



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

(AN AUTONOMOUS INSTITUTION)

(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)

Accredited by NAAC with 'A' Grade & Recognized Under Section 2(f) & 12(B) of the UGC act, 1956

MBA-COURSE STRUCTURE (R20) **Applicable From 2020-21 Admitted Batch**

S. No	Category	Breakup of credits (Total 105 credits)
1	Programme Core	56
2	Professional Elective	24
3	Open Elective	08
4	Project Work, Seminar and Summer Internship	12
6	Labs	05
	Total Credits	105



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MASTER OF BUSINESS ADMINISTRATION COURSE STRUCTURE-R20

I SEMESTER

Course Code	Course Name		Periods				Credits	Scheme of Examination		
			Per Week					CIA	SEE	Total
			L	T	P					
THEORY										
20MBA001	Principles of Management	Core	3	1	-	4	30	70	100	
20MBA002	Financial Accounting and Analysis	Core	3	1	-	4	30	70	100	
20MBA003	Business Economics	Core	3	1	-	4	30	70	100	
20MBA004	Business Law and Ethics	Core	3	1	-	4	30	70	100	
20MBA005	Research Methodology and Statistical analysis	Core	3	1	-	4	30	70	100	
20MBA006	Open Elective - I	Elective	4	-	-	4	30	70	100	
20MBA006A	Intellectual Property Rights									
20MBA006B	Technology Management									
20MBA006C	Total Quality management									
20MBA006D	Project Management									
PRACTICAL / SEMINAR										
20MBA007	Basic Communication Skills for Managers- Lab	Core	-	-	2	2	30	70	100	
TOTAL			19	5	04	26	210	490	700	



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II SEMESTER

Course Code	Course Name	Category	Periods			Credits	Scheme of Examination		
			Per Week				Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
20MBA008	Human Resource Management	Core	4	-	-	4	30	70	100
20MBA009	Quantitative Techniques for Management	Core	4	-	-	4	30	70	100
20MBA010	Financial Management	Core	4	-	-	4	30	70	100
20MBA011	Management Information Systems and ERP	Core	4	-	-	4	30	70	100
20MBA012	Marketing Management	Core	4	-	-	4	30	70	100
20MBA013	Supply Chain Management	Core	4	-	-	4	30	70	100
20MBA014	Open Elective - II	Elective	4	-	-	4	30	70	100
20MBA014A	Contemporary Management Practices								
20MBA014B	Corporate Governance								
20MBA014C	Business Research Methodology								
20MBA014D	Rural Marketing								
PRACTICAL / SEMINAR									
20MBA015	Industry Analysis and Report -Seminar	Core	-	-	2	1	100	--	100
20MBA016	Soft Skills for Management - Seminar	Core	-	-	2	1	100	--	100
20MBA017	IT for Managers - Lab	Core	-	-	2	2	30	70	100
TOTAL			28	0	4	32	440	560	1000



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III SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
20MBA018	Production and Operations Management	Core	4	-	-	4	30	70	100
20MBA019	Data Analytics	Core	4	-	-	4	30	70	100
20MBA020	Professional Elective 1	Elective	4	-	-	4	30	70	100
20MBA020M	Digital Marketing								
20MBA020F	Security Analysis and Portfolio Management								
20MBA020H	Performance Management								
20MBA020E	Start up Management								
20MBA021	Professional Elective 2	Elective	4	-	-	4	30	70	100
20MBA021M	Advertising and Sales Management								
20MBA021F	Financial Institutions, Markets and Services								
20MBA021H	Learning and Development								
20MBA021E	MSME Management								
20MBA022	Professional Elective 3	Elective	4	-	-	4	30	70	100
20MBA022M	Consumer Behavior								
20MBA022F	Strategic Management Accounting								
20MBA022H	Employee Relations								
20MBA022E	Family Business Management								
PRACTICAL / SEMINAR									
20MBA023	Summer Internship (Field work)	Core	-	-	4	2	100	-	100
TOTAL			20	0	4	22	250	350	600



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IV SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
20MBA024	Strategic Management	Core	4	-	-	4	30	70	100
20MBA025	Professional Elective 4	Elective	4	-	-	4	30	70	100
20MBA025M	International Marketing								
20MBA025F	International Financial Management								
20MBA025H	International Human Resource Management								
20MBA025E	Entrepreneurial Finance								
20MBA026	Professional Elective 5	Elective	4	-	-	4	30	70	100
20MBA026M	Customer Relationship Management								
20MBA026F	Strategic Investment and Financial Decisions								
20MBA026H	Leadership and Change Management								
20MBA026E	Entrepreneurial Marketing								
20MBA027	Professional Elective 6	Elective	4	-	-	4	30	70	100
20MBA027M	Marketing of Services								
20MBA027F	Financial Derivatives and Risk Management								
20MBA027H	Talent and Knowledge Management								
20MBA027E	Creativity Innovation and Entrepreneurship								
SEMINAR / DISSERTATION WORK									
20MBA028	Pre submission of project work - Seminar	Core	-	-	3	2	100	-	100
20MBA029	Main Project and Viva Voce	Core	-	-	6	4	30	70	100
Total			16	0	9	22	250	450	700

SEMESTER-I



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OPEN ELECTIVE-I

Choose any one subject from the following

Course Code	Course Title
20MBA006A	Intellectual Property Rights
20MBA006B	Technology Management
20MBA006C	Total Quality Management
20MBA006D	Project Management

SEMESTER-I

OPEN ELECTIVE-II

Choose any one subject from the following

Course Code	Course Title
20MBA014A	Contemporary Management Practices
20MBA014B	Corporate Governance
20MBA014C	Business Research Methodology
20MBA014D	Rural Marketing

SEMESTER-III

PROFESSIONAL ELECTIVES

Choose any one group of specialization for each semester from the following:

PROFESSIONAL ELECTIVE-1	
20MBA020M	Digital Marketing
20MBA020F	Security Analysis and Portfolio Management
20MBA020H	Performance Management
20MBA020E	Start up Management
PROFESSIONAL ELECTIVE-2	
20MBA021M	Advertising and Sales Management
20MBA021F	Financial Institutions, Markets and Services
20MBA021H	Learning and Development
20MBA021E	MSME Management
PROFESSIONAL ELECTIVE-3	
20MBA022M	Consumer Behavior
20MBA022F	Strategic Management Accounting
20MBA022H	Employee Relations
20MBA022E	Family Business Management



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SEMESTER-IV **PROFESSIONAL ELECTIVES**

PROFESSIONAL ELECTIVE-4	
20MBA025M	International Marketing
20MBA025F	International Financial Management
20MBA025H	International Human Resource Management
20MBA025E	Entrepreneurial Finance
PROFESSIONAL ELECTIVE-5	
20MBA026M	Customer Relationship Management
20MBA026F	Strategic Investment and Financial Decisions
20MBA026H	Leadership and Change Management
20MBA026E	Entrepreneurial Marketing
PROFESSIONAL ELECTIVE-6	
20MBA027M	Marketing of Services
20MBA027F	Derivatives and Risk Management
20MBA027H	Talent and Knowledge Management
20MBA027E	Creativity Innovation and Entrepreneurship



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I-I

Principles of Management



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I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
		L	T	P		C	CIA	SEE
20MBA001	Core	3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
PREREQUISITES: NIL								
COURSE OBJECTIVE								
To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.								
COURSE OUTCOMES								
The course should enable the students to understand :								
i) Evolution of Management and contribution of Management thinkers								
ii) the relevance of environmental scanning, planning and to take decisions,								
iii) Organizing and controlling								
iv) Individual and group Behavior								
v) Leadership and Motivation.								
UNIT-I	HISTORY OF MANAGEMENT						Classes: 08	
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 ,DECISION MAKING AND GOAL SETTING						Classes: 10	
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						Classes: 09	
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	INDIVIDUAL AND GROUP BEHAVIOR						Classes: 10	
Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group								



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UNIT-V

**LEADERSHIP, MOTIVATION AND ORGANIZATIONAL
STRUCTURE**

Classes: 08

Leadership traits, Leadership styles, Leadership theories, Power and Politics.

Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theories of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory. Latest Amendments in Principles of Management.

Reference Books:

1. Richard L. Daft, "New Era of Management", Cengage Learning, 11th Edition, 2017.
2. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, "Organizational Behaviour", Sage Publications, 10th Edition 2015.
3. Laurie J. Mullins, "Management, and Organizational Behavior", Pearson Publications, 9th Edition 2012.
4. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16th Edition, 2017.
5. Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw hill, 8th Edition 2011.

E-Resources:

1. <http://www.ebooks directory.com>
2. <http://Campus guides.lib.utah.edu>
3. <http://www.bookboon.com>
4. <http://www.freemagagement.com>



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FINANCIAL ACCOUNTING AND ANALYSIS

I Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA002	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil			Practical Classes: Nil		Total Classes: 45		
COURSE OBJECTIVE								
To prepare, analyze, interpret the financial statements for business decision making.								
COURSE OUTCOMES								
The course should enable the students to understand:								
i) Principles of Accounting, Accounting Process								
ii) Inventory Valuation								
iii) Preparation, Analysis and Interpretation of Financial Statements.								
iv) To analyze financial statements through funds flow and cash flow statements								
v) To analyze financial statements through various Ratios.								
UNIT-I	INTRODUCTION TO ACCOUNTING						Classes: 08	
Definitions, meaning, Importance, limitations, objectives, functions of financial accounting and classification of accounts, principles of accounts, accounting concepts and conventions, the generally accepted accounting principles (GAAP), their implications on accounting system; advantages and limitations of double entry system, accounting cycle.								
UNIT-II	THE ACCOUNTING PROCESS						Classes:10	
Books of original record: journal and subsidiary books, ledger, trial balance, classification of capital and revenue expenses, final accounts with adjustments: Methods of depreciation: Meaning, definitions, causes of depreciation, methods of depreciation like fixed installment method, diminishing balance method, annuity method and depreciation fund method (simple problems).								
UNIT-III	INVENTORY VALUATION						Classes: 09	
Meaning, objectives of inventory valuation, methods, merits and demerits of inventory valuation methods like FIFO method, LIFO method, weighted average method, simple average method (problems).								
Issue of shares: entries for issue of shares at par, issue of shares at discount and premium, calls in arrears, forfeiture of shares, reissue of forfeiture of shares (problems).								
UNIT-IV	FINANCIAL ANALYSIS						Classes:09	



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Meaning, definitions, significance, limitations of funds flow and cash flow statements, Statement showing changes in working capital, funds from operations, distinction between funds flow and cash flow statements, funds flow and income statement, funds flow and balance sheet, cash profits and book profits; preparation and analysis of funds flow statement and cash flow statement (problems).

UNIT-V

FINANCIAL STATEMENTS AND RATIO ANALYSIS

Classes: 09

Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements; meaning, definitions, significance and limitations of ratio analysis; types of ratios like liquidity, leverage, solvency and profitability ratios (problems), du pont chart, accounting standards issued by the institute of chartered accounts of India (ICAI). Latest Amendments in Financial Accounting

Text Books:

1. S.P.Jain and K.L.Narang, "Financial Accounting" Kalyani Publishers, 10th Revised Edition, 2010.
2. S.P.Jain and K.L.Narang, "Cost & Management Accounting", Kalyani Publishers, 10th Revised Edition, 2010.
3. Shashi.K.Gupta and R.K.Sharma, "Advanced Management Accounting" Kalayani publishers, 2nd Revised Edition, 2003.
4. S.N.Maheswari, "Financial Accounting", IBH Publications, 7th Edition, 2015.
5. Tulsian P.C., "Financial Accounting", Pearson Education, Revised 1st Edition, 2013.

E- Resources:

1. http://www.koledza.lv/best/download/biblioteka/Financial_Accounting.pdf
2. http://www.tutorialspoint.com/accounting_basics/accounting_basics_tutorial.pdf
3. <http://www.free-management-ebooks.com/skills-finance.html>
4. <http://www.amazon.com/Financial-Reporting-Analysis-Lawrence-Revsine-book/dp/B005KLBRDS>



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BUSINESS ECONOMICS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA003	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
COURSE OBJECTIVE								
To understand the Business, impact of Micro and Macro Economic Environment on business decisions								
COURSE OUTCOMES								
The course should enable the students to understand:								
<ul style="list-style-type: none"> i. Economic Principles in Business ii. Forecast Demand and Supply iii. Production and Cost Estimates iv. Market Structure and Pricing Practices v. Economic Policies. 								
UNIT-I	INTRODUCTION TO MANAGERIAL ECONOMICS						Classes:10	
Definition, nature and scope, Relationship with other areas in economics, production management, marketing, finance and personnel, Operations research, The role of managerial economist, Basic economic principles: the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi marginalism, time perspective, discounting principle, risk and uncertainty.								
UNIT-II	THEORY OF DEMAND						Classes:08	
Demand Analysis, Elasticity of demand: types and significance of elasticity of demand, Demand estimation, Marketing research approaches to demand estimation, Need for forecasting, forecasting techniques, Supply Analysis, Supply function, the law of supply, elasticity of supply.								
UNIT-III	PRODUCTION ANALYSIS						Classes:09	
Production function, Production functions with one and two variables, Cobb-Douglas production function.								
Marginal rate of technical substitution, ISO-quant's and ISO-costs, returns to scale and returns to factors, economies of scale, Innovations and global competitiveness.								
UNIT-IV	COST THEORY AND ESTIMATION						Classes:08	



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Cost concepts, determinants of cost, cost output relationship in the short run and long run, short run vs. long run costs, average cost curves, overall cost leadership.

UNIT-V

MARKET STRUCTURE AND PRICING PRACTICES

**Classes:1
0**

Features and types of different competitive situations, price output determination in perfect competition, monopoly, monopolistic competition and oligopoly both the long run and short run; Pricing philosophy. Latest Amendments in Business Economics.

Reference Books:

1. Craig H. Petersen. Cris Lewis and Sudhir K. Jain, "Managerial Economics", Pearson, 14th Edition, 2012.
2. Dominick Salvatore, "Managerial Economics", Oxford Publications, 7th Edition, 2012.
3. Geetika, "Managerial Economics", TMH, 2nd Edition, 2012.
4. G S Gupta, "Managerial Economics", TMH, 2nd Edition, 2012.
5. H. L. Ahuja, "Managerial Economics", S. Chand, 3rd Edition, 2012

E-Resources

1. <http://2012books.lardbucket.org/pdfs/managerial-economics-principles.pdf>
2. http://library.wub.edu.bd/assets/images/repository/Managerial_Economics.pdf
3. <https://www.amazon.in/Managerial-Economics-Yogesh-Maheshwari-ebook/dp/B00K7BMJQA>
4. <http://www.studynama.com/community/threads/485-Managerial-economics-ebook-lecture-notes-pdf-download-for-MBA-students>



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BUSINESS LAW AND ETHICS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA004	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45	
COURSE OBJECTIVE								
To understand the Legal and Regulatory Framework for doing business in India								
COURSE OUTCOMES								
The course should enable the students to understand:								
<ul style="list-style-type: none"> i. Business Laws related to incorporating a company ii. Importance of Ethics in Business iii. Cyber Crime and Legal Aspects iv. To know about business ethics v. To know various cybercrimes 								
UNIT-I	LAW OF CONTRACT - 1872						Classes: 08	
Nature of contract and essential elements, types of contracts, unlawful and illegal agreements, contingent contracts, performance and discharge of contracts, remedies for breach of contract, indemnity and guarantee, latest amendments.								
UNIT-II	LAW OF CONTRACT						Classes: 09	
Nature 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, and Performance of Contract of Sale.								
UNIT-III	BASIC BUSINESS REGULATIONS						Classes: 10	
Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics.								
Types of endorsements, Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST).								
UNIT-IV	INTRODUCTION TO BUSINESS ETHICS						Classes: 10	



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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-V

CYBER CRIME

Classes:08

The Legal Landscape, Need for cyber laws in the Indian context, The Indian IT Act challenges to Indian Law and cyber crime scenario in Indian issues and Challenges in Cyber Crime. Latest Amendments in Business Law and Ethics

Reference Books:

1. Ravinder Kumar, "Legal Aspects of Business", Engage Learning, 4th Edition, 2016.
2. P.P.S.Gogna, 'Company Law', S.Chand, 9th Edition 2016.
3. RSN Pillai, Bagavathi, "Legal Aspects of Business", S.Chand, 8th Edition, 2016.
4. Akhileshwar Pathak , "Legal Aspects of Business", Tata McGraw Hill, 3rd Edition, 2011.
5. N.D.Kapoor, "Mercantile Law", Sultan Chand and Sons, 5th Edition, 2015

E-Resources:

1. <http://www.pondiuni.edu.in/sites/default/files/Business%20Environment%20and%20Law.pdf>
2. <http://www.saylor.org/site/textbooks/Business%20Law%20and%20the%20Legal%20Environment.pdf>
3. <https://www.amazon.com/Business-Law-Ethical-Corporate-Environment-ebook/dp/B00BCXPVJE>
4. <http://www.ebooks.com/subjects/business-business-law-ebooks/172/>



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RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

I Semester: MBA									
Course Code	Category	Hours / Week			Credit	Maximum Marks			
20MBA005	Core	L	T	P	C	CIA	SEE	Total	
		3	-	-	3	30	70	100	
Contact Classes:45		Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
COURSE OBJECTIVE									
To understand the basic statistical tools for analysis & interpretation of qualitative & quantitative data									
COURSE OUTCOMES									
The course should enable the students to understand:									
<ul style="list-style-type: none"> i. Conceptual overview of Statistics ii. To apply, analyze various simple & advanced statistical tools iii. To interpret data through statistical tools iv. To know about various large sample tests v. To learn about Regression Analysis 									
UNIT-I	INTRODUCTION TO STATISTICS							Classes:08	
Overview, origin and development and managerial applications of statistics and branches of the study, statistics and computers, limitations of statistics.									
UNIT-II	MEASURES OF CENTRAL TENDENCY							Classes:09	
Mean, median, mode, geometric mean and harmonic mean, dispersion, range ,quartile deviation, mean deviation; co-efficient of variation skewness: Karl pearson co-efficient of skewness, bowleys co-efficient of skewness, kelleys co-efficient of skewness; theory and problems, discussion on direct and indirect methods of solving the problems.									
UNIT-III	TABULATION OF UNIVARIATE							Classes:08	
Bi variate and multi variate data, data classification and tabulation, diagrammatic and graphical representation of data. One dimensional, two dimensional and three dimensional diagrams and graphs.									
UNIT-IV	SMALL SAMPLE TESTS							Classes:10	
T-Distribution: properties and applications, testing for one and two means, paired t-test; 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; correlation analysis: scatter diagram, positive and negative correlation, limits for coefficient of correlation, Karl									



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Pearson's coefficient of correlation, spearman's rank correlation, concept of multiple and partial correlation.

UNIT-V

REGRESSION ANALYSIS

Classes:
10

Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients; Time Series Analysis: Components, models of time series additive, multiplicative and mixed models; Trend analysis: Free hand curve, semi averages, moving averages, least square methods; Index numbers: introduction, characteristics and uses of index numbers, types of index numbers, un weighted price indices, weighted price indices, tests of adequacy and consumer price indexes. Latest Amendments in Research methodology

Reference Books:

1. Levin R.I., Rubin S. David, "Statistics for Management", Pearson, 7th Edition, 2015.
2. Beri, "Business Statistics", TMH, 1st Edition, 2015.
3. Gupta S.C, "Fundamentals of Statistics", HPH, 6th Edition, 2015.
4. Levine , Stephan , krehbiel , Berenson, "Statistics for Managers using Microsoft Excel", PHI, 1st Edition, 2015.
5. J. K Sharma, "Business Statistics", Pearson Publications, 2nd Edition, 2015

E-Resources:

1. <https://aditya30702.files.wordpress.com/2012/07/statistics-for-managers-using-microsoft-excel-gnv64.pdf>
2. <http://www.nprcet.org/mba/document/First%20Semester/BA7102%20STATISTICS%20FOR%20MANAGEMENT%20LT%20P%20C%203%201%200%204%20ODD.pdf>
3. <http://bookboon.com/en/statistics-and-mathematics-ebooks>
4. <http://www.ebay.com/bhp/statistics-for-managers-using-microsoft-excel>



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INTELLECTUAL PROPERTY RIGHTS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA006A	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Hours: 45			
COURSE OBJECTIVE								
To know about the importance of patents and copy rights								
COURSE OUTCOMES								
The course should enable the students to understand:								
I. Gain knowledge about types of intellectual property, international organizations, agencies and treaties.								
II. Safeguard the selecting and evaluating trade mark, trade mark registration processes.								
III. Understand about fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly.								
IV. Apply different trade secret laws related to intellectual property rights.								
V. Develop trade mark law; copy right law, patent law and intellectual property audits.								
UNIT-I	INTRODUCTION TO INTELLECTUAL PROPERTY						Classes: 08	
Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.								
UNIT-II	TRADE MARKS						Classes:	
Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting and evaluating trade mark, trade mark registration processes.								
UNIT-III	LAW OF COPY RIGHTS AND PATENTS						Classes:	
Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law.								
Law of patents: Foundation of patent law, patent searching process, ownership rights and transfer.								
UNIT-IV	TRADE SECRETS AND UNFAIR COMPETITION						Classes:1 0	
Trade secretes law, determination of trade secretes status, liability for misappropriations of trade secrets, protection for submission, trade secretes litigation.								
Unfair competition: Misappropriation right of publicity, False advertising.								
UNIT-V	NEW DEVELOPMENT OF INTELLECTUAL PROPERTY						Classes: 08	



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New developments in trade mark law; copy right law, patent law, intellectual property audits. International overview on intellectual property, international trade mark law, copy right law, international patent law and international development in trade secrets law. Latest Amendments in Property Rights.

Reference Books:

1. Deborah, E. Bouchoux, "Intellectual property right", cengage learning, 5th Edition, 2008.
2. Prabuddha ganguli," Intellectual property right - Unleashing the knowledge economy", Tata Mc Graw Hill Publishing Company Ltd, 7th Edition, 2009.
3. Carlos M. Correa" Intellectual property rights, The WTO and Developing countries", Zed books, 4th Edition, 2006.
4. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
5. Carlos M. Correa- Intellectual property rights, The WTO and Developing countries- Zed books.

E-References:

1. <http://www.ebooks directory.com>
2. <http://Campus guides.lib.utah.edu>
3. <http://www.bookboon.com>
4. <http://www.freemagagement.co>



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TECHNOLOGY MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA006B	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
COURSE OBJECTIVE								
To Understand the importance of technology in conduct of business								
COURSE OUTCOMES								
The course should enable the students to understand:								
vi. Importance of Technological Innovation								
vii. Importance of Research and development in technology management								
viii. Forecasting of Technology								
ix. Technological Forecasting								
x. Technology transfer								
UNIT-I	TECHNOLOGICAL INNOVATION						Classes: 08	
The need for a conceptual approach, technological innovation as a conversion process factors contributing to successful technological innovation. Strategies for research and development: research and development as a business, resource allocation to research and development, research and development strategy in the decision making process, selection and implementation of research and development strategy, research and development and competitive advantage, new product development techniques for creative problem solving.								
UNIT-II	FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT						Classes: 09	
Financial evaluation of research and development projects: the need for cost effectiveness, financial forecasts, risk as a factor in financial analysis, project selection formulae and allocation of resources, DCF and other techniques of evaluating research and development ventures.								
UNIT-III	RESEARCH AND DEVELOPMENT						Classes: 09	
Program 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.								



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UNIT-IV	TECHNOLOGICAL FORECASTING FOR DECISION MAKING	Classes:10
<p>The definition of technological forecasting, forecasting, system inputs and outputs, classification of forecasting techniques, organization for technological, forecasting, current status.</p>		
UNIT-V	TRANSFER OF TECHNOLOGY	Classes:09
<p>Transfer of technology: modes of technology transfer, price of technology transfer, negotiation for price of management of technology. Latest Amendments in Technology</p>		
Reference Books:		
<ol style="list-style-type: none"> 1. Tarek Khalil, "Management of Technology —The Key to Competitiveness and Wealth", Tata McGraw Hill, Boston, 4th Edition, 2011. 2. V.K.Narayanan, "Managing Technology and Innovation for Competitive Advantage", Pearson Education, 3rd Edition, 2007. 3. Norma Harison and Samson, "Technology management – Text and cases", Tata McGraw Hill, 4th Edition, 2011. 4. Shane, "Technology Strategy for Managers and Entrepreneurs", Pearson, 5th Edition, 2015. 5. Khandwala, "Corporate Creativity", Tata McGraw Hill, 4th Edition, 2013. 		
E-Resources:		
<ol style="list-style-type: none"> 1. http://www.change-management.com/Prosci-Defining-Change-Management.pdf 2. http://www.tcs.com/SiteCollectionDocuments/White%20Papers/EntSol-Whitepaper-Change-Management-Theories-Methodologies-0213-1.pdf. 3. http://www.nickols.us/four_strategies.pdf 4. http://ifcext.ifc.org/ifcext/spiwebsite1.nsf/0/00DB06A86B84D253852576BA000E2AF0/\$File/MoC%20Procedure.pdf 		



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TOTAL QUALITY MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA06C	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To facilitate students understand the quality concepts and tools and techniques relating to total quality management								
COURSE OUTCOMES								
The course should enable the students to:								
I. Enrich the fundamental knowledge of six sigma principles of quality management for business performance improvement.								
II. Know the organization and selection of six sigma project and process measurement of data collection, summarization and measurement system evaluation.								
III. Provide the knowledge on process analysis and improvement for process improvement tools, six sigma, lean production and implementation planning.								
IV. Analyze process control, design and verification of six sigma project for improvement of organizational culture and change management, enterprise leadership and knowledge management.								
UNIT-I	PRINCIPLES AND PRACTICES - I						Classes: 09	
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								
UNIT-II	PRINCIPLES AND PRACTICES - II						Classes: 09	
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						Classes: 12	
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						Classes:08	



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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

Classes:07

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, Latest Amendments in Total Quality Management

Reference Books:

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

E-References:

1. <http://www.sixsigmatutorial.com>
2. <http://www.scirp.org>
3. <http://www.sciencedirect.com>
4. <http://www.springerlink.com/content/f780526553631475>



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PROJECT MANAGEMENT

I Semester: MBA										
Course Code	Category	Hours / Week			Credits	Maximum Marks				
20MBA006D	Elective	L	T	P	C	CIA	SEE	Total		
		3	-	-	3	30	70	100		
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil				Total Classes: 45				
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										
COURSE OUTCOMES										
The course should enable the students to:										
i. Evaluate a small or shorter term project in your workplace, such as running an event or an office move, implementing workplace changes, developing web sites, conducting trade work and managing office infrastructure changes.										
ii. Understand a structured approach prepare a project plan, incorporating appropriate plans, schedules, a budget and specific outputs/deliverables for each step of the plan.										
iii. Explain Scope, Cost, and Schedule baselines as a means of evaluating project progress and incorporating Earned Value measurement										
iv. Demonstrate effective organizational leadership and change skills for managing projects, project teams, and stakeholders.										
UNIT-I	INTRODUCTION								Classes:08	
Project management, what is project management, why project management, project lifecycle, project management research in brief, project management today, organization strategy and structure and culture, forma of organization structure, stake holder management, organization culture, creating a culture for project management.										
UNIT-II	PROJECT PLANNING								Classes:10	
Project planning defining the project, approaches to project screening and selection, work breakdown structure, financial module, getting approval and compiling a project charter, setting up a monitoring and controlling process.										
UNIT-III	PROJECT EXECUTION								Classes:09	
Initiating the project, controlling and reporting project objectives, conducting project evaluation.										
Managing risk four stage process, risk management an integrated approach, cost management, creating a project budget.										
UNIT-IV	LEADING PROJECT TEAMS								Classes:10	



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Building a project team, characteristics of a effective project team, achieving cross functional cooperation, virtual project teams, conflicts management, negotiations.

UNIT-V

PERFORMANCE MEASUREMENT AND EVALUATION

**Classes:0
8**

Project control cycles, monitoring project performances, earned value management, human factors in project evaluation and control, project termination, types of project terminations, project management and future current and future trends in project management. Latest Amendments in Project Management

Reference Books:

1. Gray, Larson, "Project Management", Tata McGraw Hill, 4th Edition, 2015.
2. Jeffery K. Pinto, "Project Management", Pearson Education, 4th Edition, 2015.
3. Enzo Frigenti, "Project Management", Kogan, 4th Edition, 2015.
4. Enzo Frigenti: "Project Management"- Kogan, Revised 4th Edition, 2015.
5. R. Panneerselvam, P. Senthilkumar: "Project Management", PHI, Revised 4th Edition, 2015.

E-References:

1. <http://home.hit.no/~hansha/documents/theses/projectmanagement.pdf>
2. <http://gurukpo.com/Content/MBA/Project%20Mngg..pdf>
3. <http://www.pondiuni.edu.in/sites/default/files/Project%20Managementt200813.pdf>
4. http://www.adi.pt/docs/innoregio_pmanagement.pdf



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BASIC COMMUNICATION SKILLS FOR MANAGERS-LAB

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA007	Core	L	T	P	C	CIA	SEE	Total
		0	0	4	2	30	70	100
Contact Classes: Nil	Tutorials Classes: Nil	Practical Classes: 60			Total Classes: 45			
COURSE OBJECTIVE								
To understand the importance of basic English grammar and past, present and future speaking skills under in Business								
COURSE OUTCOMES:								
The course should enable the students to:								
<ul style="list-style-type: none"> i. The importance of basic English grammar in Business ii. To develop writing skills and presentation iii. Basic speaking skills in past, present and future iv. Only speaking skills in Past, Present and Future tenses in business v. Communication and self development process. 								
UNIT-I	Introduction						Classes: 08	
Introduction to Basic English skills in grammar, basic sentence formation, written and presentation skills required for managers.								
UNIT-II	Introduction to Articles						Classes: 08	
Introduction to articles, prepositions and vocabulary words (synonyms, antonyms) preparation for essays various occasions								
UNIT-III	Sentence Formation						Classes: 10	
Introduction various types of sentence formation, written and presentation skills required for managers.								
UNIT-IV	Presentations Skill						Classes: 09	
Oral and presentations skill for formation of tenses (Past, Present and Future)								
UNIT-V	Contemporary Aspects in English skills						Classes: 10	
Contemporary Aspects in English skills for proof reading how to create and use a style sheet								
Reference Books:								
<ul style="list-style-type: none"> 1. Ober Newman, Communicating in Business, Cengage Learning, 2015. 2. P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, 								



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Cengage Learning India. Pvt. Ltd. 2012.

3. Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
4. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
5. Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011.

E-References:

1. <http://www.abahe.co.uk/Free-En-Resources/English-for-Managers-Business-Correspondance.pdf>
2. http://www.pcfreak.net/international_university_college_files/Business%20Communication.pdf
3. <https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=8>
4. <https://www.goodreads.com/shelf/show/business-communication>



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I-II



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HUMAN RESOURCE MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA008	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorials Classes: Nil		Practical Classes: Nil			Total Classes: 45		
<p>COURSE OBJECTIVE To understand various functions of HRM and able to manage the human resources of any organization effectively</p> <p>COURSE OUTCOMES The course should enable the students to understand:</p> <ol style="list-style-type: none"> I. Utilize the available human resources in efficient and effective manner for the purpose of fulfillment of organizational goals. II. Understand the functions of human resource department for the purpose of effective evaluation of training and development. III. Create and maintain the quality of work life in the organizations for carrier planning and development. IV. Maintain employee and management relationships effectively in the organization for problem solving and coordinating activities effectively. V. Develop grievance handling methods, guidelines for handling grievances and strategies to reach organizational goals. 								
UNIT-I	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT						Classes:10	
Objectives of human resource management, human resource objectives, human resource activities, challenges of human resource management, job analysis and design, uses of job analysis, methods of data collection, job description and specifications, job design, job redesign, job rotation, job enlargement, job enrichment, strategic and human resource planning, human resource planning process, human resource information systems, assessment of human resource requirements, human resource functions and policies.								
UNIT-II	RECRUITMENT AND SELECTION						Classes:10	
The recruitment process, methods of recruiting, realistic job preview, challenges of recruiting, selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, reference and background verification, medical evaluation, job offer, induction and placement.								
UNIT-III	TRAINING AND DEVELOPMENT						Classes:08	
Introduction to training, the training process, training methods, management development, individual, group. Organizational techniques, evaluation of training and development.								



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UNIT-IV	PERFORMANCE APPRAISAL	Classes: 08
<p>The appraisal process, methods and potential problems in performance evaluation, the appraisal interview, the feedback interview, the role of appraisal in managing performance, career planning and development.</p>		
UNIT-V	INTEGRATION	Classes: 09
<p>Quality of work life, quality circles, industrial disputes ,causes and remedial measures, collective bargaining, the management of conflicts, sources of grievances, the grievance procedure, guidelines for handling grievances, welfare services, separation. Latest Amendments in HRM</p>		
Reference Books:		
<ol style="list-style-type: none"> 1. Biswajeet Patt nayak , " Human Resource Management" , Prentice hall of India, 2nd Edition, 2009. 2. Ashwathappa, "Human resource management", Himalaya Publications, 7th Edition, 2012. 3. Cynthia D. Fisher, Lyle F. Schoenfeld , "Human Resource Management", Wiley India Publishers, 3rd Edition, 2009. 4. Jyothi , " Human Resource Management" , Pearson Education, 12th Edition, 2009. 5. R. Wayne Mondy, Robert M. Noe , "Human Resource Management", Pearson Education, 5th Revised Edition, 2009. 		
E-Resources:		
<ol style="list-style-type: none"> 1. http://www.csb.gov.hk/english/publication/files/e-hrmguide.pdf 2. http://corostrandberg.com/wp-content/uploads/2009/12/csr-hr-management.pdf 3. https://www.free-ebooks.net/ebook/Human-Resources-Management-Course 4. http://www.e-booksdirectory.com/listing.php?category=439 		



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QUANTITATIVE TECHNIQUES FOR MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA009	Core	L	T	P	C	CIA	SEE	Tot
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVES To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.</p> <p>COURSE OUTCOMES The course should enable the students to understand:</p> <ol style="list-style-type: none"> I. The course covers origin and application of OR II. Linear Programming Method III. Decision Theory and queuing theory IV. Assignment Model V. Transportation Problem 								
UNIT-I	INTRODUCTION TO OPERATIONS RESEARCH						Classes: 08	
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						Classes: 08	
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. Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand, Degeneracy and its resolution.								
UNIT-III	ASSIGNMENT MODEL						Classes: 10	



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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.

UNIT-IV	DECISION THEORY	Classes: 10
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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	Classes: 09
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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. Latest Amendments in Quantitative Techniques

Reference Books:

1. S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.
2. R. Pannerselvam, Operations Research, Prentice Hall International , 3e, 2012
3. J. K. Sharma, Operations Research: Theory and applications, 5e, Macmillian, 2013.
4. Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
5. Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.

E-Resorces:

1. http://tn.upi.edu/pdf/Operations_Management.pdf
2. <https://notendur.hi.is/~kth93/3.20.pdf>
3. <http://ebooks.cambridge.org/ebook.jsf?bid=CBO9781139150002>
4. <http://www.ebook777.com/operations-research-11th-edition/>



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FINANCIAL MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA010	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorials Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE To understand the basic decisions taken by a finance manager in a Corporate</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <p>I. Provide support for decision making and to monitor their decisions for any potential financial implications.</p> <p>II. Learn and implement the financial management strategies for effective utilization of financial resources in optimum manner.</p> <p>III. Ensure the availability of relevant and reliable financial and non-financial information for the purpose of wealth and profit maximization.</p> <p>IV. Focus on wealth maximization rather than profit maximization to achieve the objectives of finance function.</p>								
UNIT-I	THE FINANCE FUNCTION						Classes: 10	
Nature and scope, functions, objectives and importance of financial management, evolution of finance function , new role in the contemporary scenario, profit maximization, wealth maximization and EPS maximization, role of financial manager, the agency relationship and costs, risk return trade off, concept of time value of money ,future value and present value.								
UNIT-II	THE INVESTMENT DECISION						Classes: 09	
Investment decision process, developing cash flow, data for new projects, capital budgeting techniques :traditional and discounted cash flow methods: payback period method, average rate of return method, net present value method, profitability index method, internal rate of return method (problems), the net present value vs. internal rate return; 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 DECISIONS						Classes:08	
Capital structure vs. financial structure: capitalization, financial leverage, operating leverage and composite leverage, earnings before interest and tax, Earning Per Share Analysis (problems).								



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Indifference Point/Break even analysis of financial leverage, capital structure theories; The Modigliani miller Theory, NI, NOI theory and traditional theory: A critical appraisal (problems).		
UNIT-IV	DIVIDEND DECISION	Classes:10
Dividends and value of the firm ,Relevance of dividends, MM hypothesis, Factors determining dividend policy, dividends and valuation of the firm, the basic models. Declaration and payment of dividends, bonus shares, rights issue, share-splits, and major forms of dividends: cash and bonus shares, The theoretical backdrop: dividends and valuation, Major theories centered on the works of Gordon and walter models (problems). A brief discussion on dividend policies of Indian companies, working capital management: components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach.		
UNIT-V	MANAGEMENT OF CURRENT ASSETS	Classes: 08
Management of cash, basic strategies for cash management, cash budget (problems) , cash management techniques/processes; management of receivables and management of inventory (problems), the importance of current assets management in working capital planning, planning of working capital, financing of working capital through bank finance and trade credit, recommendations of tandon and daheja committee on working capital, cases. Latest Amendments in Finance		
Reference Books:		
<ol style="list-style-type: none"> 1. I.M. Pandey, “Financial Management”, Vikas Publishing House Publications, 10th Edition, 2010. 2. Jonathan Berk, Peter DeMarzo and Ashok Thampy, “Financial Management”, Pearson Publications, 4th Edition, 2010. 3. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, Thomson South-Western Publications, 10th Edition, 2006. . 4. Vishwanath S. R., “Corporate Finance Theory and Practice”, Sage Publications, 2nd Edition, 2007. 5. Prasanna Chandra, “Financial Management Theory and Practice”, Tata McGraw Hill, 7th Edition, 2005 		
E-Resources:		
<ol style="list-style-type: none"> 1. http://qu.edu.iq/ade/wp-content/uploads/2016/02/financial_management_www.accfile.com_.pdf 2. http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial_Mgt_2E.pdf 3. http://www.freebookcentre.net/Business/Finance-Books.html 4. http://www.icaew.com/en/library/library-collection/ebooks/financial-management 		



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MANAGEMENT INFORMATION SYSTEM AND ERP

II Semester: MBA								
Course Code	Categor	Hours / Week			Credits	Maximum Marks		
20MBA011	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	3	30	70	100
Contact Classes:45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
COURSE OBJECTIVE								
To understand the importance of information in an organization								
COURSE OUTCOMES								
The course should enable the students to:								
I. Gain the knowledge to increase the effectiveness and decision making process for managers.								
II. Assess compression between computer system and decision support system to help the department in their daily work and solve problems.								
III. Provide alternatives to solve new and non-repeated problems in the business decision making process.								
IV. MIS is helpful in controlling costs by giving information about idle time, labour turnover, wastages and losses and surplus capacity								
UNIT-I	INTRODUCTION						Classes:08	
Management information system importance, definition, nature and scope of management information system, structure and classification of management information system, information and systems concept, types of information, information systems for competitive advantage.								
UNIT-II	BUSINESS APPLICATIONS OF INFORMATION SYSTEM						Classes:08	
Electronic commerce, enterprise resource planning systems, decision support system, business intelligence and knowledge management system.								
UNIT-III	MANAGEMENT OF INFORMATION SYSTEM						Classes:10	
Information system planning, system acquisition, systems implementation. Evaluation and maintenance of information system, information system security and control.								
UNIT-IV	BUILDING OF INFORMATION SYSTEMS						Classes: 10	
System development stages, system development approaches, systems analysis and design, requirement determination, strategies for requirement determination, structured analysis tools, system design, design objectives, conceptual design, design methods and detailed system design.								
UNIT-V	INTRODUCTION TO CYBER CRIME						Classes: 09	
Cybercrime definition and origin of the word, cybercrime and information security, who are cyber criminals, classification of cyber criminals legal perspectives, Indian perspectives, cybercrimes and Indian ITA 2000, global perspective on cybercrime era. Latest Amendments in Information system								



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Reference Books:

1. Ken Laudon, Jane P. Laudon, Management Information Systems, Pearson education, 15th Edition, 2015.
2. Jennifer L Bayuk, Jason Healey, Paul Rohmeyer, Marcus H. Sachs, Jeffrey Schmidt, Joseph Weiss, Cyber security Policy Guidebook, Wiley, 1st Edition, 2012.
3. A K Gupta, Sharma "Management of Systems" Macmillan, 1st Edition, 2012.
4. D P Goyal, Management Information Systems, Managerial Perspective, MacMillan, 3rd Edition, 2010.
5. S.A. Kelkar, Software Project Management-A Concise Study, PHI, 3rd Edition 2012

E-References:

1. <http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf>
2. <http://www.pitt.edu/~druzdzl/psfiles/dss.pdf>
3. <https://www.scribd.com/doc/252519209/Decision-Support-Systems-and-Intelligent-Systems-7th-Edition-Free-eBook-Download>
4. <http://link.springer.com/book/10.1007%2F978-3-540-48713-5>



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MARKETING MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA012	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	700	100
Contact Classes: 45	Tutorials Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To understand the importance of marketing function in an organization								
COURSE OUTCOMES								
The course should enable the students to:								
I. Develop knowledge and understanding of key theories, concepts and models in marketing to guide the development and execution of marketing strategies.								
II. Analyze strategically focused integrated marketing communications plan based on research and analysis of a brand, its competition, and consumer behavior, using appropriate communications strategies.								
III. Understand comprehensive B2B and B2C marketing plans based on sound customer and competitive research, and that reflect an organization's domestic and international strategic vision								
IV. Evaluate the impact of changing global, political, economic, competitive, environmental, cultural and social systems on marketing strategy development.								
UNIT-I	INTRODUCTION TO WORLD OF MARKETING						Classes:09	
Importance, scope of marketing, core marketing concepts, marketing philosophies, marketing environment, marketing strategies and plans, developed vs. developing marketing; market research: definition of market research, marketing information system, commissioning market research, market research process, market research online, market research and ethics, international market research.								
UNIT-II	ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX						Classes: 08	
Consumer decision making, creating customer value, analyzing consumer markets, consumer behavior, cultural, social and personal factors, developing products and brands, product levels, classifying products, product range, line and mix, product life cycle, new product development.								
UNIT-III	DESIGNING A CUSTOMER DRIVEN STRATEGY						Classes: 08	
Market segmentation: segmentation of consumer market, business market, requirement for effective segmentation, market targeting.								
Evaluating market segmentation, Selecting target market segmentation, positioning, positioning maps, positioning strategy.								
UNIT-IV	DISTRIBUTION DECISIONS, PROMOTIONS AND COMMUNICATION STRATEGIES						Classes:10	
Marketing channels, channel intermediates and functions, channel structure, channel								



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for consumer products, business and industrial products, alternative channel, channel strategy decisions, The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication, communication process, communication promotion mix, factors affecting the promotion mix.

UNIT-V

PRICING DECISION AND PERSONAL COMMUNICATION

Classes: 10

Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, rural marketing, balance of payments, relationship Marketing, digital marketing, social marketing, post modern marketing, market sustainability and ethics, global marketing. Latest Amendments in Marketing management

Reference Books:

1. Ramaswamy Namakumari, "Marketing Management", TMH, 5th Edition, 2013.
2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, "Principles of Marketing, South Asian perspective", Pearson Education, 13th Edition, 2012.
3. K.Karunakaran, "Marketing Management", Himalaya Publishing House, 2nd Edition, 2012.
4. RajanSaxena, "Marketing Management", TMH, 4th Edition, 2013.
5. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha "Marketing Management", Pearson Education, 13th Edition, 2012.

E-Resources:

1. http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_mm.pdf
2. <http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf>
1. http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf
3. http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals_of_Marketing.pdf



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SUPPLY CHAIN MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours /			Credit	Maximum Marks		
20MBA013	Elective	L	T	P	C	CIA	SE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes:		Practical Classes:			Total Classes: 45	
COURSE OBJECTIVE								
To understand the importance logistics and competitive strategy in supply chain management								
COURSE OUTCOMES								
The course should enable the students to:								
I. Understand about logistics and competitive strategy in supply chain management.								
II. Analyze the cost and performance of the logistics.								
III. Aware of sourcing decisions and transportation in supply chain management.								
IV. Emphasis on logistics and supply chain relationships.								
UNIT-I	LOGISTICS AND COMPETITIVE STRATEGY:						Classes:08	
Competitive advantage , gaining competitive advantage through logistics, integrated supply chain, 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:						Classes:10	
The concept of total cost analysis, principles of logistics costing, logistics and the bottom-line and 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						Classes:09	
Benchmarking the logistics process and supply chain management 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						Classes:10	
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.								



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UNIT-V	MANAGING GLOBAL LOGISTICS AND GLOBAL SUPPLY CHAINS	Classes: 08
<p>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.</p>		
<p>Reference Books:</p>		
<ol style="list-style-type: none">1. Donald J. Bowersox and David J. Closs: "Logistical Management" The Integrated Supply Chain Process, TMH, 2nd Edition, 2011.2. Edward J. Brady, John J. Coyle: "A Logistics Approach to Supply Chain Management, Cengage Learning, 3rd Edition, 2012.3. Sunil Chopra and Peter Meindl: "Supply chain Management: Strategy, Planning and Operation", Pearson Education, 2nd Edition, 2013.4. Rahul V. Altekhar: Supply Chain Management, PHI Learning Ltd, 2nd Edition, 20095. Deepak P. MiiindM. Oka: "Supply Chain Management" Everest Publishing House, 1st Edition, 2010.		
<p>E-References:</p>		
<ol style="list-style-type: none">1. . http://www.ebooks directory.com2. http://Campus guides.lib.utah.edu3. http://www.bookboon.com4. http://www.freemagagement.com		



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CONTEMPRARY MANAGEMENT PRACTICES

II Semester: MBA								
Course Code	Category	Hours /			Credit	Maximum Marks		
20MBA014A	Elective	L	T	P	C	CIA	SE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes:		Practical Classes:			Total Classes: 45	
<p>COURSE OBJECTIVE To understand importance and scope of employee engagement, Models of employee engagement.</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> I. Understand importance and scope of employee engagement, Models of employee engagement. II. Analyze the importance of Emotional Intelligence; Functions of Emotional Intelligence. III. Aware of the Micro and Macro levels of E-work. E-work and Indian Scenario. IV. Discuss the importance of Quality of Work Life, Human, Technological and Organizational approach to Quality of Work Life 								
UNIT-I	HRM IN THE PRESENT ERA						Classes:08	
Meaning, importance and scope of employee engagement, Models of employee engagement; Building blocks of employee engagement.								
UNIT-II	EMOTIONAL INTELLIGENCE						Classes:10	
Meaning and importance of Emotional Intelligence: Functions of Emotional Intelligence, Role of Emotional Intelligence in organizational effectiveness.								
UNIT-III	E-WORK						Classes:09	
Meaning and importance of E-work: The Micro and Macro levels of E-work. E-work and Indian Scenario.								
UNIT-IV	MANAGING WORKFORCE DIVERSITY						Classes:10	
importance of workforce diversity in MNCs: Modes of managing work force diversity; Role of culture and the role of HR manager;								
UNIT-V	QUALITY OF WORK LIFE						Classes:08	
Meaning and importance of Quality of Work Life: Human, Technological and Organizational approach to Quality of Work Life; Quality Work Life in Indian ,Latest Amendments in Contemporary Management .								
Reference Books:								
1.Mirza Saiyaddin, “Contemporary issues in HRM”, Himalaya Publishing House, 3 rd Edition, 2013								
2. Afsaneh Nahavandi, Robert B.Denhardt, Janet V. Denhardt, Maris P. Aristigueta, “Organizational Behaviour”, Sage Publications, 10 th Edition 2015.								
3.Laurie J. Mullins, “Management, and Organizational Behavior”, Pearson Publications,								



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9th Edition 2012.

4. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, "Organizational Behavior", Pearson, 16th Edition, 2017.
5. Ramesh B. Rudani, "Management and Organizational Behavior", Tata McGraw Hill, 8th Edition 2011.

E-Resources:

1. <http://www.sanfoundry.com/best.reference-books.com>
2. <http://www.managementhelp.org/management/theories.html>
3. <http://www.bayt.com/en/specialities/q/33147/what-are.com>
4. <http://www.semesteratsea.org/spring2017.com>



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CORPORATE GOVERNANCE

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA014B	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To understand the growing importance of Corporate Governance in Indian and Global Context.								
COURSE OUTCOMES								
The course should enable the students to:								
<ul style="list-style-type: none"> i. Need for Corporate Governance in India ii. Codes and Committees in Corporate Governance iii. Role of Board in Corporate Governance iv. Stakeholder perspective of Corporate Governance. 								
UNIT-I	CORPORATE GOVERNANCE						Classes: 08	
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.								
UNIT-II	CORPORATE GOVERNANCE CODES AND COMMITTEES						Classes:10	
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-III	BOARD AND LEADERSHIP						Classes:09	
The board of Directors, 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-IV	MODELS OF CORPORATE GOVERNANCE						Classes:10	
Affect of Context and culture on corporate governance-Anglo Saxon Model- The UK Common wealth principles based Model- The German Model - The Japanese Business Network Model- Indian Model of corporate governance- forces for convergence and differentiation in corporate governance								
UNIT-V	WHISTLE-BLOWING AND CSR IN CORPORATE GOVERNANCE						Classes:08	
The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India. Corporate Social Responsibility (CSR): Corporate philanthropy; CSR-an overlapping concept; corporate sustainability								



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reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR initiatives in India. Latest Amendments in Corporate Governance

Reference Books:

1. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
2. Christine A. Mallin, Corporate Governance, Oxford University Press, 4e, South Asia Edition, 2016.
3. Bob Tricker, Corporate Governance Principles, Policies, and Practices, Oxford University Press, 2015.
4. N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.A. C.
5. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012.

E-References:

1. http://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf
2. https://www.ivcc.edu/uploadedFiles/_faculty/_dockins/PSY_chapter__1.pdf
3. <http://www.blackwellpublishing.com/intropsych/pdf/chapter15.pdf>
4. http://college.cengage.com/psychology/sue/abnormal/8e/instructors/sue_irm.pdf



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BUSINESS RESEARCH METHODOLOGY

II Semester: MBA								
Course Code	Category	Hours /			Credit	Maximum Marks		
20MBA014C	Elective	L	T	P	C	CIA	SE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes:		Practical Classes:			Total Classes: 45	
COURSE OBJECTIVE								
To understand the basic research methodology and apply the tools for interpretation of quantitative and qualitative data								
COURSE OUTCOMES								
The course should enable the students to understand:								
<ul style="list-style-type: none"> i. Basics of Research Methodology and Research Design ii. Data Collection methods and the tools for analysis and interpretation iii. Importance of presentation of data analysis and report writing including referencing style iv. Importance of multivariate analysis and techniques v. Report writing techniques 								
UNIT-I	INTRODUCTION TO RESEARCH						Classes:08	
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						Classes:10	
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	UNIVARIATE AND BIVARIATE TECHNIQUES FOR DATA ANALYSIS						Classes:09	
Tabulation and Diagrammatic representation of data, Cumulative frequency table, Descriptive statistics, Measures of Central Tendencies, Dispersion, Skewness and Kurtosis. Cross tables, scatter plot, Correlation, Bi variate regression.								
UNIT-IV	MULTIVARIATE TECHNIQUES FOR DATA ANALYSIS						Classes:10	
Multiple regression analysis, Discriminate analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modeling, Cluster Analysis and Conjoint Analysis.								



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UNIT-V	REPORT WRITING AND PRESENTATION OF RESULTS	Classes::08
<p>Introduction, 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 Ethics in business research, Latest Amendments in Research methodology</p>		
<p>Reference Books:</p>		
<ol style="list-style-type: none">1. Jon C Carr , AtanuAdhikari, Mitch Griffin , Barry J. Babin, Business Research Methods Cengage Learning, 2012.2. Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.3. S. Sreejesh, Sanjay Mohapatra, Anusree, Business Research Methods: An Applied Orientation, Springer International Publishing, 2014.4. Donald R Cooper , Pamela S. Schindler, Business Research Methods Tata McGraw Hill, 2013.5. Deepak Chawla, Neena Sondhi, Research Methodology concepts and cases, Vikas Publications, 2e 2016.		
<p>E-Resources:</p>		
<ol style="list-style-type: none">1.http://www.spinger.com/gp/economics.com2. http://www.en.wikipedia.org/wiki/list_of_plitical_science.html3.http://www.search.gmx.net/abuteconomics/saveyourtime.com4. http://www.archive.mu.ac.in/myweb_test/pliticalscience.com		



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RURAL MARKETING

II Semester: MBA								
Course Code	Category	Hours /			Credit	Maximum Marks		
20MBA014D	Elective	L	T	P	C	CIA	SE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes:		Practical Classes:			Total Classes: 45	
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								
COURSE OUTCOMES								
Students will be able to understand								
<ul style="list-style-type: none"> i. Rural Marketing opportunities ii. Rural Economy and Environment iii. Social and cultural aspects in rural India iv. Innovations in rural marketing. v. Applications of rural marketing 								
UNIT-I	Introduction to Rural Marketing						Classes:08	
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						Classes:10	
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						Classes:09	
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						Classes:10	
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						Classes::08	



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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 ,Latest Amendments in Rural Marketing

Reference Books:

1. Stephan Sorger, “Rural Marketing: Strategic Models and Metrics” Admiral Press. 3rd Edition, 2003.
2. Wayne L. Winston, “Rural Marketing: Data-Driven Techniques with Microsoft Excel”, Wiley , 2nd edition, 2005.
3. Neil T Bendle, Paul Farris, Philip E Pfeifer, David J Reibstein, “Marketing Metrics - Manager's Guide to Measuring Marketing Performance” , Pearson Education, 1st Edition, 1998.
4. Rajan Saxena, “Marketing Management”, TMH, 4th Edition, 2013.
5. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha “Marketing Management”, Pearson Education, 13th Edition, 2012

E-Resources:

1. http://www.in.zapmetasearch.com/marketing_analytics.com
2. <http://www.sas.com/marketing-analytics.html>
3. http://www.indes.about.com/web_analytics.com
4. http://www.uk.ask.com/web_analytics/visit-us.com



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INDUSTRIAL ANALYSIS AND REPORT - SEMINAR

II Semester: MBA									
Course Code	Category	Hours /			Credit	Maximum Marks			
20MBA015	Elective	L	T	P	C	CIA	SEE	Total	
		3	-	-	3	100	--	100	
Contact Classes: 45		Tutorial Classes:		Practical Classes:			Total Classes: 45		
COURSE OBJECTIVE:									
To recognize the scope, importance, classification, structure and function of an ecosystem.									
COURSE OUTCOMES									
The course should enable the students to:									
I. Recognize the scope, importance, classification, structure and function of an ecosystem.									
II. Understand the living, non-Living resources, water resources, use, over utilization of surface water, ground water, floods and droughts.									
III. Elucidate the value of biodiversity, consumptive use, productive use, social, ethical, aesthetic and optional values.									
IV. Examine the primary, secondary pollutants, automobile, Industrial pollution, ambient air quality standards and water pollution.									
UNIT-I	ECOSYSTEMS							Classes: 08	
Definition, Scope and Importance of ecosystem, Classification, structure and function of an ecosystem, Food chains, food web and ecological pyramids, Flow of energy, bio geochemical cycles, Bio accumulation, Bio magnification, ecosystem value, services and carrying capacity.									
UNIT-II	NATURAL RESOURCES							Classes: 10	
Classification of Resources: Living and Non-Living resources, water resources, use and over utilization of surface and ground water, floods and droughts, Dams benefits and problems. Mineral resources: use and exploitation, environmental effects of extracting and using mineral resources. Land resources: Forest resources. Energy resources: growing energy needs, renewable and non-renewable energy sources, use of alternate energy source.									
UNIT-III	BIODIVERSITY AND BIOTIC RESOURCES							Classes: 09	
Introduction, Definition, genetic, species and ecosystem diversity, Value of biodiversity, consumptive use, productive use, social, ethical, aesthetic and optional values India as a mega diversity nation, Hot spots of biodiversity. Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts; conservation of biodiversity: In-Situ and Ex-situ conservation, National Biodiversity act.									
UNIT-IV	ENVIRONMENTAL POLLUTION AND CONTROL TECHNOLOGIES							Classes: 10	



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Classification of pollution, Air Pollution: Primary and secondary pollutants, Automobile and Industrial pollution, Ambient air quality standards. Water pollution: Sources and types of pollution, drinking water quality standards. Soil Pollution: Sources and types, Impacts of modern agriculture. Noise Pollution: Sources and Health hazards, standards, Solid waste: Municipal Solid Waste management, composition and characteristics of e-Waste and its management. Pollution control technologies: Wastewater Treatment methods: Primary, secondary and Tertiary. Overview of air pollution control technologies, Concepts of bioremediation. Global Environmental Problems and Global Efforts: Climate change and impacts on human environment. Ozone depletion and Ozone depleting substances (ODS) International conventions / Protocols: Earth summit, Kyoto protocol and Montréal Protocol.

UNIT-V

ENVIRONMENTAL POLICY, LEGISLATION AND EIA

Classes:08

Environmental Protection act, Legal aspects Air Act- 1981, Water Act, Forest Act, Wild life Act, Municipal solid waste management and handling rules, biomedical waste Management and handling rules, hazardous waste management and handling rules. EIA: EIA structure, methods of baseline data acquisition. Overview on Impact of air, water, biological and Socio-economic aspects Strategies for risk assessment Towards Sustainable Future: Concept of Sustainable Development, Population and its explosion, Crazy Consumerism, Environmental Education, Urban Sprawl, Concept of Green Building, Ecological Foot Print, Life Cycle assessment (LCA), Low carbon life style. Latest Amendments in Industries

Reference Books:

1. Richard T.Wright ,”Environmental Science: towards a sustainable future “, PHL Learning Private Ltd. New Delhi, Revised 1st Edition, 2008.
2. Gilbert M.Masters and Wendell P. Ela ,”Environmental Engineering and science”, PHI Learning Pvt. Ltd, Revised 1st Edition, 2008.
3. Daniel B.Botkinand Edward A.Keller ,”Environmental Science “, Wiley INDIA, 9th Edition,2010.
4. Environmental Studies by Anubha Kaushik, New age international publishers, 4th Edition, 2010.
5. Dr. M. Anji Reddy , “Text book of Environmental Science and Technology”, BS Publications, 4th Edition, 2007.

E-Resources:



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1. <http://mft.info/core/uploads/sites/32/2016/04/ENVIRONMENTAL-SCIENCE.pdf>
 2. http://collegesat.du.ac.in/UG/Envinromental%20Studies_ebook.pdf
- http://www.ed.gov.nl.ca/edu/k12/curriculum/documents/science/highschool/ES3205_student_text_chapter_1.pdf
3. http://www.indes.about.com/web_analytics.com
 4. http://www.uk.ask.com/web_analytics/visit-us.com



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SOFTSKILLS FOR MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA016	Core	L	T	P	C	CIA	SEE	Total
		0	0	4	2	100	--	100
Contact Classes: Nil	Tutorials Classes: Nil	Practical Classes: 60			Total Classes: 60			
<p>COURSE OBJECTIVE</p> <p>To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities.</p> <p>COURSE OUTCOMES</p> <p>The course should enable the students to:</p> <ol style="list-style-type: none"> 1. Fundamentals of communication 2. Help them honing oral, written and non-verbal communication skills 3. To transform their communication abilities 								
LIST OF EVENTS							Classes: 45	
<p>UNIT – I</p> <p>Purpose and process of communication; myths and realities of communication; paths of communication; oral communication; noise, barriers to communication; listening process, types of listening, deterrents to listening process, essentials of good listening; telephonic communication.</p> <p>UNIT – II</p> <p>Presentation skills; prerequisites of effective presentation, format of presentation; Assertiveness – indicators of assertive behaviour, strategies of assertive behaviour; Communication skills for group discussion and interviews.</p> <p>UNIT – III</p> <p>Non verbal communication; gestures, handshakes, gazes, smiles, hand movements, styles of working, voice modulations, body sport for interviews; business etiquettes; business dining, business manners of people of different cultures, managing customer care.</p> <p>UNIT – IV</p> <p>Written communication; mechanics of writing, report writing, circulars, notices, memos, agenda and minutes</p> <p>UNIT-V</p> <p>Business correspondence-business letter format, style of letter arrangement, types of letters, telex managers, facsimiles, electronic mail; diary writing; development resume. Latest Amendments in Soft skills.</p>								
Reference Books:								
E-Resources:								



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1. <http://www.4newideas.com/pdf/Sample%20Market%20Research.pdf>
2. [http://www.managementdecisionsinc.com/images/PDF/Market%20Analysis%20Report%20\(Example%20Research\).pdf](http://www.managementdecisionsinc.com/images/PDF/Market%20Analysis%20Report%20(Example%20Research).pdf)
3. <http://www.4newideas.com/pdf/Sample%20Market%20Research.pdf>
4. [http://www.managementdecisionsinc.coReport%20\(Example%20Research\).pdf](http://www.managementdecisionsinc.coReport%20(Example%20Research).pdf)



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IT FOR MANAGERS LABORATORY

II Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA017	Core	L	T	P	C	CIA	SEE	Total
		0	0	60	2	30	70	100
Contact Classes: Nil	Tutorial Classes: Nil		Practical Classes: 60			Total Classes: 60		
<p>COURSE OBJECTIVE Understand the concept of information technology and its role in an organization</p> <p>COURSE OUTCOMES The course should enable the students to understand:</p> <p>I. Understand the concept of information technology and its role in an organization. II. Apply data analysis in MS Excel. III. Identify hands on experience in working with MS Excel. IV. Recognize different types of formulas and functions in MS Excel. V. Examine LaTeX documentation for AMS-LaTeX and Short Math Guide for LaTeX.</p>								
UNIT-I	INTRODUCTION OF INFORMATION TECHNOLOGY						Classes: 08	
Concept of Information Technology and Information Systems, Role of Information Systems in an organization, Decision Support Systems (DSS), MS Excel as Spreadsheet based DSS - Features of MS Excel, Uses of MS Excel.								
UNIT-II	BASICS OF MS EXCEL						Classes: 10	
Worksheet Management, Cell referencing, Range – Naming and Building formulas, Auto sum feature in Excel, Basic operations in Excel - Sorting, Filters, Conditional Formatting, Working with Charts								
UNIT-III	WORKING WITH FUNCTIONS						Classes: 09	
Text Functions, Logical and Information Functions, Lookup Functions. Date and Time Functions, Math and Statistical Functions, Financial Functions, Database Functions								
UNIT-IV	DATA ANALYSIS WITH MS EXCEL						Classes: 09	
Correlation, Regression - Linear, Exponential, Power curve, Multiple regression, Analysis of Variance - One - way Anova, Two - way Anova, What - if Analysis - Data Tables, Scenario Manager, Goal Seek, Creating Pivot Tables and Pivot Charts								
UNIT-V	An introduction to LaTeX						Classes: 09	
Introduction, LaTeX documentation, Getting LaTeX, Documentation for AMS-LaTeX,								



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Short Math Guide for LaTeX, Mathematical Expression, Mini Project

Text Books:

1. Gross Debra, "Succeeding in Business with Microsoft Excel - 2013: A Problem Solving Approach", Cengage Learning, 1st Edition, 2014.

Reference Books:

1. Paul Mcfedries, "Excel 2013 Formulas and Functions", Pearson Education, , 1st Edition, 2013.
2. Dodge Mark, Stinson Craig, "Microsoft Excel 2013 Inside Out", Prentice Hall of India, 1st Edition, 2013.
3. Guy Hart Davis, How to do everything with Microsoft Office Excel, Tata McGraw Hill, Revised 1st Edition, 2010.
4. Lisa Miller, "MIS Cases: Decision Making with Application Software", Pearson Education, Revised 1st Edition, 2011.
5. Giridhar Joshi, "Management Information Systems", Oxford University Press, Revised 1st Edition, 2013.

E-References:

1. <http://www.abebooks.com/servlet/SearchResults?isbn.pdf>.
2. <http://www.amazon.in/Succeeding-Business-Microsoft-Excel-2013>
3. <http://ctan.org/pkg/bibtopic>
4. <http://www.chegg.com/textbooks/succeeding-in-business>
5. <http://www.cengage.com.au/product/title/succeeding-in>.



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II-I



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PRODUCTION AND OPERATIONS MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
		L	T	P		C	CIA	SEE
20MBA018	Core	3	-	-	3	30	70	100
Contact Classes: 45	Tutorials Classes: Nil		Practical Classes: Nil		Total Classes: 45			
<p>COURSE OBJECTIVE To understand the concepts of production and operations management in an organization and analytical methods</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> 1. Concepts of Operations management 2. Product & process design, analysis 3. Plant location and layout 4. Scheduling and Material Management. 								
UNIT-I	INTRODUCTION TO OPERATIONS MANAGEMENT						Classes:10	
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						Classes:10	
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 and 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 & PLANT LAYOUT						Classes:09	
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.								



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UNIT-IV	SCHEDULING	Classes: 08
<p>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</p>		
UNIT-V	MATERIALS MANAGEMENT	Classes: 08
<p>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. Latest Amendments in Production</p>		
Reference Books:		
<ol style="list-style-type: none"> 1. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010. 2. Danny Samson "Operations Management: Integrated Approach" Cambridge, 2012. 3. Panneerselvam, Production and Operations Management, PHI, 2012. 4. K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012 5. Jay Heizer, Barry Render, Operations Management, 11e, 2016. 		
E-Resources:		
<ol style="list-style-type: none"> 1. http://web.itu.edu.tr/topcuil/ya/OR.pdf 2. http://textofvideo.nptel.iitm.ac.in/112106134/lec1.pdf 3. https://www.goodreads.com/shelf/show/operations-research 4. https://books.google.co.in/books/about/Operations_Research.html?id=P9h42uyE72YC 		



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DATA ANALYTICS

III Semester: MBA									
Course Code	Category	Hours / Week			Credi	Maximum Marks			
20MBA019	Elective	L	T	P	C	CIA	SEE	Total	
		3	-	-	3	30	70	100	
Contact Classes: 45		Tutorial Classes:		Practical Classes:		Total Classes: 45			
<p>COURSE OBJECTIVE</p> <p>To understand the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.</p> <p>COURSE OUTCOMES</p> <p>The course should enable the students to:</p> <ol style="list-style-type: none"> 1. Importance of Analytics 2. Understanding the analytical tools 3. Application of Analytical tools to solve business problems. 4. Simulation 5. Data mining 									
UNIT-I	INTRODUCTION TO DATA ANALYTICS						Classes: 05		
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						Classes:10		
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						Classes: 10		
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 Discriminate Analysis-One way and Two Way ANOVA									
UNIT-IV	DATA MINING						Classes: 10		
Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning – cluster analysis, Association rules, Supervised learning- Partition Data, Classification									



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Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.

UNIT-V	SIMULATION	Classes: 10
Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis. Latest Amendments in Data Analytics		
Reference Books:		
<ol style="list-style-type: none">1. James Evans, Business Analytics, 2e, Pearson, 2019.2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.3. Thomas Eri, Wajid Khattack & Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 20154. Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 20165. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.		
E-Resources:		
<ol style="list-style-type: none">1. https://d1.islamhouse.com/data/en/ih_books/single/en_dataanalytics.pdf2. http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf3. http://www.pondiuni.edu.in/storage/dde/downloads/markiii_cb.pdf4. http://nptel.ac.in/courses/110105029/pdf%20sahany/Module-1-1.pdf		



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DIGITAL MARKETING

III Semester: MBA								
Course Code	Category	Hours / Week			Credi	Maximum Marks		
20MBA20M	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: Nil			
<p>COURSE OBJECTIVE To know the importance of digital marketing and its applications to increase sales</p> <p>COURSE OOUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> 1. Understand the importance of digital marketing and its applications to increase sales. 2. Analyze the setting up goal tracking in analytics like traffic sources, campaigns, keywords, landing pages, locations and so on. 3. Know returning of visitors for effective business with visitor and customer loyalty. 4. Design social networking with face book, blogging as a social medium and micro blogging with twitter. 								
UNIT-I	UNDERSTANDING DIGITAL MARKETING						Classes: 05	
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						Classes: 10	
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-III	DIGITAL MARKETING PLAN						Classes: 10	
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						Classes: 10	
Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising –								



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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

Classes:10

Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Micro blogging 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. Latest Amendments in Digital Markets

Reference Books:

1. Dave Chaffey; Fiona Ellis-Chadwick, "Digital marketing : strategy, implementation and practice", Harlow : Pearson, 1st Edition, 2014
2. Damian Ryan, "Understanding Digital Marketing: marketing strategies for engaging the digital generation", London ; Philadelphia : Kogan Page, 3rd Edition, 2015.
3. Ryan Deiss, Russ Henneberry, "Digital Marketing for Dummies", Tata McGraw, Hill, 5th Edition, 2017.
4. Jan Zimmerman, Deborah Ng, "Social Media Marketing", Pearson, 4th Edition, 2017
5. Efraim Turban, Tae Lee, David King and H. Micheal Chung, "Electronic Commerce, Managerial Perspective", Pearson Education Asia, 1st Edition, 2001.

E-Resources:

1. http://www.iaapa.org/docs/handout-archive---ops/mon_khan_digital-marketing.pdf
2. https://www.mitodesign.com/pedroguittton/phd_knowledge_center/pdf/digitalmarketing.pdf
3. <http://www.quirk.biz/emarketingtextbook>
4. <https://www.amazon.com/eMarketing-essential-guide-digital-marketing-ebook/dp/B006CWHY2W>



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ADVERTISING AND SALES MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
		L	T	P		C	CIA	SEE
20MBA021M	Elective	3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To understand Advertising, Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel Institutions.								
COURSE OUTCOMES								
The course should enable the students to:								
I. To understand the importance of Sales Management								
II. Sales Planning and Budgeting								
III. Need for distribution channels and managing them								
IV. Sales Promotion								
V. Sales Distribution								
UNIT-I	ADVERTISING						Classes: 10	
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 and Elements of a layout.								
UNIT-II	ADVERTISING MEDIA						Classes: 11	
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						Classes: 10	
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						Classes: 07	
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						Classes: 07	



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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, Latest Amendments In Advertisements.

Reference Books:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
2. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015
3. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
4. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
5. K.Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.

E-Resources:

1. <http://lib.dtc.ac.th/ebook/businessadministration/5183.pdf>
2. <http://www.johnstockmyer.com/enmu/452ch1.pdf>
3. <https://www.amazon.com/integrated-marketing-communication-creative-implementation-ebook/dp/b001wxkka4>
4. <http://www.tandfebooks.com/doi/book/10.4324/9780203553916>



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CONSUMER BEHAVIOR

III Semester: MBA								
Course Code	Category	Hours / Week			Credi	Maximum Marks		
20MBA022M	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45	
<p>COURSE OBJECTIVE To understand the environmental influences on consumer behavior, perception and attitude of consumers</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <p>I. Understand the environmental influences on consumer behavior, perception and attitude of consumers.</p> <p>II. Analyze the consumer decision making and marketing ethics towards consumers.</p> <p>III. Design primary market research studies for the mutual benefit of consumers and organizations.</p> <p>IV. Enumerate marketing decisions keeping in mind the consumer behavior.</p>								
UNIT-I	UNDERSTANDING CONSUMER BEHAVIOUR						Classes: 05	
Defining consumer behavior, why to study consumer behavior? Understanding consumer through research process, consumer behavior in a world of economic instability, rural consumer behavior, consumer segmentation, targeting and positioning, segmentation and branding, rural markets.								
UNIT-II	ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOUR						Classes: 10	
Influence of culture, sub culture, social class, social group, family and personality, cross cultural consumer behavior.								
UNIT-III	CONSUMER AS AN INDIVIDUAL						Classes: 10	
Personality and self concept, consumer motivation, consumer perception. Consumer attitudes and changing attitudes, consumer learning and information processing.								
UNIT-IV	CONSUMER DECISION MAKING PROCESSES						Classes: 10	
Problem recognition, search and evaluation, purchasing processes, post purchase behavior, models of consumer decision making, consumers and the diffusion of innovations.								
UNIT-V	CONSUMERISM AND ETHICS						Classes: 10	
Roots of consumerism, consumer safety, consumer information, consumer responsibilities, marketer responses to consumer issues, marketing ethics towards consumers.								
Reference Books:								



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1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol GuercioTraver, "E-commerce-Business", Technology, Pearson, Low Price Edition.
3. Bharat Bhasker, "Electronic Commerce Framework, Technologies and Applications", 3rdn Edition. Tata McGraw, Hill.
4. David L. Loudon and Albert J.DellaBitta, "Consumer Behaviour", TMH, 4th Edition, 2011.
5. S. Ramesh kumar, "Cases in Consumer Behaviour", Pearson, 1st Edition, 2011.

E-Resources:

1. https://d1.islamhouse.com/data/en/ih_books/single/en_Consumer_Behavior.pdf
2. <http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf>
3. http://www.pondiuni.edu.in/storage/dde/downloads/markiii_cb.pdf
4. <http://nptel.ac.in/courses/110105029/pdf%20sahany/Module-1-1.pdf>



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SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA020F	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE To understand the investment process, investment alternatives, Valuation of debt and equity.</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> I. Indian Investment Environment II. Portfolio Analysis III. Bond valuation and management IV. Equity valuation of Cash market and derivatives V. Performance evaluation of Portfolios. 								
UNIT-I	INVESTMENT AND SECURITY ANALYSIS						Classes: 09	
Investment environment in India, overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process, Security analysis: fundamental analysis, technical analysis, efficient market hypothesis.								
UNIT-II	PORTFOLIO ANALYSIS						Classes: 08	
The returns and risks from investing Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model capital asset pricing model, arbitrage pricing theory.								
UNIT-III	BOND ANALYSIS AND VALUATION AND MANAGEMENT						Classes: 10	
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 AND DERIVATIVES						Classes: 08	
Equity analysis and valuation, balance sheet analysis equity valuation models, intrinsic value and market price, the p/e ratio and earnings multiplier approach, price/book value, price/ sales ratio, economic value added , overview of derivatives markets, option markets, option strategies and option valuation forward and future markets, strategies,								



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stock index future, interest rate futures, swaps contracts.

UNIT-V

MUTUAL FUNDS

Classes: 10

Types of mutual funds schemes, structure, net asset value, risk and return, performance evaluation models Sharpe model, treynor model, Jensen model, fama's decomposition. Trends in Indian mutual funds. Latest Amendments in Portfolio Management

Reference Books:

1. William. Sharpe, Gordon j Alexander and Jeffery V Bailey, "Fundamentals of Investments", Prentice Hall, 2nd Edition, 2012.
2. Reilly, Brown, "Analysis of Investment and Management of Portfolios", 10th Edition, Cengage, 1st Edition, 2012.
3. ZVI Bodie, AlexKane, Alan J Marcus, "Investments", TMH, 3rd Edition, 2012.
4. Donald E Fischer, Ronald J Jordan," Security Analysis and Portfolio Management", 6th Edition, 2012.
5. Prasanna Chandra, "Investment analysis and Portfolio Management" 4th Edition, TMH, 2012.

E-Resources:

1. http://164.100.133.129:81/econtent/Uploads/Security_Analysis_&_Portfolio_Management.pdf
2. <http://www.ucipfg.com/Repositorio/MATI/MATI-08/BLOQUE-ACADEMICO/Unidad-4/lecturas/4.pdf>
3. <http://www.ddegjust.ac.in/studymaterial/mba/fm-304.pdf>
4. <https://www.amazon.in/Security-Analysis-Portfolio-Management-Kevin-ebook/dp/B00K7YGOZ4>



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FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

III Semester: MBA								
Course Code	Category	Hours / Week			Credi	Maximum Marks		
20MBA021F	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To give an understanding about Indian Financial system with respect to Markets, Institutions, and Services.								
COURSE OUTCOMES								
The course should enable the students to								
I. Provide basic knowledge about the Finance concepts, markets and various services provided in those markets.								
II. Apply financial concepts, theories, and tools, and to evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions.								
III. Enrich the information about the roles of intermediaries and its regulating bodies.								
IV. Understand factoring, leasing, venture capital concepts and aware on the importance of finance for economic well-being.								
UNIT-I	FINANCIAL SYSTEM						Classes: 08	
Financial system: growing importance of financial services in financial system, classification traditional and modern view, fund based and non fund based services, financial engineering, need for innovation, new financial products and services, an overview of Indian financial services sector scenario.								
UNIT-II	CONCEPT OF LEASING						Classes: 09	
Concept of leasing: classification, rationale, advantages of leasing, legal aspects, lease documentation and contract, tax and accounting aspects of leasing, financial evaluation of leasing, net present value (NPV) and internal rate of return (IRR) approaches, break even lease rental, lease v/s buy decisions. Hire purchase concept and features, legal and tax frame work, financial evaluation of hire purchase, hire purchase mathematics, flat and effective interest rates.								
UNIT-III	FACTORING						Classes: 10	



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Factoring concept and features, classification, functions of factor, legal aspects, financial evaluation of factoring, decision analysis for factoring, factoring scenario in India. Bill discounting, concept and characteristics, process of bill discounting, legal aspects, parties involved and their legal obligations, financial aspects, calculation of discount charges and effective interest rates.

UNIT-IV	VENTURE CAPITAL FINANCING	Classes: 09
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Venture capital financing, concept and features, venture capital funding process, funding and entry strategies of venture capital financing, structuring of venture capital financing, valuation of venture capital financing conventional valuation method, first Chicago method, revenue multiplier method, exit strategies of venture capital financing, ventures capital financing scenario in India, regulatory frame work of venture capital financing.

UNIT-V	MERCHANT BANKING	Classes: 09
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Merchant banking concept and evolution, functions of merchant banking, eligibility norms, lead manager, underwriter, brokers and bankers to issue, registrar, portfolio managers, new issue management process and stages involved pricing of public issues, book building process, green shoe option, initial public offering, promoter's contribution, preferential issues, SEBI guidelines relating to new issues of securities, credit rating concept and advantages of ratings, types of ratings, symbols of ratings and grades. Latest Amendments in Financial Markets

Reference Books:

1. Meir Kohn, "Financial Institutions and Markets" Oxford University Press, 2nd Edition, 2009.
2. Khan. M.Y, "Financial Services", Tata McGraw-Hill, Pvt. Ltd., New Delhi , 5th Edition ,2010.
3. Gordon and Natarajan, "Financial Markets and Services", Himalaya publishing House, Mumbai ,7th Edition, 2009.
4. Vasant Desai, "Financial Markets and Financial Services", Himalaya publishing House, Mumbai, 1st Edition,2009.
5. Punithavathy Pandian, "Financial Services and Markets", Vikas Publishing House, 3rd Edition,2009.

E-Resources:

1. <https://www.scribd.com/document/184434634/45790874-mba-3-sem-finance-notes-bangalore-university>.
2. <http://www.slideshare.net/venkykk/fifm-2013-final-financial-institutions-and-notes-as-per-bput-syllabus-for-mba-2nd>.
3. http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%203rd%20semester%20ebook%20materials/dmgt512_financial_institutions_and_services.pdf.



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4. <http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf>.

STRATEGIC MANAGEMENT ACCOUNTING

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA022F	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To develop analytical and critical abilities related to management accounting and cost accounting								
COURSE OUTCOMES								
The course should enable the students to:								
I. Emphasis on developing analytical and critical abilities related to management accounting and cost accounting.								
II. Understand management and cost accounting principles, techniques and their applications to various decision making situations.								
III. Analyze the detailed cost concepts, cost structure and elements of costs of manufacturing and service organizations which have been facing dramatic changes in their business environment.								
IV. Identify and describe the elements which are involved in decision making, planning and control for the purpose of maximizing profitability and minimizing cost.								
V. Be aware of different types of costing methodologies for cost reduction and cost control and elimination of wastage in the production process.								
UNIT-I	MANAGEMENT ACCOUNTING VS. COST ACCOUNTING						Classes: 09	
Definitions, nature, scope, objectives and functions of management accounting, importance and limitations of cost accounting and management accounting; differences between cost accounting, management accounting and financial accounting. Types of costing used in industries. Role of accounting information in planning and control, cost concepts and managerial use of classification of costs, the management process and accounting, cost analysis and control: direct and indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate (problems), introduction to activity based costing and life cycle costing.								
UNIT-II	COSTING FOR SPECIFIC INDUSTRIES						Classes: 09	
Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses (problems), inter process profits, costing for byproducts and equivalent production, 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.								
UNIT-III	MAKE OR BUY DECISIONS						Classes: 09	
Key or limiting factor, selection of suitable product mix, desired level of profits, diversification of								



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products, closing down or suspending activities, level of activity planning.

Break even analysis: application of breakeven point for various business problems, meaning, significance and limitations of break even analysis and problems on break even point, inter firm comparison: need for inter firm comparison, types of comparisons, advantages.

UNIT-IV	BUDGETARY CONTROL	Classes: 09
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Budget, definitions, advantages and disadvantages of budgetary control, steps in budgetary control, different types of budgets: flexible budget, sales budget, cash budget, production budget (problems), master budget, performance budgets, material vs. purchase budgets, zero based budgeting, introduction to cost audit and management audit.

UNIT-V	STANDARD COSTING	Classes: 09
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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, Sales and Profit variance (problems), case studies. Latest Amendments in Strategic Management Accounting

Reference Books:

1. S.P.Jain and K.L.Narang, "Cost and Management Accounting", Kalyani Publishers, 7th Edition, 2014.
2. S.K.Gupta and R.K.Shama, "Advanced Management Accounting", Kalyani Publishers, 2nd Revised Edition, 2003.
3. M.N.Arora, "Cost & Management Accounting", Himalaya Publishing House, 1st Edition, 2004.
4. M.N.Arora, "Cost Accounting", Himalaya Publishing House, 1st Revised Edition, 2010.
5. M.E. ThukaramRao, "Management and Cost Accounting", New Age International Publisher, 1st Edition, 2007.

E-Resources:

1. [http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20\(MODULE%20I%20PAPER%202\).pdf](http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20(MODULE%20I%20PAPER%202).pdf).
2. <https://www.cengagebrain.co.nz/content/9781408049044.pdf>
3. <https://www.free-ebooks.net/ebook/Cost-and-Management-Accounting>
4. <http://www.freebookcentre.net/Business/Accounting-Books.html>



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PERFORMANCE MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA020H	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE To develop the employees in identifying the knowledge and skills required for performing the job efficiently</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> I. Develop the employees in identifying the knowledge and skills required for performing the job efficiently. II. Understand the boosting the performance of the employees by the way of encouraging employee empowerment, motivation and effective reward mechanism. III. Identify the barriers of effective performance through constant monitoring, coaching and development interventions. IV. Create a platform for several administrative decisions, strategic planning, succession planning, promotions and performance based payment. 								
UNIT-I	PERFORMANCE MANAGEMENT AND REWARD SYSTEM						Classes: 09	
Performance management and reward systems in context, performance management process, performance management strategic planning.								
UNIT-II	PERFORMANCE MEASUREMENT						Classes: 08	
Defining performance and choosing a measurement approach, measuring results and behaviors, gathering performance information, implementing a performance management system.								
UNIT-III	PERFORMANCE MANAGEMENT SKILLS						Classes: 10	
Performance management and employee development. Performance management skills. Case on Implementation of 360 degree feed back system.								
UNIT-IV	REWARD SYSTEMS						Classes: 10	
Reward systems and legal issues, managing team performance.								
UNIT-V	PERFORMANCE RELETED CONCEPTS						Classes: 08	



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Relevant performance related concepts: benchmarking, six sigma, competency mapping, balance scorecard, coaching and mentoring Pygmalion effect, job analysis. Latest Amendments in Performance Aspects

Reference Books

1. Herman Aguinis, "Performance Management", Pearson, 1st Edition, 2012.
2. Robert D Austin; Tom DeMarco; Timothy Lister "Measuring & Managing Performance in Organizations" Dorset House Publishing, cop. 2nd Edition, 1996.
3. Herman Aguinis, "Performance Management" , TMH, 3rd Edition, 2016.
4. Dr. Daniels, "Performance Management, Dorset House Publishing, 5th Edition, 1982
5. LanceA, Berger Dorothy and R.Berger, "The Talent Management Hand Book", TMH, 2nd Edition, 2015.

E-Resources:

2. <http://usfweb2.usf.edu/humanresources/talentmanagement/pdfs/overviewperformancemanagement.pdf>.
3. <https://www.ebsglobal.net/EBS/media/EBS/PDFs/Performance-Management-Course-Taster.pdf>
4. <http://www.free-management-ebooks.com/dldebk/dlap-perfman.html>



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LEARNING AND DEVELOPMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA021H	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil			Practical Classes: Nil			Total Classes: 45	
COURSE OBJECTIVE								
To know the emerging trends in training needs, career opportunities and integration of organizational development								
COURSE OUTCOMES								
The course should enable the students to:								
I. Identify the trends in training needs, career opportunities and integration of organizational development.								
II. Apply different methods of on- job training, off -job training and computer based training.								
III. Design the principles and procedures for various kinds of training activities.								
IV. Understand the major role of training in talent management and competency mapping.								
V. Design the principles and procedures for various kinds of training activities.								
UNIT-I	TRAINING ORGANIZATIONS						Classes: 09	
Trends in training, career opportunities in training, important concepts and meanings, integrating organizational development, strategy and training, understand motivation and performance, aligning, training, design with learning process.								
UNIT-II	TRAINING NEED AND ANALYSIS						Classes: 08	
The training need analysis (TNA) model, training need analysis and design, organizational constraints, developing objectives, facilitation of learning and training transfer to the job, design theory.								
UNIT-III	TRAINING METHODS						Classes: 10	
Matching methods without comes, lectures and demonstrations.								
Games and simulations, on the job training, computer based training (CBT).								
UNIT-IV	IMPLEMENTATION AND EVALUATION OF TRAINING						Classes: 10	
Development of training, implementation, transfer of training, major players in training and development, rational for evaluation, resistance to training evaluation, types of								



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UNIT-V	AREAS OF ORGANIZATIONAL TRAINING	Classes: 08
<p>Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.</p>		
<p>Reference books</p>		
<ol style="list-style-type: none">1. P.Nick Blanchard, JamesW. Thacker, A.Anand Ram, “Effective Training”, Pearson, 4th Edition, 20122. RolfLynton, UdayPareek, “Training for Development” SAGE Publications, 3rd Edition, 2012.3. Jean Barb azette, “Training Needs Assessment Methods, Tools and Techniques”, Wiley, 3rd Edition, 20144. Raymond A Noe, Amitabh Deo Kodwani, “Employee Training and Development”, McGraw Hill, 2nd Edition, 2012		
<p>E-Resources:</p>		
<ol style="list-style-type: none">1. http://serverlib.moe.gov.ir/documents/10157/42675/Employee+Training+and+Development.pdf2. http://facta.junis.ni.ac.rs/eao/eao200702/eao200702-13.pdf3. http://trainingstation.walkme.com/5-best-employee-training-books/		



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EMPLOYEE RELATIONS

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA022H	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorials Classes: Nil		Practical Classes: Nil			Total Classes: 45		
COURSE OBJECTIVE								
To understand the industrial relations systems, characteristics of Indian IR system								
COURSE OUTCOMES								
The course should enable the students to:								
1. Understand the industrial relations systems, characteristics of Indian IR system.								
2. Know the role of state dispute settlement machinery and its instruments, legislation.								
3. Examine the collective bargaining, conciliation, arbitration, adjudication.								
4. Identify the role of wage policy and wage regulation machinery, wage legislation and payment of wages Act 1936								
5. Examine the collective bargaining, conciliation, arbitration, adjudication.								
UNIT-I	INDUSTRIAL RELATIONS						Classes: 10	
Introduction, Dunlop's Industrial relations systems, characteristics of Indian IR System; Trade Unions: Union Purpose. Trade union, functions, methods, Politics, types of unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for recognition. Rights of recognized Unions, unfair labour Practices: Case 1. Let us get back to work (p.no. 720, C.B.Mamoria) Case 2. A case of complicated multi-union manoeuvres (J.A. Kulkarni)								
UNIT-II	SETTLEMENT OF DISPUTES						Classes: 10	
Role of state dispute settlement machinery and its instruments, legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure. Case 1. Stop the shouting game please (p.no. 760, C.B.Mamoria) Case 2. The dish ends ltd. (p.no.07, J.A. Kulkarni)								
UNIT-III	COLLECTIVE BARGAINING						Classes: 05	
Collective bargaining, conciliation, arbitration, adjudication, The Industrial dispute Act 1947, labour welfare work, labour welfare officer, worker's participation. Case 1.who is to be blamed (p.no. 685, C.B.Mamoria)								
UNIT-IV	WAGE POLICY AND WAGE REGULATION						Classes: 10	
Wage policy and wage regulation machinery, wage legislation, payment of wages Act 1936, The payment of bonus Act, 1965 Case 1. Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria) .								
UNIT-V	THE FACTORIES ACT 1948 AND MINES ACT 1952						Classes: 10	
The factories Act 1948, mines Act 1952, Industrial relations and technological change. Case 1. Organizations and unions working as partners (p.no. 738, C.B.Mamoria) ,Latest Amendments in								



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Labour Laws

Reference Books:

1. Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House, 14th Edition, 2012.
2. C.B.Mamoria, VSP Rao "personnel management- text & cases", Himalaya Publishers 15th edition, 2012.
3. J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, " case studies in amangement", pearson, 10th Editioon, 2011.
4. Padhi " Labour and Industrial Relations" PHI,8th Edition, 2012.
5. Arun Monappa,Ranjeet Nambudiri,Selvaraj " Industrial Relations and Labour Laws", 5th Editon, TMH,2012

E-Resources:

1. [https://www.uk.ask.com/management references/try_ it](https://www.uk.ask.com/management%20references/try_it)
2. <https://www.shodhganga.intlibnet.ac.in/bitstream/10603/463/46313/8>
3. https://www.pondiuni.edu.in/storage/dde/download//hrmiii_irm.pdf
4. https://www.eh.wikipedia.org/wiki/industries_relations



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STARTUP MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA020E	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE</p> <p>To know the usefulness of decision support systems arising in the practice of industrial and systems engineering</p> <p>COURSE OUTCOMES</p> <p>The course should enable the students to:</p> <ol style="list-style-type: none"> I. Understand the usefulness of decision support systems arising in the practice of industrial and systems engineering. II. Accomplish tasks of legal environment, approval for new ventures, taxes or duties payable for new ventures. III. Recognize financing with debt, funding startups with bootstrapping, crowd funding, strategic alliances. IV. Improve support system for growth and sustainability of the venture. v. Recognize financing with debt, funding startups with bootstrapping, crowd funding, strategic alliances. 								
UNIT-I	STARTUP OPPORRTUNITIES						Classes: 10	
<p>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.</p>								
UNIT-II	STARTUP CAPITAL REQUIREMENTS AND LEGAL ENVIRONMENT						Classes: 10	
<p>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</p>								
UNIT-III	STARTINGUP FINANCIAL ISSUES						Classes: 05	
<p>Feasibility Analysis, The cost and process of raising capital, Unique funding issues of a high-tech ventures.</p> <p>Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.</p>								



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UNIT-IV	STARTUP SURVIVAL AND GROWTH	Classes: 10
<p>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.</p>		
UNIT-V	PLANNING FOR HARVEST AND EXIT	Classes: 10
<p>Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.Latest Amendments In Start-ups</p>		
Reference Books:		
<ol style="list-style-type: none"> 1. Kathleen R Allen,” Launching New Ventures, An Entrepreneurial Approach”, Cengage Learning, 5th Edition, 2016. 2. Anjan Raichaudhuri, “Managing New Ventures Concepts and Cases”, Prentice Hall International, 4th Edition, 2010. 3. S. R. Bhowmik & M. Bhowmik, “Entrepreneurship”, New Age International, 5th Edition, 2007. 4. Steven Fisher, Ja-nae’ Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2nd Edition, 2016. 5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur’s Road Map, 2nd Edition, , Routledge, 2017. 		
E-Resources:		
<ol style="list-style-type: none"> 1. https://www.inc.com/encyclopedia/business-information-sources.html 2. https://www.investopedia.com/terms/s/startup.asp 3. https://en.wikipedia.org/wiki/Startup_company 4. https://msdn.microsoft.com/en-us/library/hh708954.aspx 		



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MSME MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA021E	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To enrich the export opportunities in MSMEs, Issues and challenges of MSMEs								
The course should enable the students to:								
Enrich the export opportunities in MSMEs, Issues and challenges of MSMEs.								
Provide the Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship								
Women entrepreneurship.								
Analyze sources of financial support, development financial institutions and investment institutions.								
Ensures that the restructuring, revival and rehabilitation of MSME and problems of entrepreneurs.								
UNIT-I	INTRODUCTION FOR SMALL AND MEDIUM ENTREPRENEURSHIP (SME)						Classes: 06	
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'						Classes: 10	
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:						Classes: 07	
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						Classes: 12	



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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:	Classes: 10
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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). Latest Amendments in MSME

Reference Books:

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 3rd Edition, 2003.
2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 5th Edition, 2006.
3. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
4. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2nd Edition, 2013.
5. Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications, 4th Edition, 2015..

E-Resources:

2. <https://msme.gov.in/sites/default/files/Sch-vol1-151214.pdf>.sri.pdf
<https://msme.gov.in/Media-and-press-release/e-book>
3. <https://www.pwc.in/assets/pdfs/publications-2011/innovation-msme-2011.pdf>
4. [www.dcmsme.gov.in/Terms%20of%20Reference%20\(ToR\).pdf](http://www.dcmsme.gov.in/Terms%20of%20Reference%20(ToR).pdf)



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FAMILY BUSINESS MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
		L	T	P		C	CIA	SEE
20MBA022E	Elective	3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To analyze Family Business as a unique synthesis, Succession and Continuity								
COURSE OUTCOMES								
The course should enable the students to:								
I. Analyze Family Business as a unique synthesis, Succession and Continuity.								
II. Understand the Responsibilities of shareholders to the company - Effective Governance of the shareholder								
III. Illustrate life cycle stages influencing family business strategy and turning core competencies into competitive advantage.								
IV. Compare traditional inventory policies to both material requirements planning and just-in-time manufacturing and also generates schedules using several different strategies.								
UNIT-I	INTRODUCTION TO FAMILY BUSINESS						Classes: 06	
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						Classes: 09	
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						Classes: 12	
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								



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UNIT-IV	STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP	Classes: 08
<p>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.</p>		
UNIT-V	THE FUTURE OF FAMILY BUSINESS	Classes: 10
<p>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.</p>		
Reference Books:		
<ol style="list-style-type: none"> 1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 3rd Edition, 2015. 2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 4th Edition, 2010 3. Sudipt Dutta, Family Business in India, Sage Publications, 5th Edition, 1997. 4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 7th Edition, 2015. 5. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 3rd Editon, 2011. 		
E-Resources:		
<ol style="list-style-type: none"> 1. https://www.researchgate.net/.../304540682_List_of_References_for_Family_Business 2. https://www.e-elgar.com/shop/books/business-and-management/family-business-bam 3. https://www.sk.sagepub.com/reference/hdbk_familybusiness 4. https://www.encyclopedia.com/reference/encyclopedias-almanacs.../family-business 		



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SUMMER INTERNSHIP

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA023	Core	L	T	P	C	CIA	SEE	Total
		-	-	4	2	30	70	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 60			Total Classes: 60			
<p>COURSE OBJECTIVE</p> <p>To understand the product mix and strategies of the organization, structure of organization, reporting Systems and general administration of the organization</p> <p>COURSE OUTCOMES</p> <p>The course should enable the students to:</p> <ol style="list-style-type: none"> I. Understand the product mix and strategies of the organization, structure of organization, reporting Systems and general administration of the organization. II. Analyze the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization. III. Know how to do the routine work which is related to job in the working organization. 								
APPROACH TO DECIDE SUMMER INTERNSHIP								
<p>Students should take covering letter/s, addressed to the organization/professional, before second mid of Second semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer Internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA.</p> <p>Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, Petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model.</p>								
REPORTS								



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A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains.

Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.



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STRATEGIC MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA024	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE To provide a strategic orientation in conduct of the business</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> I. Strategic management concepts II. Tools and Techniques for Strategic analysis III. Strategies for competing in globalised markets IV. Strategy Evaluation and Control. V. Strategy Evaluation and Control 								
UNIT-I	INTRODUCTION						Classes: 10	
<p>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.</p>								
UNIT-II	TOOLS AND TECHNIQUES FOR STRATEGIC ANALYSIS						Classes: 11	
<p>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.</p>								
UNIT-III	STRATEGY IMPLEMENTATION						Classes: 10	
<p>Strategy and Structure, Strategy and Leadership Strategy and culture connection - Operational sing and institutionalizing strategy Strategies for competing in Globalizing markets and internet economy Organizational Values and their impact on strategy resource allocation, Planning systems for implementations</p>								
UNIT-IV	TURN AROUND STRATEGIES						Classes: 07	
<p>Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures -Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.</p>								
UNIT-V	STRATEGY EVALUATION AND CONTROL						Classes: 07	



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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. Latest
Amendments in Strategies

Reference Books:

1. Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
3. V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
4. Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
5. S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

E-Resources:

2. <http://www.strategicteacher.com>
3. <http://www.ebsglobal.net/EBS/media/EBS/pdf>
4. <https://www.sloanreview.mit.edu/article/the-internet.com>
5. <http://www.books.google.co.in/books/about/international>



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INTERNATIONAL MARKETING

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA025M	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE</p> <p>To describe the importance of World Trade, Features, Opportunities and Challenges in International Marketing</p> <p>COURSE OUTCOMES</p> <p>The course should enable the students to:</p> <ol style="list-style-type: none"> 1. Describe the importance of World Trade, Features, Opportunities and Challenges in International Marketing 2. Analyze International Trade and its barriers, trade in Goods & Services and International Trade Agreements. 3. Evaluate the drivers of Global Consumers and Influences of the Global Consumer. 4. Develop the Cultural and International Negotiations, E-Marketing channels organization 5. &controlling of the global marketing program 								
UNIT-I	INTRODUCTION TO INTERNATIONAL MARKETING						Classes: 10	
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, Internationalization – Reasons and Strategies.								
UNIT-II	GLOBAL ENVIRONMENTAL DRIVERS						Classes: 11	
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						Classes: 10	
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						Classes: 07	
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.								



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UNIT-V	IMPLEMENTING GLOBAL MARKETING STRATEGIES	Classes: 07
<p>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. Latest Amendments in International markets</p>		
<p>Reference Books:</p>		
<ol style="list-style-type: none">1. Michael R. Czinkota, Ilkka A. Ronkainen, “International Marketing”, Cengage publications, 10th Edition, 20172. Justin Paul, Ramneek Kapoor, ” International Marketing”: Text and Cases, TMH, 2nd Edition, 20123. Philip R. Cateora John L Graham Prashant Salwan, ” International Marketing”, TMH, 13th edition, 20114. Svend Hollensen, Madhumita Benerjee, “Global Marketing” , Pearson, 4th Edition, 20105. Rajagopal “International Marketing”, Vikas, 2nd Edition, 2011		
<p>E-Resources:</p>		
<ol style="list-style-type: none">1. http://www.marketingteacher.com2. http://www.ebsglobal.net/EBS/media/EBS/pdf3. https://www.sloanreview.mit.edu/article/the-internet.com4. http://www.books.google.co.in/books/about/international		



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RETAIL MARKETING MANGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credi	Maximum Marks		
20MBA028M	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-		3	30	70
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To learn the modern retailing concepts and understand the present retailing trends how to create a shopping experience that builds customer loyalty								
COURSE OUTCOMES								
The course should enable the students to								
I. Learn the modern retailing concepts and understand the present retailing trends how to create a shopping experience that builds customer loyalty.								
II. Understand shopping environment, retail formats, functions, retail operation and promotion how to receive, present and maintain merchandise.								
III. Emphasize pricing and supply chain management how the role of the manager impacts the success of a retail business.								
IV. Manage retail operations with different strategies in retailing how to identify, hire, retain and build retail talent.								
V. Determine level of interest in pursuing a career in retail management understand how to drive sales growth.								
UNIT-I	INTRODUCTION TO RETAIL MANAGEMENT						Classes: 08	
Meaning of Retail and Retailing, History, types, functions, utilities, theories of retailing, e tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, foreign direct investment retailing, Rural marketing, ethics in retailing.								
UNIT-II	UNDERSTANDING SHOPPERS AND SHOPPING						Classes:09	
Shopping Environment, shopping in a socio cultural contest, shopping process shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.								
UNIT-III	DELIVERING VALUE THOUGH RETAIL FUNCTIONS						Classes: 09	
Classification of formats, ownership based, store based, on store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place.								
Marketing Structure, the demand side of retailing, non-price decisions, types of competition, evolution of retail competition, future changes in retail competition.								



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UNIT-IV	PRICING AND SUPPLY CHAIN MANAGEMENT	Classes: 09
<p>Pricing objectives and policies, interactive pricing decisions, different pricing strategies, and price; Adjustment Strategies: supply chain management introduction, drivers of supply chain management, supply chain management and competitive advantages, types of supply chain supply chain length, width, control of supply chain, framework of supply chain management, supply chain management network structure, supply chain business process, supply chain management components, retail inventory management, retail logistics management.</p>		
UNIT-V	RETAIL BUYING AND MANAGING RETAIL OPERATIONS	Classes: 10
<p>Objectives of buying, organization buying, retailing buying behavior, models of buying behavior, buyer responsibilities, merchandising and assortment plans merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout and design, merchandise display fixtures, positioning of merchandise, materials and finishes, floors, interior walls, ceilings, lightings, music, graphics exterior signage, interior signage, layouts for retailers. Latest Amendments in Retail Markets</p>		
Reference Books:		
<ol style="list-style-type: none"> 1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, “Managing Retailing”, Oxford, 2nd Edition, 2012. 2. Lusch, Dunne, Carver, “Introduction to Retailing”, Cengage Learning, 7th Edition, 2015. 3. Suja Nair, “Retail Management”, Himalaya Publication House, 5th Edition, 2012. 4. Michael Levy, “Retail Management”, Pearson, 6th Edition, 2008. 5. Aditya Prakash Tripathi, Noopur Agrawal, “Fundamentals of Retailing” (text and cases), Himalaya Publication House, 1st Edition, 2009. 		
E-Resources:		
<ol style="list-style-type: none"> 1. http://catalogue.pearsoned.ca/assets/hip/ca/hip_ca_pearsonhighered/samplechapter/0131204017.pdf 2. http://www.pondiuni.edu.in/storage/dde/downloads/markiii_rm.pdf 3. https://www.welingkaronline.org/autoptlibrary/librarynotices/retailmanagement.pdf 4. http://catalogue.pearsoned.ca/assets/hip/ca/hip_ca_pearsonhighered/samplechapter/0131204017.pdf 		



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MARKETING OF SERVICES

IV Semester: MBA								
Course Code	Category	Hours / Week			Credi	Maximum Marks		
20MBA027M	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
COURSE OBJECTIVE								
To develop employee's roles in service delivery and customer's roles in service delivery								
COURSE OUTCOMES								
The course should enable the students to								
I. Acquire the knowledge on role of services in modern economy, service and technology and characteristics of services compared to goods.								
II. Create importance and necessity of consumer behavior in services, consumer expectations in service								
III. Equip the service innovation and design-challenges, types of service innovations								
IV. Develop employee's roles in service delivery and customer's roles in service delivery.								
V. Understand the integrated services marketing communications-need for coordination								
UNIT-I	FOUNDATIONS OF SERVICE MARKETING						Classes: 09	
What are Services? Why services marketing? Role of Services in modern economy, service and technology, characteristics of services compared to goods, services marketing mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.								
UNIT-II	FOCUS ON THE CONSUMER						Classes: 09	
Consumer behavior in services, consumer expectations in service, consumer perceptions of service, understanding Consumer requirements-listening to customers through research, building customer relationships, service recovery.								
UNIT-III	ALIGNING SERVICE DESIGN AND STANDARDS						Classes:09	
Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service development processes, customer defined service standards-factors, types, and development, physical evidence and the services cape.								
UNIT-IV	DELIVERING AND PERFORMING SERVICE						Classes:09	



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Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

UNIT-V

MANAGING SERVICE PROMISES

Classes: 09

Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions. Latest Amendments in Services Marketing

Reference Books:

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing", 7th edition Pearson, 2015
2. Valarie A. Zeithaml & Mary Jo Bitner, "Services Marketing Integrating customer focus across the firm", TMH, Fifth edition, 2011.
3. John E.G. Bateson, K. Douglas Hoffman : Services Marketing, Cengage Learning, 4th Edition, 2012.
4. Harsh V. Varma, "Services Marketing text and cases", Pearson, 2nd Edition, 2012.
5. Vinnie Jauhari, Kirti Dutta, "Services- Marketing, Operations and Management" Oxford University Press, 7th Edition, 2012.

E-Resources:

<https://www.ebsglobal.net/documents/course-tasters/...>
http://www.en.wikipedia.org/wiki/Services_marketing/pdf
<http://www.ebsglobal.net/documents/course-tasters>
<http://www.jaipuria.edu.in/pgdm/wp-content/uploads/2013/07>



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INTERNATIONAL FINANCIAL MANAGEMENT

IV Semester								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA025F	Elective	L	T	P	C	CIA	SEE	Total
		3	-		3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE Understand the overview, Importance, nature and scope of International Financial Management</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> I. Understand the overview, Importance, nature and scope of International Financial Management. II. Recognize the fundamentals of BOP, Accounting components of BOP, factors affecting and International Trade flows III. Elucidate the functions and Structure of the Forex markets, major participants, types of transactions and settlements dates. IV. Know about the foreign direct investment, international capital budgeting, international capital structure and cost of capital and international portfolio management. V. Understand the overview, Importance, nature and scope of International Financial Management 								
UNIT-I	INTRODUCTION						Classes: 09	
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						Classes: 09	
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						Classes: 09	



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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

EXCHANGE RATES

Classes: 09

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.
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

Classes: 09

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 and import bank of India, recent amendments in EXIM policy, regulations and guidelines. Latest Amendments in International Financial Management

Reference Books:

2. Jeff Madura, "International Corporate Management," Cengage, 2nd Edition, 2012.
3. Alan C. Shapiro, "Multinational Financial Management", John Wiley publications, 5th Edition, 2012
4. Sharan. V, "International Financial Management" PHI Publications, 5th Edition,, 2012
5. P. G. Apte, "International Financial Management", TMH publications, 3rd Edition, 2012.

E-Resources:

2. https://en.wikipedia.org/.../Journal_of_International_Financial_Management_and_Accounting.1467-646X (**web**).
3. <https://www.cengage.co.in/.../finance/international-financial-management/international-financial-management>.
4. <https://.www.indiaclass.com/financial-management-reference-books>
5. <https://www.loc.gov/rr/business/BERA/issue7/finance.html>



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STRATEGIC INVESTMENT AND FINANCING DECISIONS

IV Semester								
Course Code	Category	Hours / Week			Credi	Maximum Marks		
20MBA026F	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes:		Practical Classes:		Total Classes: 45		
COURSE OBJECTIVE								
To evaluate the financial resources and different financial decisions								
COURSE OUTCOMES								
The course should enable the students to								
I. Understand the role of financial strategies and risk analysis in investment decisions.								
II. Evaluate the financial resources and different financial decisions.								
III. Apply Strategies to avoid risk in the business and to face uncertainties.								
IV. Be aware of critical analysis of appraisal techniques, mergers and acquisitions basic issues.								
V. Evaluate the financial resources and different financial decisions								
UNIT-I	INVESTMENT DECISIONS UNDER CONDITIONS OF RISK UNCERTAINTY						Classes: 09	
Concepts of risk and uncertainty. Risk analysis in investment decisions. Risk adjusted rate of return, certainty equivalents, and 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	INVESTMENTS AND DISINVESTMENTS						Classes: 09	
Types of investments and disinvestments, project abandonment decisions, evidence of internal rate of return. Multiple internal rate of return, modified internal rate of return, pure, simple and mixed investments. Lorie savage paradox. Adjusted net present value and Impact of inflation on capital budgeting decisions.								
UNIT-III	CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES						Classes:09	
Discounted pay back, post pay back, surplus life and surplus payback, bail out pay back, return on investment, equivalent annual cost, terminal value, single period constraints, multi period capital constraint and an unresolved problem.								
Net present value 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						Classes:09	
Lease financing, leasing vs. operating risk, borrowing vs. procuring. Hire purchase and installment decisions. Lease risk management, leasing as a Financing decision,								



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advantages of leasing, and leasing decision in practice.

UNIT-V

FINANCING DECISIONS

Classes: 09

Mergers and acquisitions basic issues, strategy, diversification and mergers and acquisitions, theories of mergers, types of mergers, cost of mergers, government guidelines for takeover, problems on mergers and acquisitions. Latest Amendments in Strategic Decisions

Reference Books:

1. Harony, J. and I. Swary, "Quarterly Dividends and Earnings Announcements", AFA, 1st Edition, 1981.
2. Altman, E.I. and Kishore, "The Default Experience of U.S. Bonds", Salomon Center, 1st Edition, 1999.
3. Baumol, W.J. and R.E. Quandt, "Investment and Decision Rates under Capital Rationing - A Programming Approach", The Economic Journal, 1st Edition, 1965.
4. Baumol, William J, "the Transactions Demand for Cash: An Inventory Theoretic Approach" Oxford University Press, 1st Edition, 1952.

E-Resources:

1. <http://lib.mdp.ac.id/ebook/Karya%20Umum/Karya%20UmumStrategic%20Financia1%20Management.pdf>
2. <http://bookboon.com/en/strategic-financial-management-ebook>.
3. <http://utab.ac.rw/books/1410447221.pdf>



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FINANCIAL DERIVATIVES AND RISK MANAGEMENT

IV Semester								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA027F	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE To evaluate the business and economics of insurance for changing mindset and implement latest trends in Insurance business</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> I. Understand about banking business in the country for the purpose of knowing the deposits of banks in the new dimensions. II. Analyze banking sector reforms and regulations for the purpose of knowing and minimizing deficiencies in Indian banking system. III. Evaluate the business and economics of insurance for changing mindset and implement latest trends in Insurance business. IV. Understand the risk management techniques and non insurance methods for identification and measurement of risk with the objective of minimizing the risk. V. Understand the risk management techniques and non insurance methods for identification and measurement of risk with the objective of minimizing the risk. 								
UNIT-I	INTRODUCTION TO BANKING BUSINESS						Classes: 08	
Introduction to Banking sectors, History of banking business in India, Structure of Indian banking system, Types of accounts, advances and deposits in a bank New Dimensions and products, E-Banking, Mobile, Banking, Net Banking, CRM, cheque system and KYC System.								
UNIT-II	BANKING REFORMS AND REGULATIONS						Classes: 10	
Banking regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and credit control system, Role of commercial banks and its functions, Banking sector reforms in India and deficiencies in Indian banking including problems accounts and Non-Performing Assets.								
UNIT-III	INTRODUCTION TO INSURANCE						Classes: 09	
Introduction to insurance, Need and importance of Insurance, principles of Insurance, characteristics of insurance contract.								
Branches of insurance and types of insurance, life insurance and its products: Role of								



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Agents and brokers.		
UNIT-IV	INSURANCE BUSINESS ENVIRONMENT	Classes:10
Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.		
UNIT-V	INTRODUCTION TO RISK MANAGEMENT	Classes:08
Introduction to Risk, meaning and types of risk in business and individual, Risk management process, methods, Risk identification and measurement, Risk management techniques, Non insurance methods. Latest Amendments in Derivatives		
Text Books:		
1. Varshney, P.N, "Banking Law and Practice", Sultan Chand and Sons, 25 th Revised Edition, 2014.		
Reference Books:		
1. Scott E. Harringam Gregory R. Nichanus," Risk Management and Insurance", TMH, 2 nd Edition, 2009.		
2. Geroge E. Rejda, "Principles of risk Management and Insurance", Pearson Education Publications, 9 th Edition, 2009.		
3. G. Koteswar, "Risk Management Insurance and Derivatives", Himalaya Publications, 5 th Edition, 2008.		
4. Mark S. Dorfman, "Risk Management and Insurance", Pearson Publications, 9 th Edition, 2009.		
5. Reddy K S and Rao R N, "Banking and Insurance", Paramount publishers, 9 th Edition, 2013		
E-Resources:		
1. http://www.ebooks directory.com		
2. http://Campus guides.lib.utah.edu		
3. http://www.bookboon.com		
4. http://www.freemagagement.com		



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INTERNATIONAL HUMAN RESOURCE MANAGEMENT

IV Semester								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA025H	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorials Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE</p> <p>To know the cultural literacy and human resource information system in global business</p> <p>COURSE OUTCOMES</p> <p>The course should enable the students to:</p> <ol style="list-style-type: none"> I. Understand the significance of international management and human resource planning. II. Know the cultural literacy and human resource information system in global business. III. Examine the qualities, communication abilities and interpersonal relations of Global literate leader. IV. Identify the role of scientific management, humanistic psychology, organic theories of management and the practice of HRM in American organizations. V. Understand the significance of international management and human resource planning. 								
UNIT-I	INTERNATIONAL HUMAN RESOURCE MANAGEMENT						Classes: 10	
Introduction, objectives an scope of international human resource management, cultural and reality shock , international human resource management models , concept, pool's adaptation of Harvard model, the Brewster and bournois model, case study, comparative employment policy, concept, significance, convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), individuality (INV), masculinity (MASC).								
UNIT-II	SOCIAL ENVIRONMENT AND STAFFING						Classes: 10	
Concept, social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques, case study, cultural literacy and human resource information system in global business ,cultural awareness, essentials, advantages, cultural skills for co-operative advantages, human resource information system: concept ,limitations and uses, designing of human resource information system, computerized skill inventories.								
UNIT-III	BUSINESS MANAGEMENT OF GLOBAL COMPANIES						Classes: 05	
Characteristics of global companies, Difference between domestic and global companies, H.R. strategy planning for global organizations, HRM approaches in global companies.								



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Developing Global Managers, Global literate leader: concept, essential qualities, communication and interpersonal relations, training, career development, succession planning, managerial stimulation's.

UNIT-IV	HRM IN EUROPE AND JAPAN	Classes: 10
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Background of Europe, the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice, the parliament, the social charter, E.C. legislation procedure, case study; Japans Employee management: Introduction, lifetime employment, characteristics, importance, limitations, the seniority wage system, relevance of Japanese management in indian context, case study.

UNIT-V	THE AMERICAN APPROACH TO HRM	Classes: 10
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Scientific Management, Behavioral an humanistic psychology, organic theories of management, the practice of HRM in American organizations, encouragement of union avoidance, transforming unionized industrial relations, case study; International Compensation : Principles of international compensation, methods and practices of international compensation, international compensation and employee satisfaction, case study. Latest Amendments in HR

Reference Books:

1. Randall s. schuler and susan e Jackson, "Strategic Human Resource Management" Blackwell Publishing, 1st Edition, 1999.
2. Catherine Truss, David Mankin, Clare Kelliher, "Strategic Human Resource Management" Pearson Education, 2nd Edition, 2001.
3. Mark Saunders, Mike Millmore, Philip Lewis, Adrian Thornhill, Trevor Morrow "Strategic Human Resource Management" Pearson, 2nd Edition, 2007.
 4. Catherine Truss, David Mankin, Clare Kelliher, "Strategic Human Resource Management" Harvard Business School Press, 2nd Edition, 1999.
 5. Dave Ulrich, "Human Resource Champions", Harvard Business School Press, 1st Edition, 2001.

E-Resources:

1. <https://www.studynama.com/community/threads/465-international-human-resource-management-pdf-lecture-note-ebook-download-mba>
2. <https://www.scribd.com/doc/15744060/international-human-resource-management>
3. https://books.google.co.in/books/about/International_human_resource_management.html?id=FciK
4. <https://6xtWfy0CFreemanagementebooks.com>
5. <http://bookboon.com/en/hrm-ebooks>



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LEADERSHIP AND CHANGE MANAGEMENT

IV Semester								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA026H	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
COURSE OBJECTIVE								
To learn the concept of leadership and leadership styles and understand the necessity of leadership for changing organizational culture.								
COURSE OUTCOMES								
The course should enable the students to								
I. Learn the concept of leadership and leadership styles and understand the necessity of leadership for changing organizational culture.								
II. Adopt the organizational culture, leadership are geared towards to bring out the best in employees by communicating effectively about what needs to be done.								
III. Be aware of employee relations and management of change.								
IV. Engage employees at every level early on, all successful change management initiatives start at the top, with a committed and well-aligned group of executives								
V. Learn the concept of leadership and leadership styles and understand the necessity of leadership for changing organizational culture.								
UNIT-I	INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP						Classes: 08	
Definition, components of leadership, trait approach to leadership, strengths, criticisms, applications, skills approach to leadership Ohio state studies, Michigan studies, Blake and mouton's leadership gird, strengths, criticisms, applications.								
UNIT-II	CONTINGENCY LEADERSHIP						Classes: 10	
Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, path-goal theory, strengths, criticisms applications.								
UNIT-III	TRANSFORMATIONAL LEADERSHIP						Classes: 09	
A model of transformational leadership, how does transformational leadership defined, strengths, criticisms, applications.								
Servant leadership, definition ten characteristics of servant leader, historical basis, strengths, criticisms and applications.								
UNIT-IV	ORGANIZATIONAL DESIGN AND CHANGE						Classes: 09	
Strategic level change, group and team level change, and individual level change. organizational structure, organizational culture and management of change, change								



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communication, resistance to change, organizational learning, power, politics and organizational change, ethics and managing change, change agents and agency.

UNIT-V

EMPLOYEE RELATIONS AND MANAGING CHANGE

Classes: 09

The management of change, technological change employee relations, involvement strategies, management of change, downsizing and the management of change, evaluating and promoting change. Latest Amendments in Change management

Reference Books:

1. Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy, Leadership Enhancing the lessons of experience, McGraw-Hill Irwin, 6th Edition, 2009.
2. Uday kumar Haldar, leadership and team building, Oxford, 1st edition, 2010.
3. Gary Yukl, Leadership in Organizations, Pearson, 6th edition, 2012.
4. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders Managing change, Pearson, 6th Edition, 2013

E-Resources:

1. <https://www.goo.gl/b4641H>
2. <https://www.goo.gl/5STzR9>
3. <https://www.freebookcentre.net> › Business and Finance Books
4. <https://www.leadershipthoughts.com> › E book



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TALENT AND KNOWLEDGE MANAGEMENT

IV Semester								
Course Code	Categor	Hours / Week			Credit	Maximum Marks		
20MBA027H	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
<p>COURSE OBJECTIVE</p> <p>To know unique challenges and opportunities of Talent Management resulting from globalization.</p> <p>COURSE OUTCOMES</p> <p>The course should enable the students to</p> <ol style="list-style-type: none"> I. Understand organizational impacts of knowledge management on people and organizational performance. II. Recognize a need to attract and retain for future knowledge capability. III. Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs. IV. Know unique challenges and opportunities of Talent Management resulting from globalization. V. Know unique challenges and opportunities of Talent Management resulting from globalization. 								
UNIT-I	MEANING AND IMPORTANCE OF TALENT MANAGEMENT						Classes: 09	
<p>Meaning and importance of talent management. Designing and building a talent reservoir, segmenting the talent reservoir. Talent management grid. Creating a talent management system. Institutional strategies for dealing with talent management.</p>								
UNIT-II	COMPETENCY						Classes: 09	
<p>Meaning, characteristics, types steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.</p>								
UNIT-III	THE NATURE OF KNOWLEDGE MANAGEMENT						Classes: 09	
<p>The nature of knowledge management alternative views of knowledge. types of knowledge. Location of knowledge.</p> <p>Rise of the knowledge worker. Features of knowledge intensive firm. key processes in knowledge intensive firms.</p>								
UNIT-IV	KNOWLEDGE MANAGEMENT						Classes: 09	
<p>Framework of Hansen earl's seven schools of knowledge management alvesson and</p>								



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karreman's knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

UNIT-V

ORGANIZATIONAL IMPACTS OF KNOWLEDGE MANAGEMENT

Classes:
09

Organizational impacts of knowledge management on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization importance, types and timing, knowledge discovery systems. Latest Amendments in Knowledge management

Reference Books:

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", Tata McGraw Hill, 1st Edition, 2004,
2. Ed by Larry Israelite, "Talent Management", ASTD Press, 1st Edition, 2004.
3. Sajjad M Jasmuddin, "Knowledge Management", Cambridge, 1st Edition, 2009.
4. Stuart Barnes, "Knowledge Management Systems", Cengage Learning, 1st Edition, 2002.
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", Pearson Education Inc., 2nd Edition, 2009.

E-Resources:

1. <https://www.pwc.com/us/en/people-management/publications/assets/talent-managment-powering-strategic-initiatives-in-the-pmo.pdf>
2. https://www.researchgate.net/publication/220363070_Integrating_talent_and_knowledge_management_Where_are_the_benefits
3. <https://www.slideshare.net/.../an-overview-of-knowledge-management-and-talent-management>.
4. bookboon.com/en/talent-management-a-focus-on-excellence-eBooks



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(Approved by AICTE, New Delhi & Affiliated to JNTUH, Hyderabad)

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ENTREPRENEURIAL FINANCE

IV Semester								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
20MBA025E	Elective	L	T	P	C		SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE To enrich the principles of entrepreneurial finance and role of entrepreneurial finance.</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <p>I. Enrich the principles of entrepreneurial finance and role of entrepreneurial finance. II. Know the evaluation procedure of operating and financial performance by using ratio analysis.. III. Provide the knowledge on implicit and explicit financial capital costs, financial markets, determining the cost of debt capital, investment risk . IV. Understand the professional venture capital, venture investing cycle, determining the fund objectives and policies. V. Enrich the principles of entrepreneurial finance and role of entrepreneurial finance.</p>								
UNIT-I	FINANCE FOR ENTREPRENEURS						Classes: 09	
Principles of entrepreneurial finance, role of entrepreneurial finance, the successful venture life cycle, finance 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						Classes: 09	
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 break even analysis. Evaluating operating and financial performance using ratio analysis.								
UNIT-III	FINANCIAL PLANNING						Classes: 12	
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						Classes:08	



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Valuing early stage ventures, venture worth, basic mechanics of valuation, develop 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

Classes: 07

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. Latest Amendments in Entrepreneurial Finance

Reference Books:

1. Leach/ Melicher, "Entrepreneurial Finance", 5th Edition, , 2015.
2. Steven Rogers, "Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur" , Tata Mc Graw Hill, 3rd Edition, 2014.
3. Douglas Cumming, "Entrepreneurial Finance", Oxford University Press, 4th Edition, 2012.
4. M J Alhabeeb, "Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business", Wiley, 4th Edition, 2015.
5. Philip J. Adelman, Alan M. Marks, "Entrepreneurial Finance", Pearson, 5th Edition, 2011.

E-Resources:

1. <https://www.amazon.de/Entrepreneurial-Finance-Richard-L-Smith/dp/0471230723>
2. <https://www.amazon.com/Entrepreneurial-Finance-Richard-L-Smith/.../0471322873>
3. books.google.co.in/books?isbn=1305968352
4. <https://www.tandfonline.com/doi/abs/10.1080/13691066.2016.1259733>



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ENTREPRENEURIAL MARKETING

IV Semester: MBA

Course Code	Category	Hours / Week			Credits	Maximum Marks		
		L	T	P		CIA	SEE	Total
20MBA026E	Elective	3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			

COURSE OBJECTIVE

Analyze best practices for product development managers, managing product and technology portfolios for shareholder value.

COURSE OUTCOMES

The course should enable the students to:

1. Enrich the knowledge of high technology strategic context and product development strategies.
2. Know marketing management and product platform and knowledge integration.
3. Provide the knowledge on product development process and excellence in design and product reliability.
4. Analyze best practices for product development managers, managing product and technology portfolios for shareholder value.
5. Analyze best practices for product development managers, managing product and technology portfolios for shareholder value.

UNIT-I	INTRODUCTION TO ENTREPRENEURIAL MARKETING	Classes: 09
<p>Meaning, characteristics, functions, marketing challenges, marketing mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.</p>		
UNIT-II	ENTERPRISE GROWTH	Classes: 09
<p>Concept of enterprise growth, forms, types, structures of organizational growth, Gazelles and Mice, growth objectives – operative and strategic targets, growth analysis , portfolio analysis, ERRC grid, SWOT analysis, and raising entrepreneurial finance.</p>		
UNIT-III	GROWTH STRATEGIES AND MODELS	Classes: 12
<p>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.</p>		
UNIT-IV	ENTREPRENEURIAL MARKET DEVELOPMENT STRATEGIES	Classes:08
<p>Positioning, segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.</p>		
UNIT-V	ENTREPRENEURIAL MARKETING TOOLS	Classes: 07



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Concept, guerrilla marketing, ambush / free ride marketing. Tools of entrepreneurial marketing , Buzz, Social Media, Viral Marketing. Latest Amendments in Entrepreneurial Finance

Reference Books:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
3. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
4. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
5. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.

E-Resources:

1. https://www.researchgate.net/.../287490612_Entrepreneurial_Marketing_in_Online_B.
 2. https://www.researchgate.net/.../264834375_Entrepreneurial_marketing_over_the_internet.
 3. www.loc.gov/rr/business/guide/guide2/get.html
 4. <https://www.emeraldinsight.com/doi/abs/10.1108/14715201011090602>
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CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

IV Semester								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
20MBA027E	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<p>COURSE OBJECTIVE To enrich the knowledge of creative cerebration, creative Personality and motivation, creative Environment, creative technology</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> I. Enrich the knowledge of creative cerebration, creative Personality and motivation, creative Environment, creative technology. II. Know the structuring of ill, defined problems, creative problem solving-models of creative problem solving mechanisms of divergent thinking. III. Provide the knowledge on creative intelligence abilities, a model of creative intelligence, convergent thinking ability, traits congenial to creativity. IV. Design systems approach to innovation, innovation in the context of emerging economies, organizational factors affecting innovation at the firm level. V. Enrich the knowledge of creative cerebration, creative Personality and motivation, creative Environment, creative technology 								
UNIT-I	THE CREATIVITY PHENOMENON						Classes: 08	
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:						Classes: 09	
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						Classes: 09	
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						Classes: 09	



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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	Classes: 10
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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. Latest Amendments in Innovation

Reference Books:

1. Pradip N Khandwalla, "Lifelong Creativity, An Unending Quest", Tata McGraw Hill, 5th Edition, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan, "Innovation Management, Oxford Higher Education", 7th Edition, 2014.
3. , C. S. G. Krishnamacharyulu, R. Lalitha, "Innovation Management ", Himalaya Publishing House, 4th Edition, 2010.
4. A.Dale Timpe, "Creativity", Jaico Publishing House, 3rd Edition, 2003.
5. Brian Clegg, Paul Birch, "Creativity", Kogan Page, 7th Edition, 2009.

E-Resources:

1. www.open.edu/openlearn/money.../creativity...innovation/content-section---references
2. https://www.researchgate.net/.../200746590_Entrepreneurial_Creativity_and_Innovation.
3. <https://books.google.co.in/books?isbn=8184248024>
4. www.fpspi.org/pdf/InnovCreativity.pdf



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PRE SUBMISSION PROJECT- SEMINAR

IV Semester								
Course Code	Category	Hours / Week			Credi	Maximum Marks		
20MBA028	Core	L	T	P	C	CIA	SE	Total
		-	-	3	1	100	--	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 45			Total Classes: 45			
<p>COURSE OBJECTIVE</p> <p>The final project work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating research methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the project report.</p> <p>COURSE OUTCOMES</p> <p>The course should enable the students to:</p> <ol style="list-style-type: none"> I. Put across his work on the main project. II. Under go for critical assessment and provide an opportunity to make any online corrections. III. Get incorporated with suggestions from the internal guide for better and improved work. IV. Know the documentation process of the project work. V. Know the overall conclusion for the project. 								



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MAIN PROJECT VIVA VOCE

IV Semester								
Course Code	Category	Hours / Week			Credi	Maximum Marks		
20MBA029	Core	L	T	P	C	CIA	SE	Total
		-	-	6	4	30	70	100
<p>COURSE OBJECTIVE</p> <p>Aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment</p> <p>Stage I: RESEARCH METHODOLOGY [Chapter I of the Main Report] - Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing</p> <p>STAGE I of the project topic: Chapter I</p> <ul style="list-style-type: none"> ▪ Brief Introduction: ▪ Review of literature: ▪ Research Gaps: ▪ Objectives of the study: ▪ Hypotheses: ▪ Scope of the study: ▪ Research Methodology ▪ Data Collection: ▪ Primary Data: ▪ Secondary Data: ▪ Period of the study: ▪ Sample: ▪ Statistical Stools <p>Stage II: STATISTICAL ANALYSIS - [Chapter II of the main report] Approach: Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools using Excel, SPSS, MINI TAB, or R and make a Seminar Presentation. This will be the CHAPTER II: Data Analysis of the main report</p> <p>Stage III: MAIN PROJECT REPORT AND VIVA [Chapter III of the Main Report]. In addition to the above two stages the students should write the third chapter on Data Interpretation, Conclusion & Suggestions and submit the final report by including the following.</p> <p>COURSE OUTCOMES The course should enable the students to:</p> <ol style="list-style-type: none"> I. Student should be able to develop a research design for their topic of research. II. Student will be able to understand the data requirements and collect data relevant for a research study. 								



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III. Student will be able to analyze the organizational data and interpret results.

IV. Student will be able to analyze the findings and suggestion of the topic.

V. Student will be able to give the overall conclusion of the topic.

NOTE: faculty should advise students to give only references to the websites and journals and not to directly download in the project report. Maximum 24% can be downloaded and rest should be original.

After the submission of the report by consolidating the work done in stage 1, 2 and 3, an external viva will be held by the Institute to give the marks as per the University guidelines 2019-20.