

Established: 2009

ICET Code: MLRS

## **Academic Regulations, Course Structure & Detailed Syllabus under Autonomous Status**

### **Master of Business Administration (MBA)**

Choice Based Credit System (CBCS)

**(R19 Regulations)**

**(Applicable for the batches admitted from 2019-2020)**



### **MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT [Autonomous]**

(An UGC Autonomous Institution, Approved by AICTE and Affiliated to JNTUH Hyderabad)  
Accredited by NAAC with 'A' Grade, Recognized under the section 2(1) & 12  
(B) of UGC Act 1956

Dundigal Village, Qutbullapur (M), Hyderabad-500043

## **DEPARTMENT OF MANAGEMENT STUDIES (MBA)**

Applicable for the students of Master of Business Administration [MBA] [Regular] program admitted from the Academic Year **2019-20**. The MBA Degree of MLRITM, Hyderabad shall be conferred on candidates who are admitted to the program and who fulfill all the requirements for the award of the Degree.

### **COLLEGE VISION AND MISSION**

#### **VISION**

To be as an ideal academic institution by graduating talented engineers to be ethically strong, competent with quality research and technologies.

#### **MISSION**

- Utilize rigorous educational experiences to produce talented engineers
- Create an atmosphere that facilitates the success of students
- Programs that integrate global awareness, communication skills and Leadership qualities
- Education and Research partnership with institutions and industries to prepare the students for interdisciplinary research.

#### **QUALITY POLICY**

Aspire to establish a system, which would improve the quality of education, teaching - learning and training process on continuous basis and ultimately develop the institute as a center of excellence.

#### **DEPARTMENT VISION**

To establish a management education center to impart high quality value based education in an ambience of humanity and wisdom with an excellence in creating an intellectual capital of socially sensitive management professional and entrepreneurs.

#### **DEPARTMENT MISSION**

- To nurture a socially sensitive future management professional competence, leadership qualities, decision making, personal integrity to fit the Industry Academia.
- Imparting humanistic and Career oriented education through value-based teaching and practical training for continuous learning to make entrepreneurs.

### **PROGRAMME EDUCATIONAL OBJECTIVES [PEO's]**

- PEO I:** To prepare students for their successful career in industry to meet the needs of Indian and MNC with sound Management skills and Knowledge for lifelong learning and introduce them to professional ethics and sustainable development.
- PEO II:** To develop the ability among students to apply concepts of Management or to a Managerial of interdisciplinary domains of the organization.
- PEO III:** To provide opportunity for the students to work in their individual capacity as well as to function as teams in multidisciplinary Systems of Finance, HRM and Marketing to develop attitude towards self employment through entrepreneurship.

### **PROGRAMME OUTCOMES [PO's]**

#### **Graduates of the MBA program will have:**

- PO1:** Apply knowledge of Management theories and practices to solve business problems.
- PO2:** Foster Analytical and Critical thinking abilities for data-based decision making.
- PO3:** Ability to Develop Value based leadership.
- PO4:** Ability to understand, analyze and communicate economic, legal, and ethical aspects of business.
- PO5:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6:** Ability to make intellectual and creative advances for Research in a both theoretical, practical approaches and allied industrial policies.
- PO7:** Able to manage Industry Academia projects in the efficiently in respective disciplines and multidisciplinary domains.
- PO8:** Ability to engage in life-long learning independently, with a high level of enthusiasm and commitment to improve knowledge and competence levels.

## **Academic Regulations of MBA (Regular/Full Time) Programme Under Choice Based Credit System (CBCS) 2019-20 (R19)**

**(Effective for the students admitted into I year from the Academic Year 2019-20 and onwards)**

**1.0 MARRI LAXMAN REDDY INSTITUTE OF TECHNOLOGY AND MANAGEMENT(MLRITM)** offers **Two** Years (**Four** Semesters) full-time Master of Business Administration (**MBA**) Degree programme, under CBCS at its constituent (Autonomous) unit.

### **2.0 Eligibility for Admissions**

Admission to the MBA programme shall be made subject to eligibility, qualification prescribed by the College Academic Council from time to time.

**2.1** Admission to the MBA programme shall be made on the basis of either the merit rank or Percentile obtained by the qualified student in the relevant qualifying Examination/ the merit rank obtained by the qualified student in an entrance test conducted by Telangana State Government (ICET) for MBA programme .on the basis of any other exams approved by the University, subject to reservations as laid down by the Govt. from time to time.

**2.3** The medium of instructions for MBA Programme will be **ENGLISH** only.

### **3.0 MBA Programme Structure**

**3.1** The MBA Programme of MLRITM is in Semester pattern, with **Four** Semesters consisting of **Two** academic years, each academic year having **Two** Semesters (First/Odd and Second/Even Semesters). Each Semester shall be of 22 weeks duration (inclusive of Examinations), with a minimum of 90 instructional days per Semester.

**3.2** The student shall not take more than four academic years to fulfill all the academic requirements for the award of MBA degree from the date of commencement of first year first semester, failing which the student shall forfeit the seat in MBA programme.

**3.3 UGC/AICTE/University(JNTU-H)** specified definitions/descriptions are adopted appropriately for various terms and abbreviations used in these PG academic regulations, as listed below:

#### **3.3.1 Semester Scheme**

Each Semester shall have 'Continuous Internal Evaluation (CIE)' and 'Semester End Examination (SEE)'. Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) are taken as 'references' for the present set of Regulations. The terms 'SUBJECT' and 'COURSE' imply the same meaning here and refer to 'Theory Subject', or 'Lab Course', or 'Seminar', or 'Internship', or 'Project' as the case may be.

#### **3.3.2 Credit Courses**

All subjects/courses are to be registered by the student in a semester to earn credits which shall be assigned to each subject/course in an L: T: P: C (Lecture Periods: Tutorial Periods: Practical Periods: Credits) structure based on the following general pattern:

- One credit for one hour/week/semester for theory/lecture (L) courses
- One credit for two hours/ week/semester for laboratory/ practical (P) courses or tutorials (T)

Other student activities like study tour, guest lecture, conference/workshop participations, technical paper presentations, and identified mandatory courses, if any, will not carry credits.

### 3.3.3 Subject Course Classification

All subjects/courses offered for the MBA Degree Programme is broadly classified as follows. The College has followed in general the guidelines issued by AICTE/UGC and University (JNTU-H)

S.No.	Broad Course Classification	Course Group/ Category	Course Description
1	Core Courses (CoC)	CC - Core Courses	Includes subjects related to the management
		Project Work	MBA Project or PG Project or Major Project
		<i>Seminar /Pre-Submission Project Seminar / Summer Internship</i>	Seminar based on core contents related to management
2	Elective Courses (EiE)	PE - Professional Electives	Includes elective subjects related to the specialization
		OE - Open Electives	Elective subjects which include inter-disciplinary subjects

### 4.0 Course Registration

- 4.1** A 'Faculty Advisor or Counselor' shall be assigned to each specialization, who will advise on the MBA, its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.
- 4.2** The Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work through 'ON-LINE SUBMISSIONS', ensuring 'DATE and TIME Stamping'. The ON-LINE Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.
- 4.3** A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).
- 4.4** If the Student submits ambiguous choices or multiple options or erroneous entries during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.
- 4.5** Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices also will not be considered. However, if the Subject/ Course that has already been listed for Registration by the College in a Semester could not be offered due to unforeseen or unexpected reasons, then the Student will be allowed to have alternate choice either for a new Subject, if it is offered, or for another existing Subject (subject to availability of seats). Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class-work for that Semester.

### 5.0 Attendance Requirements

The programmes are offered on the basis of a unit system with each subject being considered a unit. Attendance is calculated separately for each subject.

- 5.1** Attendance in all classes (Lectures/Laboratories) is compulsory. The minimum required attendance in each theory including the attendance of mid-term examination / Laboratory etc. is 75%. Two periods of attendance for each theory subject shall be considered, if the student appears for the mid-term examination of that subject. A student shall not be permitted to appear for the Semester End Examinations (SEE), if his attendance is less than 75%.
- 5.2** **Condoning of shortage of attendance** (between 65% and 75%) up to a maximum of 10% (considering the days of attendance in sports, games, NCC, NSS activities and Medical grounds) in each subject of a semester shall be granted by the College Academic Council on genuine reasons.
- 5.3** Shortage of Attendance below 65% in any subject shall in **no case be condoned**.
- 5.4** A Student, whose shortage of attendance **is not condoned** in any subject(s) in any semester, is considered detained in that subject(s) and is not eligible to write Semester End Examination(s) of such subject(s) in that semester, and he has to seek re-registration for those subject(s) in subsequent semesters, and attend the same as and when offered.
- 5.5** A student fulfills the attendance requirement in the present semester, shall not be eligible for readmission into the same class.
- 5.6** A prescribed fee per subject shall be payable for condoning shortage of attendance after getting the approval of College Academic Council for the same. The College Academic Council shall maintain relevant documents along with the request from the student.
- 5.7** A Candidate shall acquire minimum required attendance subject-wise in at least THREE theory subjects in each semester for promoting to next Semester.

## **6.0 Academic Requirements**

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

- 6.1** A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/course, if he secures not less than 40% of marks (**28 out of 70 marks**) in the End Semester Examination, and a minimum of 50% of marks in the sum total of CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together; in terms of Letter Grades and this implies securing 'B' Grade or above in a subject.
- 6.2** A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/ course, if he secures not less than 50% of the total marks. The student is deemed to have failed, if he does not submit a report on summer internship or does not make a presentation of the same before the evaluation committee as per schedule, in such a case, he has to reappear for the same during the supplementary examinations as and when the notification is issued, subject to item 3.2.
- 6.3** A student shall register for all subjects for total of **102** credits as specified and listed in the course structure for the chosen specialization, put in the required attendance and fulfill the academic requirements for securing **102** credits obtaining a minimum of 'B' Grade or above in each subject, and all **102** credits securing Semester Grade Point Average (**SGPA**)  $\square$  **6.0** (in each semester) and final Cumulative Grade Point Average (**CGPA**) (i.e., CGPA at the end of MBA Programme)  $\square$  **6.0**, to complete the MBA Programme successfully.

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

- 6.4** Marks and Letter Grades obtained in all those subjects covering the above specified **102** credits alone shall be considered for the calculation of final CGPA, which will be indicated in the Grade Card /Marks Memo of second year second semester.
- 6.5** If a student registers for extra subject(s) (in the parent specialization or other specializations of Management) other than those listed subjects totaling to **102** credits as specified in the course structure, the performance in extra subject(s) (although evaluated and graded using the same procedure as that of the required **102** credits) will not be considered while calculating the SGPA and CGPA. For such extra subject(s) registered, percentage of marks and Letter Grade alone will be indicated in the Grade Card/Marks Memo, as a performance measure, subject to completion of the attendance and academic requirements as stated in items 5 and 6.1 - 6.3.
- 6.6** When a student is detained due to shortage of attendance in any subject(s) in any semester, no Grade allotment will be made for such subject(s). However, he is eligible for re-registration of such subject(s) in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which he is re-registered, by paying the prescribed fees per subject. In all these re-registration cases, the student shall have to secure a fresh set of internal marks and Semester End Examination marks for performance evaluation in such subject(s), and SGPA/CGPA calculations.
- 6.7** A student eligible to appear for the Semester End Examination in any subject, but absent from it or failed (failing to secure 'B' Grade or above), may reappear for that subject at the supplementary examination as and when conducted. In such cases, his Internal Marks assessed earlier for that subject will be carried over, and added to the marks secured in the supplementary examination, for the purpose of evaluating his performance in that subject.
- 6.8** A Student who fails to earn **102** credits as per the specified course structure, and as indicated above, within **four** academic years from the date of commencement of his first year first semester, shall forfeit his seat in MBA programme and his admission **shall stand cancelled**.

#### **7.0 Evaluation - Distribution and Weightage of Marks**

The performance of a student in each semester shall be evaluated subject- wise (irrespective of credits assigned) for a maximum of 100 marks. The MBA project work (main project viva voce) will also be evaluated for 100 marks.

- 7.1** For the theory subjects 70 marks shall be awarded for the performance in the Semester End Examination and 30 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid-Term Examinations conducted, first Mid-Term examinations in the middle of the Semester and second Mid-Term examinations during the last week of instruction. Each Mid-Term Examination shall be conducted for a total duration of 120 minutes with Part 'A' as compulsory consisting of 5 questions carrying 2 marks each (10 marks), and Part 'B' with 4 questions to be answered out of 6 questions, each question carrying 5 marks (20 marks). The details of the Question Paper pattern for Semester End Examination (Theory) are given below:

- The Semester End Examination will be conducted for 70 marks. It consists of two parts. Part A for 20 marks, ii) Part B for 50 marks.
- Part A is compulsory and consists of 5 questions, one from each unit and carrying 4 marks each.
- Part B consists of 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.

- 7.2** For practical subjects, 70 marks shall be awarded for performance in the Semester End Examinations and 30 marks shall be awarded for day-to-day performance as Internal Marks.

For conducting laboratory end examinations of all PG Programmes, one internal examiner and one external examiner are to be appointed by the Chief Controller of Examination in one week before for commencement of the lab end examinations. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the

supplementary examinations as and when conducted, subject to item 3.2.

- 7.3** There shall be a summer internship during the summer vacation of I Year II Semester and the evaluation is done in II Year I Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and a senior faculty of the department. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted, subject to item 3.2.
- 7.4** Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.
- 7.5** A Project Review Committee (PRC) shall be constituted with the Head of the Department Chairperson, Project Supervisor and one senior faculty member of the Department offering the MBA programme.
- 7.6** Registration of Project Work: A candidate is permitted to register for the project work at the beginning of II Year II Semester after satisfying the attendance requirement in all the subjects, both theory and laboratories upto II Year I Semester. The duration of the project work is one semester.
- 7.7** After satisfying 7.6, a student, in consultation with his Project Supervisor, has to present the title, objective, and plan of action of his project work to the Project Review Committee (PRC) for approval within two weeks from the commencement of II Year II Semester. The student can initiate the Project work after obtaining the approval of the PRC. The Supervisor and PRC will examine the progress of the Project Work during pre-submission project seminar. For the subject 'pre-submission project seminar', there will be only internal evaluation for 100 marks. Evaluation shall be done by the PRC for 50 marks and the Supervisor shall evaluate the work for another 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examination as and when notification is issued, subject to item 3.2. Pre-submission project seminar has to be conducted along with 1<sup>st</sup> and 2<sup>nd</sup> mid-term examinations.
- 7.8** If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 7.9** A candidate is permitted to submit project thesis with the approval of PRC not earlier than 16 weeks from the date of commencement of fourth semester. For the approval of PRC the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC during the Pre-submission project seminar at 2<sup>nd</sup> mid-term examinations.
- 7.10** After approval from the PRC, a soft copy of the thesis should be submitted for **ANTI-PLAGIARISM** check and the plagiarism report should be submitted to the University and be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than **30%**. If the similarity index has more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis after one month. The maximum number of re-submissions of thesis after plagiarism check is limited to TWO. The candidate has to register for the Project work and work for one semester. After three attempts, the admission is liable to be cancelled. The college authorities are advised to make plagiarism check of every soft copy of theses before submissions.
- 7.11** Three copies of the Project Thesis certified by the supervisor shall be submitted to the College
- 7.12** The thesis shall be adjudicated by an external examiner selected by the Principal. For this, the Head of the Department shall submit a panel of 3 examiners from Among the list of experts in the relevant specialization as submitted by the supervisor concerned and Head of the Department.
- 7.13** If the report of the external examiner is unsatisfactory, the candidate shall revise and resubmit the Thesis. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. Subsequent actions for such dissertations may be considered, only on the specific recommendations of



the external examiner and /or Project Review Committee. No further correspondence in this matter will be entertained, if there is no specific recommendation for resubmission.

- 7.14** If the report of the external examiner is satisfactory, the Head of the Department shall coordinate and make arrangements for the conduct of Main Project Viva - Voce examination. The Main Project Viva-Voce examination will be evaluated for 100 marks. The Main Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The candidate has to secure a minimum of 50% of marks in Main Project Viva-Voce examination. The Main Project Viva-Voce will be conducted after completion of the II mid-term examination and before the commencement of fourth semester end examinations.
- 7.15** If he fails to fulfill the requirements as specified in 7.14, he will reappear for the Main Project Viva-Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree, unless he is asked to revise and resubmit his project work by the board within a specified time period (within **four** years from the date of commencement of his first year first semester).
- 7.16** The Main Project Viva-Voce External examination marks must be submitted to the Exam Cell on the day of the examination.

## **8.0 Re-Admission/Re-Registration**

### **8.1 Re-Admission for Discontinued Student**

A student, who has discontinued the MBA degree programme due to any reason whatsoever, may be considered for '**readmission**' into the same degree programme (with the same specialization) with the academic regulations of the batch into which he gets readmitted, with prior permission from the authorities concerned, subject to item 6.6.

- 8.2** If a student is detained in a subject (s) due to shortage of attendance in any semester, he may be permitted to **re-register** for the same subject(s) in the same category (core or elective group) or equivalent subject, if the same subject is not available, as suggested by the Board of Studies of that department, as and when offered in the subsequent semester(s), with the academic regulations of the batch into which he seeks re-registration, with prior permission from the authorities concerned, subject to item 3.2.
- 8.3** A candidate shall be given one chance to re-register and attend the classes for a maximum of two subjects, if the internal marks secured by a candidate are less than 50% and failed in those subjects but fulfilled the attendance requirement. A candidate must re-register for failed subjects within four weeks of commencement of the class work and secure the required minimum attendance. In the event of the student taking this chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stand cancelled.

## **9.0 Examinations and Assessment - The Grading System**

- 9.1** Grades will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practicals, or Seminar, or Project, etc., based on the % of marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 7 above, and a corresponding Letter Grade shall be given.
- 9.2** As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

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

- 9.3** A student obtaining F Grade in any Subject is deemed to have 'failed' and is required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted. In such cases, his Internal Marks (CIE Marks) in those subjects will remain as obtained earlier.
- 9.4** If a student has not appeared for the examinations, 'Ab' Grade will be allocated to him for any subject and shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted.
- 9.5** A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks.
- 9.6** In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of 'Grade Improvement' or 'SGPA/ CGPA Improvement'.
- 9.7** A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

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

- 9.8** The student passes the Subject/ Course only when he gets GP  $\geq 6$  (B Grade or above).
- 9.9** The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ( $\Sigma CP$ ) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

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

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

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

$$\text{CGPA} = \left\{ \sum_{j=1}^M C_j G_j \right\} / \left\{ \sum_{j=1}^M C_j \right\} \dots \text{for all S Semesters registered (ie., upto and inclusive of S Semesters, } S \geq 2),$$

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

**Illustration of calculation of SGPA**

Course/Subject	Credits	Letter Grade	Grade points	Credit Points
Course 1	4	A	8	4*8 = 32
Course 2	4	O	10	4*10 = 40
Course 3	4	B	6	4*6 = 24
Course 4	3	B	6	3*6 = 18
Course 5	3	A+	9	3*9 = 27
Course 6	3	B	6	3*6 = 18
	21			159

$$\text{SGPA} = 159/21 = 7.57$$

**Illustration of calculation of CGPA**

Semester	Credits	SGPA	Credits * SGPA
Semester I	24	7	24*7 = 168
Semester II	24	6	24*6 = 144
Semester III	24	6.5	24*6.5 = 156
Semester IV	24	6	24*6 = 144
	96		612

$$\text{CGPA} = 612/96 = 6.37$$

**10.0 Award of Degree and Class**

If a student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire MBA Programme, and secures the required number of **102** Credits (with CGPA  $\geq 6.0$ ), shall be declared to have 'QUALIFIED' for the award of the MBA Degree that he was admitted into.

**10.1 Award of Class**

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

Class Awarded	CGPA
First Class with Distinction	$\geq 7.75$
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

A student with final CGPA (at the end of the MBA Programme) **< 6.00** shall not be eligible for the Award of Degree.

**11.0 Withholding of Results**

If the student has not paid the dues, if any, to the College, if any case of indiscipline is pending against him, the result and degree of the student will be withheld and he will not be allowed into the next semester.

**12.0 General**

- 12.1 Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 12.2 Credit Point:** It is the product of grade point and number of credits for a course.
- 12.3** Wherever the words "he", "him", "his", occur in the regulations, they shall include "she", "her".

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- 12.4** The academic regulation should be read as a whole for the purpose of any interpretation.
- 12.5** In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the College Academic Council is final.
- 12.6** The College Academic Council may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the College.

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

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

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

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

**Malpractices identified by squad or special invigilators**

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
  - (i) A show cause notice shall be issued to the college.
  - (ii) Impose a suitable fine on the college.



**MARRI LAXMAN REDDY**  
**INSTITUTE OF TECHNOLOGY AND MANAGEMENT**

(AN AUTONOMOUS INSTITUTION)  
(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)  
Accredited by NBA and NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act, 1956

**MASTER OF BUSINESS ADMINISTRATION**  
**COURSE STRUCTURE-R19**  
**I YEAR I SEMESTER**

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination		
			L	T	P		CIA	SEE	Total
<b>THEORY</b>									
19MBA01	Management and Organizational Behaviour	Core	3	1	-	4	30	70	100
19MBA02	Business Economics	Core	3	1	-	4	30	70	100
19MBA03	Financial Accounting And Analysis	Core	3	1	-	4	30	70	100
19MBA04	Research Methodology and Statistical Analysis	Core	3	1	-	4	30	70	100
19MBA05	Legal and Business Environment	Core	3	1	-	4	30	70	100
19MBA06	6A Business Ethics and Corporate Governance 6B Project Management 6C Technology Management 6D Cross Cultural Management	Open Elective – I	3	-	-	3	30	70	100
<b>PRACTICAL / SEMINAR</b>									
19MBA007	Business Communication Lab.	Core	-	-	2	2	30	70	100
19MBA008	Statistical Data Analysis Lab	Core	-	-	2	2	30	70	100
<b>TOTAL</b>			<b>18</b>	<b>5</b>	<b>04</b>	<b>27</b>	<b>240</b>	<b>560</b>	<b>800</b>

**I YEAR II SEMESTER**

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination		
			L	T	P		CIA	SEE	Total
<b>THEORY</b>									
19MBA09	Human Resource Management	Core	3	1	-	4	30	70	100
19MBA10	Marketing Management	Core	3	1	-	4	30	70	100
19MBA11	Financial Management	Core	3	1	-	4	30	70	100
19MBA12	Quantitative Analysis for Business Decisions	Core	3	1	-	4	30	70	100
19MBA13	Entrepreneurship	Core	3	1	-	4	30	70	100
19MBA14	Logistics & Supply Chain Management		3	1	-	4	30	70	100
19MBA015	15A Total Quality Management 15B Marketing Research 15C International Business 15D Rural Marketing	Open Elective – I	3	-	-	3	30	70	100
<b>TOTAL</b>			<b>21</b>	<b>06</b>	<b>0</b>	<b>27</b>	<b>210</b>	<b>490</b>	<b>700</b>

**Internship during summer vacation (after Semester – II)**



**II YEAR I SEMESTER**

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
<b>THEORY</b>									
<b>19MBA16</b>	Production & Operations Management	Core	3	1	-	4	30	70	100
<b>19MBA17</b>	Management Information Systems	Core	3	1	-	4	30	70	100
<b>19MBA18</b>	Data Analytics	Core	3	1	-	4	30	70	100
<b>19MBA19 M1/H1/FI/E1</b>	(MRKG/HRM/FIN/ENTP)	Professional Elective 1	3	1	-	4	30	70	100
<b>19MBA20</b>	(MRKG/HRM/FIN/ENTP)	Professional Elective 2	3	1	-	4	30	70	100
<b>19MBA21</b>	(MRKG/HRM/FIN/ENTP)	Professional Elective 3	3	1	-	4	30	70	100
<b>19MBA22</b>	Summer Internship	Seminar	-	-	2	2	100	-	100
<b>TOTAL</b>			<b>18</b>	<b>06</b>	<b>02</b>	<b>26</b>	<b>280</b>	<b>420</b>	<b>700</b>

**II YEAR II SEMESTER**

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
<b>THEORY</b>									
<b>19MBA23</b>	Strategic Management	Core	3	1	-	4	30	70	100
<b>19MBA24 M1/H1/FI/E1</b>	(MRKG/HRM/FIN/ENTP)	Professional Elective 4	3	1	-	4	30	70	100
<b>19MBA25 M1/H1/FI/E1</b>	(MRKG/HRM/FIN/ENTP)	Professional Elective 5	3	1	-	4	30	70	100
<b>19MBA26 M1/H1/FI/E1</b>	(MRKG/HRM/FIN/ENTP)	Professional Elective 6	3	1	-	4	30	70	100
<b>19MBA27</b>	Pre-submission project Seminar	Core	-	0	2	2	100	-	100
<b>19MBA28</b>	Main Project Viva-Voce	Core	-	2	4	4	30	70	100
<b>TOTAL</b>			<b>12</b>	<b>06</b>	<b>06</b>	<b>22</b>	<b>250</b>	<b>350</b>	<b>600</b>

## LIST OF PROFESSIONAL ELECTIVE SUBJECTS

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

Course Code	PROFESSIONAL ELECTIVE	Credits
	<b>MARKETING</b>	
19MBA19M1	Digital Marketing	4
19MBA20 M2	Advertising and Sales Management	4
19MBA21 M3	Consumer Behaviour	4
19MBA24 M4	Customer Relationship Management	4
19MBA25 M5	International Marketing	4
19MBA26 M6	Services Marketing	4
	<b>FINANCE</b>	
19MBA19F1	Security Analysis and Portfolio Management	4
19MBA20 F2	Financial Institutions, Markets & Services	4
19MBA21 F3	Strategic Management Accounting	4
19MBA24 F4	International Financial Management	4
19MBA25 F5	Strategic Investment and Financing Decisions	4
19MBA26F6	Financial Derivatives and Risk Management	4
	<b>HUMAN RESOURCES</b>	
19MBA19H1	Performance Management	4
19MBA20 H2	Learning and Development	4
19MBA21 H3	Employee Relations	4
19MBA24 H4	International Human Resource Management	4
19MBA25H5	Leadership and Change Management	4
19MBA26 H6	Talent and Knowledge Management	4
	<b>ENTREPRENEURSHIP</b>	
19MBA19E1	Startup Management	4
19MBA20 E2	MSME Management	4
19MBA21 E3	Family Business Management	4
19MBA24E4	Entrepreneurial Finance	4
19MBA25 E5	Entrepreneurial Marketing	4
19MBA26 E6	Creativity Innovation and Entrepreneurship	4

**MBA SEMESTER - I**  
**19MBA01: MANAGEMENT & ORGANIZATIONAL BEHAVIOR**

**Course Objective:** To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.

**Learning outcome:** Students will be able to understand a) Evolution of Management and contribution of Management thinkers b) the relevance of environmental scanning, planning and to take decisions, c) Organizing and controlling d) Individual and group behaviour e) Leadership and Motivation.

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**Unit – I: Introduction to Management:** The Management Process, Management Functions, kinds of managers, Managerial roles and skills.

Evolution of Management - Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.

**Unit – II: Planning and Decision Making:** Planning and goal setting – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment.

Decision making process, types of decisions, decision making styles, Vroom's Participative decision-making model.

**Unit – III: Organizing and Controlling:** Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and Organic structures, contemporary organizational design and its challenges.

**Controlling:** The Control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

**Unit – IV: Organizational Behavior: Individual and Group Behavior:** Importance of Organizational Behavior, Culture and dynamics of diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness, build teams.

**Unit – V: Leadership and Motivation:** Leadership traits, Leadership styles, Leadership theories, Power and Politics.

**Motivation:** Approaches to Motivation, Maslow's needs hierarchy theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.

**Suggested Readings:**

- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson, 16e, 2017.
- Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 2015.
- Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
- Laurie J. Mullins, Management and Organizational Behaviour, Pearson Publications, 9e, 2017
- Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill, 2011.

**MBA SEMESTER - I**  
**19MBA02: BUSINESS ECONOMICS**

**Course Objective:** To understand the Business, impact of Micro and Macro Economic Environment on business decisions.

**Learning Outcome:** Students will be able to understand (a) Economic Principles in Business (b) Forecast Demand and Supply (c) Production and Cost Estimates (d) Market Structure and Pricing Practices e)

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**Unit - I: Introduction to Business Economics:** Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

**Unit - II: Theory of Demand and Supply:** Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting.

Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

**Unit - III: Production and Cost Analysis:** Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of scale - Innovations and global competitiveness. Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Break Even Analysis.

**Unit - IV: Market Structures- Pricing and Output decisions:**

Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.

**Unit - V: Pricing Strategies:** Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of multiple products, Transfer pricing, Pricing over Product Life Cycle. Theory of Firm - Managerial Theories and Behavioral Theories of firm. International Price Discrimination: Dumping, Effects of Dumping.

**Suggested Readings:**

- H L Ahuja, Business Economics, S. Chand & Co, 9e, 2017.
- D N Dwivedi, Managerial Economics, Vikas Publications 8e, 2015.
- Chaturvedi, Business Economics, International Book House, 2012.
- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
- Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
- Mark Hirschey, Managerial Economics, Thomson, 10e, 2003.

**MBA SEMESTER - I**  
**19MBA03: FINANCIAL ACCOUNTING AND ANALYSIS**

**Course Objective:** To prepare, analyze, interpret the financial statements for business decision making.

**Learning Outcome:** Students will be able to understand a) Principles of Accounting, Accounting Process b) Inventory Valuation c) Preparation, Analysis and Interpretation of Financial Statements.

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

**Unit - II: The Accounting Process:** Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Rectification of Errors, Valuation of Fixed Assets -Tangible vs. Intangible assets. Depreciation, Methods of depreciation—their impact on measurement of business Accounting.

**Unit - III: Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts, and ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

**Unit - IV: Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

**Unit - V: Financial Analysis-II:** Analysis and interpretation of financial statements, Horizontal Analysis and Vertical Analysis of Company, Financial Statements, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI- Focus on importance of Standards to give a general view on Financial Accounting practices, International Financial Reporting Standards (IFRS).

**Suggested Readings:**

- S. N. Maheswari, S. K. Maheswari, Sharad K. Maheswari Accounting for Management, 4e, Vikas Publishing House, 2018.
- Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
- V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, New Delhi, 2015
- Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi, 2014.
- Seema Srivastava, Financial Accounting, Jawaharlal, S. Chand, 2014.
- Ashish K. Bhattacharya, Financial Accounting & Analysis, PHI, 2012.

**MBA SEMESTER - I**  
**19MBA04: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

**Course Objective:** To understand the basic statistical tools for analysis & interpretation of qualitative & quantitative data.

**Learning outcome:** Students will be able to understand a) Conceptual overview of Research b) To apply, analyze various simple & advanced statistical tools c) to apply the principles of research methodology for various projects.

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**Unit - I: Introduction to Research** - Types of Research, Research Process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement- Ethics in business research.

**Unit - II: Research design** - Research Problem- purpose of Research design, Types of Research Design- Experimental research design, Research Design for cross sectional, longitudinal studies, Research design for action research – Characteristics of the good research design.  
Data Collection Methods & Tools: Types of Data, Sources and Instruments for data, Guidelines for questionnaire, Sampling and its application.

**Unit – III:** a) **Tabulation** of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, two dimensional and three-dimensional diagrams and graphs  
b) **Small Sample Tests** - t-Distribution-properties and applications, testing for one and two means, paired t-test.

**Unit – IV:** a) **Analysis of Variance** - One Way and Two-Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.  
b) **Correlation Analysis**- correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Linear and Multiple regression analysis, Discriminant analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modeling, Cluster Analysis and Conjoint Analysis.

**Unit – V: Time Series Analysis and Report Writing:**

a) Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend Analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, unweighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.  
b) Importance of Report writing, Types of Research Reports, Report Preparation and presentation, Report structure, Report formulation, Guides for effective documentation, Research Briefings. Referencing styles and citation in Business Management Research.

**Suggested Readings:**

- Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin , Barry J. Babin, Business Research Methods Cengage Learning, 2012.
- Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.
- Naval Bajpai, Business Research Methods, Pearson Publications, 2e 2017.
- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 2018.
- P.C. Tulsian, Bharat Jhunjunwala, Business Statistics, S. Chand, 2016.

**MBA SEMESTER - I**  
**19MBA05: LEGAL AND BUSINESS ENVIRONMENT**

**Course Objective:** To understand the Legal and Regulatory Framework for doing business in India.

**Learning Outcome:** Students will be able to understand a) Business Laws related to incorporating a company b) Law of contract and Negotiable Instruments c) Regulatory framework in India.

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**Unit – I: Introduction:** Companies Act, 2013, Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Role of Audit and Auditors, Company Meetings, Resolutions, Winding-up of a Company.

**Unit – II: Law of Contract:** Nature and types of Contract and Essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract.

Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale, Auction sale and E-auctions.

**Unit – III: Negotiable Instruments Act - 1881:** Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, Parties to negotiable instruments, Types of endorsements, Holder- Holder in due course, Dishonour and discharge of negotiable Instruments, Offences by the companies.

**Unit – IV: Business Environment:** Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy- Latest Union Budget- Reforms Undertaken by the government, Monetary Policy, Banking Sector Reforms.

**Unit – V: Business Regulations and Environment Laws:**

- (a) Consumer Protection Act 1986, IT Act 2000, Competition Act 2002, Intellectual Property Rights.
- (b) Environmental Law- Water, Air pollution, Green Tribunal in protecting Environment.

**Suggested Readings:**

- MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
- Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
- Akhileshwar Patha, Legal Aspects of Business, Tata Mc Graw Hill, 7e, 2019.
- P.P.S.Gogna, Company Law, S.Chand, 2016.
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.
- Justin Paul, Business Environment Text and Cases, 3e, Mc Graw Hill Publication, 2010.

**MBA SEMESTER - I**  
**19MBA06A: BUSINESS ETHICS AND CORPORATE GOVERNANCE**  
**(OPEN ELECTIVE - I)**

**Course Aim:** To understand the growing importance of Corporate Governance in Indian and Global Context.

**Learning Outcome:** Students will be able to understand a) Need for Business Ethics and Corporate Governance in India b) Codes and Committees in Corporate Governance c) Role of Board in Corporate Governance d) Stakeholder perspective of Corporate Governance.

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**Unit - I: Business Ethics The Changing Environment:** Business Ethics-why does it matter?; Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and Trained?; stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics.

**Unit - II: Professional Ethics:** Introduction to Professional Ethics- Ethics in Production and Product Management-Ethics of Marketing Professionals-Ethics in HRM-Ethics of Finance and Accounting Professionals-Ethics of Advertisement-Ethics of Media Reporting-Ethics of Healthcare Services. Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues- Preparatory Ethics: Proactive steps-The software challenge.

**Unit - III: Corporate Governance:** Introduction to Corporate Governance - Major Corporate Governance Failures- Need for Corporate Governance - Corporate Governance in India, Theories of Corporate Governance - Agency Theory, Stewardship Theory, and Stakeholder Theory – Convergence- Problems of Governance in Companies.

**Corporate Governance codes and committees** – Global reporting initiative – OECD Principles - Cadbury Committee Report - Kumara Mangalam Birla Committee Report - Naresh Chandra Committee Report - Narayana Murthy Committee Report - SEBI Clause 49 Guidelines- Corporate Governance Committees - Role of capital Markets, Regulator, Government in Corporate Governance.

**Unit - IV: Role of Board:** Functions of the Board, Structure of the Board, role of the board, Role, duties and responsibilities of Directors, Types of Directors, Board as a learning organization, Leveraging Good Governance for Competitive Advantage.

Conflicts of Interest, Remedial Actions. Governance Ratings- Merits and Demerits.

**Unit - V: Corporate Social Responsibility:** Definition, Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Core - BCSD India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a business strategy for sustainable development.

**Suggested Readings:**

- A. C. Fernando: Business Ethics and Corporate Governance, 2e, Pearson, 2018.
- SK Mandal: Ethics in Business and Corporate Governance, TMH, 2012.
- C.S.V. Murthy: Business Ethics, Himalaya Publishing House, 2012.
- Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
- Christine A. Mallin, Corporate Governance, Oxford University Press, 4e, South Asia Edition, 2016.
- Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press, 2015.
- N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.
- A. C. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012.



**MBA SEMESTER - I**  
**19MBA06B: PROJECT MANAGEMENT**  
**(OPEN ELECTIVE – I)**

**Course Objective:** The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

**Learning Outcome:** Students will be able to understand a) Importance of Project Management  
b) Project Planning, Execution and implementation c) Significance of teams in projects d) Project evaluation techniques.

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

**UNIT - II: Project Appraisal:** Project Planning – Steps in Project Planning - Scheduling - Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis- Project Risk Analysis.

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

**UNIT - IV: Project Control:** Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.

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

**Suggested Readings:**

- John M, Nicholas and Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.
- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and review, 6e, Tata Mc Graw Hill 2008.
- K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.
- Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.
- R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.

**MBA SEMESTER - I**  
**19MBA06C: TECHNOLOGY MANAGEMENT**  
**(OPEN ELECTIVE – I)**

**Course Objective:** To understand the importance of technology in conduct of business.

**Learning Outcome:** Student will be able to understand: a) Importance of Technological Innovation  
b) Importance of Research and development in technology management  
c) Forecasting of Technology

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**Unit – I: The Process of Technological Innovation:** The need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Characteristics of Innovative firms, Dynamics of diffusion, A model of Innovation Adoption, Factors that drive the process of diffusion.

**Unit – II: Technology Strategy:** Collaborative Arrangements in domains of Technology Strategy, Risks of Collaborative Activity, Evolution of Technology Appropriation principles, External Sourcing of Technological Capability, Productivity of in-house R& D, influence of Environmental Trends

**Unit – III: Research and Development:** Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

**Unit – IV: Technological Forecasting for Decision Making:** Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization for Technological Forecasting.

Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

**Unit – V: Technological Intelligence:** Levels of Technological Intelligence, External Vs Internal Technological Intelligence, Mapping Technological Environment, Mechanism for Data Collection, Analytic Tools, Managing Environmental Analysis in organizations, Contemporary challenges in mapping the technology environment.

**Suggested Readings:**

- Tarek Khalil, Management of Technology -The Key to Competitiveness and Wealth, Tata McGraw Hill, Boston, 2015.
- V. K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
- Norma Harison and Samson, Technology management – Text and cases, TMH, 2015
- Shane, Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
- Khandwala, Corporate Creativity, TMH, 2015.
- Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology, 6e, Pearson.

**MBA SEMESTER - I**  
**19MBA6D: CROSS CULTURAL MANAGEMENT**  
**(OPEN ELECTIVE- I)**

**Course Objective:** To understand the importance of cross culture in conduct of business.

**Learning Outcome:** Student will be able to understand: a) Importance of culture b) Values c) culture and styles of Management d) communication in different cultures e) cross cultural team management.

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**Unit - I: Introduction** – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

**Unit - II: Cultural Dimensions and Dilemmas:** Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**Unit - III: Culture and Organizations:** Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**Unit - IV: Culture and Communications:** Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

**Unit - V: Cross Cultural Team Management:** Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

**Suggested Readings:**

- Marie-Joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
- David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
- Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
- Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA

**MBA SEMESTER - I**  
**19MBA07 BUSINESS COMMUNICATIONS (LAB)**

**Course Objective:** To understand the importance of oral and written communication and its applications in Business.

**Learning Outcome:** Students will be able to understand a) the importance of Communication in Business b) to develop writing skills and presentation c) writing business proposals and letters d) application of business communication in the self-development process.

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**Unit-I: Introduction:** Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication: Respecting social protocol, Networking and Socializing professionally, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.

**Unit-II: Developing Business Writing Skills:** Process of Writing, Drafting, revising Visuals, Editing, proofreading and formatting, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with e-mail and memos.

**Unit-III: Business Reports and Proposals:** Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, citing sources.

**Unit-IV: Oral and Employment Communication:** The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview.

**Unit-V: Contemporary Aspects in Communication:** Business etiquette, developing professional telephone skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.

**Suggested Readings:**

- Ober Newman, Communicating in Business, Cengage Learning, 2015.
- P. Subba Rao, B.Anita Kumar, C.Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
- Rebecca Moore Howaward, Writing Matters, 3e, Mc Graw Hill Education, 2018.
- Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
- Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi,2013.
- Sailesh Sen Gupta, Business and Managerial Communication, PHI,2011.
- Elevate english , Mc Graw Hill, [www.ellevateenglish.com](http://www.ellevateenglish.com)

**MBA SEMESTER - I**  
**19MBA08: STATISTICAL DATA ANALYSIS LAB**

**Course Objective:** To understand the application of Statistical tools to Research Problem / Projects. **Learning**

**Outcome:** Students will be able to understand a) Analyse and apply the statistical tools for decision making b) Hypotheses Testing c) Discussion of Results for better decision making.

**Unit - I: Introduction to Statistical Packages - MS - EXCEL/SPSS:** Introduction, uses, functions and features of Statistical Packages, Getting started with excel/SPSS, Highlights and main functions: Home, Insert, page layout, formulas, Data, review, view, add-ins, Using help function, Customizing the Quick Access Toolbar.

**Unit - II: Creating and Using Templates:** Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.

**Unit - III: Data from External Sources:** Using and Formatting Tables, Basic Formulas and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulas and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

**Unit - IV: Data Analysis - I:** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

**Unit - V: Data Analysis - II:** t-test, F-test, ANOVA one-way classification, chi square test, independence of attributes.

Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

**Suggested Readings:**

- Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.
- D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
- Shelly, MS Office, 2007, Cengage, 2009.
- Ajai.S. Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009

**SEMESTER - II**  
**19MBA09: HUMAN RESOURCE MANAGEMENT**

**Course Objective:** To understand various functions of HRM and to manage the human resources of any organization effectively.

**Learning Outcome:** Students will be able to understand a) HR concepts b) Process of recruitment and selection, c) Learning and development d) Performance Management and Compensation e) Employee retention strategies f) employee welfare and grievances.

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**Unit - I: Introduction of HRM:** Introduction to HRM – Line Managers – HR Role and responsibilities – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – High Performance Work System's – Equal Employment Opportunity – HR Score Card developed. Human Resource Information System (HRIS) - e HRM.

**Unit - II: Recruitment and Selection:** Basics of Job Analysis and talent Management process – Methods for Collecting Job Analysis Information – Job Descriptions and specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HR Planning – Recruitment & Selection Process – Planning & Forecasting of human resources – Sources of Recruitment – Recruitment on Diverse Work Force - Employee Testing and Selection - Basic types of Interviews – Errors in Interviews.

**Unit - III: Training and Developing and Performance Management** – Importance of Training and Development – Training process - Analyzing Training needs & Designing the program – Implementation of training programmes – training methods – Management development process – Evaluation of training and development programmes.

**Performance Management** - Concept of Performance management and appraisal, The performance appraisal process, Techniques for Performance Appraisal – Career Management.

**Unit - IV: Compensation and Employee Welfare** – Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance based pay -Benefits – Insurance – Retirement Benefits – Employee Welfare facilities. Salient features of Workmen Compensation Act & Minimum Wages Act.

**Unit - V: Employee Relations** – Labor Movement – Collective Bargaining Process – Grievances – Grievances handling procedure – Employee Separation – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Work life Integration - Stress Management – Salient features of Industrial Disputes Acts 1947 – Factories Act.

**Suggested Readings:**

- Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017.
- Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
- Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
- K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011.
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, , Vikas Publishing , 2e, 2015.
- Biswajeet Pattanayak, Human Resource Management, 5e, 2018.

**SEMESTER - II**  
**19MBA10: MARKETING MANAGEMENT**

**Course Objective:** To understand the basic marketing concepts and its applications in markets. **Learning outcome:** Students will be able to understand a) concepts of marketing management b) to analyze markets and design customer driven strategies c) to communicate the decisions towards business development with superior customer value.

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**Unit - I: Introduction to Marketing:** Importance and scope of Marketing, Core Marketing Concepts, Market Place, Marketing in practice, Marketing Environment, Marketing Strategies and Plans, The New Marketing Realities.

Market Research - Marketing Research process, Marketing Information systems. Marketing Research and Ethics, International Marketing Research.

**Unit - II Analyzing Marketing Opportunities, Customer Value and Marketing Mix:** Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding.

**Unit - III: Designing a Customer Driven Strategy:** Market segmentation – Segmentation Targeting Positioning Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies.

**Unit - IV: Distribution Decisions, Promotion & Communication Strategies:** Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication - communication process, communication promotion mix, factors affecting the promotion mix.

**Unit - V: Pricing Decisions & Personal Communication:** Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, Word of Mouth, Rural marketing, Bottom of the Pyramid, relationship Marketing, Retail Marketing, Digital marketing, Social media and mobile marketing, market sustainability and ethics, Global marketing, green marketing.

**Suggested Readings:**

- Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 17e, Pearson Education, 2018.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
- Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
- Arun Kumar & N. Meenakshi, Marketing Management, Vikas, 2012
- Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.
- Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

**SEMESTER - II**  
**19MBA11: FINANCIAL MANAGEMENT**

**\*The students need Discounting Table and Annuity tables for the examination.**

**Course Objective:** To understand the basic decisions taken by a finance manager in a Corporate. FM helps in understanding the use of resources efficiently, effectively and economically.

**Learning Outcome:** Students will be able to understand a) Goals of financial function b) Investment criteria and decision process c) Capital structure and Dividend Decisions d) Asset Liability management

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**Unit - I: The Finance Function:** Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

**Unit - II: The Investment Decision:** Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques–Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. Cost Of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**Unit - III: Capital Structure and Dividend Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

**Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy - dividends and valuation of the firm - the basic models – forms of dividend. Declaration and payment of dividends. Bonus shares, Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. Dividends and valuation; Major theories centered on the works of Gordon, Walter and Lintner. A brief discussion on dividend policies of Indian companies.

**Unit - IV: Working Capital Management and Finance:** Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit, regulation of bank finance.

**Unit - V: Management of Current Assets:** Management of cash – Basic strategies for cash management, cash planning, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Management of receivables- Credit policy, credit evaluation of individual accounts, monitoring receivables, factoring.

Management of inventory- Inventory management process, Inventory control systems, analysis of investment in inventory.

Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers, Financial evaluation of Mergers.

**Suggested Readings:**

- I M Pandey, Financial Management, 11 e, Vikas Publications, 2015.
- M.Y Khan, P K Jain, Financial Management-Text and Problems, 8e, Mc Graw Hill, 2019.
- Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.
- James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi.
- Eugene F.Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
- Arindam Banerjee, Financial Management, Oxford Publications, 2016.



**SEMESTER - II**  
**19MBA12: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

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

**Learning Outcome:** Students will be able to understand a) The course covers origin and application of OR, b) Linear Programming Method, c) Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

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**Unit - I: Introduction to Operations Research:** Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Problem solving and decision making, Quantitative and qualitative analysis, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

**Unit - II: Linear Programming Method:** Structure of LPP, Assumptions of LPP, Applications areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP.

**Unit - III: Assignment Model:** Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

**Transportation Problem:** Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogels approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand , Degeneracy and its resolution.

**Unit - IV: Decision Theory:** Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.

Network Analysis – Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing.

**Unit - V: Queuing Theory:** Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Game theory, Saddle point, Value of the Game.

**Suggested Readings:**

- S.D. Sharma, Operations Research, Kedarnath Ramnath and Company.
- R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2012
- J.K. Sharma, Operations Research: Theory and applications, 5e, Macmillan, 2013.
- Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
- Hamdy A.Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
- Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S. Chand , 2012.

**SEMESTER - II**  
**19MBA13: ENTREPRENEURSHIP**

**Course Objective:** To make students understand the Entrepreneurial process and also inspire them to be Entrepreneurs.

**Learning Outcomes:** Students will be able to understand a) mindset of the entrepreneurs, b) identify ventures for launching, c) develop an idea on the legal framework and d) strategic perspectives in entrepreneurship.

**Unit - I: Understanding Entrepreneurial Mindset:** The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.

**Unit - II: The individual entrepreneurial mind-set and Personality:** The entrepreneurial journey- Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies. Corporate Entrepreneurial Mindset, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

**Unit - III: Launching Entrepreneurial Ventures:** Creativity and Business Idea, opportunities identification- Finding gaps in the market place – techniques for generating ideas- entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages of Franchising.

**Unit - IV: Legal challenges of Entrepreneurship:** Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

**Unit - V: Strategic perspectives in entrepreneurship:** Strategic planning - Strategic actions- strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

**Suggested Readings:**

- D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill, 2018.
- Bruce R. Barringer/ R.Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
- Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
- Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012.
- Nandan .H, Fundamentals of Entrepreneurship, PHI, 2013

**SEMESTER - II**  
**19MBA14: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Course Objective:** To understand the importance of Supply chain management in present Business context.

**Learning Outcome:** Students will be able to understand a) growing importance of Logistics and Supply Chain Management b) LSCM Costs and Performance c) Benchmarking in SCM d) Sourcing and transportation e) Global aspects in SCM

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

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

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

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

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

**Suggested Readings:**

- Donald J. Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
- Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
- Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
- Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
- Deepak P, Milind M.Oka: “Supply Chain Management” Everest Publishing House, New Delhi.
- Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, New Delhi, 2012.

**SEMESTER - II**  
**19MBA15A: TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE- II)**

**Course Objective:** To facilitate students understand the quality concepts and tools and techniques relating to total quality management.

**Learning outcomes:** Students will be able to understand a) importance of Quality b) Principles and Practices of TQM c) tools and techniques in Quality management.

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**UNIT - I: Principles and Practices - I:** Introduction - Quality Gurus - Benefits of TQM – Quality Dimensions- Products and Services, Leadership and TQM, characteristics of Quality leaders. The Deming Philosophy - Quality councils - Strategic Planning - Customer Satisfaction-Customer perception of Quality - service Quality - Customer Retention - Employee Involvement - Employee survey – Empowerment -Gain sharing - Performance Appraisal.

**UNIT - II Principles and Practices-II:** Continuous process Improvement - the Juran trilogy- The PDCA Cycle – Kaizen - Reengineering. Supplier Partnership – Partnering – Sourcing -Supplier Selection - Supplier rating- Performance Measures - Basic concept – Strategy - Quality cost - Bench marking - reasons for bench marking – Process - Understanding current performance - Pitfalls and criticism of benchmarking.

**Unit - III Tools and Techniques-I:** Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS-Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process, Six Sigma.

**UNIT - IV: Tools and Techniques-II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

**UNIT - V: Management Tools:** Management Tools – Introduction - Forced field Analysis - Tree diagram - Process decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control – Process Capability- Experimental Design-Hypothesis -Orthogonal Design  
-Two factors and Full factors-Quality Strategy for Indian Industries - Quality Management in India.

**Suggested Readings:**

- Joel E Ross : Total Quality Management, 3e,CRC press,2015.
- Dale H.Besterfeild, Carlon Besterfeild: Total Quality Management, Pearson Education, 2015
- Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
- Poornima M Charantimath Total Quality Management, Pearson Education, 2015
- Kanishka Bedi: Quality Management, Oxford, 2015.
- Dr.S.Kumar , Total Quality Management, University Science Press, 2015

**SEMESTER - II**  
**19MBA15B: MARKETING RESEARCH (OPEN ELECTIVE - II)**

**Course Objective:** To facilitate students to understand the marketing research design and application of research methodology to Marketing issues.

**Learning Outcome:** Students will be able to understand a) importance of Marketing Research b) Research design c) Scaling and sampling methodology d) data presentation.

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**Unit - I: Introduction to Marketing Research:** Definition of Marketing Research, Factors that influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing decision making, qualities of a Marketing Research Manager, Organizing Marketing Research function, Evaluation and Control of Marketing Research, International Marketing Research, Marketing Research in Social Media, Mobile Marketing Research, Ethics in Marketing Research.

**Unit - II: Marketing Research Design:** The process of defining the problem and developing an approach, Defining an Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal.

**Unit - III: Measurement and Scaling:** Sources and Collection of data, Nature of Measurement, Measurement Scales, Characteristics of a good Measurement, Nature of Attitude Scale, Rating scale, Ranking scale, Questionnaire Design.

**Unit - IV: Sampling:** Sampling Design Process, Classification of Sampling Techniques, Probability and Non- Probability Sampling Techniques, Internet Sampling, Sampling distribution, Sample Size Determination, Non-Response Issues in Sampling.

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

**Suggested Readings:**

- Naresh Malhotra, Satyabhushan Dash, Marketing Research, 7e, Pearson, 2019.
- GC Beri, Marketing Research, 4e, 2018, Mc Graw Hill 2018.
- Donald R Cooper, Pamela S Schindler, Marketing Research Concepts and Cases, 2007
- David J Luck, Ronald S Rubin, Marketing Research, 7e, PHI, 2002.
- David A Aaker, V.Kumar, Georges, Marketing Research, 9e, Wiley India Pvt Ltd, 2009.

**SEMESTER - II**  
**19MBA15C: INTERNATIONAL BUSINESS (OPEN ELECTIVE - II)**

**Course Objective:** To understand the International Business theories and methods, Economic Environment, Strategic and Operational issues of IB.

**Learning Outcome:** Students will be able to understand a) Importance of International Business b) International Trade theories c) International Economic environment d) Strategic and operational issues of IB.

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**Unit - I: Introduction to International Business-** Need for International Business- Drivers of Globalization- Distinction between Domestic and International Business- International Business Approaches - Modes of International Business - Impediments in international Business- Opportunities and Challenges of International Business - Multi National Corporation (MNCs) - International Business Environment- Cultural, Political and Technological Environment.

**Unit - II: International Trade Theories:** Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage- India's Foreign Trade- Foreign Direct Investment in India- Balance of Payments.

**Unit - III: International Business and Economic Integration:** Levels of Economic Integration- Benefits and Challenges of Economic Integration- Free Trade Agreement (FTA)- The Customs Union, The Common market, The Economic Union. Arguments surrounding Economic Integration, Regional Economic Groups, European Union, NAFTA, ASEAN, SAARC. Multilateral Trade agreements- GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

**Unit - IV: Strategy and Structure of International Business:** Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances- Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance development process, Economic Considerations for Strategic alliances. Organizational Design- Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.

**Unit - V: International Business Operations:** Issues involving International Production- Sourcing and vertical Integration, - Major activities in International Marketing- Brand Decisions- Issues of International Financial management- Forex market, International Monetary System, International Financial Markets- Export Financing- Managing International HR Activities- HR Planning, Recruitment and selection, Expatriate Selection. Cross Cultural Issues in International Business.

**Suggested Readings:**

- Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, International Business, 7e, Cengage Learning, 2008.
- K Ashwatappa, International Business, 6e, Mc Graw Hill, 2015.
- Sanjay Misra, P.K. Yadav, International Business, PHI, 2009.
- Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, 11e, Mc Graw Hill, 2019.
- Rakesh Mohan Josh, International Business, Oxford University Press, 2009
- Subba Rao, International Business, Himalaya Publications, 2007

**SEMESTER - II**  
**19MBA015D: RURAL MARKETING (OPEN ELECTIVE – II)**

**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.

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**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: 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.

**Suggested Readings:**

- C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
- Pradeep Kashyap, Rural Marketing, 3e Perason Education, 2016.
- Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.
- Sanal Kumar Velayudhan, Rural Marketing, 2e Sage publications, 2012.
- T P Gopalaswamy, Rural Marketing, Environment, problems and strategies, 3e Vikas Publications, 2016.

**SEMESTER - III**  
**19MBA16: PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Objective:** To understand the concepts of production and operations management in an organization and analytical methods.

**Learning Outcome:** Students will be able to understand a) Concepts of Operations management, b) Product & process design, analysis, c) Plant location and layout, d) Scheduling and Material Management.

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**Unit - I: Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing.

**Unit - II: Product Design and Analysis:** New product development -its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design - Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis/Value Engineering –Value Analysis application, Value Engineering Procedure, Advantages and Application Areas. Ergonomic considerations in Product Design. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization.

**UNIT - III: Plant Location and Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems – Model for Multi facility Location Problem, Model to Determine X- Coordinates of New Facilities, Model to Determine Y- Coordinate, **Plant Layout** - Plant layout introduction, classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures.

**Unit - IV: Scheduling:** Introduction, Johnson's Algorithm, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality control concepts

**Unit - V: Materials Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model– Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

**Suggested Readings:**

- Panneerselvam, Production and Operations Management, PHI, 2012.
- K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012
- S N Chary, Productions and Operations Management, Mc Graw Hill, 2019.
- Jay Heizer, Barry Render, Operations Management, 11e, 2016.
- K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011
- Ajay K. Garg, Production and Operations Management, TMH, 2012.
- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.



**SEMESTER - III**  
**19MBA17: MANAGEMENT INFORMATION SYSTEM**

**Course Objective:** To understand the importance of information systems in organization for decision making.

**Learning Outcome: Students will be able to understand** a) Concepts & applications of Management Information Systems b) Information Systems Planning & Implementations c) Cyber crime and information security.

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**Unit - I: Introduction:** Information systems in Business, Types of information systems, Managerial challenges of IT, components of information system resources and activities. System for collaboration and social business, ethical and social issues in Information system, Information system for strategic advantages.

**Unit - II: Business Applications of Information Systems:** e - business systems, functional business systems, Customer Relationship Management, ERP Systems, Supply Chain, e-commerce, DSS, Business analytics, Business Intelligence and Knowledge Management System.

**Unit - III: Management of Information Systems:** Information system planning, system acquisition, systems implementation, system development models: Water fall model, system development life cycle, v-model, computer- assisted and software engineering tools, prototype iterative model, evaluation & maintenance.

**Unit - IV: Management of Information Systems:** System Development and organizational change, Business process redesign, Systems Analysis, system Design- System development process, methodology for modeling and designing system, alternative methods for building information system, new approaches for system building in the digital firm era.

**Unit - V: Introduction to Cyber Crime:** Cyber space; cyber law; e-business; e - consumers; spam; phishing. Cyber crime and information security, cyber criminals, inter networks security defenses, other security measures, system control and audit, Block chain.

**Suggested Readings:**

- Management Information Systems Managing the Digital Firm, Laudon & Laudon, Pearson, 15 e 2017.
- Management Information Systems, Ramesh Behl, James A.O' Brien, George M. Marcus, Mc Graw Hill, 11e, 2019
- Management Information Systems–Managerial Perspective, D P Goyal, MacMillan, 3e Edition, 2010.
- Management Information Systems, Sahil Raj, Pearson, 2e,2018
- Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.
- Management Information Systems, Kelkar, Prentice Hall India, 2012.

**SEMESTER - III**  
**19MBA18: DATA ANALYTICS**

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

**Learning Outcome:** Students will be able to understand a) Importance of Analytics b) Understanding the analytical tools c) Application of Analytical tools to solve business problems.

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

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

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

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

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

**Suggested Readings:**

- James Evans, Business Analytics, 2e, Pearson, 2017.
- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
- Thomas Eri, Wajid Khattack & Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
- Wilfgang Jank, Business Analytics for Managers, Springer, 1e, 2014.
- Akil Maheswari, Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
- Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
- Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

**SEMESTER - III**  
**19MBA22: SUMMER INTERNSHIP**

**Course Objective:** To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding dynamics in an organisation.

**Learning Outcome:** Students will be able to understand a) Management functions and Organizational structure b) organizational dynamics in terms of organizational behaviour, culture, climate c) Functional domain knowledge d) Processes and systems d) External and Internal environment impact on the organization.

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**Approach to Summer Internship:**

Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework. The students in consultation with Supervisor / Mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the University.

The students can approach any Business organizations / Corporate of Public and Private sectors, Government Departments, Research organizations, J-Hub, T-Hub etc. for the summer internship. The students should do the internship during the summer break.

Summer internship report has to be submitted to the department after approval by the concerned Supervisor/Mentor and the Head of the department for the Power point (PPT) presentation for evaluation.

Summer internship report is evaluated for 25 marks internal Exam and 75 marks External Exam.

The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.

The External Exam should be evaluated by the External Examiner.

**SEMESTER - IV**  
**19MBA23: STRATEGIC MANAGEMENT**

**Course Objective:** To provide a Strategic orientation in conduct of the business.

**Learning Outcome:** Students will be able to understand a) Strategic management concepts b) Tools and Techniques for Strategic analysis c) Strategies for competing in globalised markets d) Strategy Evaluation and Control.

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

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

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

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

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

**Suggested Readings:**

- Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
- Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
- Mason A.Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017
- V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
- Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
- S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.
- Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.

# ***Syllabus of Professional Elective Subjects***

## **MARKETING ELECTIVE**

### **19MBA19M1: DIGITAL MARKETING**

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

**Learning Outcome:** Students will be understanding a) the applications of digital marketing in the globalized market b) Channels of Digital Marketing c) digital marketing plan d) Search engine marketing e) Online Advertising

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**Unit - I: Understanding Digital Marketing:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

**Unit - II: Channels of Digital Marketing:** Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

**Unit - II: Marketing in the Digital Era:** Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organisational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

**Unit - III: Digital Marketing Plan:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

**Unit - IV: Search Engine Marketing and Online Advertising:** Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

**Unit - V: Social Media Marketing:** Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention.  
Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

#### **Suggested Readings:**

- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
- Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
- Chuck Hemann& Ken Burbary, Digital Marketing Analytics, Pearson, 2019

**MARKETING ELECTIVE**  
**19MBA20M2: ADVERTISING AND SALES MANAGEMENT**

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

**Learning outcome:** Student will be able to understand the importance of Sales Management, Sales Planning and Budgeting and need for distribution channels and managing them.

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

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

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

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

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

**Suggested Readings:**

- Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
- Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
- Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
- K. Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.
- S.A. Chunawalla, Sales and Distribution Management, 3e, HPH. 2012
- George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.

**MARKETING ELECTIVE**  
**19MBA21M3: CONSUMER BEHAVIOR**

**Course Objective:** To understand marketing decisions keeping in mind the consumer behaviour. **Learning outcome:** Student should be able to a) understand consumer behaviour b) environmental influences on consumer behaviour, c) perception and attitude of consumers, d) consumer decision making e) marketing ethics towards consumers.

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**Unit - I: Understanding Consumer Behaviour:** Defining consumer behaviour, need for Consumer Behaviour, Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**Unit - II: Environmental Influences on Consumer behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

**Unit - III: Consumer as an Individual:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

**Unit - IV: Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

**Unit - V: Consumerism and Ethics:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

**Suggested Readings:**

- David I. Loudon and Albert J. Della Bitta, 4e, Mc Graw Hill, 2011.
- Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
- Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
- S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 2013.
- Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 2015.



**MARKETING ELECTIVE**  
**19MBA24M4: CUSTOMER RELATIONSHIP MANAGEMENT**

**Course Objective:** To understand the importance of Customer Relationship Management in Business.

**Learning Outcome:** Students will be able to understand a) need of CRM b) building customer relations c) CRM process d) CRM structures e) Planning and Implementation of CRM.

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**Unit - I – Introduction to CRM:** Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues & Problems

**Unit - II – Building Customer Relations:** Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's -Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM.

**Unit - III - CRM Process:** Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.

**Unit - IV - CRM Structures:** Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – G-SPOT Model, KOEL's Model, WebQual Audit Model, ONYX Model - CRM road map for business applications.

**Unit - V - CRM Planning and Implementation:** Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM –Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and advantages of e CRM, Functional Components of e CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

**Suggested Readings:**

- G. Shainesh, Jagdish, N.Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan 2005.
- Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
- Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books, 2011.
- Zikmund, Customer Relationship Management, Wiley 2012.
- Paul Greenberg, CRM at the speed of light, 4e, TMH, 2009.
- Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd, 2008.

**MARKETING ELECTIVE**  
**19MBA25M5: INTERNATIONAL MARKETING**

**Course Objective:** To understand the Global Markets, formulation of Global Marketing Strategies and its Implementation.

**Learning Outcome:** Students will be to get deeper insight into a) the Global Marketing Management, b) Environment of global markets, c) Assessing Global Market Opportunities, d) Developing and Implementing Global Marketing Strategies.

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**Unit – I: Introduction to International Marketing:** Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalisation – Reasons and Strategies.

**Unit – II: Global Environmental Drivers:** WTO and Globalization – Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

**Unit – III: Global Customers:** Drivers of Global Consumers, Influences of the Global Consumer - Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.

**Unit – IV: Global Marketing:** Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

**Unit – V: Implementing Global marketing strategies:** Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.

**Suggested Readings:**

- Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
- Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, 2e, TMH, 2012
- Philip R. Cateora John L Graham Prashant Salwan, International Marketing -13<sup>th</sup> edition, TMH, 2011
- Svend Hollensen, Madhumita Benerjee-Global Marketing-4<sup>th</sup> Edition- Pearson, 2010
- Rajagopal –International Marketing-2<sup>nd</sup> Edition –Vikas ,2011
- P.K. Vasudeva, international Marketing-4<sup>th</sup> edition-Excel Books, 2012
- Kiefer Lee, Steve Carter-Global Marketing Management-3<sup>rd</sup> edition-Oxford, 2011

**MARKETING ELECTIVE**  
**19MBA26M6: SERVICES MARKETING**

**Course Objective:** To facilitate the students about the concepts of Services Marketing through cases.

**Learning Outcome:** Students will be to understand a) Marketing Management of companies offering Services b) Characteristics of services, c) to understand consumer behaviour in services, d) align service design and standards, e) delivering service, managing services promises.

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**Unit - I: Introduction to Services Marketing:** Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

**Unit - II: Focusing on Consumer:** Consumer Behaviour in services, Relevance of Consumer Behaviour, Consumer Expectations in service, Consumer Perceptions of service, Customer Satisfaction, Understanding Consumer Requirements-listening to customers through research, building customer relationships, Customer Feedback, Service Failure and Service Recovery – Recovery Strategies.

**Unit - III: Innovation and Quality:** Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Servicescape – Designing Servicescapes.

**Unit - IV: Managing Service Operations:** Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee's roles in Service Delivery, Customer's roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

**Unit - V: Managing Service Promises:** Managing Distribution Channels in Service Industry – Strategies for Distribution, Managing People in Service Industry – Challenges, Pricing Strategies for Services – Methods, Promotion Strategies for Services - Need for Coordination in Marketing Communication, five categories of strategies to match service promises with delivery.

**Suggested Readings:**

- John E.G. Bateson, K.Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
- Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.
- Christopher Lovelock, Jochen wirtz, Jayanta Chatterjee, Services Marketing, 7<sup>th</sup> edition Pearson 2015
- Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 6e, 2013.
- Nimit Chowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
- Govind Apte: Services Marketing, Oxford Press, 2011.
- K. Rama Mohana Rao, Services Marketing, Pearson, 2e, 2011.

**FINANCE ELECTIVE**  
**19MBA19F1: SECURITY ANALYSIS PORTFOLIO MANAGEMENT**

**Course Objective:** To understand the investment process, investment alternatives, Valuation of debt and equity.

**Learning Outcome:** Students will be able to understand a) Indian Investment Environment b) Portfolio Analysis c) Bond valuation and management d) Equity valuation of Cash market and derivatives e) Performance evaluation of Portfolios.

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**Unit - I: Introduction to Investment** - Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment – Securities Market of India, – Securities Trading and Settlement – Types of Orders - Margin Trading.

**Unit - II: Portfolio Analysis:** Risk and return Analysis - Markowitz Portfolio Theory, Mean- variance approach, portfolio selection - efficient portfolios, Single Index model - Capital Asset pricing model, Arbitrage Pricing Theory.

**Unit - III: Bond Valuation:** Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

**Unit - IV: Equity Valuation:** a) Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach.

b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

**Unit - V: a) Derivatives:** Overview of Indian derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future markets, Mechanics of Trading, Strategies.

**b) Performance Evaluation:** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

**Suggested Readings:**

- William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
- ZVI Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty Investments, Mc Graw Hill, 11 e, 2019
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6<sup>th</sup> Edition, Pearson.
- Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
- Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
- Prasanna Chandra: Investment analysis and Portfolio Management" 4<sup>th</sup> Edition, TMH, 2013.
- Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014

**FINANCE ELECTIVE**  
**19MBA20F2: FINANCIAL INSTITUTIONS, MARKETS AND SERVICES**

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

**Learning Outcome:** Students will be able to understand a) Introduction to Indian Financial system b) Banking and Non-Banking Institutions c) Financial and Securities markets d) Fund and Fee based services.

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**Unit – I: Introduction:** The structure of Indian financial system; Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development; Financial Sector reforms after 1991 –Recent Developments of Indian Financial System.

**Regulatory and Promotional Institutions:** Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs.

**Unit - II: Banking and Non-Banking Institutions:** Commercial banks – Growth and structure of commercial Banks- competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations- e-banking- Risk Management in Banking. Co- operative banks- Features, Structure and Growth, Government initiatives to strengthen the co- operative banks.

**Non-banking financial Institutions:** Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of Public and Private Sector insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector in India.

**Unit - III: Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets. Role and functions of Clearing Corporation of India Ltd

**Unit - IV: Asset /Fund Based Financial Services –** Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit, Factoring and Forfeiting, Housing finance, Venture capital financing.

**Unit - V: Fee-based / Advisory services:** Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL

**Suggested Readings:**

- L.M. Bhole: Financial Institutions and Markets, TMH, 2012.
- M.Y. Khan: Financial Services, TMH, 2012.
- S. Gurusamy: Financial Services and System, Cengage,2012
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
- Frank. J. Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.

**FINANCE ELECTIVE**  
**19MBA21F3: STRATEGIC MANAGEMENT ACCOUNTING**

**Course Objective:** To understand the components of product cost, their calculation methods, and their control.

**Learning Outcomes:** Students will be able to understand a) Fundamentals of Management accounting and Cost accounting b) Cost analysis c) Marginal costing d) Budget and Budgetary controls.

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**Unit - I: Introduction to Management Accounting, Cost analysis and Control:** 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 apportionment of overheads, calculation of machine hour rate. Activity based costing.

**UNIT- II: Costing for Specific Industries:** Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

**UNIT - III: Marginal Costing I:** Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

**Marginal Costing - II:** Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

**UNIT - IV: Budgetary Control:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit.

**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.

**Suggested Readings:**

- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012
- S.P. Jain and K.L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
- M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
- Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
- Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006

**FINANCE ELECTIVE**  
**19MBA24F4: INTERNATIONAL FINANCIAL MANAGEMENT**

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

**Learning Outcomes:** Students will be able to understand a) International Financial Management b) Balance of Payments c) Foreign Exchange Markets d) Asset and liability Management.

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**Unit - I: Introduction:** An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.

**Unit - II: International Flow of Funds:** Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BOP Trends.

**International Monetary System:** Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**Unit - III: Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

**Unit - IV: (a) Exchange Rates:** Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity, Expectations theory

**Unit - V: Asset–liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management.

International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

**Suggested Readings:**

- Jeff Madura, International Corporate Management, Cengage, 2012.
- Alan C. Shapiro, Multinational Financial Management, John Wiley, 2012
- S. Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
- Sharan.V, International Financial Management 5e, PHI, 2012
- P.G. Apte, International Financial Management, TMH 2012.
- Madhu Vij: International Financial Management, Excel, 2012.

**FINANCE ELECTIVE**  
**19MBA25F5: STRATEGIC INVESTMENT AND FINANCING DECISIONS**

**Course Objective:** To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization.

**Learning Outcomes:** Students will be able to understand a) Investment Decisions in Risk and uncertainty b) Strategic investment decisions c) Investment Appraisal Techniques d) Financing Decisions

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**Unit - I: Investment decisions under conditions of Risk and uncertainty:** Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects.

**Unit - II: Types of Investments and disinvestments:** Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

**Unit - III: Critical analysis of appraisal techniques:** Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**Unit - IV: Strategic Analysis of selected investment decisions:** Lease Financing, Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

**Unit - V: Financing Decisions:** Mergers and Acquisitions - need, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

**Suggested Readings:**

- Ravi M Kishore "Strategic Financial Management, Taxman 2012.
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
- I.M. Pandey: Financial Management, Vikas 2012.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.
- A.N. Sridhar, Strategic Financial Management, Shroff Publishers, 3e, 2018.



**FINANCE ELECTIVE**  
**19MBA26F6: FINANCIAL DERIVATIVES AND RISK MANAGEMENT**

**Course Objective:** To understand the concepts of Risk Management, measurements and risk management strategies using derivatives.

**Learning Outcomes:** Students will be able to understand a) Concepts of Risk Management b) Risk Management Measurement c) Risk Management using Forward and Futures d) Risk Management using Options and Swaps.

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**Unit - I: Introduction to Risk Management:** Risk Management Overview - Types of Risks -Impact of risk on organizations- scope of risk management- Risk Management Levels, Risk management process - risk models- Risk identification and measurement.

**Unit - II: Risk Management and Measurement:** Risk Management Tools, Regulatory Framework - Capital Adequacy requirements - interest rate risk, liquidity risk, Market risk, credit risk, exchange rate risk, Value at Risk (VaR), Cash Flow at Risk (CaR).

**Unit - III: Risk Management Techniques - Forward and Future Contracts:** Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity forward contract, Counterparty risk in the forward contract, Future Contracts, Cash Vs Physical Delivery, Pricing Future contracts, The role of expected future spot price, Impact of Financial market imperfections.

**Unit – IV: Risk Management Techniques - Options:** Structure of Option Market, Types of Options, Option Strategies, exercise price and option values, Principles of Call option Pricing and put option pricing, Put - Call parity theorem, Option values and cash payouts, Option pricing, Arbitrage pricing and the Binomial Model, The Black- Scholes and Mertin Model.

**Unit - V: Risk Management Techniques – SWAPS:** SWAP Market and its Evolution, Pricing and valuing - Interest rate swap, Pricing and valuing - Currency Swap, Pricing and valuing - Equity Swap, Pricing and valuing – Commodity Swap, Swapatations.

**Suggested Readings:**

- R. Madhumathi & M. Ranganatham, Derivatives and Risk Management, Pearson, 2012.
- George E Rejda, Principles of Risk Management and Insurance, Pearson,2005.
- Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 2003.
- Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
- Hull, Risk Management and Financial Institutions, Wiley, 2015.
- Prakash B.Yaragol, Financial Derivatives, Vikas, 1e, 2018.

**HUMAN RESOURCES ELECTIVE  
19MBA19H1: PERFORMANCE MANAGEMENT**

**Course Objective:** To understand about performance management and reward system and communicating to enhance employee performance.

**Learning Outcome:** Students will be able to understand a) Significance of Performance Management b) Communication of Performance Management c) Performance Management and Development of Employees d) Reward System, e) other performance related concepts.

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**Unit - I: Performance Management:** Scope and Significance - Advantages of Performance Management - Organizational Structure - Impact of Organizational structure and Operational Problems Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring - Performance Management Strategic Planning.

**Unit - II: Communication of Performance Expectations:** Job Description - Defining Performance and Choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics - Critical Success Factors Indicators– managing Metrics- Ownership and Responsibility.

**Unit - III: Performance Management and Employee Development:** Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

**Unit - IV: Reward Systems and Legal Issues:** Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management.

**Unit - V: Relevant Performance related concepts:** Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis, High Performance Work Teams, Steps for Building High Performance Work Teams, Reward Practices in World- Class Organizations.

**Suggested Readings:**

- Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning 2013.
- Herman Aguinis, Performance management, 3e, Pearson, 2014.
- A S Kohli, T. Deb, Performance Management, Oxford Higher Education, 2012.
- Prem Chadha, Performance Management, Macmillan, 2012.
- Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2010.
- Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

## **HUMAN RESOURCES ELECTIVE 19MBA20H2: LEARNING AND DEVELOPMENT**

**Course Objective:** To understand the concept of Learning with emphasis on training and Development and its role in organizational Development.

**Learning Outcome:** Students will be able to understand a) the importance of Learning performance  
b) Training and Development c) Training Need Analysis d) Training Methods

**Unit - I: Introduction to Learning:** Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

**Unit – II: Training Strategy and Designing Training:** The evolution of Training's Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.

**Unit - III: Training methods** - Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.

**Unit – IV: Development:** Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company's strategies for providing development, e-learning and employee development. Electronic MDPs.

**Unit - V: Contemporary issues in Training and Development:** Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

### **Suggested Readings:**

- Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 7e, 2019.
- Rolf Lynton, Uday Pareek, Training for Development, Sage, 2012.
- P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
- Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley,2014
- G. Pandu Naik, Training and Development, Excel Books,2011.
- Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.

**HUMAN RESOURCES ELECTIVE  
19MBA21H3: EMPLOYEE RELATIONS**

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

**Learning Outcome:** Students will be able to understand a) importance of Industrial Relations b) Collective Bargaining Mechanism c) Parties and role in Industrial Relations d) Labour Legislation aspects.

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**Unit - I: Industrial Relations:** Economy and the Labour Force in India – Approaches to Industrial Relations – Industrial Relations in Comparative Frame work- Management and Employer organizations – Introduction – origin and growth. Trade Unions- introduction-Definition and objectives- growth and structure of Trade Unions in India-Trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems- Non-Union firms –Management of Trade Unions in India.

**Unit – II: Collective Bargaining:** Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the Labour - management relations in the post-liberalised India- Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security – Negotiating techniques and skills – drafting of an agreement.

**Unit - III: Tripartism and Social Dialogue:** Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.

**Unit - IV: Labour Legislation-I** –Factories Act, 1948, Workmen’s Compensation Act, 1923, ESI Act, 1948- The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.

**Unit - V: Labour Legislation - II:** Industrial Disputes Act, 1948 - Grievance Handling Employee Grievances – Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India- Employee Participation - Quality of Work Life- Managing good industrial relations.

**Suggested Readings:**

- C S Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.
- Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009
- Arun Monappa: Industrial Relations, TMH, 2009
- Tapamoy Deb: Managing Human Resources & Industrial Relations, Excel,2009
- B D Singh: Industrial Relations & Labour Laws, Excel, 2009.
- Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.
- P.K. Padhi: Labour and Industrial Laws, PHI, 2009.

**HUMAN RESOURCES ELECTIVE**  
**19MBA24H4: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

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

**Learning Outcome:** Students will be to understand a) Cultural aspects of IHRM b) Role of IHRM in Successful MNC c) Global human Resource Planning d) Training and development of Global employees e) Performance Management of Global employees.

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**Unit - 1: Introduction and Overview-** Global Market Context-Key Perspective in Global Workforce Management - **Cultural Foundations of International Human resource Management-** Understanding culture-Major models of National Culture- final Caveats on Culture and Global Workforce Management- **Changes and challenges in the Global Labor Market-** Globalization- Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges.

**Unit - II: The key role on International HRM in Successful MNC Strategy-**Knowledge Transfer- Global Leadership training and Development-Strategic Control Needs-Competitive strategy of Multinational corporations-Structuring for Optimal global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development.

**Unit - III: Global Human Resource Planning** – From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term-**Global Staffing:** General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources.

**Unit - IV: Global Workforce Training and Development:** Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding global Training and Development- Training imperative for the global workforce- **Managing International Assignments-** Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

**Unit - V: Global workforce performance Management:** Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- **Compensation for a Global workforce-** Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's – **Global Employee Relations-** current ER issues-Influence of MNC's and Union on Global ER.

**Suggested Readings:**

- Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009.
- Mark E. Mendenhall, Gary R. Oddou, Gunter K.Stahl, Reading and Cases in International Human Resource Management, Routledge, Fourth Edition, 2007.
- Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
- S.C. Gupta, International Human Resource Management, Trinity, 2e, 2017.
- Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007.
- Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, Thomson, 2008.
- S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005.

**HUMAN RESOURCES ELECTIVE  
19MBA25H5 LEADERSHIP AND CHANGE MANAGEMENT**

**Course Objective:** To understand leadership traits, styles and theories to manage change in the organization

**Learning Outcome:** Students will be able to understand a) Leadership, Role and function of a Leader  
b) Leadership theories and styles c) Organizational change concepts d) Perspectives of change e) Strategies for Managing change

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

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

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

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

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

**Suggested Readings:**

- Gary Yulk, Nihanth Uppal, Leadership in organizations, Pearson,3e, 2019.
- Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publictaions,2015
- Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.
- Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications,2010
- Mark Hughes, Managing Change, Universities Press,2011.
- Nic Beech and Robert MacIntosh, Managing Change, Cambridge University Press, 2012.
- Alfranch Nahavandi, The Art and science of Leadership, Pearson,7e, 2018

**HUMAN RESOURCES ELECTIVE**  
**19MBA26H6: TALENT AND KNOWLEDGE MANAGEMENT**

**Course Objective:** To understand the importance of nurturing talent and managing knowledge in the organization.

**Learning Outcome:** Students will be able to understand a) Talent Management Process b) Succession and career planning approaches c) Knowledge management aspects d) Knowledge management assessment and solutions

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**Unit – I: Talent Management:** Meaning, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, Potential Forecast.

**Unit – II: Succession and Career Planning:** Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action-Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies.

**Unit – III: Knowledge Management:** Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

**Unit – IV: Nature of Knowledge:** Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

**Unit – V: Knowledge Management Solutions:** Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl's Seven Schools of Knowledge Management, Alverson and Karreman's knowledge management, Knowledge Management Infrastructure, Organizational Impacts of Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

**Suggested Readings:**

- Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008
- Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson, 2009
- Sudhir Warier, Knowledge Management, Vikas, 2004.
- Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
- Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley ,2010.
- Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.

**ENTREPRENEURSHIP ELECTIVE**  
**19MBA19E1: STARTUP MANAGEMENT**

**Course Objective:** To understand New venture creation opportunities, its resources and requirements for Enterprise Startup.

**Learning Outcome:** Students will be able to understand a) Startup opportunities b) Legal and other requirements for new ventures c) Financial Issues of startups d) Sustainability and growth of startups e) Exit strategies

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

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

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

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

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

**Suggested Readings:**

- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
- Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
- S.R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
- Vijay Sathe, Corporate Entrepreneurship, 1e, Cambride, 2009.
- Bruce R. Barringer, R.Duane Ireland, Entrepreneurship successfully, launching new ventures.Pearson,2019



**ENTREPRENUERSHIP ELECTIVE  
19MBA20E2: MSME MANAGEMENT**

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

**Learning Outcome:** Students will be able to understand a) Issues and Challenges in MSMEs b) Setting up of MSMEs c) Management of MSMEs d) Institution and Government support.

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

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

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

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

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

**Suggested Readings:**

- Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson,3e, 2019.
- Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
- Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
- Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
- Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications.
- S.S. Khanka, Entrepreneurial Development, S. Chand, 2017
- Norman H Scarborough, Jeffrey R. Cornwall, Essentials of Entrepreneurship and Small Business Management, Pearson, 2017.

**ENTREPRENEURSHIP ELECTIVE**  
**19MBA21E3: 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 Transgenerational Entrepreneurship e) New Leaders of the Evolution and Change.

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

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

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

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

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

**Suggested Readings:**

- Ernesto J. Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
- Sudipt Dutta, Family Business in India, Sage Publications, 1997.
- Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
- John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.
- M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations, Edward and Elgar Publishing Limited, 2010.

**ENTREPRENEURSHIP ELECTIVE  
19MBA24E4: ENTREPRENEURIAL FINANCE**

**Course Objective:** To understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.

**Learning Outcome:** Students will be able to understand a) Financing through venture life cycle b) Organizing and operating the enterprise c) Financial Planning of an enterprise d) Valuation of an enterprise e) Financing for growing enterprises.

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

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

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

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

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

**Suggested Readings:**

- Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
- Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
- M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

**ENTREPRENEURSHIP ELECTIVE  
19MBA25E5: ENTREPRENEURIAL MARKETING**

**Course Objective:** To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

**Learning Outcome:** Students will be able to understand a) Marketing mix of an enterprise b) Growth and marketing strategies c) Market Development strategies d) Contemporary issues in Entrepreneurial marketing.

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

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

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

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

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

**Suggested Readings:**

- Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
- Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
- Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
- Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
- Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
- Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers, 2011.

**ENTREPRENEURSHIP ELECTIVE**  
**19MBA26E6: CREATIVITY, INNOVATION AND ENTREPRENEURSHIP**

**Course Objective:** To understand the creativity and innovations management aspects in an enterprise.

**Learning Outcome:** Students will be able to understand a) basics of Creativity b) Creative Problem-solving c) Creative Intelligence d) Perspectives of Innovation

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

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

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

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

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

**Suggested Readings:**

- Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.
- Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.
- Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
- A. Dale Timpe, Creativity, Jaico Publishing House, 2003.
- Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.