations: Indian Environmental Policy, The Role Of Media in Ensuring Corporate Governance; Ethics in Advertising.

**Unit- V: Acts & Policies:** Monopoly, Competition and Corporate Governance; MRTP Act and Competition Act, The Role of Public Policies in Governing Business, SEBI, The Role of Government in Developing and Transition Economics- Corporate Governance in Developing and Transition economies, Corporate Governance: Indian scenario, The Corporation in a Global Society.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Corporate governance: Principles, policies and Practices, Fernando, A.C., Pearson.
2. Business ethics: Concepts & cases, velasquez, Manuel G., Pearson.
3. Corporate governance: Principles, mechanism, and practices, Parthasarthy, Biztantra

**REFERENCES**

4. Mallin, A. Christine, Corporate governance, Oxford University press.
5. Bajaj and Aggarwal, Business ethics, Biztantra.
6. Crane & Matten, Business ethics, Oxford.
7. Prasad, corporate governance, PHI learning Pvt Ltd.

**MBA II SEMESTER**

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**20MB2L07 DATA SCIENCE USING R**

**COURSE OBJECTIVES**

In this course students learn how to program in R and how to use R for effective data analysis.. The course covers practical issues in statistical computing which includes programming in R, reading data into R, accessing R packages, writing R functions, debugging, and organizing and commenting R code. Topics in statistical data analysis and optimization will provide working examples.

**COURSE OUTCOMES**

1. Implement the basic concepts and data structures of R.
2. Implement loops and functions in R
3. Implement mathematical functions and handling files
4. Apply the different distributions
5. Use various graphical tools in R
6. Describe the properties of discrete and continuous distribution functions

**CONCEPTS TO BE COVERED:**

Introduction, How to run R, R Programming Structures, Control Statements, Loops, , Functions, Recursion, Doing Math and Simulation in R, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files, Creating Graphs, Saving Graphs to Files, Probability Distributions, Correlation and Covariance, Linear Models.

**LIST OF EXPERIMENTS:**

Exercise 1: Introduction to R Programming

Exercise 2: Getting Used to R: working with Data Structures

Exercise 3: Using Conditional & Iterative Statements in R

Exercise 4: Working with functions

Exercise 5: Doing Math and Simulation in R Math Functions

- Calculus
- Linear algebraic operations
- Set operations•

Exercise 6: Reading in Your Own Data Working with files

- Accessing the Keyboard and Monitor,

Exercise 7: Data visualization Charts and plots

- Find the mean, median, standard deviation and quintiles of a set of observations.

- Students may experiment with real as well as artificial data sets.

Exercise 8: Probability Distributions. Generate and Visualize Discrete and continuous distributions using the statistical environment.

- Demonstration of Normal, binomial and Poisson distributions.

Students are expected to generate artificial data using and explore various distribution and its• properties. Various parameter changes may be studied.

Exercise 9: Correlation Calculate the correlation between two variables. Use the scatter plot to investigate the relationship between two variables

Exercise 10: Fitting a straight line of type  $y = a + bx$

- A Statistical Model for a Linear Relationship
- The R Function: `lm`

**TEXT BOOKS:**

- 1) Statistical Learning using R, WHITTON
- 2) The Art of R Programming, A K Verma, Cengage Learning.
- 3) R for Everyone, Lander, Pearson
- 4) The Art of R Programming, Norman Matloff, No starch Press.

**REFERENCES:**

- 1) R Cookbook, Paul Teetor, Oreilly.
- 2) R in Action, Rob Kabacoff, Manning

**MBA II SEMESTER**

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**20MB2T08 MOOCs: SWAYAM/NPTEL (Open Elective)**

Related to Management Courses other than listed courses the syllabus

**MBA III SEMESTER**

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**20MB3T01 STRATEGIC MANAGEMENT**

**COURSE OUTCOME**

This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organizational perspectives the development of appropriate organizational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organizational as well as technical aspects.

**COURSE CONTENT**

**UNIT I**

**STRATEGY AND PROCESS**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility.

**UNIT II**

**COMPETITIVE ADVANTAGE**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalizations and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

**UNIT III**

**STRATEGIES 10**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.



## **UNIT IV**

### **STRATEGY IMPLEMENTATION & EVALUATION**

The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change- Politics-Power and Conflict-Techniques of strategic evaluation & control.

## **UNIT V**

### **OTHER STRATEGIC ISSUES**

Managing Technology and Innovation - Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy.

**Relevant cases have to be discussed in each unit.**

### **TEXTBOOK**

1. Hill. Strategic Management: An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill, 2008.

### **REFERENCES**

1. Adriaue HAberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
5. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012.

**MBA III SEMESTER**

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**18MB3T02 OPERATIONS RESEARCH**

**COURSE OUTCOMES**

- To impart the basic concepts of modeling, models and statements of the operations research.
- Formulate and solve linear programming problem/situations.
- Model strategic behavior in different economic situations.
- To solve transportation problems to minimize cost.
- Apply Queuing theory to solve problems of traffic congestion, counters in banks, railway bookings etc.
- Explain scheduling and sequencing of production runs and develop proper replacement policies.

**COURSE CONTENTS**

**UNIT I**

**Introduction to Operations Research (OR) & Linear Programming (LP):** OR definition - Classification of Models, modeling – Methods of solving OR Models, limitations and applications of OR models; Problem Formulation, Graphical Method, Simplex Method, Big-M Method, Two-Phase Simplex Method.

**UNIT II**

**Transportation and Assignment Problems:** Transportation Problem – Formulation; Different Methods of Obtaining Initial Basic Feasible Solution –North West Corner Rule, Least Cost Method, Vogel's Approximation Method; Optimality Method – Modified Distribution (MODI) Method; Special Cases – Unbalanced Transportation Problem.

Assignment Problem – Formulation, Hungarian Method for Solving Assignment Problems, Traveling Salesman problem.

**UNIT III**

**Game theory:** Optimal solution of two person zero sum games, the max min and min max principle. Games without saddle points, mixed strategies. Reduction by principles of dominance, arithmetic, algebraic method and graphical method.

**Sequencing:** Introduction to Job shop Scheduling and flow shop scheduling, Solution of Sequencing Problem, Processing of n Jobs through two machines, Processing of n Jobs through m machines, graphical method.

**UNIT IV**

**Queuing Theory:** Introduction – Terminology, Arrival Pattern, Service Channel, Population, Departure Pattern, Queue Discipline, Birth & Death Process, Single Channel Models with Poisson Arrivals, Exponential Service Times with finite queue

length and non-finite queue length; Multichannel Models with Poisson Arrivals, Exponential Service Times with finite queue length and non - finite queue length.

#### **UNIT V**

**Replacement and Maintenance Analysis:** Introduction – Types of Maintenance, Make or buy decision. Types of Replacement Problems, Determination of Economic Life of an Asset, and Simple Probabilistic Model for Items which completely fail- Individual Replacement Model, Group Replacement Model.

**Relevant cases have to be discussed in each unit.**

#### **TEXT BOOKS**

1. Sharma S.D., Operations Research: Theory, Methods and Applications, 15<sup>th</sup> Edition, Kedar Nath Ram Nath, 2010
2. Taha H.A., Operations Research, 9<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2010.

#### **REFERENCE**

1. Hiller F.S., and Liberman G.J., Introduction to Operations Research, 7<sup>th</sup> Edition, Tata McGraw Hill, 2010.
2. Sharma J.K., Operations Research: Theory and Applications, 4<sup>th</sup> Edition, Laxmi Publications, 2009.

**MBA IV SEMESTER**

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**20MB4T01 LOGISTICS AND SUPPLYCHAIN MANAGEMENT**

**COURSE OUTCOMES**

1. Analyze the manufacturing operations of a firm
2. Apply sales and operations planning, MRP and lean manufacturing concepts
3. Apply logistics and purchasing concepts to improve supply chain operations
4. Apply quality management tools for process improvement

**COURSE CONTENT**

**UNIT I**

**Concept and Scope:** Concepts of Logistics and supply chain- Importance of Logistics in these days global Sourcing, Production and consumption- Dimension of Logistics: Macro and Micro aspects- Supply chain contours: Backward and forward linkages- Supply chain efficiency- Logistics as a competitive edge driver- Peculiarities and diversity of needs of Logistics for Retailing.

**UNIT II**

**Logistics and Procurement:** Logistics as a Support function of Procurement and Vendor Facilitation - Logistics as interface function of Demand Forecasting, Global procurement, Tracking inward shipments and Storage Planning- Logistics as an enabler of Just-in-Time (JIT), Kanban (A Scheduling system for lean inventory), Vendor Managed Inventory (VMI) for Vendors and the firm.

**UNIT III**

**Logistics and Marketing:** Logistics as a Support function of Order Fulfillment, Assembling & Labeling from Multi-storage points and Delivery- Logistics as an interface of Market forecasting, Stock level management, invoice or sales documentation, picking products, consolidation, transport-packaging, packing, marking, preparing outbound documentation and shipping out by loading into containers- customer facilitation tracking out-bound shipments.

**UNIT IV**

**EXIM Logistics:** Importance of Global Logistics- Export Logistics: Special Aspects of EX-IM logistics- Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing- Distribution to Units- Security & Insurance- Multimodal Transport- UN International convention on MT of Goods- Terminal Networks: Types and Roles.

**UNIT V**

**Invoice management:** call centers, warehouse/distribution facilities – Carrier management- 4PL Specialties: Implementation Center: Business process analysis/scoping, Development of all activities into an open systems framework-

Product/Skill Centers: Supply chain engineering –4PL Value Added services: Knowledge Transfer, Business Development and Functional Support. Special Logistics: Inter-modal and Multimodal Logistics- Logistics for Trade Fairs and Events - Consolidation and Group age- Logistics of Time Perishable and Logistics of Quality Perishables- GS1 System of world-wide supply-chain standards system- E-Logistics –Warehouse Logistics- Reverse Logistics.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Sahay B.S, *Supply Chain Management for Global Competitiveness*, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Macmillan India Ltd., New Delhi.
3. Coyle, Bradi&Longby, *The Management of Business Logistics*, West Publishing Co. Martin Christopher, *Logistics and Supply Chain Management*

### ***REFERENCE***

1. Dawson, Larke and Mukoyama, *Strategic Issues in International Retailing*, Routledge, 2007
2. Paul R. Murphy Jr. and Donald Wood, *Contemporary Logistics*
3. Harvard Business Review, *Managing Supply Chains*

**MBA IV SEMESTER**

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**20MB4T02 ENTREPRENEURSHIP & INNOVATION MANAGEMENT**

**COURSE OUTCOMES**

- Understanding of management in all its diverse aspects and its applicability to a wide range of practical management situations.
- understand the function of the entrepreneur in the successful, commercial application of innovations
- Explore entrepreneurial leadership and management style.

**COURSE CONTENT**

**UNIT I**

**Entrepreneurship:** Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of Entrepreneur – entrepreneurial motivation.

**UNIT II**

**Training:** Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit -Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes

**UNIT III**

**Planning and Evaluation of Projects:** Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

**UNIT IV**

**Meaning and Importance:** Difference with creativity, invention and Discovery – Process- Typology – Innovation in Action like lateral thinking, out of box thinking, Disruptive ideas – Case Studies on Innovative business ideas like Red bus, Flipkart, Ola, Big basket etc.

**UNIT-V**

New ideas and opportunities: Developing business ideas, evaluating the opportunity – feasibility analysis – Developing business model.

Business plan- meaning, significance and contents – Formulation and presentation – Common errors – Preparation of project report.

Source of finance: Traditional and Non-traditional sources – venture capitalists, Angel investors, Private Equity cash.

**Relevant cases have to be discussed in each unit.**

***TEXT BOOKS***

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi,

***REFERENCES***

1. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
2. B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
3. Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi, 2012
4. Vinnie jauhari & sudhanshu bhushan “Innovation Management” Oxford University press 2014
5. Sholmomaital, Dvrseshabri “Innovation Management” Response Books 2007

## **ELECTIVES**

**FINANACE**

**MARKETING**

**HUMAN RESOURCE MANAGEMENT**

**BUSINESS ANALYTICS**

**ENTREPRENEURSHIP MANAGEMENT**



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## FINANACE

**MBA III SEMESTER**

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### 20MB3T03 FINANCIAL MARKETS AND SERVICES

#### COURSE OUTCOMES

- 1 To basic knowledge about the finance concepts, markets and various services provided in those markets.
- 2 To provides adequate information about the roles of intermediaries and its regulating bodies.
- 3 To understand financial system in India.

#### COURSE CONTENT

##### Unit – I

**Introduction** - Overview of financial system in India – financial Concepts – Money market vs Capital Market – Composition of Money market – Money market Instruments – Recent developments in Money Market – **New Issue Market** – New issue vs Stock exchange – Methods of floating new issues – Guidelines and principal steps of a Public issue. Players in New issue market. **Secondary Market** – Stock Exchanges in India – Listing of securities – trading and settlement procedures – Online trading

##### Unit – II

**Securities and Exchange Board of India** - Malpractices in securities market – Deficiencies – SEBI Guidelines – Prohibition of Unfair trade practices – Investors protection – Measures – functions and working of OTCEI, NSE, BSE, MCE-SX – Depository system (NSDL, CDSL)

##### Unit – III

**Financial Services:** Merchant Banking in India – Services of merchant banks – Guidelines for Merchant bankers – Hire purchase origin and Development – Bank Credit for Hire purchase business – Concept of Leasing – Steps – Accounting treatment of lease – Method of Ascertaining Lease rentals – Discounting, Factoring and Forfeiting

##### Unit – IV

**Venture Capital and Mutual Fund:** The Indian Scenario of Venture Capital – Suggestions for the growth – Nitin Desai Committee's recommendations – Origin and types of Mutual Fund – Risk involved in MF – NAV of MF – Performance evaluation of MF – Selection of MF – Reasons for slow growth.

##### Unit – V

**Derivatives and Credit Rating:** Derivatives – Kinds of Financial Derivatives – Forwards – Futures – Options – Swaps – Recent Developments – Indian Scenario – Credit rating in India – Credit rating New Symbols – Credit rating Agencies in India – SEBI guidelines 1999 - Practical Problems.

**Relevant cases have to be discussed in each unit.**

#### **TEXT BOOKS**

1. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
2. Prasanna Chandra, “**Investment Analysis and Portfolio Management**”, TMH, New Delhi,

### **REFERENCES**

1. E. Gordon and K. Natarajan : **Financial Markets and Services**, Himalaya Publishing House, 2015
2. Bharti V. Pathak, “The Indian Financial System”, Pearson Education [India] Ltd., Year 2006.
3. Meir Kohn, Financial Institutions and Market, Tata MC Graw-Hill Publication, Year-1999.

**MBA III SEMESTER**

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**20MB3T04 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**COURSE OUTCOMES**

- 1 To basic knowledge about the finance concepts, markets and various services provided in those markets.
- 2 To provides adequate information about the roles of intermediaries and its regulating bodies.
- 3 To understand financial system in India.

**UNIT -I**

**Investment Analysis:** Definition of investment, Investment Decision Process; Sources of investment information; Real investment vs. financial investment, Investment vs. Speculation; Factors to be considered in investment decision: Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of realized return and expected return. Ex-ante and ex-post returns. Measurement of risk & Return, Approaches to investment analysis-Fundamental and Technical Analysis; Efficient Market Hypothesis.

**UNIT -II**

**Valuation of Fixed Income Securities:** - Analysis, Valuation and Management Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Bond-price theorems, Valuation of compulsorily/optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration, Bond immunization.

**UNIT-III**

**Valuation of Common Stocks:** - Analysis and Valuation: Basic Features of Common Stock, Approaches to valuation-Balance sheet model, Dividend-discount model, Intrinsic Valuation. Earnings capitalization models; Price-Earnings multiplier approach, Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

**UNIT -IV**

**Portfolio Theory & Analysis:** Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio. The single-index model. Capital market theory: Capital Market Line (CML), Security Market line (SML), Efficient Frontier. Capital asset pricing model (CAPM): over-pricing and underpricing securities. Arbitrage pricing theory (APT).

## **UNIT -V**

**Mutual Funds and Portfolio Evaluation:** Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds. Performance measures- Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index.

**Relevant cases have to be discussed in each unit.**

### **TEXT BOOKS**

1. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, New Delhi,
2. Preeti Singh, "Investment Management", Himalaya Publishing House. New Delhi.

### **REFERENCES**

- 1 Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House, New Delhi
- 2 V.K.Bhalla: "Fundamentals of Investment Management", S.Chand, New Delhi, 2013
- 3 S. Kevin: "Security Analysis and Portfolio Management" TMH, New Delhi, 2010
- 4 Sudhindra Bhat, "Security Analysis and Portfolio Management", Excel Books.32
- 5 Shashi and Rosy: "Security Analysis and Portfolio Management Investment Management", Kalyani Publishers, New Delhi.

### **REFERENCE**

1. Rajni Sofat & PreetiHiro, STRATEGIC FINANCIAL MANAGEMENT, PHI, Delhi, 2011.
2. Weaver& Weston, STRATEGIC CORPORATE FINANCE, Cengage Learning, Delhi, 2001.
3. Chandra, Prasanna, FINANCIAL MANAGEMENT, Tata McGraw Hill, Delhi.

**MBA III SEMESTER**

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## **20MB3T05 BANKING & INSURANCE MANAGEMENT**

### **COURSE OUTCOMES**

- To make the students understand the various services offered and various risks faced by banks.
- To make them aware of various banking innovations after nationalization.
- To give them an overview about insurance industry.
- To make the students understand various principles, provisions that govern the Life General Insurance Contracts.

### **Course Content**

#### **UNIT I**

**Introduction to Banking:** Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators Sources of Bank Funds.

#### **UNIT II**

**Uses of Bank Funds:** Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

#### **UNIT III**

**Regulation and Innovations in Banking System:** Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. Banc assurance, changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

#### **UNIT IV**

**Introduction to Insurance:** Insurance as a Risk Management Tool- Principles of Insurance -Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages.

#### **UNIT V**

**Life Insurance and General Insurance:** The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India.

**Relevant cases have to be discussed in each unit.**

#### **Text Books**

1. Peter.S.Rose & Sylvia. C. Hudgins: “Bank Management & Financial Services”,

Tata McGraw Hill New Delhi, 2010,

2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“Risk Managemen & Insurance”, Cengage Learning, New Delhi

### ***References***

1. Reddy K S and Rao R N: “Banking & Insurance”, Paramount Publishing House 2013.
2. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
3. Harold. D. Skipper & W. Jean Kwon: “Risk Management & Insurance, Perspectives in a Global Economy”, Blackwell Publishing New Delhi.
4. NIA: “Life Insurance Principles and Practices”, Cengage Learning, New Delhi, 2013

**MBA III SEMESTER**

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**20MB3T06 GLOBAL FINANCIAL MANAGEMENT**

**COURSE OBJECTIVE:** to enlighten the students with the Concepts and Practical applications of Global Financial Management.

**Unit I**

**International Monetary and Financial System:** Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

**Unit II**

**Foreign Exchange Risk:** Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts.

**Unit III**

**Features of Different International Markets:** Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

**Unit IV**

**Foreign Investment Decisions:** Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

**Unit V**

**International Accounting and Reporting:** Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.

**REFERENCES**

5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGraw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

**MBA III SEMESTER**

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**20MB3T07 BEHAVIOURAL FINANCE**

**Objective:** To help students appreciate the limitations of rational models of investment decision making; To introduce students to an alternate framework for understanding price discovery in the markets; and to help students identify persistent or systematic behavioral factors that influence investment behavior

**Unit – I Introduction to Behavioral Finance** – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law - Subjective probability – Representativeness – Anchoring - Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.

**Unit – II: Utility/ Preference Functions:** Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept – Decision making in historical prospective - Allais and Elsberg's Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.

**Unit –III: Behavioral Factors and Financial Markets:** The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence.

**Unit – IV: Behavioral Corporate Finance:** Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Mergers and Acquisitions. Systematic approach to using behavioral factors in corporate decision making. External Factors and Investor Behavior: Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation Active portfolio management – the source of the systematic underperformance.

**Unit – V: Emotions and Decision – Making:** Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Text Books**

1. Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
2. The Psychology of Investing by John R.



3. Understanding Behavioral Finance by Ackert, Nofsinger, Pearson  
Prentice Hall, (4th Edition)

**References**

4. What Investors Really Want - Learn the lessons of behavioral  
Finance, Meir Statman, McGraw-Hill
5. Handbook of Behavioral Finance – Brian R. Bruce
6. Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von  
Nitzsch

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### MBA IV SEMESTER

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### 20MB4T03 RISK MANAGEMENT AND DERIVATIVES

#### COURSE OUTCOMES

1. Demonstrate an understanding of pricing of forwards, futures and options contracts.
2. Analyze and price diverse derivatives products to generate an optimal risk management strategy.
3. Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
3. Explain the binomial model and its extension in continuous time to the Black-Scholes model.

#### COURSE CONTENTS

##### UNIT -I

**Introduction to Risk Management:** Concept, nature and scope of risk. Possible risk events and risk indicators: Risk Management Process: pre-requisites. Types of risk: Product market risk and capital market risk. Comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

##### UNIT-II

**Measurement and Management of Risk:** The concept, computation, Measurement of interest rate risk, liquidity risk, credit risk and exchange rate risk and market risk. Managing risk when risk is measured by VaR or CaR. Risk avoidance, Loss Control, Risk retention and Risk transfer. Asset-Liability Management (ALM). Capital adequacy ratio.

##### UNIT-III

**Tools of Risk Management:** The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock/ derivative market: Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

**Forward contracts:** Definition, features and pay-off profile of Forward contract, Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk- limitations of Forward contract.

**Futures contracts:** Definition of future contracts. Clearing house, margin requirements, marking to the market. Valuation of futures contracts. Risk management with Futures contracts–the hedge ratio and the portfolio approach to a risk–minimizing hedge.

##### UNIT-IV

**Tools of Risk Management: SWAPS;** Definition, types of swaps. Interest rate

swaps, Currency swaps. Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Pricing of currency swap.

#### **UNIT -V**

**Tools of Risk Management: Options;** Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models. Black-Scholes option pricing model (BSOPM).

**Relevant cases have to be discussed in each unit.**

#### **TEXT BOOKS**

1. Financial Derivatives and Risk Management, OP Agarwal, HPH
2. Fundamentals of futures and options market, John C Hull: Pearson Education.
3. Risk Management Insurance and Derivatives, G. Koteswar: Himalaya Publishing House.

#### **REFERENCE**

1. Rajiv Srivastava: "Derivatives Valuation and Risk Management", Oxford University Press.2012
2. Dhanesh Kumar Khatri: "Derivatives and Risk Management" MacMillon,2012
3. Jayanth Rama Varma: "Derivatives and Risk Management", TMH, 2012
4. Vivek, P.N.Asthana: "Financial Risk Management", Himalaya Publishing House,2012

**MBA IV SEMESTER**

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**20MB4T04 COST AND MANAGEMENT ACCOUNTING**

**Unit I Introduction to Management Accounting:** 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. Cost Analysis and control: Direct and Indirect expenses, allocation and appointment of overheads, calculation of machine hour rate and labour hour rate. Costing for specific industries: Unit costing, Job costing, Cost sheet and tender and process costing, inter-process profits, costing for by-products and equivalent production.

**Unit II: Marginal Costing:** Introduction, Application of Marginal costing in terms of cost of control-income determinants under marginal cost- Absorption cost Vs Marginal Cost, Key or limiting factor.

**Unit III: Break-even-analysis:** concept of cost-volume-profit relationship- Profit Planning, make or buy decision, Selection of suitable product mix- desired level of profits, Determination of Break-even-point, Break-even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence, application of BEP for various business problems.

**Unit IV: Budgetary Control:** Budget, Budgetary control, steps in budgetary control, Fixed vs Flexible budgets, and different types of budgets: Sales Budget, Cash Budget, Production Budget, Master Budget, and Budget reports for Management control. Zero based Budgeting.

**Unit V: 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, Labor variance and sales variance, Inter-firm comparison.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Text Books**

1. Cost and Management Accounting- M.N. Arora, Vikas Publication, New Delhi, 2009
2. Cost and Management Accounting- S.P.Jain, K.L.Narang: Kalyani Publications, New Delhi, 2009
3. Cost and Management Accounting- M.P. Pandi Kumar, Excel Books, New Delhi, 2008

**References**

4. Management and Cost Accounting- Colling Drury, Cengage Learning, Hyderabad, 2009
5. Advanced Management Accounting- Jawaharlal, S.Chand and Company ltd, New Delhi 2010.
6. Management Accounting- M.E. Thukaram Rao, New Age International (P) Ltd, Publishers, 2003.

**MBA IV SEMESTER**

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**20MB4T05 STRATEGIC FINANCIAL MANAGEMENT**

**COURSE OUTCOMES**

1. Consolidate knowledge of and apply the technical language and practices of financial management.
2. Undertake sophisticated financial analysis with regard to corporate valuation, interest rate and currency risk management and present the information in an appropriate format.
3. Evaluate, synthesize and apply the contemporary theories and empirical evidence concerning Financial Management to a range of problems and situations.
4. Critically evaluate the impact of macro-economics and recognize the role of international financial institutions in the financial management of multinationals.

**UNIT – I**

**Financial Policy and Strategic Planning** –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

**UNIT – II**

**Investments Decisions under Risk and Uncertainty** – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

**UNIT – III**

**Expansion and Financial Restructuring** – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatization – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

**UNIT – IV**

**Leasing** – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.

**UNIT – V**

**Financing Strategy** - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

**Relevant cases have to be discussed in each unit.**

***TEXT BOOKS***

1. Jeff Madura, “International Financial Management” Cengage Learning Limited, 2008.
2. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, “International Financial Management” PHI, 2012.
4. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009

***REFERENCE***

5. Rajni Sofat & Preeti Hiro, Strategic Financial Management, PHI, Delhi, 2011
6. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001
7. Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi.

**MBA IV SEMESTER**

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**20MB4T06 MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING**

**COURSE OBJECTIVE**

To enlighten the students with the Concepts and Practical dynamics of Financial Markets with Mergers & Corporate restructuring

**Unit – I**

**Mergers:** Types of merger- theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

**Unit – II**

**M & A:** A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeovers, types, takeover strategies, - Takeover defenses – financial defensive measures – methods of resistance- anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code

**Unit – III**

**Merger Process:** Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence- Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

**Unit – IV**

**Methods of financing mergers:** Cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy accounting for amalgamation – amalgamation in the nature of Merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013.

**Unit – V**

**Corporate restructuring:** significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership- Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance buyback of shares.

**TEXT BOOKS**

1. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
2. Merger Acquisitions & Corporate Restructuring – Chandra Shekar Krishna Murthy & Vishwanath. S.R – Sage Publication.
3. Mergers, acquisitions and Corporate Restructuring, Nishikant Jha, Himalaya Publishing House, 2011.

***REFERENCES***

4. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
5. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.



**MBA IV SEMESTER**

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**20MB4T07 TAXATION**

**Objective:** To acquaint the students with the theoretical and practical aspects of direct taxes including wealth taxes.

**Unit –I**

**General Principles of Tax:** Direct and Indirect Taxes – State Power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

**Unit- II**

**Income Tax:** Deductions, Computation, Payment and Accounting-deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

**Unit III**

**Tax Planning:** for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms' book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs).

**Unit IV:**

**Corporate Taxation:** Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

**Unit V:**

**Tax Audit and Accounting for Income Tax:** Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.
3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

**MARKETING**

**MBA III SEMESTER**

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**20MB4T08 CONSUMER BEHAVIOR AND ANALYSIS**

**COURSE OUTCOMES**

1. Identify and explain factors which influence consumer behaviour.
2. Demonstrate how knowledge of consumer behaviour can be applied to marketing.
3. Display critical thinking and problem solving skills.
4. Gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences
5. In a team, work effectively to prepare a professional, logical and coherent report on consumer behaviour issues within a specific context;
6. Deliver an oral presentation in a professional and engaging manner.

**COURSE CONTENT**

**UNIT I**

**Consumer Behavior:** Introduction to Consumer Behaviour; Consumer Behaviour and marketing Strategy, Methods of consumer research, analysis and applications in marketing. Contributing disciplines and areas. Diversity of consumers and their behaviors. Profiling and understanding the consumer needs. Segmentation, Consumer Decision making process and roles, Information Search Process; Evaluative criteria and decision rules. Are consumers Rational or emotional. Involvement theory and applications.

**UNIT II**

**Determinants of CB:** Perceptions Thresholds of Perception, and process dynamics.

Social Class, Life Style, Profile of Social Class, and Application of CB Personality: Nature, Theories, self-concept, psychographic and life style. Culture: Characteristics, and Cross Cultural Understanding. Attitude: Structural Model of Attitude, Attitude formation & Change.

Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories. Perceptual mapping methods, multi-dimensional scaling, Consumer imagery.

**UNIT III**

**Learning theories and their applications:** Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories. Attitudes and Attitude Change; Concept and measurement of attitudes. Strategies of attitude change. Attribution theory and Cognitive dissonance. Persuasion and Persuasibility.

**UNIT IV**

**Consumer Decision Making Process:** Routinized Response, Limited and Extensive Problem Solving Behavior – Models of CB: Nicosia, Howard & Sheth, Engel-Kollat;

Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process.  
Family Decision Making – Environmental Influences on Consumer needs, theories of Motivation and their applications.

**UNIT V:**

**Marketing Research:** Product Research, Advertising Research, Copy Testing, Test Marketing, Sales & Marketing effectiveness, Cool hunting, and Commercial Eye Tracking – Marketing research in India – Ethical Issues Involved in Marketing Research.

**Relevant cases have to be discussed in each unit.**

**TEXT BOOKS**

1. Assael, H. Consumer Behaviour and marketing Action, Ohio, South Western, 1995
2. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press, 1993 Electives (Marketing)

**REFERENCES**

1. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
2. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995
3. Mowen, John C. Consumer Behaviour , New York, MacMillan, 1993
4. Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, 1994

**MBA III SEMESTER**

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**20MB4T09 DIGITAL & SOCIAL MEDIA MARKETNG**

**COURSE OUTCOMES**

1. Implement various mobile marketing apps like click to call, mobile advertising, SMS marketing.
2. Create opportunities to outperform competitors, chance of user's sharing your site and referring to friends and family.
3. Potential to increase search engine ranking, Google page rank and less need to advertise offline.

**COURSE CONTENT**

**UNIT-I**

**Introduction:** Digital revolution in marketing - technology behind digital marketing – understanding digital customer – Digital marketing for startups. Introduction to Advertising: Objectives, Advertising, emerging trends in Advertising.

**UNIT-II**

**Internet marketing:** Micro and macro environments of internet – Internet marketing strategy the internet and marketing mix – relationship marketing using internet interactive marketing communications – maintaining and monitoring online presence – B2C & B2B internet marketing.

**UNIT-III**

**Email and Mobile marketing:** Email strategy and planning – advantages and challenges of email marketing. *Mobile marketing:* the role of mobile in personal communication – mobile messaging channels – mobile commerce – mobile for online marketing – augmented reality – mobile analytics.

**UNIT-IV**

**Strategy & Implementation:** Market research: Online research strategies – cost and tools – digital data sources - content marketing strategy- design strategies – search engine optimization – The building blocks of marketing strategy – crafting marketing strategy.

**UNIT-V**

**Social media Channels: Social** networking – location and social media – tracking social media campaigns- Social media strategy: business challenges – opportunities and threats – online branding.

**Relevant cases have to be discussed in each unit.**

**TEXT BOOKS**

1 Richard Gay, Alan Charles worth and Rita Essen, Online Marketing, Oxford University Press, 2016.

**REFERENCES**

1. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston. Internet Marketing Strategy, Implementation and Practice, 3<sup>rd</sup> Ed .Prentice Hall.
2. Rob Stokes e-Marketing: The essential guide to marketing in a digital world. 5<sup>th</sup> Ed. Quirk e-Marketing (Pty) Ltd.

**MBA III SEMESTER**

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**20MB3T10 PROMOTION & DISTRIBUTION MANAGEMENT**

**COURSE OUTCOMES**

- Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications.
- Develop an advertising plan and present and defend it persuasively.
- Contribute to evaluating the effectiveness of advertising and marketing communications initiatives.
- Participate in the development of creative solutions to address advertising and marketing communications challenges.
- Complete all work in a professional, ethical and timely manner.

**COURSE CONTENT**

**UNIT I**

**Introduction to Promotional Management:** Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.

**UNIT II**

**Introduction to Distribution Management:** Physical Distribution Management- the Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in Physical Distribution- Challenges and Opportunities- from Physical Distribution to Marketing Logistics- Major Logistics Functions

**UNIT III**

**Marketing Channels:** Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions

**UNIT IV**

**Channel Institutions and Designing Channel System:** Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure Types of Channels- Implementation and Integration of Channel Design.

## UNIT V

**Ethical and Social Issues in Distribution Management:** Business Ethics and Sales Management- Ethical Issues facing Sales Managers- Managing Sales Ethics- Modeling Ethical Behavior- Making Decisions on Ethical Problems- Building a Sales Ethics Programme International Distribution- Challenges in Managing an International Distribution Strategy.

**Relevant cases have to be discussed in each unit.**

### **TEXT BOOKS**

1. K. Shridhara Bhat: “Sales and Distribution Management”, Himalaya Publishing House, 2011.
2. Dr. Matin Khan: “Sales and Distribution Management”, Excel Books, New Delhi, 2005

### **REFERENCES**

1. Pingali Venugopal: “Sales and Distribution Management”, Sage Publications, New Delhi, 2008.
2. Dr. S. L. Gupta: “Sales and Distribution Management”, Excel Books, 2010

**MBA III SEMESTER**

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**20MB3T11 RETAIL MANAGEMENT**

**COURSE OBJECTIVE**

This course will enable students to develop decision making skills related to retailing. Topics may include Theories of Retail Development, Innovative Business Models in Indian Retailing, Strategic Retail Planning Process, and Financial Strategies in Retailing, Process of Merchandise Planning, and control.

**COURSE OUTCOMES**

1. Understand the impact of retailing on the economy.
2. Comprehend retailing's role in society and, conversely, society's impact on retailing.
3. See how retailing fits within the broader disciplines of business and marketing.
4. Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
5. Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

**COURSE CONTENT**

**UNIT I**

**Introduction to Retailing:** Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Global Retailing – Growth and Development of Indian – Theories of Retail Development – Retail organization Structure – Types of Retailing: Store Based and Non-store Based Retailing, Retail Consumer Purchase Decision Making Process – Concepts of Cross shopping, and Cross-buying Behavior – Opportunities and Challenges of Retailing in India– Innovative Business Models in Indian Retailing.

**UNIT II**

**Retail Market Strategy:** Concept, Definition, and Need for Retail Market Strategy – Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process –Retail Growth Strategies: Opportunities and Challenges for Domestic and International Expansion – Retail Location: Concept, Types, and Importance of Retail Location – Retail Location Theories – Retail Location Process – Retail Location and Retail Strategy – Retail Site Selection: Local, Legal, and Market Potential Considerations.

**UNIT III**

**Retail Management:** Concept, Scope and Process of Retail of Management – Retail HRM: Policies, Practices, and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals – Strategic Profit Model – Financial Performance Assessment in Retailing – Retail Merchandising: Process of



Merchandise Planning, and Methods of Merchandise Procurement – Category Management – Emergence of Private Labels (Store Brands).

#### **UNIT IV**

**Retail Pricing:** Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – In-store Price, promotions – Retail Communication Budget: Process and Methods of Budgeting – Emergence of Multichannel Retailing: Issues and Challenges – Integrating and Controlling Retail Strategy.

#### **UNIT V**

**Retail Customer Services** Concept, Scope and Importance of Store Management – Store Layout, Design, Atmospherics, and Visual Merchandising, Service Quality, Complaint Handling, Satisfaction, Loyalty, and Retention Strategies & Ethical Issues in Retailing.

**Relevant cases have to be discussed in each unit.**

#### **TEXT BOOKS**

1. .Chetan Bajaj, RajnishTuli and Srivatsva, Retail Management, Oxford University Press
2. SwapnaPradhan, Retailing Management Texts & Cases McGraw Hill Companies.
3. A.J.Lamba, The art of Retailing, TMH.

#### **REFERENCE**

1. Andrew J Newmann&Petescullen, Retailing Management, Thomson Learning.
2. Barry Berman Joel &R Evans, Retailing Management A Strategic Approach, Pearson Education.
3. Gilbert, Retail Marketing Management, Pearson Education.

**MBA III SEMESTER**

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**20MB3T12 STRATEGIC MARKETING MANAGEMENT**

**COURSE OBJECTIVE**

To understand the various components of Business environment and to device strategies to face global competition.

**Unit – I**

**Introduction to Strategic Marketing Management:** Strategic marketing process. Concept of strategic marketing. Levels of Strategies-Corporate, Business and Operational level. Strategy Formulation – Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.

**Unit – II**

**Corporate restructuring and strategy evaluation:** Introduction to corporate restructuring, need for corporate restructuring and its forms. Evaluation of strategic alternatives, types of strategic alternatives like portfolio analysis and its techniques. Model as basic foundation of Strategic Marketing - McKinsey's 7s framework for analyzing and improving organizational effectiveness.

**Unit – III**

**Marketing Strategy Implementation:** Integration of Marketing Strategies and their application to different business sectors – FMCG, Industrial, & Services. Constraints in marketing strategy implementation.

**Unit – IV**

**Marketing Strategy Evaluation:** Marketing Audits & their scope – Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation. Economic losses due to disasters-Issues and Strategies for preventing disasters and preparedness measures.

**Unit – V**

**Recent trends in strategic marketing management:** Eco-friendly strategies. Growing need of public private partnership. Corporate Social Responsibility (CSR), strategies of linking CSR with profit and sustainability.

**Relevant cases have to be discussed in each unit.**

**Text Books:**

1. Thompson/Strickland, Strategic Management : Concepts and Cases, McGrawHill Companies; 11th edition
2. David Hunger and Thomas L. Wheelen "Strategic Management" Addison Wesley; 6 th sub edition.

**Suggested Reading**

1. William F. Glueck, Business Policy and Strategic Management, McGraw-Hill
2. Azhar Kazmi, Strategic Management and Business Policy, Third Edition
3. John A. Pearce & R.B. Robinson, Strategic Management - Strategy Formulation and Implementation, AIBT Publishers & Distributors, New Delhi, 13th Ed. 2001.

## MARKETING

### MBA IV SEMESTER

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### 20MB4T08 INTERNATIONAL MARKETING MANAGEMENT

#### COURSE OUTCOMES

1. To interpret the special characteristics of an international knowledge-intensive environment and innovations and their role in marketing decision-making.
2. To apply different marketing tools and strategies in the context of technology and knowledge-intensive markets and how to analyze and criticize firms' strategic marketing decisions in these markets.
3. To develop your competencies in analytical skills, intercultural issues and combining business and technology.
4. To apply different marketing tools and strategies in the context of technology.

#### COURSE CONTENT

##### UNIT-I

**Introduction to Global Marketing:** Scope and Significance of global Marketing, - Difference Between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing

##### UNIT-II

**International marketing strategy:** Entry strategies in Global markets – modes of entries in global markets global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in Global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms

##### UNIT III

**Global Product & Price management:** International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets -International Product Life Cycle – Product and culture – Global brand leadership – Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing

##### UNIT IV

**Global Marketing Channels and Promotion for global markets:** channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns – Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.

## **UNIT V**

**Export procedures and documents:** Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production / procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Francis Cherunilam: International marketing, 11th Edition, Himalaya Publication House, 2010
2. Warren J Keegan: Global Marketing Management, 5th Edition, Prentice Hall of India Private Limited.

### ***REFERENCE***

1. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
2. R.Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010
3. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008

**MBA IV SEMESTER**

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**20MB4T09 CUSTOMER RELATIONS & SERVICES MARKETING**

**COURSE OUTCOMES**

1. To create insight and new learning in the area of customer relationship management.
2. To equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.
3. To discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.

**COURSE CONTENT**

**UNIT I**

**Customer Relationship Management:** Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM

**UNIT II**

**CRM Process and Implementation:** Introduction, Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets

**UNIT III**

**Services Marketing:** Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing. Services Marketing Mix and Gaps Model Introduction, 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing.

**UNIT IV**

**Marketing of Services:** Introduction, Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services

**Unit V**

**Emerging Issues in Service Marketing:** Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and

Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

**Relevant cases should be discussed from each unit**

***TEXT BOOKS***

1. S. Shanmuga Sundaram: “Customer Relationship Management” Prentice Hall of India.
2. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.

***REFERENCES***

1. Ed Peelen: “Customer Relationship Management” Pearson, Education
2. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management”  
Cengage learning
3. Rajendra Nargundkar: “Services Marketing”, Tata McGraw Hill, New Delhi, 2011.
4. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011
5. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010

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**20MB4T10 ADVERTISING AND BRAND MANAGEMENT**

**COURSE OBJECTIVE:**

Expose the students to the dynamism of advertising and brand management and equip them to be able to manage the advertising and branding activities in the business scenario.

**Unit – I**

**Advertising:** Its importance and nature; Communication model; Persuasion Process – perception, learning and attitude change; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.

**Unit – II**

**Developing Advertising Campaign:** Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling Advertising through Internet.

**Unit – III**

**Organisation and Evaluation of Advertising Efforts:** In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness. Importance of branding; Basic Branding concepts – Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. Corporate branding; Major branding decisions.

**Unit – IV**

**Identifying and selecting brand name:** Building brand personality, image and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

**Unit – V**

**Managing Brand Equity and Loyalty:** Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet. Developing International Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. S.H.H Kazmi and SatishK. Batra: Advertising and sales promotion, Excel books Cowley. D: Understanding Brands, Kogan Page Ltd



2. George E. Belch & Michael A. Balch : Advertising and Promotion, TMH

**REFERENCES**

3. Aaker, Myers & Batra: Advertising Management, Prentice Hall.
4. Wells, Moriarity & Burnett: Advertising Principles & practices , Prentice Hall.

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**MBA IV SEMESTER**

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**20MB4T11 GREEN MARKETING**

**COURSE OBJECTIVES**

To make the student understand the concept of Green Marketing and Green Products

**Unit – I**

**Green Marketing and Green Product :** Introduction to green marketing-strategic green planning- environment and consumption- Green Product- Green Behavior- Five shades of green consumers Segmenting consumers- Green consumer's motives-Buying strategies - Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging Contemporary Government policies and subsidies that aids green product development

**Unit – II**

**Green Marketing Concepts:** Green Spinning – Green Selling – Green Harvesting – Enviropreneurial Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index

**Unit – III**

**Purchase Decision:** Meaning of Purchase decision – Factors affecting Purchase decision - Steps in the decision making process - Five stages of consumer buying decision process - Models of buyer decision-making

**Unit – IV**

**Environmental consciousness:** Introduction of Environment - Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E-waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste

**Unit – V**

**Green Marketing Initiatives:** Green Firms – HCL's Green Management Policy – IBM's Green Solutions – IndusInd Bank's Solar Powered ATMs – ITCs Paperkraft – Maruti's Green Supply Chain – ONCGs Mokshada Green Crematorium – Reva's Electric Car – Samsung's Eco-friendly handsets- Wipro Infotech's Eco-friendly computer peripherals

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017
2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010

**REFERENCES**

3. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993
4. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011.

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**20MB4T12 RURAL MARKETING**

**COURSE OBJECTIVE**

To understand the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India and Strategies to be adopted by the corporate.

**LEARNING OUTCOME**

Students will be able to understand:

- (a) Rural Marketing opportunities
- (b) Rural Economy and Environment
- (c) Social and cultural aspects in rural India
- (d) Innovations in rural marketing.

**Unit – I**

**Introduction:** Meaning - Evolution – 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 market.

**Unit – II**

**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 – III**

**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 – IV**

**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 – V**

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**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.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. C. S. G. Krishnamacharyulu, LalithaRamakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
2. Pradeep Kashyap, Rural Marketing, 3e Perason Education, 2016.

**REFERENCES**

3. Balram Dogra &Karminder Ghuman, Rural Marketing, TMH, 2009.
4. Sanal Kumar Velayudhan, Rural Marketing, 2e Sage publications, 2012.
5. T P Gopalaswamy, Rural Marketing, Environment, problems and strategies, 3e Vikas Publications, 2016.

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## HUMAN RESOURCE MANAGEMENT

### MBA III SEMESTER

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## 20MB3T13 PERFORMANCE EVALUATION AND COMPENSATION MANAGEMENT

### Unit- I

**Introduction:** –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance- Importance –Linkage of PM to other HR processes-Performance Audit.

### Unit- II

**Performance Management Planning:** Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning- Barriers to performance planning-Competency Mapping-steps-Methods.

### Unit-III

**Management System:** objectives – Functions- Phases of Performance Management System- Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counselling and Monitoring- Concepts and Skills .

### UNIT -IV

**Compensation:** concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

### UNIT V

**Compensation Structure:** Compensation Structure -History and past practices, elements of ,management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### TEXT BOOKS

1. Prem Chadha: –Performance Management, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, -Performance Management: The New

Realities, Jaico Publishing House, New Delhi, 2010.

3. T.V.Rao, -Appraising and Developing Managerial Performance, Excel Books, 2003.

4. David Wade and Ronad Recardo, -Corporate Performance Management, Butter Heinemann, New Delhi, 2002.

**REFERENCES**

5. Dewakar Goel: -Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2009

6. A.M. Sarma -Performance Management Systems, Himalaya Publishing House, New Delhi, 2010.

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**MBA III SEMESTER**

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**20MB3T14 HUMAN RESOURCE METRICS AND ANALYTICS**

**COURSE OBJECTIVE**

Objective of the course is to provide knowledge in developing right HR metrics and analytics based on the organizational requirements. This will lay foundation in pruning HR metrics into Analytics for effective management decisions.

**Unit I**

**HR Metrics:** Overview--Concepts, Objectives-- Historical evolution of HR metrics.-- Explain how and why metrics are used in an organization--Deciding what metrics are important to your business--HR metrics design principles--Approaches for designing HR metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR metrics with business strategy, goals and objectives--Link HR to the strategy map--

**Unit II**

**Creating levels of metrics measures**—HR Efficiency measures—HR Effectiveness measures-- HR value / impact measures. Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics-- Compensation & Benefits Metrics -- Employee relations & Retention Metrics

**Unit III**

**HR Analytics Overview** -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r) Model.

**Unit IV**

**Diversity Analysis**-- Equality, diversity and inclusion, measuring diversity and inclusion, testing the impact of diversity, Workforce segmentation and search for critical job roles. Recruitment and Selection Analytics--Evaluating Reliability and validity of selection models, Finding out selection bias. Predicting the performance and turnover. Performance Analysis-- Predicting employee performance, Training requirements, evaluating training and development.

**UNIT V:**

**Optimizing selection and promotion decisions.** Monitoring impact of Interventions-- Tracking impact interventions-- Evaluating stress levels and value-change-- Formulating evidence based practices and responsible investment-- Evaluation mediation process, moderation and interaction analysis.



**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Edwards Martin R, Edwards Kirsten (2016),-Predictive HR Analytics: Mastering the HR Metricl,Kogan Page Publishers, ISBN-0749473924
2. Fitz-enz Jac (2010), -The new HR analytics: predicting the economic value of your company's human capital investmentsl, AMACOM, ISBN-13: 978-0-8144-1643-3
3. Fitz-enz Jac, Mattox II John (2014), -Predictive Analytics for Human Resourcesl, wiley, ISBN- 1118940709

**REFERENCES**

4. Bernard Marr (2018), Data Driven HR:How to use Analytics and metrics to data driven performance,Kindle Edition.
5. John Sullivan(2003)HR Metrics The World Class Way, Kennedy Information ISBN 978- 1932079012

**MBA III SEMESTER**

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**20MB3T15 STRATEGIC HUMAN RESOURCE MANAGEMENT**

**UNIT-I**

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

**UNIT-II**

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning - Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

**UNIT-III**

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies- Reward and Performance management strategies.

**UNIT-IV**

Strategic Human Resource Development: Concept of Strategic Planning for HRD Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

**UNIT-V**

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit Centre and HR outsourcing strategy.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Charles R. Greer: -Strategic Human Resource Management| - A General Manager Approach - Pearson Education, Asia
2. Fombrum Charles & Tichy: -Strategic Human Resource Management| - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar -Strategic Human Resource Management| Everest Publishing House, Pune 2009

**REFERENCES**

4. Tanuja Agarwala -Strategic Human Resource Management| Oxford University Press, New Delhi 2014
5. Srinivas R Kandula -Strategic Human Resource Development| PHI Learning PVT Limited, New Delhi 2009
6. Dreher, Dougherty -Human Resource Strategy| Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008

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**20MB3T16 LEADERSHIP AND CHANGE MANAGEMENT**

**Unit I**

**Organizational Leadership:** Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behavior: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behavior: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organizations - Leadership in Indian Organizations. Leadership Effectiveness: Meaning, Reddins'3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organizational Building.

**Unit II**

**Leadership Motivation, Culture:** Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organizational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organizational Culture, Changing organizational Cultural. Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organization: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad.

**Unit III**

**Strategic Leadership:** Leader Self-management: significance - Developing self-esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticize – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

**UNIT IV**

**Basics of Change Management:** Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -

**UNIT V**

**Organization Development (OD):** Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners  
Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM).

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit**

**TEXT BOOKS**

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft -Leadership| Cengage Learning 2005.
3. Uday Kumar Haldar -Leadership and Team Building| Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy -Leadership| Tata Mc Graw Hill Education Private Limited 2012.

**REFERENCES**

5. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
6. Cummings: -Theory of Organization Development and Change|, Cengage Learning, New Delhi, 2013.
7. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011. 3. Nilanjan Sen gupta: Managing Changing Organizations, PHI Learning, New Delhi, 2009

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**20MB3T17 HUMAN CAPITAL MANAGEMENT**

**Course Objectives**

1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyze the issues and strategies required to select and develop manpower resources
3. To develop relevant skills necessary for application in HR related issues
4. To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

**Course Outcomes**

On completion of this course, the students will be able

CO1: To develop the understanding of the concept of human resource management and to understand its relevance in organizations.

CO2: To develop necessary skill set for application of various HR issues.

CO3: To analyze the strategic issues and strategies required to select and develop manpower resources.

CO4: To integrate the knowledge of HR concepts to take correct business decisions

**Unit I**

**Economic theories of Human Capital:** Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

**Unit II**

**Accounting Aspects of Human Capital – Cost Based Models:** Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

**Unit III**

**Accounting Aspects of Human Capital – Value Based Models:** Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation,

Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

#### **Unit IV**

**Quality of Work Life:** Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers' education objectives - Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits-measurement of Engagement-Empowerment.

#### **Unit V**

**Industrial Accidents and safety:** meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety – statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **TEXT BOOKS**

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.

#### **REFERENCES**

6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc - Graw Hill Book Company.
7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.

## **HUMAN RESOURCE MANAGEMENT**

### **MBA IV SEMESTER**

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### **20MB4T13 LEADERSHIP MANAGEMENT & TEAM DYNAMICS**

#### **COURSE OBJECTIVES**

The students will be able to understand the consequences on performance and reflect on the implications of daily decisions made as managers and leaders. To create new, unpredictable situations that lends themselves to chaotic outcomes causing participants to exhibit new leadership abilities. To experience new awareness of their needs and how to meet them through team effort and "out of the box" thinking.

#### **COURSE OUTCOMES**

1. To understand psychological and social-psychological contexts of organization.
2. To understand individual, group and organization factors associated with leadership.
3. Acquisition of critical thinking and skills regarding work with people and their leadership.
4. To develop an understanding of change processes, obstacles to change and decision making
5. To develop interpersonal and intrapersonal competence.

#### **COURSE CONTENT**

##### **Unit I**

**Leadership** – Definition, concept and components of leadership. Theories of leadership, Personal characteristics for effective leadership, Leader and values, identity and integrity of leader. Organizational Leadership: Situational Leadership models, Emerging Leadership models, Leadership Effectiveness: Reddins' 3-D Model, Hersey and Blanchard Situational Model.

##### **Unit II**

**Leadership Motivation, Culture:** Motivation: Sources of motivation, stimulation tools, motivation and performance, aspirations, work satisfaction, Major Theories of motivation (3), motivation program in organization. Organizational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organizational Culture, Changing organizational Culture, Intercultural aspects of leadership.

### **Unit III**

**Leadership Development:** Continuous Learning for effective leadership, Alignment of organizational goals and leaders goals. Leadership Attitude: significance – development. Skills for leadership development: Goal setting, support of employee development and communication of feedback; delegation; solving of conflict situations and negotiation. Coaching and mentoring. Emotional intelligence and its significance in the role of leader. Handling emotions and stress. Relation between Leader and followers, LMX theory, Gender and leadership, Leadership and power, Personal risk of leader.

### **Unit IV**

**Cross Cultural Leadership:** Influence of leadership on organizational culture, Leadership in the cross cultural context and its challenges, GLOBE research program of Wharton School, Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe.

### **Unit V**

**Team Dynamics:** Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values. Leadership of workgroups and teams, Group structure and dynamics, Individual in a group, Formation of teams and team work, Group problem-solving, Team excellence, Social perception of teamwork in organization.

**Relevant cases have to be discussed in each unit.**

### ***Text Books***

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft “Leadership” Cengage Learning 2005.

### ***References***

- 1 Uday Kumar Haldar “Leadership and Team Building” Oxford Higher Education 2010
2. Richard L Hughes, Robert C Ginnett, Gordon J Curphy “Leadership” Tata Mc Graw Hill Education Private Limited 2012.
3. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
4. John ADAIR, Inspiring Leadership, 2008, Viva Books



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**20MB4T14 LABOUR WELFARE AND EMPLOYMENT LAWS**

**UNIT I**

Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India.

**UNIT II**

**Labour welfare programmes:** Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives- Welfare Centres -Welfare Officers' Role, Status and Function, Signs of poor welfare.

**UNIT III**

**Labour Legislation:** Objectives-Principles-Classification-Evaluation of Labour legislation in India- Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate: - Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours - Wage and Compensation - Provisions Relating to Hazardous Processes - Annual Leave with Wages - Special Provisions - Obligations by Employer and Employee - Offences and Penalties., Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

**UNIT IV**

**Industrial Relations Legislation:** Industrial Disputes Act 1947 Concept, objectives, Types of Strikes and their Legality - Authorities under the Act and their Duties - Voluntary Reference of Disputes to Arbitration - Types of Strikes and Lock-outs Wages for Strike and Lock-out Period- Change in Conditions of Service. Industrial Employment (standing orders) Act 1946 Certification of Draft Standing Orders - Appeals - Date of Operation of Standing Orders - Posting of Standing Orders - Payment of Subsistence Allowance.

**UNIT V**

**Trade Unions Act 1926.** Definitions - Scope and Significance - Characteristics - Types of Trade Unions - Reasons for Joining Trade Unions - Advantages and Disadvantages of Trade unions- Legislations of Trade Unions- Rights and Privileges. Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: -Industrial Lawl, Eastern Book Company. Laknow,1977

**REFERENCES**

4. Moorthy, M.V: -Principles of Labour Welfarel, Oxford University Press, New Delhi.
5. Pant, S.C: -Indian Labour Problemsl, Chaitanya Pub. House. Allahabad.

**MBA IV SEMESTER**

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**20MB4T15 TRAINING & DEVELOPMENT**

**COURSE OBJECTIVES**

The course is designed to improve and understand the need of learning, methods of learning, importance of teaching techniques, instruction technology, instructor behavior, and attention versus involvement. This course also enlightens the learners about psychometrics and their administration to analyze the personality of human resource.

**COURSE OUTCOMES**

- 1 Understanding factors of Job analysis and its techniques.
- 2 Planning, designing and evaluation of training.
- 3 Understanding about contemporary training methods.
- 4 Understanding about the history of psychometrics and their application.
- 5 Demonstrate the ability to administer various psychometric tests.

**COURSE CONTENT**

**UNIT I**

**TRAINING & DEVELOPMENT**

Concept, Job analysis, job evaluation – methods and techniques – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors, differences between training and development.

**UNIT – II**

**DEVELOPMENT PROCESS**

Training Need Identification, Design, Implementation, Evaluation and Development. Role of Development officers – administrators, consultants, designers and instructors, Management development program – Career development program – counseling, evaluation of programs.

**UNIT – III**

**METHODS OF TRAINING**

On the job training – Off the job training – Choosing optimum method – the lecture – field trips – panel discussion – behavior modeling – interactive demonstrations – brain storming – case studies – action mazes, incident process, in-baskets, team tasks, buzz-

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groups and syndicates, agenda setting, role-plays-reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fishbowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis, e-Learning.

#### **UNIT IV**

##### **PSYCHOMETRICS**

Principles of Psychology, Evolution of scientific methods in Psychology, Psychometrics-meaning, definitions, need of testing, importance of Psychometrics and Psychological measurement. Social, Ethical and Legal Issues in Testing, Basic Concepts in Measurement, Ethical Principles of Psychologists, Code of Conduct.

#### **UNIT V**

##### **PERSONALITY AND PROJECTIVE TESTS**

Designing, administration and analysis of Test- PSI test, 16 PF Test, TAT cards, RST, Rorschach Inkblot Test. Psychometrics Quality: Threats to Psychometric Quality, Response Bias and Test Bias, Advanced Psychometric Approaches: CFA and Item Response Theory, Future of Psychometrics.

**Relevant cases have to be discussed in each unit.**

##### **TEXT BOOKS**

1. B.Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
- 2 Measurement in Psychology: A Critical History of a Methodological Concept, Joel Michell

##### **REFERENCES**

- 1 William E.Blank, Handbook For Developing Competency Based Training Programmes, Prentice-Hall, New Jersey.
- 2 David A.Decenzo & Stephen P.Robbins: Fundamentals of Human Resource Management.
- 3 Psychometrics: An Introduction, Dr. R Michael Furr

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**20MB4T16 EMPLOYEE RELATIONS AND ENGAGEMENT**

**UNIT I**

**Industrial Relations Management:** Concept-meaning and scope of IR-system frame work- Theoretical perspective- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Globalization and IR- Recent Trends in Industrial Relations.

**UNIT II**

**Trade Unions:** Introduction-Definition and objectives-growth of Trade Unions in India - Union recognition-Union Problems-Employees Association- Collective Bargaining – Characteristics- Importance-Principles-The process of CB-Participation in the bargaining process-Essential conditions for the success of collective bargaining – Negotiating techniques and skills.

**UNIT III**

**Employee Grievances:** Causes of Grievances – Grievances Redressal Machinery – Discipline in Industry -Measures for dealing with Indiscipline–Standing Orders- Code Discipline.

**UNIT IV**

**Industrial Disputes:** Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

**UNIT V**

**Employee Engagement :** Concept-Definition-Elements- Factors- Levels - Drivers of Employee Engagement-Measurement-Strategies- The role of managers in engaging the employees.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. C.S Venkataratnam: -Industrial Relations, Oxford University Press, New Delhi, 2011
2. Sinha: -Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2013
3. Mamoria: –Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010

4. B.D.Singh: -Industrial Relations| Excel Books, New Delhi, 2010

**REFERENCES**

5. Arun Monappa: -Industrial Relations|, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: -Human Resource Management and Industrial Relations|, Himalaya Publishing House Mumbai
7. Ratna Sen: -Industrial Relations|, MacMillon Publishers, New Delhi, 2011

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**20MB4T17 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**UNIT I**

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level.

**UNIT II**

Managing International Assignments: Significance -Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy - Positioning Expatriate – Repatriate – factors of consideration - Strategies - Legal content of Global HRM- International assignments for Women - Problems.

**UNIT III**

**Cross Culture Management:** Importance – Concepts and issues – Understanding Diversity – Managing Diversity Cross- Cultural Theories – Hofstede’s Model – Kluchkohn - Strodthbeck Model – Andre- Laurent Theory – Cultural Issues. Considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch – Indian MNCs and Challenges.

**UNIT IV**

**Compensation Management:** Objectives -Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – Approaches of Compensation in Global Assignments - global compensation implications on Indian systems - Performance Management.

**UNIT V**

**Global Strategic Advantages through HRD:** Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Subba Rao P: -International Human Resource Management, Himalaya Publishing House, Hyderabad, 2011
2. Nilanjan Sen Gupta: -International Human Resource Management Text and cases, Excel Books, New Delhi.
3. Tony Edwards :-International Human Resource Management, Pearson Education, New Delhi, 2012

**REFERENCES**

4. Aswathappa K, Sadhana Dash: -International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: -International Human Resource Management, Oxford Universities Press, Hyderabad, 2012.



## **BUSINESS ANALYTICS**

### **MBA III SEMESTER**

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### **20MB3T18 DATA MINING FOR BUSINESS DECISIONS**

#### **COURSE OBJECTIVE**

A student will be able to apply Data mining techniques for quicker and better decisions. Whenever there is a need for data mining helps.

#### **Unit I**

**Introduction to Data Mining:** Introduction-- Scope of Data Mining-- What is Data Mining-- How does Data Mining Works-- Predictive Modeling-- Data Mining and Data Warehousing-- Architecture for Data Mining: Profitable Applications-- Data Mining Tools:

#### **Unit II**

**Business Intelligence:** Introduction, Business Intelligence-- Business Intelligence tools- - Business Intelligence Infrastructure-- Business Intelligence Applications-- BI versus Data Warehouse--BI versus Data Mining-- Future of BI. Data Preprocessing: Introduction-- Data Preprocessing Overview-- Data Cleaning-- Data Integration and Transformation-- Data Reduction-- Discretization and Concept Hierarchy Generation.

#### **Unit III**

**Data Mining Techniques An Overview:** Introduction-- Data Mining-- Data Mining Versus Database Management System-- Data Mining Techniques- Association rules— Classification—Regression—Clustering-- Neural networks. Clustering—Introduction— Clustering-- Cluster Analysis-- Clustering Methods- K means-- Hierarchical clustering- - Agglomerative clustering-- Divisive clustering-- clustering and segmentation software-- evaluating clusters.

#### **Unit IV**

**Web Mining**—Introduction—Terminologies-- Categories of Web Mining - Web Content Mining-- Web Structure Mining-- Web Usage Mining-- Applications of Web Mining and Agent based and Data base approaches-- Web mining Software.

#### **Unit V**

**Applications of Data mining:** Introduction-- Business Applications Using Data Mining- Risk management and targeted marketing-- Customer profiles and feature construction-- Medical applications (diabetic screening)-Scientific Applications using Data Mining-- Other Applications.

**Relevant cases have to be discussed in each unit and in examination case**

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**is compulsory from any unit.**

***TEXT BOOKS***

1. Introduction to data mining by Tan, Steinbach & Kumar.
2. Data Mining: Concepts and Techniques, Third Edition by Han, Kamber & Pei.
3. Data Mining and Analysis Fundamental Concepts and Algorithms by Zaki & Meira.

**REFERENCES**

4. Data Mining: The Textbook by Aggarwal.
5. Data Mining for Business Intelligence by Galit Shmueli, Nitin R. Patel, Peter C. Bruce

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**MBA III SEMESTER**

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**20MB3L19 DATABASE MANAGEMENT SYSTEMS**

**COURSE OBJECTIVE**

The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

**COURSE OUTCOMES**

At the end of the course, a student will be able to

1. Design Entity Relationship models.
2. Distinguish procedural and non-procedural query languages.
3. Design database schema using normalization.
4. Explain lock-based, time stamping and tree-based protocols.
5. Illustrate Database Recovery methods.

**COURSE CONTENT**

**UNIT-I**

**History of Data base Systems.** Data base System Applications, data base System vs file System – View of Data – Data Abstraction – Instances and Schemas – data Models – the ER Model – Relational Model – Other Models – Database Languages – DDL, DML – Transaction Management – data base System Structure – Storage Manager – the Query Processor.

Data base design and ER diagrams – Beyond ER Design Entities, Attributes and Entity sets – Relationships and Relationship sets – Additional features of ER Model – Concept Design with the ER Model – Conceptual Design for Large enterprises.

**UNIT-II**

**Introduction to the Relational Model** – Integrity Constraint Over relations – Enforcing Integrity constraints – Querying relational data– Logical data base Design – Introduction to Views – Destroying / altering Tables and Views. Relational Algebra – Selection and projection set operations – renaming – Joins – Division – Relational calculus – Tuple relational Calculus– Domain relational calculus

**UNIT-III**

**Schema refinement** – Problems Caused by redundancy – Decompositions – Problem related to decomposition – reasoning about FDS – FIRST, SECOND, THIRD Normal forms – BCNF– Schema refinement in Data base Design – Multi valued

Dependencies FOURTH Normal Form.

#### **UNIT-IV**

**Transaction Concept-** Simple Transaction Model-Storage Structure- Transaction State-Implementation of Atomicity and Durability, Isolation- Concurrent – Executions – Serializability- Recoverability Implementation of Isolation-Transactions as SQL Statements.

Concurrency Control: Lock – Based Protocols-Dead lock Handling- Timestamp Based Protocols- Validation- Based Protocols-Multi version schemes-insert, delete and predicate operations- Multiple Granularity.

#### **UNIT-V**

**Recovery System:** Recovery and Atomicity – Log – Based Recovery- Recovery with Concurrent Transactions – Buffer Management – Failure with loss of nonvolatile storage-Advance Recovery systems- ARIES Data on External Storage – overview of physical storage media- RAID-File Organization and Indexing-Data Dictionary Storage- Cluster Indexes, Primary and Secondary Indexes – Index data Structures – Hash Based Indexing – Tree base Indexing —B+ Trees: A Dynamic Index Structure.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **TEXT BOOKS**

1. Raghurama Krishnan, Johannes Gehrke, “*Data base Management Systems*”, 3<sup>rd</sup> Edition, TATA McGrawHill, 2008.
2. Silberschatz, Korth, “*Data base System Concepts*”, 6<sup>th</sup> Edition, McGraw Hill, 2010.
3. C.J.Date, “*Introduction to Database Systems*”, 7<sup>th</sup> Edition, Pearson Education, 2002.

#### **REFERENCES**

1. Peter Rob & Carlos Coronel, “*Data base Systems design, Implementation, and Management*”, 7<sup>th</sup> Edition, Pearson Education, 2000.
2. Elmasri Navrate, “*Fundamentals of Database Systems*”, 5<sup>th</sup> Edition, Pearson Education, 2007.

**MBA IV SEMESTER**

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**20MB4T20 WEB DESIGNING**

**UNIT-I:**

**Web Fundamentals** – Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers (Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

**UNIT-II:**

**Hyper Text Transfer Protocol (HTTP):** Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E-mail Client.(lab sessions to be conducted)

**UNIT-III:**

**Hyper Text Markup Language (HTML):** Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

**UNIT-IV:**

**Cascading Style Sheets (CSS):** Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

**UNIT-V:**

**Java Script:** Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted).

(Lab Sessions to be conducted wherever it is required)

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **REFERENCES**

1. Uttam K Roy: –Web Technologies| — Oxford University Press, 2010.
2. Jon Duckett: –HTML & CSS: Design and Build Websites| – John Wiley & Sons, 2014.

**MBA III SEMESTER**

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**20MB3T21 BUSINESS ANALYTICS**

**COURSE OBJECTIVE**

The course is designed to gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making. The course familiarizes the students with the processes needed to develop, report, and analyze business data.

**Unit I**

**Introduction to Business Analytics:** Evolution of Business analytics, scope, Data for Business Analytics, Models in Business Analytics, problem solving with business analytics- Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Descriptive, Predictive, and Prescriptive Analytics, Dashboards Business Analytics Process Cycle.

**Unit II**

**Analytics on Spreadsheets:** Basic Excel, Excel Formulas, Excel Functions, Data Queries. Descriptive Analytics: Descriptive Statistical measures - Populations and samples, Statistical notations, Measures of Location, Measures of Dispersion, and Measures of Association. Statistical Inference: Hypothesis testing, one-Sample Test, Two-Sample Test, Two tailed Hypothesis for mean, ANOVA. Predictive Analytics: Simple Linear regression, Multiple Linear regression, Residual Analysis, Building regression models, Regression with categorical Independent variables – CASE STUDIES.

**Unit III**

**Machine Learning,** Supervised Learning and Unsupervised Learning, Clustering & Segmentation, Affinity/ Association Analysis, Data Reduction, Visual Analytics and Data Visualization Prescriptive Analytics: Building Linear Optimization models, Implementing Linear Optimization models on spreadsheets, Solving Linear Optimization models- CASE STUDIES.

**Unit IV**

**Marketing Analytics,** Models and metrics- Market Insight – Market data sources, sizing, PESTLE trend analysis, and porter five forces analysis - Market basket Analysis, Text Analytics, Spreadsheet Modelling - Sales Analytics: E Commerce sales mode, sales metrics, profitability metrics and support metrics.

## **Unit V**

**Introduction to Big Data**, Master Data Management. Data Mining on what kind of data, What kinds of patterns can be mined, Which technologies are used, Which kinds of applications are targeted, Major issues in Data Mining. Getting to know your Data: Data Objects and Attribute Types, Basic Statistical Descriptions of Data, Data Visualization, Measuring data Similarity and Dissimilarity.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### ***TEXT BOOKS***

1. Analytics at Work by Thomas H. Davenport, Jeanne G.Harris and Robert Morison, Harvard Business Press, 2010.
2. Getting Started with Business Analytics: Insightful Decision – Making by David Hardoon, Galit Shmueli, Chapman & Hall/CRC, 2013.
3. Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, Pearson Publication, 2012.

### ***REFERENCES***

4. Business Intelligence Making Decision through Data Analytics, Jerzy Surma, Business Expert Press, 2011.
5. Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition 2012.
6. R for Everyone: Advanced Analytics and Graphics, Jared Lander, Addison Wesley.



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**MBA III SEMESTER**

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**20MB3T22 MANAGING DIGITAL INNOVATION AND TRANSFORMATION**

**COURSE OBJECTIVES**

- To understand digital transformations and information in the globalization world
- To explore social media transformation in the business world
- To develop on building digital capabilities
- To understand the challenges on using digital platform for business
- To learn digital transformations in the space of cloud computing

**UNIT –I**

**Introduction to Digital Transformations:** The five domains of digital transformations — customer, competition, data, innovation, and value, 1-farness customer networks, turn data into assets, adapt value proposition

**UNIT-II**

**Classification of Digital Transformations:** Business Model, product development, data, processes, knowledge, self—service, and organizational culture; Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

**UNIT-III**

**Building digital capabilities:** challenges ongoing digital, handling employee during digital transformations, developing companywide strategy; Digital transformations in the space of cloud computing: prepare and drive digital transformations.

**UNIT –IV**

**Re-Organization in Order to Bridge the Gap to Digital Customers** - Digitalization of Professional Services: Value Creation in Virtual Law Firms - Digital Transformation Supporting Public Service Innovation: Business Model Challenges and Sustainable - Development Opportunities

**UNIT – V**

**Areas of IT management and its challenges,** IT services, IT organisation - Enterprise Innovation and the Digital Transformation - Industry, development trends, business competitiveness due to Technology - Using Technology as Innovation, Integration and Interconnection of business - IT strategy, IT governance, IT sourcing and controlling

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

***TEXT BOOKS***

1. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
2. Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
3. Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited, 2017 (23rd reprint)

***REFERENCES***

4. Rogers, David, The Digital Transformation Playbook — Rethink your Business for the Digital Age (Columbia Business School Publishing), 2016.
5. Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.
6. Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014

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**BUSINESS ANALYTICS**

**MBA IV SEMESTER**

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**20MB4L18 BIG DATA ANALYTICS**

**COURSE OBJECTIVES**

- Understand the Big Data Platform and its Use cases
- Provide an overview of Apache Hadoop, Provide HDFS Concepts and Interfacing with HDFS, Understand Map Reduce Jobs, Provide hands on Hadoop Eco System, Apply analytics on Structured, Unstructured Data, Exposure to Data Analytics with R.

**Unit I**

**Introduction to Big Data:** Big Data-definition, Characteristics of Big Data (Volume, Variety, Velocity, Veracity, Validity), Importance of Big Data , Patterns for Big Data Development, Data in the Warehouse and Data in Hadoop [Zikopoulos] - Introduction to Hadoop: Hadoop- definition, Understanding distributed systems and Hadoop, Comparing SQL databases and Hadoop, Understanding MapReduce, Counting words with Hadoop—running your first program, History of Hadoop, Starting Hadoop - The building blocks of Hadoop, NameNode, DataNode, Secondary NameNode, JobTracker and Task Tracker.

**Unit II**

**HDFS:** Components of Hadoop -Working with files in HDFS, Anatomy of a Map Reduce program, Reading and writing the Hadoop Distributed File system -The Design of HDFS, HDFS Concepts, The Command-Line Interface, Hadoop Filesystem, The Java Interface, Data Flow, Parallel Copying with distcp, Hadoop Archives. Hadoop I/O: Compression— Serialization-- Avro and File-Based Data structures.

**Unit III**

**Map Reduce Programming:** Writing basic Map Reduce programs - Getting the patent data set, constructing the basic template of a Map Reduce program, Counting things, Adapting for Hadoop's API changes, Streaming in Hadoop. MapReduce Advanced Programming: Advanced MapReduce - Chaining Map Reduce jobs, joining data from different sources.

**Unit IV**

Hadoop Eco System --User Defined Functions-- Data Processing operators. Hive : Hive Shell-- Hive Services-- Hive Metastore-- Comparison with Traditional Databases— HiveQL-- Tables, Querying Data and User Defined Functions. Hbase : HBasics— Concepts—Clients—Example-- Hbase Versus RDBMS. Big SQL : Introduction

## **Unit V**

**Graph Representation in MapReduce:** Modeling data and solving problems with graphs, Shortest Path Algorithm, Friends-of-Friends Algorithm, PageRank Algorithm, BloomFilters. Data Analytics with R Machine Learning: Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering. Big Data Analytics with BigR.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **TEXT BOOKS**

1. Tom White – Hadoop: The Definitive Guide| Third Edit on, O'reily Media, 2012.
2. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis|, Springer, 2007.
4. Jay Liebowitz, –Big Data and Business Analytics| Auerbach Publications, CRC press (2013)

### **REFERENCES**

5. Anand Rajaraman and Jeffrey David Ulman, -Mining of Massive Datasets|, Cambridge University Press, 2012.
6. Bill Franks, -Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics|, John Wiley & sons, 2012.
7. Glen J. Myat, -Making Sense of Data|, John Wiley & Sons, 2007
8. Pete Warden, –Big Data Glossary|, O'Reily, 2011.

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**MBA IV SEMESTER**

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**20MB4L19 ENTERPRISE RESOURCE PLANNING**

**COURSE OBJECTIVES**

- COB 1: To help in understanding basic concepts in ERP.
- COB 2: To help in understanding the importance of ERP.
- COB 3: To help in analyzing the effects of ERP on business.

**COURSE OUTCOMES**

At the end of this course students will be able to:

- CO 1: Describe the meaning of ERP.
- CO 2: Explain the importance of ERP Implementation.
- CO 3: Distinguish Pre ERP implementation and post ERP implementation.
- CO 4: Compare ERP System Options and Selection Methods.
- CO 5: Research on ERP present and future.

**UNIT- I**

**Introduction to ERP:** Overview of ERP – Introduction and Evaluation –advanced ERP-SCM and CRM systems and related technologies – ERP life cycle ERP implementation Life cycle- SDLC and ERP life cycle.

**UNIT-II**

**ERP Implementation:** reasons for ERP failure. pre – implementation Tasks – Implementation methodologies – Process definition - Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factors of an ERP implementation.

**UNIT-III**

**Post ERP implementation:** Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics.

**UNIT-IV**

**ERP System Options and Selection Methods:** Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

## **UNIT--V**

**ERP present and future:** Turbo charge the ERP system- EAI – ERP. Internet and WWW- Future Directions and trends in ERP – Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### **TEXT BOOKS**

1. Singla: –Enterprise Resource Planning|, Cengage Learning, New Delhi, 2013.
2. Alexleon: –Enterprise Resource Planning|, TMH, New Delhi, 2011.
3. Mahadeo Jaiswal, Ganesh Vanapalli: –Enterprise Resource Planning|, MacMillon, New Delhi, 2013.

### **REFERENCES**

4. N.Venkateswaran: –Enterprise Resource Planning|, SCITECH Publiscation, New Delhi, 2009.
5. S.Kesharwani, SBodduluri, M Ashok Kumar: –Enterprise Resource Planning|, Paramount Publishing House, New Delhi, 2012.

**MBA IV SEMESTER**

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**20MB4L20 CYBER LAWS & SECURITY**

**COURSE OBJECTIVES**

- COB 1: To help in understanding basic concepts in cyber security.
- COB 2: To help in understanding the importance of Secure System Planning and Administration
- COB 3: To help in analyzing the effects of Secure System Planning and administration.

**COURSE OUTCOMES**

At the end of this course students will be able to:

- CO 1: Describe the meaning and concepts of cyber security.
- CO 2: Explain the importance of Secure System Planning and administration.
- CO 3: Distinguish Information security policies and procedures in organizations.
- CO 4: Compare and contrast the practical applications of Information security Systems.
- CO 5: Research on Organizational and Human Security.

**UNIT-I**

**Introduction to Computer Security:** Definition, Threats to security, Government requirements, Information Protection and Access Controls, Computer security efforts, Standards, Computer Security mandates and legislation, Privacy considerations, International security activity.

**UNIT-II**

**Secure System Planning and administration:** Introduction to the orange book, Security policy requirements, accountability, assurance and documentation requirements, Network Security, The Red book and Government network evaluations.

**UNIT-III**

**Information security policies and procedures:** Corporate policies- Tier 1, Tier 2 and Tier3 policies - process management-planning and preparation-developing policies-asset classification policy-developing standards.

**UNIT-IV**

**Information security:** fundamentals-Employee responsibilities- information classification Information handling- Tools of information security- Information processing-secure program administration.

**UNIT-V**

**Organizational and Human Security:** Adoption of Information Security Management Standards, Human Factors in Security- Role of information security professionals.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Debby Russell and Sr. G.T Gangemi, "Computer Security Basics (Paperback)", 2<sup>nd</sup> Edition, O' Reilly Media, 2006.
2. Thomas R. Peltier, -Information Security policies and procedures: A Practitioner's Referencel, 2nd Edition Prentice Hall, 2004.
3. Kenneth J. Knapp, -Cyber Security and Global Information Assurance: Threat Analysis and Response Solutionsl, IGI Global, 2009.
4. **Thomas R Peltier, Justin Peltier and John blackley, Information Security Fundamentalsl, 2nd Edition, Prentice Hall, 1996.**
5. Jonathan Rosenoer, -Cyber law: the Law of the Internetl, Springer-verlag, 1997.



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**MBA IV SEMESTER**

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**20MB4T21 INFORMATION SYSTEMS AUDIT**

**COURSE OBJECTIVES**

- COB 1: To help in understanding basic concepts in Information Systems Audit.
- COB 2: To help in understanding the importance of Information and systems audit.
- COB 3: To help in analyzing the effects of Information Systems and Audit.

**COURSE OUTCOMES**

At the end of this course students will be able to:

- CO 1: Describe the meaning and concepts of Information System Auditing.
- CO 2: Explain the importance of Management Control Framework.
- CO 3: Distinguish Management Control Framework required for establishing effective controls.
- CO 4: Compare and contrast Evidence Evaluation systems.
- CO 5: Research corporate governance issues in Indian context.

**UNIT-I**

**Overview of Information System Auditing:** Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

**UNIT-II**

**The Management Control Framework-I:** Introduction, Evaluation the Planning Function, Leading Function and Controlling Function, Systems Development - Management Controls, Approaches to Auditing Systems Development , Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

**UNIT-III**

**The Management Control Framework-II:** Security Management Controls, Operations Management Controls Quality Assurance Management Controls- Case Studies.

#### **UNIT-IV**

**Evidence Collection:** Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires, and Control Flowcharts. Performance Management tools- Case Studies.

#### **UNIT-V**

**Evidence Evaluation:** Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency. Information Systems Audit and Management: Managing the Information Systems Audit Function,

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

#### **TEXT BOOKS**

1. Ron Weber: -Information Systems Control and Audit, Pearson Education, 2013.
2. D P Dube: Information System Audit and Assurance, TMH, New Delhi, 2008.

**MBA IV SEMESTER**

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**20MB4T22 ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING**

**UNIT I**

**What is Artificial Intelligence (AI)**-Definitions, The Foundations of AI, The History of AI, Agents and Environments, The Concept of Rationality, The Nature of Environments, The Structure of Agents, Problem Solving Agents, Example Problems, Searching for Solutions, Uninformed Search Strategies: Breadth First, Depth First, Depth Limited; Informed Search Strategies: Greedy Best First, A\*Algorithms

**UNIT II**

**Convolution Neural Networks** - Image classification -- Text classification -- Image classification and hyper-parameter tuning -- Emerging NN architectures -- Recurrent Neural Networks -- Building recurrent Neural Networks-- Long Short-Term Memory -- Time Series Forecasting. - Deep Learning -- Auto-encoders and unsupervised learning -- Stacked auto- encoders and semi-supervised learning-- Regularization - Dropout and Batch normalization.

**UNIT III**

**Foundations for Machine Learning(ML)**- ML Techniques overview -- Validation Techniques (Cross-Validations)-- Feature Reduction/Dimensionality reduction -- Principal components analysis (Eigen values, Eigen vectors, Orthogonality). - Clustering - - Distance measures -- Different clustering methods (Distance, Density, Hierarchical) -- Iterative distance-based clustering-- Dealing with continuous,--categorical values in K-Means--Constructing a hierarchical cluster-- K-Medoids-- k-Mode and density-based clustering -- Measures of quality of clustering

**UNIT IV**

**Classification Naïve Bayes Classifier** -- Model Assumptions--Probability estimation -- Required data processing -- M-estimates-- Feature selection--Mutual information -- Classifier K-Nearest Neighbors -- Computational geometry-- Voronoi Diagrams-- Delaunay Triangulations -- K- Nearest Neighbor algorithm-- Wilson editing and triangulations -- Aspects to consider while designing K-Nearest Neighbor Support Vector Machines --Linear learning machines and Kernel space--Making Kernels and working in feature space-- SVM for classification and regression problems. Decision Trees -- ID4-- C4.5-- CART ---Ensembles methods -- Bagging & boosting and its impact on bias and variance -- C5.0 boosting -- Random forest -- Gradient Boosting Machines and XGBoost.

**UNIT V**

**Association Rule Mining**- The applications of Association Rule Mining: Market Basket-- Recommendation Engines, etc.-- A mathematical model for association analysis-- Large item sets-- Association Rules -- Apriori-- Constructs large item sets with mini sup by iterations-- Interestingness of discovered association rules-- Application examples-- Association analysis vs. classification -- FP-trees. - Machine Learning Applications across Industries---Healthcare— Retail--Financial Services—Manufacturing—Hospitality--Cloud

Based ML Offerings--Top 10 AI Startups---Flashcards (Tips, Tricks, Definitions)

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

***TEXT BOOKS***

1. Artificial Intelligence: A Modern Approach. Stuart Russell, Peter Norvig, Pearson Education 2nd Edition.
2. Expert Systems: Principles and Programming. Joseph C Giarratano, Gary D Riley Thomson Publication, 4th Edition.

***REFERENCES***

1. Elaine Rich and Kevin Knight: Artificial Intelligence, Tata McGraw Hill.
2. Dan W.Patterson, Introduction to Artificial Intelligence and Expert Systems, PrenticeHall of India.
3. David W Rolston: Principles of Artificial Intelligence and Expert System Development, McGraw Hill

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## ENTREPRENEURSHIP MANAGEMENT

### MBA III SEMESTER

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### 20MB3T23 INDIAN MODELS IN ENTREPRENEURSHIP

#### UNIT-I

**Introduction:** Concept and Characteristics of Entrepreneurship. Theories of Entrepreneurship. Process of Entrepreneurship. Entrepreneurship Environment. Barriers to Entrepreneurship. Entrepreneurship and Innovation-Innovation and Creativity- Innovation in Current Environment – Types of Innovation- Entrepreneurship and Economic Development. Corporate Entrepreneurship – Concept and Types.

#### UNIT-II

**Entrepreneur:** Concept, Characteristics Types, Roles and Functions of Entrepreneurs. Qualities of a Successful Entrepreneur, Ethical and Social Responsibilities of Entrepreneurs. Entrepreneur Vs. Manager. Entrepreneur Vs. Entrepreneurship. Entrepreneurial Mobility. Entrepreneurial Culture. Entrepreneurial Motivation.

#### UNIT-III

**Entrepreneurship Development Programmes (EDP):** Need for and Significance of EDP. Objectives of EDP. Phases of EDP. Course Contents of and Curriculum for EDP. EDP at International Levels. EDP Programmes in India. Small and Medium Enterprises – Government Policies for Micro, Small and Medium Enterprises (MSMEs), Institutional Support System for MSMEs in India. Role of DICs, SFCs, SIDBI, EDI etc. Women Entrepreneurship-Rural Entrepreneurship.

#### UNIT-IV

**New Venture Promotion:** Identification of Business Opportunities- Choice of Appropriate Form of Business Organization. Step by step approach for starting a new venture- Determining the Size of Operation. Plant Location Decision- Choice of Technology- Sources of Raising Capital.

#### UNIT-V

**Project Management:** Concept, Characteristics, Components and Significance of Project Management-Role of Project Managers - Stages of Project Management-Components of Project Management. Project Life Cycle. Project Identification and Selection. Project Formulation and Appraisal.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### TEXT BOOKS

1. David H. Holt : Entrepreneurship – New Venture Creation (Prentice Hall of India,

New Delhi)

2. Marc. J. Dollinger : Entrepreneurship – Strategies & Resources (Pearson Education, New Delhi)
3. Peter F. Drucker : Innovation and Entrepreneurship (William Heinemann Ltd., Landon)
4. M.B. Shukla : Entrepreneurship and Small Business Management (Kitab Mahal, Allahabad)

**REFERENCES**

5. S.S. Khanaka : Entrepreneurial Development (S. Chand & Company Ltd., New Delhi)
6. Vasant Desai : Dynamics of Entrepreneurial Development & Management (Himalaya Publishing House, Bombay)
7. B.K. Singh : Entrepreneurship (Wisdom Books)

**MBA IV SEMESTER**

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**20MB3T24 SOCIAL ENTREPRENEURSHIP**

**UNIT I**

**Need and importance of Third Sector in development.** Typologies of third sector - Voluntary, NGO, NPO, CBO, CSO, Growth of third sector in India – Performance and environment of third sector. Third sector relationship to state and civil society

**UNIT II**

**Concept, Definition, Importance** – Role of a social entrepreneurship –History of Social Entrepreneurship- Social entrepreneurship Vs business entrepreneurship –Shift to Social Entrepreneurship- social entrepreneurs and social change –qualities and traits of social entrepreneurs.

**UNIT III**

**Concept, Definition, Importance of Social enterprises** – Social Business-Principles and Social Innovation-similarities and differences between social enterprises and non-profits – types of social enterprises – concept of Triple Bottom Line, Bottom of the Pyramid, Sustainopreneurship-Corporate Social Responsibility– Boundaries of Social Entrepreneurship. Select case studies of Indian Social Enterprises.

**UNIT IV**

**Global & National environment** to promote social enterprises and social entrepreneurship. Financial Management of social enterprises – venture capital for social enterprises – Corporate, Community and government support for social enterprises

**UNIT V**

**Application of marketing** principles in welfare and development field – social marketing. Marketing of Social Services – Case studies related to Social and service marketing in the field of Health, Education, Environment protection, Energy consumption and Human rights.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Alex Nicholls, (2006), Social Entrepreneurship: New Models of Sustainable Social Change, New York: Oxford University Press.
2. David Bornstein, (2007). How to Change the World: Social Entrepreneurs and the Power of New Ideas, New York: Oxford University Press.
3. Fred Setterberg, Kary Schulman (1985), Beyond Profit: Complete Guide to Managing the Non Profit Organizations, New York: Harper & Row.

***REFERENCES***

4. Gregory Dees, Jed Emerson, Peter Economy (2002), *Enterprising Non Profits – A Toolkit for Social Entrepreneurs*, New York: John Wiley and Sons.
5. Peter Drucker (1990), *Managing the Non Profits Organizations: Practices and Principles*, New York: HarperCollins.



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**MBA III SEMESTER**

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**20MB3T25 BUSINESS PLAN PREPARATION FOR SMALL BUSINESS**

**COURSE OBJECTIVE**

To explain relevance of business plans while taking business decisions for small business.

**UNIT - I**

**Business Plan** - Meaning- The why of business plan - Basic parameters - Timing of decision undertaken Project parameters - the common considerations - Factors of successful business - capital management- financial control -anticipating change and adaptability.

**UNIT - II**

**Business plan process** - sources of information - Internet, government sources and statistics - offline research resources - library - SBDC'S -Trade and industries associations - sources of market research - evaluating data- benefits of market study - coverage of market study - information sources.

**UNIT - III**

**Business plan components** - The Executive summary - company description - Industry analysis and trends - Target market - Competition - strategic position and risk assessment - Marketing plan and sales strategy - operations - Technology plan - management and organization.

**UNIT - IV**

**Starting the Venture** - Generating business idea – Source of new ideas - Methods of generating ideas - Steps in setting up a small business enterprise,

**UNIT V:**

**Concept of Project Appraisal** - Environmental scanning - Competitor and industry analysis - Feasibility study – Market feasibility, Technical / operational feasibility - Financial Feasibility - Managerial competence. Functional plans - Marketing plan – Financial plan.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Entrepreneurship (6th Edition) – Robert D Hisrich, Tata McGraw Hill
2. Entrepreneurship: A Contemporary Approach – Kuratko, Thomson Learning Books
3. Small Scale Industries and Entrepreneurship (2003) – Vasant Desai, Himalaya Publishing House
4. Entrepreneurial Development – S.S. Khanka, S. Chand & Co

**MBA III SEMESTER**

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**20MB3T26 ENTREPRENEURIAL MARKETING**

**COURSE OBJECTIVE**

To explain start-ups, early growth stage and more mature companies have used entrepreneurial marketing as an essential competitive weapon to grow their business.

**UNIT – I**

**Entrepreneurial marketing and Venture Opportunities:** Introduction – Definitions - Methods, Channel of Marketing - Marketing Institutions and Assistance for Entrepreneurs - Customer and competitor analysis.

**UNIT – II**

**New Tools of Entrepreneurial Marketing:** Introduction - Demand-based Pricing - Entrepreneurial market opportunity analysis - Entrepreneurial marketing strategies - The entrepreneurial marketing plan – Objectives and importance of entrepreneurial marketing plan.

**UNIT - III**

**Entrepreneurial pricing and distribution** – Pricing strategies for distribution companies in India - Entrepreneurial promotion - Entrepreneurial products and services development

**UNIT – IV**

**Entrepreneurial Tools to establish a Competitive Advantage:** Branding, Pricing, Positioning, and Targeting – Entrepreneurial Advertising – Entrepreneurial sales promotion

**UNIT V:**

**Entrepreneurial Social Marketing:** Meaning – Application - Advantages and limitations – Experimental Marketing - Sales growth strategies.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Entrepreneurship (6th Edition) – Robert D Hisrich, Tata McGraw Hill
2. Entrepreneurship: A Contemporary Approach – Kuratko, Thomson Learning Books
3. Small Scale Industries and Entrepreneurship (2003) – Vasant Desai, Himalaya Publishing House
4. Entrepreneurial Development – S.S. Khanka, S. Chand & Co

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**MBA III SEMESTER**

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**2OMB3T27 FAMILY BUSINESS MANAGEMENT**

**COURSE OBJECTIVE**

To understand the importance of family-owned businesses for achieving Competitive advantage in the market place.

**LEARNING OUTCOME**

Students will be able to understand

- a) Perspectives in Family Business
- b) Ownership Challenge and Family Governance
- c) Successor Development strategies
- d) Strategic Planning and Trans-generational Entrepreneurship
- e) 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 Trans-generational 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.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### ***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.
4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian

### ***REFERENCE***

5. Family Businesses over 100 years, Springer, 2015.
6. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth,
7. Profitability and Family Leadership, Palgrave Macmillan, 2011.
8. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and
9. Performance in Family Firms Across Generations, Edward and Elgar Publishing Limited, 2010.

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**ENTREPRENEURSHIP MANAGEMENT**

**MBA IV SEMESTER**

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**20MB4T23 MARKETING FOR SMALL BUSINESS**

**Unit I**

Introduction to Marketing for small business: Nature and Characteristics – Distinction between corporate marketing and marketing for small business.

Small Business Marketing: Concept and Scope – Nature – Characteristics, Taxonomy – Composition of Small Business Market – small business Requirements – Consumer Durables and Non-Durables – Problems of Small Business Marketing – Attractiveness of Market – Factors affecting for Small business Marketing – Value Addition to Small Business Marketing - Characteristics of Successful Small Businessmen – Different Stages of Small business – Crisis Management in Business.

**Unit II**

**Small Business Market Environment:** Factors in Small Business Market Environment: Social, Economic, Ethical, Political, Physical, Technological, and Demographic – Occupational Pattern- Income Generation – Expenditure Pattern – Small Business Market Infrastructure - Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI.

**Unit III**

**Small Business Marketing Channels:** Old Set-up – New Players – New Approaches – Marketing and Distribution Trends, New Dynamics – Marketing Channels for Food grains: Oil Seeds – Egg – Live Poultry – Social Marketing - Opportunity for Retail Trading.

**Unit IV**

**Small Business Marketing Promotional Strategies:** Small Business Market Segmentation – Targeting – Selection of Segments – Coverage of Segments – Positioning – Product, Pricing, Distribution and Promotional Strategies - Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises-E-commerce and Small Enterprises.

**Unit V**

**Marketing of Small Business Inputs and Outputs:** Small Business Inputs: Market Mechanism of inputs for agriculture and Allied industries - Small Business Outputs: Marketing of agricultural produces – concepts of marketable and marketed surplus – market mechanism: unregulated and regulated – Marketing of Small Business industrial products – Mechanism, opportunities and challenges.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

***TEXT BOOKS***

1. Shukla M.B. Entrepreneurship and Small Business Management, Kitab Mahal, 2003, Agra.
2. Ashis Gupta Indian Entrepreneurial Culture, Wishwa Prakashan Ltd., Surrey, UK., 1994.
3. Colombo Plan Entrepreneurship Development, Staff College Tata McGraw-Hill, New Delhi, 1998 for Technician Education.
4. Malli D.D. Training for Entrepreneurship and Self-Employment. Mittal, New Delhi, 1999

***REFERENCES***

5. Khanka S.S. Entrepreneurial Development, S Chand & Co., New Delhi
6. Bedi R.V. and Bedi N.V., Rural Marketing, Himalaya, Mumbai, 2006
7. Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, New Delhi, 2006.
8. Krishnamacharyulu C.S.G. and Lalitha Ramakrishnan, Rural Marketing: Texts and Cases, Pearson Education, New Delhi, 2006.
9. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.

**MBA IV SEMESTER**

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**20MB4T24 FINANCE AND ACCOUNTING FOR SMALL BUSINESS**

**UNIT – I**

**Accounts** - Accounting Process - Accounting Concepts & Conventions - Accounting equation - Basic Accounting Procedure - Single Entry System : an admixture - Double Entry System - Accounting Elements - Classification of Accounts - Golden Rules - Journal - Classification of Journal - Ledger : Principal Books of Accounts - Cash Book - Vouchers-The documents to the transactions - Trial Balance - Depreciation - Preparation of Final Accounts and Balance Sheet - Techniques of Preparation of Final Accounts -The Balance Sheet

**UNIT – II**

**Finance:** Understanding Balance Sheet – It's Use - Profit and Loss Account (P/L A/c) - Understanding Financial Statement - Ratio Analysis - Cash Flow Statements - Cash Budget - Working Capital : Determination & Calculation - Operating Cycle - Computation of Working Capital - Framework for Regulation of Bank Credit - Long-Term Source of Finance - Retained Earnings - Equity Capital / Equity Share - Debenture - Preference Shares.

**Unit III**

**Costing:** Introduction - Classification Cost - Use of Cost Data - Marginal Costing - Cost-Volume Profit Relationship - Mathematical Relationship between Cost-Volume Profit - Margin of Safety - BEP Analysis : Graphical Analysis - Use of Marginal costing in decision making- pricing decision, make or buy etc.

**Unit IV**

**Taxation:** Income Tax - Definitions - Residential Status - How to Compute Total Income - Profit and Gains of Business or Profession - Deduction Under Chapter VIA - Central Sales Tax Act, 1956 - Preliminary - Formulation of Principles for Determining when a Sale or Purchase of Goods Taken Place in the Course of Inter-state Trade or Commerce or Outside a State or in the Course of Import or Export - Inter-State Sales Tax - Goods of Special Importance in Inter-State Trade or Commerce - Liability in Special Cases - Central Excises Act, 1944 - Preliminary - Levy and Collection of Duty -Powers and Duties of Officers and Landholders - Transport by Sea - Adjudication of Confiscations and Penalties - Appeals - Presumption as to Documents - Supplemental Provisions.

**Unit V**

**Goods and Services Tax (GST):**Concept and status – Genesis - GST and Centre-State Financial Relations - Constitution (One Hundred and First) Amendment Act, 2016 - Goods and Services Tax Council (GSTC) - Salient Features of GST - Benefits of GST - Goods and Services Tax Network – GST Registration process of business enterprises – GST HSN – SAC Cods and tax rates.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Dhanesh K Khatri, Financial Accounting, Mc Graw Hill.
2. Asish K. Bhattacharyya, Financial Accounting for Business Managers, 3<sup>rd</sup> Edition, PHI, Eastern Economy Edition.
3. Dr. V K Goyal, Financial Accounting, 3<sup>rd</sup> Edition, EB (Excel Books).
4. S N Maheswari, Suneel K Maheshwari and Sharad K Maheshwari, Financial Accounting, 5<sup>th</sup> Edition, Vikas Publications.

**REFERENCES**

5. Horngren, Sundem, Stratton, Burgstahler and Schatzberg, Introduction to Management Accounting, 14<sup>th</sup> Edition, Pearson Hall.
6. Charities An Exhaustive Treatise for Tax and Other by S Rajaratnam , M. Natarajan , C.P. Thangaraj
7. Laws of Trade Tax Central Sales Tax and Tax on Ent.by O S Vatsa
8. Trade Tax, Central Sales Tax & Tax on Entry of Goo.by Arvind Agarwal , Adarsh K Gupta GST official website: <https://www.gst.gov.in>



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**MBA IV SEMESTER**

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**20MB4T25 TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS**

**UNIT I**

**Introduction:** Definitions, Role and importance, Technology developments, implications of Technology Management, Technology change, TLC, Diffusion and Growth of Technologies - Technological Transformation alternatives, Technology Policy and Planning, Technology development-Options & Strategies, Socio-Economic planning, production functions & Technological Change, Macro effects of Technology change.

**UNIT II**

**Technology Transfer:** Models, Modes, Technology search strategy, Dimensions of Technology Transfer, Features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of conduct for Technology transfer, Government initiative, Technology transfer and absorption process at unit level.

**Unit III**

**Technology cycles:** Innovation streams, Managing through cycles of technological change - Planned innovation, planned innovation systems, Market driven innovation: Commercialization of Intellectual Property: Traditional IP and Evolving IP - Assignment - Licensing - Cross License - Patent Pool - Negotiations - Defensive Publications - Technical Disclosures - Patent Pooling - Patent Trolling - Brand Management- Brand and Pricing Strategies - Patent Mining - Patent Landscaping and Patent Mapping

**Unit IV**

**Strategic Management of Intellectual Property:** Defensive & Offensive Strategies - Intellectual Asset Management - Intellectual Property Audit - Identification & Grouping of Intangible Assets into Bundles - Intangible Asset Management Plan - Value Maximization Strategies - Value Extraction Strategies - Licensing Process and Management

**Unit V**

**Valuation of Intellectual Property:** Need for IP Valuation - Approaches of IP Valuation - Cost Approach - Income Approach - Market Approach - Methods of IP Valuation - "25% Rule" Method - Industry Standards Methods - Ranking Method - Surrogate Methods - Disaggregation Methods - Monte Carlo Method - Real Options Methods - The CAV Method - Market Value Method - Collateralization of IPA

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

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1. Sunita K. Sreedhararn , An Introduction to Intellectual Asset Management.
2. Patrick H. Sullivan, Profiting from Intellectual Capital: Extracting Value from Innovation
3. Tulika Rastogi, IP Audit: Your Way to Healthy Organisation
3. Gordon V. Smith and Russell L. Parr, Valuation of Intellectual Property and Intangible Assets, 3rd Edition
4. Bruce Berman, From Assets to Profits: Competing for IP Value and Return (Intellectual Property-General, Law, Accounting & Finance, Management, Licensing, Special Topics).

**REFERENCES**

5. Loganathan, E.T. -IPR| (IPRS), TPIPS Agreement and Indian Laws.
6. Dasgupta. S: Technology and Creativity & Creativity, Oxford University Press, New York, 1996.
7. Proctor. T: The Essence of Management Creativity, Prentice - Hall, New Delhi, 1997.
8. Richards. T: Creativity and Problem Solving Network, Gower, Hampshire, 1997.
9. Ceserani. J & Greatwood. P: Innovation & Creativity, Kogan Page, London, 1995.
10. Ziman. J: Technological Innovation as an Evolutionary Process, Cambridge University Press, Cambridge, 2000

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**MBA IV SEMESTER**

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**20MB4T26 INNOVATION TECHNOLOGY MANAGEMENT**

**Unit – I**

**Analyzing the Current Business Scenario:** Innovation and Creativity - An Introduction, Innovation in Current Environment, Types of Innovation, School of Innovation. Challenges of Innovation, Steps of Innovation Management, Idea Management System, Divergent Vs Convergent Thinking, Levers of Idea Management. Experimentation in Innovation Management, Idea Championship, Participation for Innovation, Co-creation for Innovation, Proto typing to Incubation.

**Unit – II**

**Marketing of Innovation:** Technology Innovation Process, Technological Innovation Management Planning, Technological Innovation Management Strategies, Technology Forecasting.

**Unit – III**

**Introduction to Technology Management:** Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology

**Unit –IV**

**Technology Acquisition:** Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company for Obtaining a New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies- Economy of scale or Scale economy; Levels of scale; The measurement of scale; Factors affecting the choice of scale

**Unit - V**

**Technology Forecasting:** Concept of Technology Forecasting- Characteristics of technology forecasting ; Technology forecast method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting, Technology Strategy and Competitiveness: Technology Strategy-Technology strategy and management; Elements of an accessible technology strategy, Innovation Management, Competitive Advantage- Components of competitive advantage; Creating competitive advantage using value chain, Technology Management Evaluation or Assessment.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Industry, Innovation and Infrastructure: Leal Filho, W. (Ed), Azul, A. M. (Ed), Brandli, L. (Ed), Lange Salvia, A. (Ed), Wall, T. (Ed) (2021)
2. Innovation Management in the Intelligent World: Daim, T. U. (Ed), Meissner, D. (Ed) (2021)
3. *Technological Innovation and International Competitiveness for Business Growth:* Ferreira, J. J. M. (Ed), Teixeira, S. J. (Ed), Rammal, H. G. (Ed) (2020)

**REFERENCES**

4. Entrepreneurship, Technology Commercialization, and Innovation Policy in Africa: Daniels, C. U. (Ed), Dosso, M. S. (Ed), Amadi-Echendu, J. (Ed) (2020)
5. *Business innovation with new ICT in the Asia-Pacific: Case studies:* Kosaka, M. (Ed), Wu, J. (Ed), Xing, K. (Ed), Zhang, S. (Ed) (2021)

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**20MB4T27 VENTURE VALUATION AND ACCOUNTING**

**Unit I**

**Joint Ventures:** Concept and Meaning of Joint Ventures, Features, Need, growth and Types of Joint Ventures, Structures, process and Legal aspects – Advantages and Problems faced in Joint Ventures, Prospects of Joint Ventures and Strategic Alliance - Relevant case study of successful and failed joint ventures.

**Unit II**

**Mergers and Acquisitions:** Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-brder M&A. Analysis of Post-Merger Performance. Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts.

**Unit III**

**Deal Valuation and Evaluation:** Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

**Unit IV**

**Post-Merger Evaluation:** Financial Evaluation of Mergers & Acquisitions, Impact on shareholders Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

**Unit V**

**Consignment Accounts:** Important terms; Accounting records; Valuation of unsold stock; Conversion of consignment into branch Joint Venture Accounts: Meaning of joint venture; Joint venture and partnership; Accounting records Branch Accounts: Partnership Accounts Essential characteristics of partnership; Partnership Deed; Final Accounts; Adjustment after closing the accounts; Fixed and fluctuating capital; Goodwill; Joint Life Policy; Change in Profit Sharing Ratio Reconstitution of a partnership firm- Admission of a partner, Retirement of a partner, Death of a partner; Amalgamation of partnership firms; Dissolution of a partnership firm;- Modes of dissolution of a firm; Accounting entries; Insolvency of Partners.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS**

1. Gupta. R.L.and Radhaswamy. M: Financial Accounting; Sultan Chand and Sons, New Delhi.
2. Monga J.R., Ahuja Girish, and Sehgal Ashok: Financial Accounting; Mayur Paper Nokia.
3. Shukla. M.C., Grewal T.S., and Gupta, S.C.: Advanced Accounts: S. Chand & Co. New Delhi.
4. .Weston, Fred; Chung, Kwang S. &Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education

**REFERENCES**

5. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing House.
6. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education.
7. Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
8. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy