

**ACADEMIC REGULATIONS  
COURSE STRUCTURE  
AND  
DETAILED SYLLABUS**

for

**Two Year Degree Course  
(A-19)**

in

**Master of Business Administration  
(M.B.A)**

(Applicable for the batches admitted from 2019-2020)



**SCHOOL OF MANAGEMENT STUDIES**

**SREENIDHI INSTITUTE OF SCIENCE AND TECHNOLOGY**

**(An Autonomous Institution approved by UGC and affiliated to JNTUH)**

**(Accredited by NAAC with 'A' Grade and Accredited by NBA of AICTE)**

**Yamnampet, Ghatkesar, Malkajgiri Medchal District -501 301.**

**June, 2019**

## **ACADEMIC REGULATIONS FOR MBA (Full-Time) PROGRAMS - 2019-20 (A -19)**

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

**1.0 Post-Graduate Degree Programmes in Management** offered BY Sreenidhi Institute of Science and Technology is a **Two Year (Four Semesters)** full-time Master of Business Administration (MBA.) Post graduate programmes, under Choice Based Credit System (CBCS) and is affiliated to JNTUH.

### **2.0 ELIGIBILITY FOR ADMISSIONS**

**2.1** Admission to the PGP shall be made subject to eligibility, qualification and specializations prescribed by the University and as adopted by Sreenidhi Institute of Science and Technology from time to time, for each specialization under MBA program.

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

**2.3** The medium of instructions for all PG Program will be **ENGLISH** only.

### **3.0 MBA Program Structure**

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

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

**3.3** **UGC/AICTE** specified definitions/ descriptions are adopted appropriately for various terms and abbreviations used in these PG academic regulations.

#### **3.3.1 Semester Scheme**

Each Semester shall have 'Continuous Internal Evaluation (CIE)' and 'Semester End Examination (SEE)'. Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) are taken as 'references' for the present set of Regulations. The terms 'SUBJECT'

imply the same meaning here and refer to 'Theory Subject', or 'Lab Course', or 'Seminar', or 'Comprehensive Viva', "Project" or 'Technical Paper Writing' as the case may be.

### 3.3.2 Credit Courses

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

One credit for every one hour of theoretical lectures undergone per week during the entire semester. In case of tutorials one credit for every one hour of tutorials undergone per week during the entire semester. One credit for every two hours of laboratory practical, technical seminar, Comprehensive Viva Voce, Mini Project with seminar, Project phase – I with seminar, Project phase – II with seminar, for the instruction undergone per week during the entire semester.

Other student activities like guest lecture, conference/ workshop participations, and technical paper presentations are not given any credits. However, if they produce evidence that they have attended such programs, attendance will be given for the respective subject periods shown as per the table which are lost due to their participation elsewhere. The mandatory courses, they have to put in attendance which will be added to the attendance to the other subjects and decide whether a student can be permitted to write the examinations or not. There will be no credits given for the mandatory and audit courses but their performance will be judged and graded as follows

Percentage of marks secured in a Audit course	Grade
Greater than or equal to 90%	Outstanding
80 and above but less than 90%	Excellent
70 and above but less than 80%	Very Good
60 and above but less than 70%	Good
50 and above but less than 60%	Above Average
Less than 50%	Fail
Absent	Ab

### 3.3.3 Additional Credits:

In case of MBA program, a student can take one additional subject or drop one subject in each semester as per his/ her choice. The student is permitted to submit his final project thesis for evaluation and Viva voce examination only after he clears all the subjects of the MBA program. Thus, degree will be awarded only on completion of the project and viva-voce examination and earning the required credits for award of the degree. The time limit for award of MBA degree is four academic years from the year of his/her admission.

### 3.3.4 Subject Course Classification

All subjects/ courses offered for the Post-Graduate Programs of MBA are classified as follows. The Institution has followed the general guidelines issued by AICTE.

S.No.	BroadCourse Classification	CourseGroup/ Category	CourseDescription
1	CoreCourses (CoC)	PC- Professional Core	Includes subjects related to the parent Discipline / department / branch.
		ProjectWork	MBA Project or Mini – Projector Major - Project or as applicable.
		Seminar, Technical seminar	Seminar on core contents related to parent discipline / department / branch.
		Comprehensive Viva-Voce	Viva-voce covering all the PG subjects studied during the course work.
2	Elective Courses (Ele)	PE - Professional Electives	Includes elective subjects related to the parent discipline / department / branch
<b>Total number of Credits – 106 for MBA</b>			

### 5.0 Attendance Requirements

- 5.1 A student shall be eligible to appear for the semester end examinations, if student acquires a minimum of 75% attendance in aggregate of all the subjects /lab subjects / seminars/ Mini and major projects (excluding attendance in NCC/NSO and NSS) for that semester.
- 5.2 Shortage of attendance in aggregate upto 10% (65% and above, and below 75%) in each semester may be condoned by the College Academic Committee on genuine and valid grounds, based on the student's representation with supporting evidence.
- 5.3 A stipulated fee shall be payable towards condoning of shortage of attendance.
- 5.4 Shortage of attendance below 65% in aggregate shall in **NO CASE** be condoned.
- 5.5 Students whose shortage of attendance is not condoned in any semester are not eligible to take their end examinations of that semester. They get detained and their admission for that semester shall stand cancelled. They shall not be promoted to the next semester. They may seek re-admission in that semester in which student was detained as and when offered. In case, if there are any professional electives and/ or open electives, these may also be opted, if offered. However, if those electives are not offered in later semesters, then

alternate electives may be chosen from the same set of elective subjects offered under that category.

- 5.6 A student fulfilling the attendance requirement in the present semester shall not be eligible for readmission into the same semester.

## **6.0 Academic Requirements**

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

- 6.1 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject, if he/ she secures not less than 40% of marks (30 out of 75 marks) in the End Semester Examination, and a minimum of 50% of marks in the sum total of CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together; in terms of Letter Grades and this implies securing “B” Grade or above in a subject.
- 6.2 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject, if he/ she secures not less than 50% of the total marks. The student is deemed to have failed, if he/ she (i) does not attend the comprehensive viva- voce as per the schedule given, or (ii) does not present the seminar as required. In such a case, he/ she may reappear for comprehensive viva-voce in supplementary examinations and for seminar, in the subsequent semesters, as and when scheduled by paying required fee as per the norms of the Institution.
- 6.3 A student shall register for all subjects with the total credits of 106 credits for MBA as specified and listed in the course structure for the chosen specialization, and has to put in required attendance and fulfill all the academic requirements of securing a minimum of ‘B’ Grade or above in each subject, and securing Semester Grade Point Average (SGPA) of 6.0 (in each semester) and final Cumulative Grade Point Average (CGPA) (i.e., CGPA at the end of PGP) of 6.0, to complete the PGP successfully.

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

**(2) CGPA is calculated only when the candidate passes in all the subjects offered in all the semesters**

**(3) The Institution will give grade card / marks memo at the end of each semester. In any semester in which a mandatory / audit course is offered the results of these subjects will be given in the letter grade as**

**mentioned item 10.2 given in latter sections of these regulations in the grade cards / marks memo of the corresponding semester.**

- 6.4** Marks and Letter Grades obtained in all those subjects covering the above specified credits alone shall be considered for the calculation of final GPA, which will be indicated in the Grade Card/ Marks Memo of second year second semester. In addition, the letter grades secured by the students in the mandatory / audit subjects will also be mentioned in the grade card / marks memo of II year II semester.
- 6.5** When a student is detained due to shortage of attendance in any semester, no Grade allotment will be made. However, the student is eligible for re-admission in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which the student is re-admitted, by paying the prescribed fee as per the norms of Institution. In all these re-admitted cases, the student shall have to secure a fresh set of internal marks and Semester End Examination marks for performance evaluation and SGPA/ CGPA calculations.
- 6.6** A student eligible to appear for the Semester End Examination in any subject, but absent from it or failed (failing to secure 'B' Grade or above), may reappear for that subject at the supplementary examination as and when conducted. In such cases, his Internal Marks assessed earlier for that subject will be carried over, and added to the marks secured in the supplementary examination, for the purpose of evaluating his performance in that subject (s).
- 6.7** A Student who fails to earn 106 credits in MBA program as per the specified course structure, and as indicated above, within **four** academic years from the date of commencement of his/her first year first semester, shall forfeit his/ her seat in MBA program and his/ her admission **shall stand cancelled**.

## **7.0 EVALUATION**

The performance of a student in each semester shall be evaluated subject-wise (irrespective of credits assigned) for a maximum of 100 marks. In case of MBA, the project work in II year II Semester will be for 200 marks (100 CIE and 100 SEE).

- 7.1** Each subject / Lab will have total of 100 marks (30 Continuous Internal Evaluation (CIE) and 70 Semester End Examination (SEE). There shall be two midterm examinations in every theory subject. 23 marks are for each midterm examination. **The marks shall be awarded considering the average of two midterm examination marks in each subject.** If any candidate is absent or if he wishes to improve the sessional marks he can appear for third mid-term examination by the college. The syllabus for the third Midexamination shall be the entire syllabus of the subject concerned. **The result of third mid test will be treated equal to that of a mid test and average of the better two out of the three mid tests will be considered.** Each mid test will have compulsory questions without choice and long answer questions as detailed in the following paragraphs.

- Separate registration for the third mid examination has to be done by the student for each of the subjects the student wishes to appear for. He has to pay an examination fee as prescribed by the college per subject from time to time.
- **The midterm examination** question paper shall be of three parts, i.e. Part 'A', Part 'B' and Part 'C'.

The following procedure is to be followed for internal evaluation as given in the below table

Item	Proposed Marks
a) Part – A of Mid Test	12 questions – Short type questions <b>6 marks</b>
b) Part – B of Mid Test will have 3 questions (1 from each unit ) and student has to answer 2 questions	2 Questions out of 3 questions <b>14 marks</b>
c) Part – C Mid test	Questions Paper will have 3 questions, one question from each unit will be chosen out of 3 questions given for assignment. Student has to answer any one question out of 3 questions. <b>3 marks</b>
d) Assignment	For assignment -1, three questions from each unit- total of 9 questions to be submitted before first mid test. Similarly assignment – II will be given to be submitted before II Mid test and average of two assignments will be considered. <b>2 marks</b>
e) Class room participation and attendance	<b>3 marks</b>
f) Class notes	<b>2 marks</b>
Total Marks	<b>30 Marks</b>

- Mid Exam – I – First three Units - Duration – 2 hours
- Mid Exam – II – Last three Units - Duration – 2 hours
- Mid Exam – III – All six units - Duration – 2 ½ hours
- Two assignments shall be given for a total weightage of 2 marks.
- Assignment - I for 2 Marks is to be submitted at least one week before the first mid examinations.

- Second assignment also will carry 2 marks for the remaining 3 units which are to be submitted at least one week before the second mid examination.
- The average of the two assignments will be taken with a total weightage of 2 marks.
- Besides this 2 marks are allotted for class notes which is to be signed by concerned teacher for every fortnight.

Three marks for each theory subject shall be given for the students based on class room participation and attendance which they have put in a graded manner as per the table given below:

S.No.	AttendanceRange	Marks Awarded
1.	65 % and above but less than 75%	1
2.	75% and above but less than 85%	2
3	More than 85 %	3

- **Calculation of final sessional marks for each subject:**

Sl.No	The item of evaluation of sessional marks	Maximum marks	Total marks scored in the subject by the student
1	Mid sessional examinations	23	
2	Assignments	2	
3	Class room participation & Attendance	3	
4	Class notes	2	
Total marks		30 marks	

7.1.1 The external examination question paper shall be of two parts, Part 'A' and Part 'B'.

### **Pattern for External Examinations (70 marks)**

#### **1. For Theory Subjects**

There shall be external examination in every theory subject and it consists of two parts (part-A & part-B). The total time duration will be 3 hours.



- Part-A will be of 20 marks, which will have 10 short questions, which is compulsory.
- Part-B will be of 50 marks which will have subjective type questions and shall have 7 questions out of which 5 are to be answered. At least one question must appear from each Unit such that not more than 2 questions from any unit. All the questions carry equal marks.

### **Pattern of Evaluation for Lab Subjects (100 marks)**

It is decided to offer one lab subject in I semester and one lab for MBA courses. For practical subjects there shall be a continuous evaluation during the semester for 30 sessional marks and 70 marks for end examination.

#### **Assessment of internal marks (25 marks) will be as follows:**

1. Day-to-Day Work	- 05marks
2. Final Record and viva	- 05 marks
3. Average of two tests including viva	- 10 marks
4. Lab based project report and viva	- 05 marks
5. Lab Project demo	- 05 marks
<b>Total</b>	<b>- 30 marks</b>

#### **Pattern of end examinations:**

The end examination in each lab subject will be for 70 marks. The conduct of the end examination shall be as follows by the team consisting of an external examiner and an internal examiner appointed by the Chief Superintendent of Examinations of the college. The marks are distributed as follows:

1. Procedure of experiment and calculation	- 10 marks
2. Conduct of experiment, observation, calculation	- 20 marks
3. Results including graphs, discussions and conclusion	- 20 marks
4. Viva voce and record	- 20 marks
<b>Total</b>	<b>- 70 marks</b>

#### **For practical subjects there will be no recounting or re-valuation.**

7.2 Each faculty member incharge of the lab subject concerned must draw the normal distribution curve and submit to the HoD who in turn shall present the sessional marks analysis to the college academic committee. After discussion on the matter a decision will be taken by CAC whether to forward the entire material available with the teacher concerned for verification of the sessional marks awarded. A decision will be taken by the committee whether to moderate the marks awarded or not. The marks awarded by the committee shall be final and binding.

7.3 A candidate shall be deemed to have secured the minimum academic requirement in a theory subject/practical subject / other subjects if any which have both internal assessment and external assessment components, if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total

marks allotted for that subject (internal marks and end semester exam marks put together). In case there is only internal assessment for a subject the marks secured in the sessional marks shall have to be at least 50%.

7.4 In case the candidate does not secure the minimum academic requirement in any subject in theory or practicals or others if any (as specified in 7.3) he/she has to reappear for the supplementary examination in that subject.

## 7.5. Distribution of marks for Seminars and Comprehensive Viva

### 7.5.2 Seminar for MBA courses:

The distribution of marks for seminar for MBA course for various semesters are as stated below

Semester	Subject	Credits	Internal marks	External marks
I year I semester	Leadership Seminar	2	100	-
I year II semester	Business Ethics seminar	2	100	-
II year I semester	Internship Report and Evaluation Seminar	6	100	-
II year II semester	Entrepreneurship Seminar	2	100	-
II year II semester	Comprehensive Viva Voce	2	-	100
II year II semester	Project work and dissertation	4	100	100

There shall be Leadership seminar during I year I semester, Business Ethics Seminar in I year II semester, Internship Report and Evaluation Seminar in II year I semester and Entrepreneurship Seminar, Comprehensive Viva voce and Project work and Dissertation is in II year II Semester.

For seminars, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the Department in a report form and shall make an oral presentation before the Departmental Committee, which shall consist of the Head of the Department, a senior Faculty Member and the Supervisor and will jointly evaluate the report and presentation. For each Seminar there will be only internal evaluation of 100 marks. A candidate has to secure a minimum of 50% to be declared successful. The comprehensive Viva voce in the subjects of I year II year put together will be conducted by the External examiner and it will be for 100 marks. A candidate has to secure a minimum of 50% to be declared successful.

**The format for evaluation of seminar is as follows:**

Selection of topic, literature survey Review by the guide	10 marks
Final report and viva	10 marks
Level of content	15 marks
Presentation	20 marks
Discussion& Involvement	15 marks
Class notes	15 marks
Attendance	15 marks
Total	100 Marks

**7.5 Comprehensive Viva-Voce:**

S. No.	Description	Marks
1	First Mid Sessional Viva at the end of 6 weeks (Internal)	15
2	Second Mid Sessional Viva at the end of 12 weeks (Internal)	15
3	Final Viva during practical examinations (External)	70
	Total	100

**7.6.2 Comprehensive Viva Voce for MBA course**

The comprehensive Viva voce in the subjects of I and II year put together will be conducted by the External examiner and it will be for 100 marks. A candidate has to secure a minimum of 50% to be declared successful.

**7.7.1 Project Work/ Seminar for MBA course**

A student has to carry out the project work in II year II semester. He has to periodically present his progress in the form of Seminars to the Project Review Committee ( PRC) from time to time.

The student shall submit a project status report at the end of II year II semester along with a review paper on the subject of the report and same shall be evaluated at the end of the semester by the Project Review Committee (PRC).

The Internal evaluation for the project shall be done in 2 stages (not less than 4 weeks between two consecutive stages).

It shall be conducted for 100 marks internal and 100 marks external. A candidate has to secure 40% of marks in the external examination. A candidate shall secure a minimum 50% of marks in sum total of internal and external to be declared successful

**8.0 EVALUATION OF PROJECT/DISSERTATION WORK**

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

8.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Department offering the MBA programs.

- 8.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical.
- 8.3 After satisfying 8.2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 8.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 8.5 A candidate shall submit his project status report in four stages at least with a gap of 4 weeks between two consecutive stages for MBA programs and shall submit his / her project status report in two stages at least with a gap of 4 weeks between two consecutive stages for MBA programs.
- 8.6 The work on the project shall be initiated at the beginning of the II year and the duration of the project is two semesters for MBA program. In case of MBA program, the project shall be initiated at the beginning of the II year II semester and the duration of the project is one semester. A candidate is permitted to submit Project Thesis only after successful completion of all theory and practical courses (no backlogs) with the approval of PRC not earlier than 40 weeks in case of MBA programs and 20 weeks in case of MBA programs from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of Project report to the Head of the Department and make an oral presentation before the PRC.
- 8.7 After approval from the PRC, the soft copy of the thesis should be submitted to the College for ANTI-PLAGIARISM for the quality check and the plagiarism report should be included in the final thesis. If the copied information is less than 24%, then only thesis will be accepted for submission.
- 8.8 Three copies of the Project report certified by the supervisor shall be submitted to the College.
- 8.9 The thesis shall be evaluated by one examiner selected by the college. For this, the Head of the department shall submit a panel of 5 examiners i.e., eminent persons with Ph.D or should have guided at least 5 MBA / MBA projects or should have been working in an R&D organization at the level of not less than Scientist-C, with the help of the guide concerned. The Principal will select one of the examiners and thesis will be sent for evaluation. If the report is favorable, the Head of the department must organize for viva-voce examination.
- 8.10 If the report of the examiner is not favorable, the candidate shall revise and resubmit the Thesis, in the time frame as decided by the PRC. If the report of the examiner is unfavorable again, the thesis shall be summarily rejected. Then the

candidate has to work on the thesis once again and shall be submit to the PRC for its evaluation and further action on the matter.

- 8.11 MBA program the Project Evaluation (Viva Voce) in II Year II Semester there are external marks of 100 and with 100 marks internal for 4 credits.

The Internal evaluation format for Project Work is as follows:

Selection of topic	10 marks
Review of literature	10 marks
Level of content	15 marks
Presentation- I	20 marks
Discussion & Involvement	15 marks
Presentation - II	20 marks
Final report and viva	10 marks
<b>Total</b>	<b>100 Marks</b>

The External evaluation format for Project Work is as follows:

Final Project Report	50 marks
Presentation of Project	25 marks
Viva-Voce	25 marks
	100 Marks
<b>Total (Internal + External)</b>	<b>200 Marks</b>

- 8.12 Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. Candidate has to secure minimum of 50% marks in Project Evaluation (Viva-Voce) examination.
- 8.13 If the candidate fails to secure at least 40% in the external examination and 50% in the sum total of internal and external examinations candidate is declared to be failed and the candidate has to reappear for the Viva-Voce examination only after 3 months. In the reappeared examination also, the candidate fails to fulfill the minimum qualifying requirements, he / she will not be eligible for the award of the degree.
- 8.14 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

## **9.0 Re-Admission**

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

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

- 9.2 If a student is detained due to shortage of attendance in any semester, he/she may be permitted to re-register for the same semester(s).
- 9.3 A candidate shall be given one chance to re-register for a maximum of two subjects, if the internal marks secured by a candidate are less than 50% and failed in those subjects. A candidate must re-register for failed subjects within four weeks of commencement of the class work and secure the required minimum attendance. In the event of the student taking this chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stand cancelled.

## 10.0 Examinations and Assessment - The Grading System

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

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

- 10.3 A student obtaining F Grade in any Subject is deemed to have 'failed' and is required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted. In such cases, his Internal Marks (CIE Marks) in those subjects will remain as obtained earlier.
- 10.4 If a student has not appeared for the examinations, 'Ab' Grade will be allocated to him/ her for any subject and shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted.

- 10.5 A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks.
- 10.6 In general, a student shall not be permitted to repeat any Subject (s) only for the sake of ‘Grade Improvement’ or ‘SGPA/ CGPA Improvement’.
- 10.7 A student earns Grade Point (GP) in each Subject, on the basis of the Letter Grade obtained by him/ her in that Subject/ Course. The corresponding ‘Credit Points’ (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

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

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

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

where ‘i’ is the Subject indicator index (taking into account all Subjects in a Semester), ‘N’ is the no. of Subjects ‘REGISTERED’ for the Semester (as specifically required and listed under the Course Structure of the parent Department), ‘C<sub>iii</sub>’ is the no. of Credits allotted to the i<sup>th</sup> Subject, and ‘G<sub>i</sub>’ represents the Grade Points (GP) corresponding to the Letter Grade awarded for that i<sup>th</sup> Subject.

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

$$SGPA = \{ \sum_{j=1}^M C_j G_j \} / \{ \sum_{j=1}^M C_j \} \dots\dots \text{For all 'S' Semesters registered}$$

(ie., upto and inclusive of 'S' Semesters, where S  $\geq 2$ ),

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

### Illustration of calculation of SGPA

Course/Subject	Credits	Letter Grade	Grade points	Credit Points
Course1	4	A	8	4*8=32
Course2	4	O	10	4*10=40
Course3	4	B	6	4*6=24
Course4	3	B	6	3*6=18
Course5	3	A+	9	3*9=27
Course6	3	B	6	3*6=18
	21			159

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

### Illustration of calculation of CGPA

Semester	Credits	SGPA	Credits* SGPA
SemesterI	24	7	24*7=168
SemesterII	24	6	24*6=144
SemesterIII	24	6.5	24*6.5=156
SemesterIV	24	6	24*6=144
	96		612

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

#### 11.0 Award of Degree and Class:

11.1 If a student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of 68 Credits (with CGPA  $\geq$  6.0), shall be declared to have 'QUALIFIED' for the award of the M. Tech. Degree in the chosen Branch of Engineering and Technology with the specialization that he was admitted into.

#### 11.2 Award of Class:

11.2.1 Award of degree marks equivalent to the computed final CGPA, the following % of marks = (final CGPA – 0.5) x 10

11.2.2 A student who registers for all specified subjects / courses as listed in the course structure and secures the total number of credits (with CGPA  $\geq$  6), within two academic years from the date of commencement of first academic year, shall be declared to have qualified for the award of M. Tech. degree in the chosen branch of engineering as selected at the time of *admission*.

11.2.3 A student who qualifies for award of degree as listed in item 11.2.2 shall be placed in the following classes.



- 11.2.4 Students with final CGPA (at the end of PG program) 8.00 and above and fulfilling the following conditions.
- i) Should have passed all the subjects /courses in “first appearance” within the first 4 academic years (or 8 sequential semesters) from the date of commencement of first year first semester.
  - ii) Should have secured a CGPA 8.0 at the end of each of semesters, starting from first year first semester onwards.
  - iii) Should not have been detained or prevented from writing the end semester examinations in any semester due to shortage of attendance or any other reason, shall be placed in “FIRST CLASS WITH DISTINCTION”, otherwise FIRST CLASS only.
- 11.3 Students with final CGPA (at the end of the under graduate programme),  $\geq 6.75$  but  $\leq 8.00$  shall be placed in FIRST CLASS.
- 11.4 Students with final CGPA (at the end of under graduate programme)  $\geq 6$  but  $\leq 6.75$ , shall be placed in “SECOND CLASS”.
- 11.5 Students fulfilling the conditions listed under item 11.2.4 alone will be eligible for award of “University rank” and “gold medal”.
- 11.6 A student with final CGPA (at the end of the PGP)  $< 6.00$  shall not be eligible for the Award of Degree.

## 12.0 Withholding of Results

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

## 13.0. Transitory Regulations

- 13.1 A student who has been detained in any semester of I Year of A15/A17 Regulations due to lack of attendance, shall be permitted to join the same semester of I Year of A19 Regulations and he is required to complete the study of MBA programme within the stipulated period of four academic years from the date of first admission in I Year I semester. The A19 Academic Regulations under which a student has been readmitted shall be applicable to that student from that semester.
- 13.2 The candidate who fails in any subject under A15/A17 regulations will be given two chances to pass the same subject in the same regulations; otherwise, he has to identify an equivalent subject and fulfill the academic requirements of that subject as per A19 Academic Regulations.
- 13.3 For student readmitted to A19 Regulations, the maximum credits that a student acquires for the award of the degree, shall be the sum of the total number of credits secured in A15/A17 regulations of his/her study including A19 Regulations.

- 13.4 If a student readmitted to A19 Regulations, has any subject with 80% of syllabus common with his/her previous regulations, that particular subject in A19 regulations will be substituted by another subject to be suggested by the concerned Chairman of the Board of Studies of the Department to which the student belongs to.

#### **14.0 General**

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

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

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

3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.

6.	<p>Refuses to obey the orders of the Chief Superintendent/Assistant person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	<p>In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.</p>
7.	<p>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8.	<p>Possess any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.</p>

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

### **Malpractices identified by squad or special invigilators**

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
  - (i) A show cause notice shall be issued to the college.
  - (ii) Impose a suitable fine on the college.
  - (iii) Shifting the examination centre from the college to another college for a specific period of not less than one year

The dissertation work carrying only grades like excellent, good, Satisfactory but in the revised curriculum, it is carrying both internal and external marks so based upon overall CGPA the grade will be awarded as indicated in the table below.

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

## COURSE STRUCTURE AND SYLLABUS

Academic Regulations: 2019 – 2020

### I YEAR – I SEMESTER

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
<b>Core Courses:</b>							
7Z101	Principles of Management and Organizational Behavior	4	0	0	4	30	70
7Z102	Financial Accounting and Analysis	4	0	2	4	30	70
7Z103	Managerial Economics	4	0	0	4	30	70
7Z104	Principles of Marketing	4	0	0	4	30	70
7Z105	Statistics for Management	4	0	2	4	30	70
<b>Soft Core Elective courses: (choose anyone)</b>							
7Z106*	Business Ethics and IPR	4	0	0	2	30	70
7Z107*	Total Quality Management	4	0	0	2	30	70
7Z108*	Business Communication and Soft Skills	4	0	0	2	30	70
7Z109	Leadership Seminar	0	3	0	2	100	--
7Z110	IT & Statistical Data Analysis Lab	2	2	0	2	30	70
<b>TOTAL CREDITS</b>					<b>26</b>	<b>800</b>	

**L= Lecture; P = Practical; T = Tutorial; C= Credits**

**\*Any one soft core elective to be selected**

### I YEAR – II SEMESTER

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
<b>Core Courses:</b>							
7Z211	Financial Management	4	0	2	4	30	70
7Z212	Human Resource Management	4	0	0	4	30	70
7Z213	Operations Management	4	0	0	4	30	70
7Z214	Entrepreneurship	4	0	2	4	30	70
7Z215	Business Research Methods	4	0	2	4	30	70
<b>Soft Core Elective Courses:</b>						30	70
7Z216*	Project Management and Finance	4	0	0	2	30	70
7Z217*	Logistics and Supply Chain Management	4	0	0	2	30	70
7Z218*	Enterprise Resource Planning & Management Information System	4	0	0	2	30	70
7Z219	Industry Analysis Report	0	3	0	2	100	--
7Z220	Business Ethics Seminar	0	3	0	2	100	--
<b>TOTAL CREDITS</b>					<b>26</b>	<b>800</b>	
<b>CUMULATIVE CREDITS</b>					<b>52</b>		



## II YEAR – I SEMESTER (III Semester)

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
<b>Core Courses:</b>							
7Z321	Strategic Management	4	0	0	4	30	70
7Z322	Cost Management Accounting	4	0	0	4	30	70
7Z323	Legal and Economic Environment of Business	4	0	0	4	30	70
7Z324	Quantitative Analysis for Business Decisions	4	0	2	4	30	70
	Elective –I	4	0	0	3	30	70
	Elective – II	4	0	0	3	30	70
	Elective – III	4	0	0	3	30	70
7Z337	Internship Report and Evaluation	0	3	0	6	100	--
7Z338	Quantitative Aptitude and Logical Reasoning	4	0	0	2	30	70
<b>TOTAL CREDITS</b>					<b>33</b>	<b>800</b>	
<b>CUMULATIVE CREDITS</b>					<b>85</b>		

L= Lecture; P = Practical; T = Tutorial; C= Credits

## II YEAR – II SEMESTER (IV Semester)

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
<b>Core Courses:</b>							
7Z439	Business Analytics	4	0	0	4	30	70
	Elective – IV	4	0	0	3	30	70
	Elective – V	4	0	0	3	30	70
	Elective – VI	4	0	0	3	30	70
7Z452	Entrepreneurship Seminar	-	3	0	2	100	--
7Z453	Comprehensive VIVA		--	--	2		100
7Z454	Project Work Dissertation				4	100	100
<b>TOTAL CREDITS</b>					<b>21</b>	<b>800</b>	
<b>CUMULATIVE CREDITS</b>					<b>106</b>		

L= Lecture; P = Practical; T = Tutorial; C= Credits

**CHOOSE ANY ONE OF ELECTIVES**

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
<b>Elective – FINANCE</b>							
7Z325	Security Analysis and Portfolio Management	4	0	0	3	30	70
7Z329	Financial Institutions, Markets and Services	4	0	0	3	30	70
7Z333	Strategic Investment and Financing Decisions	4	0	0	3	30	70
7Z440	Management of Derivatives	4	0	0	3	30	70
7Z444	Behavioral Finance	4	0	0	3	30	70
7Z448	International Financial Management	4	0	0	3	30	70
<b>Elective – MARKETING</b>							
7Z326	Consumer Behavior	4	0	0	3	30	70
7Z330	Services Marketing	4	0	0	3	30	70
7Z334	Retailing Management	4	0	0	3	30	70
7Z441	Product and Brand Management	4	0	0	3	30	70
7Z445	Customer Relationship Management	4	0	0	3	30	70
7Z449	Digital Marketing	4	0	0	3	30	70
<b>Elective – HR</b>							
7Z327	Performance Management and Counseling	4	0	0	3	30	70
7Z331	Training and Development	4	0	0	3	30	70
7Z335	Leadership and Change Management	4	0	0	3	30	70
7Z442	Management of Industrial Relations	4	0	0	3	30	70
7Z446	Talent and Knowledge Management	4	0	0	3	30	70
7Z450	Organizational Development	4	0	0	3	30	70
<b>Elective – ENTREPRENEURSHIP</b>							
7Z328	Business Plan Preparation and Models in Entrepreneurship	4	0	0	3	30	70
7Z332	Startup Management and Sustainability	4	0	0	3	30	70
7Z336	Technology for Entrepreneurship and Intellectual Property Rights	4	0	0	3	30	70
7Z443	Entrepreneurial Finance	4	0	0	3	30	70
7Z447	Entrepreneurial Marketing	4	0	0	3	30	70
7Z451	Social Entrepreneurship	4	0	0	3	30	70

## **MBA PROGRAMME EDUCATION OBJECTIVES (PEO's):**

1. To impart the knowledge of critical functions of business viz. Marketing, Finance, Human Resources and Systems.
2. To enhance necessary quantitative skills for analyzing a firm's numerical data to make intelligent and effective decisions.
3. To understand the techniques and tools useful for Financial Analysis and Control.
4. To develop Leadership, Team work, Social, Legal and Ethical responsibilities in Business and Society.
5. To enhance knowledge and skills in Strategic Management.
6. To achieve better communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship.

## **PROGRAM OUT COMES (POC's):**

- a) To understand the global, environmental, political, economic, legal and regulatory context of business.
- b) To understand individual ethical behavior and community responsibilities in organization and society.
- c) To create value through identifying customer needs and implementing integrated production and distribution of goods, services, and information.
- d) To develop capacity to apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.
- e) To develop capacity to adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments.
- f) Able to manage diversity, contemporary societal and global issues.
- g) To demonstrate Leadership and Team work capabilities.
- h) Able to enhance in verbal, written and presentation communication skills.
- i) Analyzing financial statements, portfolio management, Investment decisions.
- j) To demonstrate capabilities in new venture creation & entrepreneurship.
- k) Achieve higher levels of proficiency and self-actualization through pursuing life long learning.

**MODEL CURRICULUM: 2019 – 2020**  
**COURSE STRUCTURE AND SYLLABUS**

**I YEAR – I SEMESTER**

CODE	SUBJECT	L	P	T	C	Marks		
						Int.	Ext.	
<b>Core Courses:</b>								
7Z101	Principles of Management and Organizational Behavior	4	0	0	4	30	70	
7Z102	Financial Accounting and Analysis	4	0	2	4	30	70	
7Z103	Managerial Economics	4	0	0	4	30	70	
7Z104	Principles of Marketing	4	0	0	4	30	70	
7Z105	Statistics for Management	4	0	2	4	30	70	
<b>Soft Core Elective courses: (choose anyone)</b>							30	
7Z106*	Business Ethics and IPR	4	0	0	2	30	70	
7Z107*	Total Quality Management	4	0	0	2	30	70	
7Z108*	Business Communication and Soft Skills	4	0	0	2	30	70	
7Z109	Leadership Seminar	0	3	0	2	100	--	
7Z110	IT & Statistical Data Analysis Lab	2	2	0	2	30	70	
<b>TOTAL CREDITS</b>					<b>26</b>	<b>800</b>		

**L= Lecture; P = Practical; T = Tutorial; C= Credits**

**\*Any one soft core elective to be selected**

a	b	c	d	e	f	G	h	i	j	k
x	x		x	x	x	X	x			x

Semester –I MBA

**L P T C**  
4 0 0 4

## **7Z101 PRINCIPLES OF MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**

**Course Objective:** The Objective of the course is to give a basic perspective of Management theories and Practices to understand the Organizational Behavior.

### **UNIT I**

**INTRODUCTION:** Management – definitions, types of managers; managerial roles and functions; Perspectives on Management: Scientific Management (Fredrick W. Taylor, Frank and Lillian Gilbreth), Human Relations (Elton Mayo, Douglas Mc Gregor’s Theory X and Theory Y, William Ouchi’s Theory Z), the Systems Approach, the Contingency Approach, the Mckinsey 7-S Framework.

### **UNIT II**

**NATURE OF PLANNING:** Steps in planning, types of planning, Levels of planning - The Planning Process. Nature of organizing, organization levels and span of management – Organizational design and structure –departmentation, line and staff concepts, staffing – delegation, Motivation theories.

### **UNIT III**

**BASIC CONTROL PROCESS:** Control as a feedback system –Feed Forward Control -Requirements for effective control – control techniques – Overall controls and preventive controls. Decision Making: The nature of Managerial Decision Making, the Rational Model of Decision Making, Improving the Effectiveness of Decision Making Tools and Techniques.

### **UNIT IV**

**ORGANIZATIONAL BEHAVIOUR:** Definition, Nature, and Scope of OB – Perception and Attribution – Perception and Attribution: Nature and importance of Perception – Perceptual selectivity and organization - Social perception – Attribution Theories–Attribution Errors.

### **UNIT V**

**PERSONALITY AND ATTITUDES:** Meaning of personality – Development of personality -Johari Window and Transactional Analysis - Nature and formation of Attitudes. Stress and Conflict: Meaning and types of stress –Meaning and types of conflict - strategies to cope with stress and conflict.

## **UNIT VI**

**POWER AND POLITICS:** Meaning and types of power-- Groups Vs. Teams – teams in modern work place – Behavioral performance management: reinforcement and punishment as principles of Learning –Process of Behavioral modification. Leadership theories – Styles, Activities and skills of Great leaders.

### **Essential Readings:**

- Management Organisational Behaviour-Jon L.Pierce &Donald G.Gardener cengage
- Koontz, Wehrich & Aryasri, *Principles of Management*, TMH, New Delhi, 2009

### **Suggested Readings:**

- Luthans, Fred: Organisational Behaviour 10/e, McGraw-Hill,
- Nelson: Organisational Behaviour, 3/e, Thomson, 2006
- Robbins, P Stephen, Timothy A.Judge, Organisational Behaviour, 12/e, PHI/Pearson, New Delhi, 2007
- Aswathappa: Organisational Behaviour, 9/e, Himalaya,
- Heinz Wehrich, Harold Koontz: *Management A Global Perspective*, 10/e, Tata McGraw Hill, 2007.
- Daft, the New Era of Management, Thompson, 7/e New Delhi, 2007.
- Schermerhorn: Management 8ed,Wiley India 2006

a	b	c	d	e	f	G	h	i	j	k
	x		x					x		

Semester –I MBA

L P T C  
4 0 2 4

## 7Z102 FINANCIAL ACCOUNTING AND ANALYSIS

**Course Objective:** The Objective of the course is to provide the basic knowledge of book keeping and accounting and enable the students to understand the Financial Statements and make analysis of financial statements of a company.

### UNIT I

**INTRODUCTION TO ACCOUNTING:** Definition - Importance, Objectives and Principles, Accounting Concepts and Conventions, Generally Accepted Accounting Principles (GAAP). Accounting Process: Overview of Books of Original Record, Journal, Ledger, and Subsidiary books.

### UNIT II

**FINAL ACCOUNTS:** Classification of Capital & Revenue Expenses, Trial Balance, Final Accounts with adjustments.

### UNIT III

**VALUATION OF ASSETS:** Tangible Vs Intangible assets, Methods of Inventory Valuation and Valuation of Goodwill: Depreciation of fixed assets and Methods of Depreciation – Straight Line Method & Written down Value Method, Annuity Method.

### UNIT IV

**FINANCIAL ANALYSIS-I:** Statement of Changes in Working Capital, Funds from Operations, Funds Flow Vs Cash Flow Statement, Preparation and Analysis of cash flow and funds flow statements.

### UNIT V

**FINANCIAL ANALYSIS-II:** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis – Common size Statement, Comparative Statement – IFRS; Functional classification of Liquidity, Leverage, Turnover and Profitability ratios.

### UNIT VI

**INTRODUCTION TO ACCOUNTING PACKAGES:** Tally, Wings, Focus 5.0, Tata-ex-Next generation, Meaning, Definition and History of Tally – Creation of Company – Preparation of Journal Entries – Accounting Vouchers – Ledgers in Tally – Introducing various methods in Tally such as Normal, Sales Tax Methods, Closing Stock Method, Depreciation method, Opening Balance Method, Discount Method, Single Rate on Purchase Method, Single Rate on Sales Method, VAT concepts – Bank Transaction Method (Without Inventory) – Reports – Trading Account – P & L Account and Balance Sheet – Individual Reports – Types, Short Cut Keys.

### **Essential Readings:**

- Earl K. Stice and James. D. Stice, “Financial Accounting – Reporting and Analysis”, 2009, 7<sup>th</sup> Ed. south western, Cengage Learning.
- Danesh K. Khatri – Financial Accounting, Tata Mc Graw Hill Edu. Pvt. Ltd.
- Sanjay Satpathy, Tally ERP Book, Advanced usage A practical hands on Self Study Approach Book.
- Tally ERP9 Advanced Bode, Ashok K. Nadhani, BPB Publications.

### **Suggested Readings:**

- Robert N. Anthony, David F. Hawkins and Kenneth A. Merchant, *Accounting – Text and Cases*, TMH, 2005.
- Samuel C. Weaver, J. Fred Weston, *Finance and Accounting for Non-financial Managers*, Tata McGraw-Hill Publishing Co. Ltd., 2002.
- Horngreen: *Financial Accounting* 8/e Pearson Education, 2007.
- Ashok Banerjee, *Financial Accounting*, Second Edition, Excel Books, New Delhi, 2006.
- Dr.S.N. Maheshwari and Dr.S.K. Maheshwari, *Financial Accounting*, Vikas Publishing House Pvt. Ltd., 2007.
- Weygandt, Kieso, Kimmel, *Financial Accounting*, 4/e, Wiley India Edition, 2006.
- M.E. Thukaram Rao, *Accounting for Managers*, New Age International Publishers, first edition, New Delhi, 2006.



a	b	c	d	e	f	g	h	i	j	k
		x	x	x				x		

Semester –I MBA

L P T C  
4 0 0 4

## 7Z103 MANAGERIAL ECONOMICS

**Course Objective:** The Objective of this course is to understand the relevance of Economics in Business Management. This will enable the students to understand the Decision Making at various functional areas with regard to profit maximization.

### UNIT I

**INTRODUCTION TO MANAGERIAL ECONOMICS:** Definition, Nature and Scope, Concept of Micro and Macro Economics, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations Research, Basic Economic principles. Impact of IT on Managerial Economics - The role of Managerial Economist.

### UNIT II

**THEORY OF DEMAND:** 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, Law of Supply, Elasticity of Supply.

### UNIT III

**PRODUCTION ANALYSIS:** Production function, Marginal Rate of Technical Substitution, Iso quants and Iso costs, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of Scale- Innovations and Global competitiveness.

### UNIT IV

**COST THEORY AND ESTIMATION:** Cost concepts, Determinants of cost, cost-output relationship in the short run and long run, short run Vs long run costs, Average cost curves, minimizing costs internationally- the new economies of scale, Break even Analysis.

### UNIT V

**MARKET STRUCTURE AND PRICING PRACTICES:** Features and Types of different competitive situations – Price Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly in the long run and short run, Pricing Strategies. Government Intervention and pricing.

### UNIT VI

**PROFIT THEORY AND MEASUREMENT:** Meaning and nature of profit, Kinds of profits, Role of profit, Theories of Profit-Residual claimant theory, Wage theory of profit, Dynamic Surplus theory of profit, Innovation theory of profit, Risk and uncertainty - bearing theory of profit.

**Essential Readings:**

- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: Managerial Economics, 14<sup>th</sup> edition Pearson, 2012.
- Mehta, P.L., Managerial Economics - Analysis, Problems, Cases, Sultan Chand and Sons, New Delhi, 2001.
- Managerial Economics by Dr G S Gupta, Mc Graw Hill, 2010.

**Suggested Readings:**

- Keat, Managerial Economics : Economic Tools for Today's Decision Makers, Pearson Education, 2007
- Dominic Salvatore, Managerial Economics, Thomson, 2006
- Mote Paul: Managerial Economics 1e TMH 2004
- Froeb: Managerial Economics—A Problem Solving Approach, Thomson, 2007.
- James L. Pappas and Engene F. Brigham: Managerial Economics, Pearson Education, New Delhi, 2006.
- Managerial Economics-Mark Hirschey-Cengage
- Petersen, Lewis and Jain: Managerial Economics, Pearson/PHI, 2006
- Gupta: Managerial Economics 1e TMH 2005.

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**Semester –I MBA**

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## **7Z104 PRINCIPLES OF MARKETING**

**Course Objective:** The objective of the course is to have the basic concepts of Marketing which is one of the important areas of functional management. This is a pre-requisite for taking up any elective paper in 3<sup>rd</sup> and 4<sup>th</sup> semester in the stream of Marketing.

### **UNIT I**

**INTRODUCTION TO MARKETING:** Market, Marketing, Tasks, Philosophies, Marketing process, Marketing Mix, Marketing environment, Green Marketing, Marketing Myopia.

### **UNIT II**

**STP ANALYSIS:** Mass Marketing, Identification of Market Segments - Basis for Consumer and Industrial Marketing Segmentation, requirements for effective segmentation, evaluating market segmentation, selecting Target Markets, Positioning – positioning maps, positioning strategy.

### **UNIT III**

**PROUDCT DECISIONS:** Constituents of products, Types of products, Product life cycle, Product Mix Decisions. Packaging purpose, Trends in Packaging and Labeling. New product Development ideas and stages. **BRANDING:** Meaning , Types of Branding, Good Brand Name, Merits of Branding, Brand Equity, Brand Association, Brand Personality, Brand Extension, Re Branding

### **UNIT IV**

#### **PRICING DECISIONS**

Objectives of Pricing, Methods of Pricing, selecting the final price, Adopting price, initiating the price cuts, imitating price increases, responding to Competitor’s price changes

### **UNIT V**

**DISTRIBUTION AND PROMOTION STRATEGIES:** Marketing channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions .Promotional mix, factors affecting the promotion mix, advertising, public relations, sales promotion, personal selling, marketing communication process,

### **UNIT VI**

#### **DIGITAL MARKETING:**

Introduction to Digital Marketing, E-WOM, Viral Marketing, Guerilla Marketing, Social Media, Search Engine Optimization, Pay and Click Model, e- Kiosks, Mobile Advertising.

**Essential Readings:**

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
- Adrian Palmer , Introduction to Marketing Theory and Practice, Oxford University Press 2007
- Ramaswamy Namakumari, “Marketing Management”, TMH 5th Edition 2013.

**Suggested Readings:**

- Rajan Saxena: Marketing Management, 2/e, Tata McGraw Hill, 2006
- Principles of Marketing –Kurtz/Boone- 12e-cengage
- Kerin, Hartley & Rudelius: Marketing— The Core, McGraw-Hill, Irwin, 2007.
- Lamb, Hair, Mac Daniel: Marketing, 7/e Thomson Publishers, 2006.
- Boone& Kurtz, Principles of Marketing, 12/e, Thomson Publishers, 2007.
- Michael J.Etzel, Bruce J. Walker, William J.Stanton, Ajay Pandit, Marketing Concepts 13<sup>th</sup> ed Tata McGraw Hill 2006
- William D.Perreault, Jr.E.Jerome Mc Carthy, Basic marketing, 14/e, Tata McGraw Hill.2007.
- Czinkota and Kotabe: Marketing Management, 2/e, Thomson, 2007.
- Joel R. Evans, Borry Berman: Marketing in the 21st Century, 8/e, Biztantra, 2006.
- Philip Kotler and Kelvin Lane Marketing Mangement 12<sup>th</sup> ed Pearson Education 2007

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Semester –I MBA

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## 7Z105 STATISTICS FOR MANAGEMENT

**Course Objective:** The Objective of the course is to introduce the basic statistics and different statistical tools for data analysis, interpretation, presentation of reports in different functional areas of Management.

\*Statistical table is required for the students.

### UNIT I

**INTRODUCTION TO STATISTICS:** Overview, origin and development and Managerial Applications of

Statistics, Measures of Central Tendency, Dispersion, Skewness and Kurtosis.

### UNIT II

**INTRODUCTION TO PROBABILITY:** Concepts and Definitions of Probability– Classical, Relative frequency, Subjective and axiomatic. Addition and multiplication theorems, Statistical independence, Marginal, Conditional and joint Probabilities.

Probability Distribution-Random Variable (RV), Expectation and Variance of a RV. Probability Distribution function, properties, Continuous and Discrete Probability distribution functions.

### UNIT III

**DISCRETE PROBABILITY DISTRIBUTIONS:** Binomial Distribution, Properties and applications; Poisson Distribution, Properties and applications.

Continuous Probability Distributions-Normal Distribution, Standard Normal Distribution,-Properties, applications and importance of Normal Distribution.

### UNIT IV

**PARAMETRIC AND NON PARAMETRIC TESTS:**

Small Sample Tests- 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.

### UNIT V

**CORRELATION ANALYSIS:** Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

### UNIT VI

**REGRESSION ANALYSIS:** 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.

**Essential Readings**

- Levin R.I., Rubin S. David, “Statistics for Management”, 2000, 7th Ed. Pearson.
- Gupta S.C, “Fundamentals of Statistics”, 2010, 6th Ed. HPH.

**Suggested Readings:**

- Keller, G, “Statistics for Management”, 2009, 1st Ed, Cengage Learning.
- Amir D. Aczel and Jayavel Sounderpandian, “Complete Business Statistics”, TMH,
- John C Lee, “Business and Financial Statistics Using MS-Excel”, First edition, 2009, Cambridge.
- J. K Sharma, “Business Statistics”, 2010, 2nd Ed. Pearson.

## SOFT CORE ELECTIVE COURSES (CHOOSE ANY ONE)

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### 7Z106 BUSINESS ETHICS & IPR

**Course Objective:** To enable the students to understand the parameters of Accountability, Control and reporting system in the corporate board and to help the students to have an insight in to the interactive relationship among various corporate and related Constituents.

#### UNIT I

**BUSINESS & PROFESSIONAL ETHICS:** Definition, Nature & importance of Business ethics, Moral principles & Values, Salient features of Indian culture and Values; Ethical theories; Ethical Dilemma and Causes of unethical behavior; Profitability and Ethics; Work ethics and Code of Conduct, Managerial Ethics; Functions of Ethical Managers,

#### UNIT II

**LEGAL & ENVIRONMENTAL ASPECTS OF ETHICS:** Political & Legal Environment; Impact of Political setup on Business; Socio-cultural environment and its impact on business operations. Philosophy of economic growth and its impact on businesses, Industrial policy and framework ; Role of chamber of commerce and confederation of Indian Industries.

#### UNIT III

**CORPORATE GOVERNANCE:** Meaning and scope of CG, Code of Corporate Governance, Audit Committee ,Role of Independent Directors , Changing Role of Corporate Boards, Protection of Stakeholders, Corporate Governance in Capitalist Societies , Future of Corporate Governance and Innovative practices;

#### UNIT IV

**CORPORATE SOCIAL RESPONSIBILITY:** Definition & Need for CSR, corporate citizenship, Strategies for CSR, Challenges and implementation of CSR, Drivers of CSR; CSR through triple bottom line; Sustainable Business Practices; Relation between CSR and Corporate governance; CSR Models in India, CSR Initiatives in India

#### UNIT V

**INTELLECTUAL PROPERTY RIGHTS (IPR):** Invention and Creativity, Basic Types of IPR, Industrial Property (Patents, Trade Marks, Trade Secrets, Industrial Designs and Integrated Circuits), Copyrights and Related Rights, Geographical Indications, Need for IPR Protection.

## **UNIT VI**

**LEGAL POSITION OF IPR:** WIPO – Mission and Activities, GATT & Trips, India's position in WTO, Indian IPR legislations-Commitments to WTO, Patent Ordinance and the Bill, Draft of a National Intellectual Property Policy, Case Studies on IP, Legal position of IPR in USA&UK

### **Essential Readings:**

- The ABCs of Ethics by Michael. L. Buckner, Universe. Inc, New York Lincoln, Shanghai
- Science, Faith and Ethics by Denis Alexander and Robert.S.White, Hendrickson Publishers, Massachusetts, USA, March 2006
- Vedic Science Primer by PSR Murthy, BS Publications, Hyderabad
- Medical Ethics-Global View Points, Edited by Diane Andrews, Hennig Feld, Green Haven Press
- Divine Stories, Human Value Stories, Volume I and II, Sri Satya Sai Books and Publications

### **Suggested Readings:**

- N.D. Kapoor, *Mercantile Law*, Sultan Chand & Sons, latest edition
- K. Aswathappa, *Essentials of Business Environment*, Himalaya Publication house, 2008.



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## **7Z107 TOTAL QUALITY MANAGEMENT**

**Course Objectives:** The students are made to understand the importance of quality policies and implementation in goods and service sector. The means of improving productivity and reducing cost using quality initiatives are explained.

### **UNIT I**

**INTRODUCTION:** Need for quality - Evolution of quality - Definition of quality - Dimensions of manufacturing and service quality - Basic concepts of TQM - Definition of TQM – TQM Framework – Philosophies of Quality Management – Barriers to TQM.

### **UNIT II**

**MANAGING OF PROCESS QUALITY AND CUSTOMER FOCUS AND SATISFACTION:** Product Inspection Vs Process control, Statistical Quality Control, Control Charts and Acceptance Sampling, Six-sigma: Concepts, methodology, applications to manufacturing, service sector- Customer focus – Customer orientation, Customer satisfaction, Customer complaints, Customer retention.

### **UNIT III**

**ORGANIZING FOR TQM:** The systems approach, Organizing for Quality Implementation, making the transition from traditional to TQM organizing, Just- in-Time (JIT) Approach for Quality, Quality Circles. Benchmarking – Evolution, Meaning, Benefits, process and pitfalls of Benchmarking.

### **UNIT IV**

**COST OF QUALITY, PRODUCTIVITY, BUSINESS PROCESS REENGINEERING :** Definition of Cost of Quality, Importance and Measurement of Quality Costs, Uses of Quality Cost Information - The Leverage of Productivity and Quality, measuring Productivity, and improving productivity- Meaning and Importance of Business Process Reengineering, Procedure of Reengineering, Limitations of Reengineering .

### **UNIT V**

**TQM IN THE SERVICE SECTORS:** Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services – Banks, Investment Company and Mutual Funds.

### **UNIT VI**

**NEED FOR ISO 9000- ISO 9000-2000 QUALITY SYSTEM:** Elements, Documentation, Quality auditing- QS 9000 – ISO 14000 – Concepts, Requirements and Benefits – Case studies of TQM implementation in manufacturing and service sectors including IT.

**Essential Readings:**

- Shridhara Bhat K, TQM – Text & Cases, First Edition 2002,. Himalaya Publications
- "Total Quality Management" by Joel E.Ross.

**Suggested Readings:**

- A.R.Aryasri, Management Science, TATA Mc,Graw Hill
- TQM – Sundararajan
- Poornima M Charantimoth, TQM, Pearson Education, First Indian Reprint 2003
- Rose JE, TQM , Kogan Pak India Pvt. Hyderabad 1993
- "Statistical Quality Control" by E.L.Grant.

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## 7Z108 BUSINESS COMMUNICATION AND SOFT SKILLS

**Course Objective:** The objective of this course is to lay emphasis on the students’ basic communication skills. Special focus is laid on the various aspects of communication both verbal and Non-verbal.

### UNIT I

**BASIC COMMUNICATION SKILLS:** Nature and scope of communication, Types of Communication. Verbal and non – Verbal communication, barriers to effective communication – kinesics. Written communication – differences between spoken and written communication – features of effective writing such as clarity, brevity, appropriate tone clarity, balance - Assertive Communication.

### UNIT II

**PRESENTATION SKILLS:** Management Presentations – Types of Presentations - Basic Presentation Structure –Presentation Challenges – Using Presentation Equipment Effectively – Effective Presentation Delivery –Planning and Delivering a Presentation. Advanced Presentation Skills – Participation in meetings and chairing meetings.

### UNIT III

**BUSINESS COMMUNICATION SKILLS:** Business Letters – Pro-forma,Culture – Format – Style – Effectiveness, Promptness .Analysis of sample letters collected from Industry – Email, Fax. Business and Technical Report Writing - Types of Reports – Progress reports - Routine Reports – Annual Reports . Format – Analysis of Sample Reports from Industry – Synopsis and Thesis Writing.

### UNIT IV

**TIME MANAGEMENT:** Time Management - Taking Control of your workday - Analyzing use of time - Setting goals & Prioritizing, Use of Time - Major Time Management Challenges - Overcoming Overload – Management of Memory & Time - Time as a Resource - Eliminating the Time Wasters.

### UNIT V

**TEAM DYNAMICS:** Importance of teams, Stages of team development- Participating in a Team - Self-directed team member - team communication skills - Challenges of Creating Team Players-The team star players, Teams vs. Groups- Contemporary Team Issues. Characteristics of effective teams.

## **UNIT VI**

**NEGOTIATIONS:** Nature of Negotiations- Need to Negotiate- Formal and informal situations of negotiation, Communication & Effective Negotiation .skills- Listening, Speaking, Understanding. Basic Approaches to Negotiation-Distributive and Integrative Negotiations- Negotiation skills.

### **Suggested Readings:**

- Essentials of Business Communication, Rajendra Pal, JS Korlahhi: Sultan Chand & Sons, New Delhi.
- Basic Communication Skills for Technology, Andre J. Rutherford: Pearson Education Asia, Patparganj, New Delhi 92
- Advanced Communication Skills, V. Prasad, Atma Ram Publications, New Delhi.
- Raymond V.Lesikav, John D. Pettit Jr.: Business Communication; Theory and Pppliaction, All India Traveller Bookseller, New Delhi 51
- Business Communication, RK Madhukar, Vikas Pulishing House Pvt. Ltd.,
- KR Lakshiminarayana: English for Technical Com

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### **7Z109 LEADERSHIP SEMINAR**

In the Leadership Seminar Paper the students will be assigned various topics provided by the department to all the students. The students are asked to present their views by critically analyzing topics assigned to them and present through power point presentation to the internally constituted committee consisting of Director and the Head of the Department along with three senior faculty members and a faculty member who has been handling the leadership seminar paper.

Under Leadership Seminar the department has prepared books related to various articles to be covered. Further, in order to make the students understand the contents of these articles, they are trained to present various articles in the classroom in front of their classmates and faculty members.

The Internally constituted committee will thoroughly assess each student’s presentation, communication and subject skills for award of marks. The evaluation of the leadership seminar will be for 100 Marks done internally.

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### **7Z110 IT & Statistical Data Analysis LAB**

**Course Objective:** To provide hands on experience to students in using computers for data organization and addressing business needs. There is also stress on use of statistical package for analysis of business data and its proper interpretation using SPSS.

Hands on experience with SPSS package and a few simple exercises on statistical analysis.

#### **UNIT I**

**INTRODUCTION TO MS-OFFICE:** Introduction to Microsoft office- MS- Word- Groups-Labels- Ribbons-Shiftkeys - Word processors-Creation of Tables, Charts-Short cut keys. Introduction to Microsoft office-MS Power Point -Groups-Labels- Ribbons-Shiftkeys – Preparation of Presentations -Creation of Tables and Tabular formats-Advanced animation Tools and Techniques - Charts- Diagrams-Short cut keys.

#### **UNIT II**

**INTRODUCTION TO MS-EXCEL:** Introduction to Microsoft office-MS Excel- Groups-Labels- Ribbons-Shiftkeys - Excel processors-Creation of Tables and Tabular formats-Advanced Excel - Charts- Diagrams- Entering questionnaire data in to Excel-Short cut keys.

#### **UNIT III**

**INTRODUCTION TO TALLY-1:** Introduction to Tally -, Meaning, Definition and History of Tally – Creation of Company – Preparation of Journal Entries – Accounting Vouchers (Payment Voucher, Receipt Voucher, Purchase Voucher, Sales Voucher, Journal Voucher, Contra Voucher) – Ledgers in Tally and Types.

#### **UNIT IV**

**INTRODUCTION TO TALLY-2:** Introducing various methods in Tally such as Normal, Sales Tax Methods, Closing Stock Method, Depreciation method, Opening Balance Method, Discount Method, Single Rate on Purchase Method, Single Rate on Sales Method, VAT concepts – Bank Transaction Method (Without Inventory) – Reports – Trading Account – P & L Account and Balance Sheet – Individual Reports – Types, Short Cut Keys.

#### **UNIT V**

**INTRODUCTION TO SPSS-1:** Importing data in to SPSS – Defining Variables, Labeling, Defining Missing data; Descriptive Statistics - Mean, Median, Mode, Range, Standard Deviation, Skewness, Kurtosis;

## **UNIT VI**

**INTRODUCTION TO SPSS-2:** Parametric Tests - student's 't' test, Z test, F test; Non Parametric techniques – Sign test, Man-Whitney U test, Wilkoxson Signed Rank test, Kruskal-Wallis test, Chi-square test; Bi-Variate and Multi Variate Analysis - Factor Analysis, Cluster Analysis, Correlation and Regression Analysis; Exporting data from SPSS to Ms Word.

### **Essential Readings:**

- Greg Perry, Microsoft Office 2007, Sam Teach your self, Pearson Education, 2007. Mansfield, MS Office, Reprint 2006, Tata McGraw-Hill, 2006.
- Vikas Gupta, Comdex Computer Course Kit, Office 2007, Dreamtech Press, Wiley-India, 2007
- Coakes, SPSS 13.0 for Windows, Wiley-India, 2006.
- George, SPSS for Windows Step by Step, 6/e, Pearson Education, 2006.
- Arthur Griffin, SPSS for Dummies, Wiley-India, 2007.

## I YEAR – II SEMESTER

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
<b>Core Courses:</b>							
7Z211	Financial Management	4	0	2	4	30	70
7Z212	Human Resource Management	4	0	0	4	30	70
7Z213	Operations Management	4	0	0	4	30	70
7Z214	Entrepreneurship	4	0	2	4	30	70
7Z215	Business Research Methods	4	0	2	4	30	70
<b>Soft Core Elective Courses:</b>							30
7Z216*	Project Management and Finance	4	0	0	2	30	70
7Z217*	Logistics and Supply Chain Management	4	0	0	2	30	70
7Z218*	Enterprise Resource Planning & Management Information System	4	0	0	2	30	70
7Z219	Industry Analysis Report	0	3	0	2	100	--
7Z220	Business Ethics Seminar	0	3	0	2	100	--
					<b>TOTAL CREDITS</b>	<b>26</b>	<b>800</b>
					<b>CUMULATIVE CREDITS</b>	<b>52</b>	

**L= Lecture; P = Practical; T = Tutorial; C= Credits**



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Semester –II MBA

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## 7Z211 FINANCIAL MANAGEMENT

**Course Objective:** The objective of the course is to provide the necessary basic inputs and tools to manage the finance function. After the completion of the course, the students should be able to understand the Management of finance of Business Organization.

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

### UNIT I

**INTRODUCTION TO FINANCIAL MANAGEMENT:** Definition - Concepts – Objectives – Profit, Wealth Maximization and EPS Maximization, Managerial Finance functions - Time value of money: present value, future value of money, Capitalization - Theories of Capitalization.

### UNIT II

**INVESTMENT DECISIONS:** Concepts of Capital Budgeting – Importance and Nature of Capital Budgeting – Capital Budgeting Evaluation Techniques - Traditional – Pay back and Average rate of return, DCF Techniques – IRR, NPV and Profitability Index – Capital Rationing.

### UNIT III

**FINANCING DECISIONS:** Concepts and Measurement of cost of capital, Implicit Vs Explicit Cost of Capital, Computation of Cost of Debt, Cost of Equity, Cost of Preference shares, Cost of Retained Earnings, Weighted average Cost of Capital and Marginal Cost of Capital.

**Concepts of Capital Structure:** Optimal Capital Structure – Factors influencing the Capital Structure – Theories of Capital Structure – NI and NOI Approach, MM approach, Financial Leverage, Operating Leverage - EBIT/EPS analysis Indifference point.

### UNIT IV

**WORKING CAPITAL MANAGEMENT:** Concepts of Working Capital- Gross Vs Net Working Capital, Determinants of Working Capital, and Operating cycle approach, planning of Working Capital, Financing of working capital strategies; Importance of Current Assets and Current Liabilities in the Management of Working Capital.

### UNIT V

**MANAGEMENT OF CURRENT ASSETS:** Management of cash – Motives for holding cash, Basic strategies for cash management, cash budget - Management of Receivables: Objectives, Credit Policies, Credit Terms, Collection Policies,

Management of Inventory: Objectives of Inventory and Techniques for Inventory management.

## **UNIT VI**

**DIVIDEND DECISIONS:** Dividends Vs Profit Retention – Objective of Dividend Policy – Factors influencing for Dividend Policy – Stability of Dividends, Forms of Dividends – Stock Split Vs Bonus Shares – Dividend Theories – Walter’s Model, Gordon’s Model and MM Hypothesis.

### **Essential Readings:**

- Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
- Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10<sup>th</sup> Ed. Thomson South-Western.
- MY Khan and PK Jain: Financial Management--Text and Problems, Tata McGraw Hill. 2009.

### **Suggested Readings:**

- Collin Barrow: Practical Financial Management, Kogan Page, 2009
- Srivastava: Financial Management and policy, Himalaya, 2009
- Berk: Financial Management, Pearson, 2009.
- S.N.Maheswari: Financial Management, Vikas, 2007.
- John Tennet: Guide to Financial Management, Viva, 2009
- James C. Van Horne: Financial Management and Policy, Pearson, 2006
- Chandra Bose D: Fundamentals of Financial Management, Prentice Hall of India-2006
- Vishwanath: Corporate Finance, 2/e, Sage, 2007.
- M. Pandey: Financial Management, 9/e Vikas, 2007
- Rajiv Srivastav & Anil Mishra: Financial Management, Oxford, 2008.
- Chakraborty, Bhattacharya, Rao and Sen : Financial Management and control. MacMillan, 2007.
- Michael C Ehrhardt Eugene F. Brigham: Corporate Finance, A Focused Approach Cengage, 2006.
- Richard A Brealey, Stewart C Myers, Franklin Allen, Pitabas Mohanty: Principles of Corporate Finance. 8<sup>th</sup> edition, Tata McGraw Hill, 2007.
- Besley and Brigham: Essentials of Managerial Finance, 13/e Cengage, 2006

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Semester –II MBA

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## **7Z212 HUMAN RESOURCE MANAGEMENT**

**Course Objective:** The objective of the course is to provide basic knowledge of functional areas of Human Resource Management. This will be the prerequisite for enabling students to take any elective offered in third and fourth semesters in HRM stream.

### **UNIT I**

**INTRODUCTION TO HRM:** Objectives of HRM, HR activities, Challenges of HRM, HR Planning: Strategic and Human Resource Planning, The HR Planning process, HR Information systems, Assessment of HR requirements, HR Functions and Policies.

### **UNIT II**

**JOB ANALYSIS:** 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.

### **UNIT III**

**RECRUITMENT AND SELECTION:** Recruitment Process, Methods of recruiting, realistic job preview, developing and using Application Blanks, 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, Co-operative counseling, reference and background verification, medical evaluation, Technical, HR interview, Job offer, Induction and Placement.

### **UNIT IV**

**TRAINING AND DEVELOPMENT:** Introduction to training, Training process, Training methods, Management development – individual, group, organizational techniques, evaluation of training and development. Appraising and Managing Performance: The Appraisal process, methods, and potential problems in performance evaluations.

### **UNIT V**

**COMPENSATION:** Objectives, Influences on compensation, Compensation and motivation, job evaluation system – simple ranking, job grading, point systems, and factor–comparison system, Human relations effects of Job evaluation.

### **UNIT VI**

**INTRODUCTION TO INDUSTRIAL RELATIONS:** Industrial Disputes and causes, remedial measures, Collective Bargaining, sources of grievances, Grievance procedure, Guidelines for handling grievances; maintenance of HR Benefits and services, security, safety, health and welfare services. Employee Separation, Recent trends in HRM.

**Essential Readings:**

- John M. Ivancevich, Human Resource Management, 9/e, Tata McGraw- Hill, 2007

**Suggested Readings:**

- Scott Snell & George Colander, Human Resource Management, Thomson Publications, 2007.
- K. Aswathappa, Human Resource and Personnel Management, Tata McGraw Hill, 2007
- R.Wayne Mondy & Robert M.Noel, Human Resource Management, Pearson Education, 2006
- Robert L. Mathis and John H. Jackson, Human Resource Management, Thomson, 2007.
- C.B.Memoria and S.V.Gankar, Personnel Management: Text and Cases, Himalaya Publishers, Bombay, 2007.
- Biswajeet Pattanayak, Human Resource Management, Prentice Hall India, 3/e, 2005.
- Gomez-Mejia, Managing Human Resources 3/e Pearson Education.
- David A. Decenzo & Stephen P. Robbins, Fundamentals of Human Resource Management, 8/e, Wiley Publications, 2006
- Fisher: Human Resource Management 5ed, Biztantra 2005
- Griffin: Human Resource Management 2ed, Biztantra 2005

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Semester –II MBA

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## 7Z213 OPERATIONS MANAGEMENT

**Course Objective:** This course provides an introduction to the concepts and analytical methods that are useful in understanding the management of firm's operations and familiarizes with the problems and issues confronting Operations Managers.

### UNIT I

**INTRODUCTION:** Overview of Production and Operations Management, Functions, Historical Development of POM, POM scenario today.

**Product and Process Design:** New Product Development – It's Concepts, Steps in Product Design, Process planning and Design – Selection of process, Value Analysis, Value Engineering.

### UNIT II

**FACILITIES MANAGEMENT & AGGREGATE PLANNING:** Location of Facilities, Layout of Facilities, Optimization of Product/Process Layout.

**Aggregate Planning:** Preparation of Aggregate Demand Forecast, Specification of Organizational policies for smoothing Capacity Utilization, Determination of feasible production alternatives and Determination of Optimal Production Strategy.

### UNIT III

**SCHEDULING:** Introduction, Job Shop Scheduling, Types of Schedules, Schedule Generation, Heuristic procedures, Priority Dispatching rules, Johnson's problem, Extension of Johnson's rule, Two Jobs and Machines Scheduling, JIT Manufacturing and its contribution to Scheduling Decision, Master Production Scheduling.

### UNIT IV

**MATERIALS AND STORES MANAGEMENT:** Need, use and importance of Materials Management, Materials Requirement Planning, Materials Budgeting, Techniques for prioritization of Materials.

Objectives of Stores Management, Requirements for efficient Management of Stores, Safety Stock Inventory Control, Different systems of Inventory Control, Types of Inventory, ABC and VED analysis.

### UNIT V

**QUALITY MANAGEMENT:** Economics of Quality Assurance; Inspection and Statistical Quality Control, Control Charts for Variables and Attributes, Acceptance Sampling plans, OC Curves, Total Quality Management, ISO 9000 series standards, Six Sigma.

### UNIT VI

**P.E.R.T. & C.P.M:** Drawing Networks, Identifying Critical path, probability of completing the project within the given time, Project Crashing – Optimum cost and Optimum duration.

**Essential Readings:**

- Danny Samson “Operations Management: Integrated Approach” Cambridge, 2012.
- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.

**Suggested Readings:**

- Kenneth K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
- K. Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012.
- Panneerselvam “ Production and Operations Management” PHI,2012
- Adam, EE & Ebert: RJ Production and Operations Management, 6<sup>th</sup> Edition, New Delhi, Prentice Hall of India, 1995.
- Ajay K Garg, Production and Operations Management, TMH, 2012
- Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
- J.K, Sharma: Operations Research, Macmillian, 2013.
- Richard B. Chase, Ravi Shankar, Operations and Supply Management 12th Edition, TMH, 2010.
- Chary, SN Production and Operations Management, New Delhi, Tata McGraw Hill, 1989.

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<b>x</b>		<b>x</b>		<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	

Semester –II MBA

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## **7Z214 ENTREPRENEURSHIP**

**Course Objective:** The objective of the course is to make students understand the nature of entrepreneurship, and its importance to business to the engineering students, which will allow them to get the required intuition and interest in starting their own start-up's.

### **UNIT I**

**INTRODUCTION TO ENTREPRENEURSHIP:** Definition and Evolution of Entrepreneurship, Classification of Entrepreneurs, Qualities, Skills and Functions of Entrepreneur, Entrepreneurial Propensity, Benefits and Drawbacks of Entrepreneurship, Women Entrepreneurs; Problems and Opportunities.

### **UNIT II**

**FORMS OF BUSINESS ENTERPRISES** Small Business, Sole trading, Partnership, Joint Stock Company, Corporate entrepreneurship, Role of Government in the promotion of Entrepreneur, State Enterprises in India, Legal procedure and documents for Registration of Business Enterprises.

### **UNIT III**

**EXPLORING OPPORTUNITIES AND STRATEGIES:** Seeking New Business Opportunities: Ansoff Matrix, BCG Matrix, PESTEL Analysis, Porter's Five Force Model, and Marketing Mix (Product, Price, Place, and Promotion) Strategies for Budding Entrepreneur.

### **UNIT IV**

**BUSINESS PLAN AND FEASIBILITY STUDIES:** Preparation of an Effective Business Plan, Contents of a Business Plan, Illustration of Model Business, Types of Feasibility studies, Environmental scanning, Economic Analysis, Industry Analysis, and Competitive Analysis. Write Up for an effective feasible and bankable report.

### **UNIT V**

**INNOVATIONS AND PROTECTION OF IDEAS:** Creativity process in developing Innovation, breakthrough innovations and its consequences on the society; Inspiring innovations; New product ideas, Idea generation methods, quality gates, prototype building, Test marketing; Protecting the ideas, Applying for Intellectual Property rights, Patents, Copyrights, Trademarks, Geographical Indicators; Introduction to World Intellectual Property Organization (WIPO).

## **UNIT VI**

**FINANCIAL ASPECTS OF ENTREPRENEURSHIP:** Sources of Capital, Debt and Equity, Commercial Banks, Angel Investors, Venture capitalist, IDBI, ICICI, IFCI, SFC's; Government Grants and Subsidies; Registration Process and the documentation required; Government Agencies helping in Registration Process; DIC, NSIC and other Central and State Institutions.

### **Essential Readings:**

- Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Sixth Edition, New Delhi, 2006.
- Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.

### **Suggested Readings:**

- H. Nandan, Fundamentals of Entrepreneurship, Prentice Hall of India, First Edition, New Delhi, 2007.
- Madhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, First Edition, New Delhi, 2006.
- S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2007.
- Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship and Small Business Management, Fourth Edition, Pearson, New Delhi, 2006
- S.R. Bhowmik, M. Bhowmik, Entrepreneurship-A tool for Economic Growth and a key to Business Success, New Age International Publishers, First Edition, (formerly Wiley Eastern Limited), New Delhi, 2007



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Semester –II MBA

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## 7Z215 BUSINESS RESEARCH METHODS

**Course Objective:** The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating Research Objectives, Hypothesis and Sample framework for understanding the research studies.

### UNIT I

**FOUNDATIONS OF RESEARCH:** Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, Deductive and inductive theory. Characteristics of scientific method – Understanding the language of Research – Concept, Construct, Definition, Variable. Research Process.

### UNIT II

**PROBLEM IDENTIFICATION & FORMULATION:** Research Question – Investigation Question – Measurement Issues – Hypothesis – Qualities of a good Hypothesis – Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance.

### UNIT III

**RESEARCH DESIGN:** Concept and Importance in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables.

### UNIT IV

**QUALITATIVE AND QUANTITATIVE RESEARCH:** Qualitative research – Quantitative research – Concept of Measurement, causality, generalization, replication. Merging the two approaches. Measurement: Concept of measurement– what is measured? Problems in measurement in research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio.

### UNIT V

**SAMPLING:** Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample – Practical considerations in sampling and sample size.

### UNIT VI

**DATA ANALYSIS:** Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, Percentages), bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of Association. Report writing and presentation of results. Types of research reports, report structure, report formulation, Guidelines for effective Documentation.

**Essential Readings:**

- Business Research Methods – Donald Cooper & Pamela Schindler, TMGH, 9th edition

**Suggested Readings:**

- Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
- Research Methodology – C.R.Kothari
- Research Methodology – concepts and cases –Deepak Chawla& Neena sondhi
- Research Methodology and Statistical Analysis (Text and cases) O.R.Krishnaswamy & D.Obul Reddy

## SOFT CORE ELECTIVE COURSES (CHOOSE ANY ONE)

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Semester –II MBA

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### 7Z216 PROJECT MANAGEMENT & FINANCE

**Course Objective:** The course has been designed to create an awareness of the need for systematic management of projects. This application-oriented course provides the skills in project planning, financing, implementing and controlling, starting from project identification, till project termination.

#### UNIT I

**PROJECT MANAGEMENT CONCEPTS:** Concept and characteristics of a project, objectives of project management, types of projects, project organizational structure, project life cycle, qualities & functions of a project manager, challenges and problems of project management.

#### UNIT II

**PROJECT FORMULATION:** Generation and Screening of Project Ideas, Project Identification, Project Rating Preliminary, Analysis, Market, Technical, Financial, Economic and Ecological Pre-Feasibility Report, Project Estimates and Techno-Economic Feasibility Report, Detailed Project Report, Different Project Clearance procedure.

#### UNIT III

**PROJECT IMPLEMENTATION AND CONTROL:** Monitor and assess project performance, performance measurement, Methods to monitor, evaluate and control planned cost and schedule performance, quality management tools and techniques at different stages of project.

#### UNIT IV

**PROJECT FINANCING:** Source of capital, Debt-Equity Financing, Formal & Informal Agencies in Financing, Government grants and Subsidies, Seed, Angel & Venture Capital, DCF Techniques: NPV, IRR, PI and Non DCF Methods: BP, ARR for Project evaluation.

#### UNIT V

**PROJECT RISK ASSESSMENT:** Probabilistic cash flow approaches, sources, measures and perspectives of standalone risk analysis, Sensitivity Analysis, Scenario Analysis, Break-Even-Analysis, Simulation managing risk, Project selection Analysis.

#### UNIT VI

**PROJECT CLOSEOUT AND TERMINATION:** Introduction, Types of Project Termination, Natural Termination – The Closeout Process: Finishing the work, Handling

over the project, Gaining acceptance for the Project, Harvesting the Benefits, Project Reviewing.

**Essential Readings:**

- Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process”, Tata McGraw-Hill Publishing Co. Ltd
- Financial Management by I M Pandey, Vikas Publishing House

**Suggested Readings:**

- Jack Meredith, Samuel J. Mantel Jr, “Project Management-A Managerial Approach”, John Wiley Sons
- John M Nicholas “Project Management for Business and Technology” Prentice Hall of India Pvt. Ltd.
- James P Lewis “Project Planning, Scheduling and Control Tata McGraw-Hill Publishing Co. Ltd
- Financial Management: M Y Khan & P K Jain, Text, Problem and Cases 6/e Tata McGraw-Hill Publishing Co. Ltd
- Project Management: Engineering, Technology and Implementation, Shtub, Bard and Globerson, PH Inc.
- Project Management Handbook, Lock, Gower.
- Project Management Handbook, Cleland and King, VNR
- Project Management: Systems approach to Planning Scheduling and Controlling, H. Kerzner.
- Project Scheduling and Monitoring in Practice, S. Choudhury, SAP.
- Total Project Management: The Indian Context, P. K. Joy, Macmillan India Ltd.

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Semester –II MBA

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## 7Z217 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

**Course Objective:** The objective of the course is to give the student an overview of Supply Chain management principles and practices.

**\*The students need Statistical Table to solve numerical problems.**

**Prerequisites:** Knowledge of Production and Operations Management, Marketing Management and QABD.

### UNIT I

**INTRODUCTION TO LSCM:** Logistics and Competitive strategy, Understanding the Supply Chain, Objectives and Importance of Supply Chain Process, View of Logistics and Supply Chain; Competitive and Supply Chain Strategies, Achieving Strategic Fit, Challenges of LSCM.

### UNIT II

**SUPPLY CHAIN DRIVERS AND METRICS:** Drivers for Supply Chain Performance, Framework for structuring drivers; Facilities, inventory, transportation, information, sourcing and pricing; Obstacles to Achieving fit; designing the Supply Chain Network; Role of distribution in the Supply Chain, Factors influencing network design, role of network in the Supply Chain.

### UNIT III

**DEMAND FORECASTING & AGGREGATE PLANNING IN SUPPLY CHAIN:** Demand Forecasting in Supply Chain, Components of forecast and forecasting methods, role of IT in forecasting, Aggregate Planning in Supply Chain, Planning Supply and Demand in a Supply Chain, Managing Predictable Variability.

### UNIT IV

**LOGISTICS AND SUPPLY CHAIN RELATIONSHIPS:** Benchmarking logistics process and SCM operations –Mapping the supply chain processes – SCOR model – Supplier and distributor benchmarking –setting benchmarking priorities –identifying logistics performance indicators –Channel structure – channel relationships – Transportation, Inventory Planning & Managing - logistics service alliances.

### UNIT V

**WAREHOUSE MANAGEMENT:** Importance, Structure, Business process of warehouse management, product unit used for packaging and shipping, supply chain relevant for warehouse management, Goods receipt, Issue & Transfer within the warehouse, Warehouse management automation & IT integration, RFID.

## **UNIT VI**

### **MANAGING GLOBAL LOGISTICS AND GLOBAL SUPPLY CHAINS:**

Performance of Logistics and Supply chain in India, Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes

#### **Essential Readings:**

- Martin Christopher, Logistics and Supply Chain Management, Pitman, London.
- Donald J. Bowersox and David J. Closs, Logistical Management: The Integrated Supply Chain Process, Tata McGraw Hill, 2006.
- Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, 3/e, Pearson Education, New Delhi 2007.

#### **Suggested Readings:**

- B. S. Sahay, Supply Chain Management for Global Competitiveness, Macmillan, New Delhi.2003.
- Philip B. Schary, Tage Skjott -Larsen: Managing the Global Supply Chain, Viva, Mumbai, 2006.
- Monczka: Purchasing and Supply Chain Management Thomson, 2006.
- Ballou, Business Logistics/Supply chain Management5/e Pearson Education.
- David Simchi -Levi, Philip Kaminsky, Edith Simchi- Levi, Designing and Managing The Supply Chain 2<sup>nd</sup> ed. Tata McGraw Hill Publishing Company Ltd.,2006
- Amit Sinha, Herbert Kotzab, Supply Chain Management A managerial Approach, Tata McGraw Hill Education Private Ltd, 2012.

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		<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>		<b>x</b>		

Semester –II MBA

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## **7Z218 ENTERPRISE RESOURCE PLANNING AND MANAGEMENT INFORMATION SYSTEMS**

**Course Objective:** This course helps to provide the basic concepts of Enterprise Resource Planning and Management of Information System. This course will enable the students to study areas of BPR, ERP Modules, and types of information systems. This course explores the nature and applications of ERP & MIS.

### **UNIT I**

**INTRODUCTION TO ERP:** Overview of ERP, MRP, MRPII and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Risks of ERP.

### **UNIT II**

**ERP & RELATED TECHNOLOGY:** BPR, Concepts of Data Mining, Data Warehousing, On-Line Analytical Processing (OLAP). Supply chain Management, CAD/CAM; ERP System Options and Selection, ERP proposal Evaluation.

### **UNIT III**

**ERP MODULES:** Finance, Accounting Systems, Manufacturing and Production Systems, Sales and Distribution Systems, Human Resource Systems, Plant Maintenance System, Materials Management System.

### **UNIT IV**

**ERP IMPLEMENTATION AND MAINTENANCE:** Implementation challenges, ERP Implementation strategies, ERP Implementation life cycle- Pre evaluating screening, Package evaluation-Project planning Phase- GAP Analysis- Reengineering, Configuration-Team Training-Testing & Going Live, Maintaining ERP & IS.

### **UNIT V**

**BENEFITS OF ERP:** Reduction of Lead Time, On-Time Shipment, Reduction in Cycle Time, Improved Resource Utilization, Better Customer Satisfaction, Improved Supplier Performance, Increased Flexibility, Reduced Quality Costs, Improved Information Accuracy and Design Making Capabilities.

### **UNIT VI**

**INTRODUCTION TO MIS:** Types of Information Systems, Transaction Processing Systems, Decision Support Systems, Office Automation System, Communication Systems, Group Decision Support Systems (GDSS), Executive Information Systems; Impact of Information systems on organizations and business firms.

**Essential Readings:**

- David L Olson, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2012.
- C Laudon and Jane P. Laudon, et al: Management Information Systems, 9/e, PHI and Pearson Education, 2005.

**Suggested Readings:**

- Mary Sumner “Enterprise Resource planning” Pearson, 2012
- Alexis Leon, ERP (Demystified), 5/E, Tata McGraw-Hill, 2012.
- Robert Schultheis and Mary Sumner, Management Information System the Manager’s View, Tata McGraw-Hill-2008
- Murthy, CSV, Management Information Systems- Text and Applications, Himalaya Publishing House- 2009.
- Vaman, ERP in Practice, Tata McGraw-Hill , 2007
- Gordon B. Davis & Margrethe H.Olson: Management Information Systems, Tata McGraw-Hill, 2006.
- W S Jawadkar: Management Information Systems, 2/e, Tata McGraw-Hill , New Delhi, 2007



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**Semester –II MBA**

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**7Z219 INDUSTRY ANALYSIS REPORT  
FOLLOWED BY SEMINAR AND VIVA VOCE**

Students can choose a specific Industry for Analysis and write their observations as to the trend; future prospects, problems etc., based on secondary sources of data such as Economic Times, Financial Express, Centre for Monitoring Indian Economy (CMIE) etc.

The Industry analysis can be taken up as part of their Summer Internship Programme. The Evaluation of the Industry Analysis Report followed by Seminar and Viva-voce will be for 100 marks done Internally.

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**Semester –II MBA**

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### **7Z220 BUSINESS ETHICS SEMINAR**

In the Business Ethics Seminar Paper the students will be assigned various topics from the “Business Ethics Seminar Volumes” provided by the department to all the students. The students are asked to present their views by critically analyzing topics assigned to them and present through power point presentation to the internally constituted committee consisting of Director and the Head of the Department along with three senior faculty members and a faculty member who has been handling the Business Ethics seminar paper.

Under Business Ethics Seminar the department has prepared books related to various articles to be covered. Further, in order to make the students understand the contents of these articles, they are trained to present various articles in the classroom in front of their classmates and faculty members.

The Internally constituted committee will thoroughly assess each student’s presentation, communication and subject skills for award of marks. The evaluation of the Business Ethics Seminar will be for 100 Marks done internally.

**II YEAR – I SEMESTER (III Semester)**

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
<b>Core Courses:</b>							
7Z321	Strategic Management	4	0	0	4	30	70
7Z322	Cost Management Accounting	4	0	0	4	30	70
7Z323	Legal and Economic Environment of Business	4	0	0	4	30	70
7Z324	Quantitative Analysis for Business Decisions	4	0	2	4	30	70
	Elective –I	4	0	0	3	30	70
	Elective – II	4	0	0	3	30	70
	Elective – III	4	0	0	3	30	70
7Z337	Internship Evaluation	0	3	0	6	100	--
7Z338	Quantitative Aptitude and Logical Reasoning	4	0	0	2	30	70
	<b>TOTAL CREDITS</b>				<b>33</b>	<b>800</b>	
	<b>CUMULATIVE CREDITS</b>				<b>85</b>		

**L= Lecture; P = Practical; T = Tutorial; C= Credits**

<b>a</b>	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>	<b>g</b>	<b>h</b>	<b>i</b>	<b>j</b>	<b>K</b>
<b>x</b>			<b>x</b>	<b>x</b>		<b>x</b>				<b>x</b>

**Semester –III MBA**

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## **7Z321 STRATEGIC MANAGEMENT**

**Course Objective:** The Objective of the course is to enable students to have a grasp of various business strategies in general and functional management areas. It will provide a strategic orientation in conduct of the business.

**Prerequisites:** Knowledge of the subjects such as Principles of Management, Financial Management, HRM, Marketing Management, Production and Operations Management.

### **UNIT I**

**INTRODUCTION:** Concepts in Strategic Management, Strategic Management as a process – Developing a strategic Vision, Mission, Objectives, Policies – Factors that shape a company’s strategy –Industry and Competitive Analysis – Methods; Strategy and Competitive advantage.

### **UNIT II**

**STRATEGY FORMULATION:** Formulation of strategy at Corporate, Business and Functional levels; Types of Strategies: Offensive strategy, Defensive strategy, Vertical integration, horizontal Integration, Turnaround Strategy; Strategies for Mergers and Acquisitions, Takeovers, Joint Ventures; Diversification Strategy: Why firms diversify, different types of diversification strategies; Concept of core competence; Tailoring strategy to fit specific Industry and Company situations; Management of Strategic change.

### **UNIT III**

**STRATEGIC ANALYSIS AND CHOICE:** Tools and Techniques- Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, SPACE Matrix, IE Matrix, Grand Strategy Matrix; Market Life Cycle Model –Organizational Learning-Impact Matrix and Experience Curve- Generic Strategies; Strategy Framework for analyzing Competition, Porter’s Value Chain Analysis, Exit and Entry Barriers.

### **UNIT IV**

**STRATEGY IMPLEMENTATION:** Strategy and Structure, Strategy and Leadership, Strategy and culture connection.

### **UNIT V**

**FUNCTIONAL IMPLEMENTATION:** Operationalizing and institutionalizing strategy -Strategies for competing in Global markets and Internet economy - Organizational Values and their impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

## **UNIT VI**

**STRATEGY EVALUATION AND CONTROL:** Establishing strategic controls - Measuring performance – appropriate measures – using qualitative and quantitative, benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategy and Corporate Evaluation and feedback in the Indian and International context.

### **Essential Readings:**

- Wheelen & Hunger, Concepts in Strategic Management and Business Policy, 9/E Pearson Education.

### **Suggested Readings:**

- Strategic Management-Charles W.L.Hill – Cengage
- Thompson & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
- Gregory Dess and G.T. Lumpkin, Strategic Management – Creating Competitive Advantage, McGraw Hill International, 2006
- Lawrence R Jauch, R.Gupta & William F.Glueck: Business Policy and Strategic Management, Frank Bros. Delhi, 2006.
- Ranjan Das, Crafting the Strategy: Concepts and Cases in Strategic Management, Tata McGraw Hill, New Delhi, 2006.
- Hitt, Ireland & Hoskisson: Management of Strategy, 7/e, Thomson 2007
- Saloner, Shepard & Podolny, Strategic Management, John Wiley, New York, 2006.
- Allan Afuah, Business Models: A Strategic Management Approach, Tata McGraw Hill , 2007
- John A.Pearce II & Richard B.Robinson, Jr. Strategic Management: Strategic Formulation and Implementation, AITBS Publishers & Distributors, Delhi, 2006
- Charles W.L.Hill & Gareth R.Jones: Strategic Management Theory: An Integrated Approach, Houghton Mifflin, Boston, 2006.
- Fred R.David Strategic Management Concepts and Cases 9<sup>th</sup> edition Pearson Education 2007
- Hill : Strategic Management a n Integrated Approach 6<sup>th</sup> edition Biztantra 2005
- Parnell: Strategic Management Theory and Practice Biztantra 2005
- Saloner: Strategic Management Wiley

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Semester –III MBA

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## 7Z322 COST MANAGEMENT ACCOUNTING

**Course Objective:** The objective of the course is to enable the students to the components of product cost, their calculation methods, and their control.

### UNIT I

#### **INTRODUCTION TO MANAGEMENT ACCOUNTING, COST ANALYSIS**

**AND CONTROL:** Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing.

### UNIT II

#### **COSTING FOR SPECIFIC INDUSTRIES:**

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

### UNIT III

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

### UNIT IV

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

### UNIT V

**BUDGETARY CONTROL:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Master budget, Performance budgets, material Vs purchase budgets, Zero Based Budgeting; An introduction to cost audit and management audit.

### UNIT VI

**STANDARD COSTING:** Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance, Overhead Variance and Sales variance.

**Essential Readings:**

- Hansen Mowen, Cost and Management Accounting & Control, Thompson Publications 2012
- S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.

**Suggested Readings:**

- M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
- Colin Drury, Management and Cost Accounting, Thomson-2007
- Bhahatosh Banerjee, Cost Accounting Theory and Practice, PHI,-2006
- Charles T. Horngren: Cost Accounting –A Managerial Emphasis, Prentice Hall of India, New Delhi,2006
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc.New Delhi,2007.
- Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
- Manash Gupta, Cost Accounting Principles and Practice, Pearson Education,2006
- Blocher, Chen, Cookins, Lin, Cost Management a Strategic Emphasis, Tata McGraw Hill, 3/e 2006.

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Semester –III MBA

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## 7Z323 LEGAL AND ECONOMIC ENVIRONMENT OF BUSINESS

**Course Objective:** The objective of the course is to enable students to understand the legal framework of business and to provide the student with a background of various environmental factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere.

### UNIT I

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

### UNIT II

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

### UNIT III

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

**Sale of goods Act -1930:** General Principles, Conditions & Warranties, Performance of Contract of Sale, Latest Amendments.

**Central excise Act-1944:** Basic concepts related to excisable goods, Classification of Goods, and Basic concept of VAT, Latest Amendments.

### UNIT IV

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

### UNIT V

**BALANCE OF PAYMENTS:** Structure, Major components, Causes for disequilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

### UNIT VI

**WTO:** Nature and scope – Organization and structure– role and functions of WTO in promoting world trade – Principles followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism.



**Essential Readings:**

- RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publication, 2010

**Suggested Readings:**

- N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition
- S.S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition
- K.Aswhappa, Essentials of Business Environment, Himalaya Publication house, 2008.
- Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007
- C.L.Bansal, Business and Corporate Laws, 1/e, Excel Books, 2006
- S.N.Maheshwari & Maheshwari, *Business Regulatory*
- Vivek Mittal , Business Environment, Excell Books,2009

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Semester –III MBA

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## 7Z324 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

**Course Objective:** The objective of the course is to provide the basic tools of Operations Research in solving Management problems through Modeling and using Mathematical Approach.

### UNIT I

**INTRODUCTION:** Origin of Operations Research, Applications of Operations Research in different Managerial areas, defining a Model, types of Models, Process for developing an Operations Research Model, practices, Opportunities and short comings of using an Operations Research Model.

### UNIT II

**LINEAR PROGRAMMING:** Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, Solving of LPP by Graphical Method, Simplex Method, Two-phase Method, Big-M Method, Converting primal LPP to dual LPP, Limitations of LPP.

### UNIT III

**TRANSPORTATION & ASSIGNMENT MODELS:** Definition and Application of the Transportation Model, Solution of the Transportation Problem, Assignment Model, Traveling Salesman Problem.

### UNIT IV

**DECISION THEORY:** Introduction, Ingredients of Decision problems. Decision Making under Uncertainty, Cost of Uncertainty – under risk, under perfect information; Decision tree, Construction of Decision tree.

### UNIT V

**GAME THEORY:** Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, Matrix, and Arithmetic Methods.

### UNIT VI

**QUEUING THEORY:** Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple Service Stations with Finite and Infinite Population.

**Essential Readings:**

- Hillier / Lieberman: Introduction to operations research, 9th edition, TMH, 2012.
- Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2013
- J.K. Sharma, “Operations Research: Theory and applications, 5th edition, Macmillian, 2013.

**Suggested Readings:**

- S.D. Sharma, Operations Research – Kedarnath Ramnath &Co 2002.
- N.D. Vohra: Quantitative Techniques in Management, Tata McGraw Hill, New Delhi, 2007
- Barry Render, Ralph M. Stair, Jr. Michael E. Hanna, Quantitative Analysis for Management 9e Prentice Hall of India Pvt. Ltd New Delhi 2007.
- Hamdy, A.Taha: Operations Research: An Introduction, Prentice-Hall of India; New Delhi 2007.
- Harvey M. Wagner: Principles of Operations Research, PHI, New Delhi, 2003.
- Hillier/Lieberman: Introduction to Operations Research; Tata Mc Graw Hill, New Delhi, 2007.
- R. Panneerselvam :Operations Research 2<sup>nd</sup> Prentice Hall of India Pvt. Ltd. 2007
- Bill E Gillett: Introduction To Operations Research: A Computer-Oriented Algorithmic Approach, Tata Mc-Graw Hill, New Delhi, 2006.

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Semester –III MBA

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## **7Z325 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (ELECTIVE – I)**

**Course Objective:** The objective of the course is to develop students’ knowledge, skills and competencies in employing different methodologies and techniques for managing the market, credit and operational risks in security analysis and Investment Management and other related risks.

### **UNIT I**

**INVESTMENTS:** Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.

### **UNIT II**

**SECURITY ANALYSIS:** Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

### **UNIT III**

**ANALYSIS AND VALUATION OF BONDS:** Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.

### **UNIT IV**

**EQUITY VALUATION MODELS:** Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

### **UNIT V**

**PORTFOLIO MANAGEMENT:** Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio-Markowitz Model, Capital Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return.

### **UNIT VI**

**PORTFOLIO PERFORMANCE AND REVISION:** Performance of Portfolio – Meaning – Models - Jenson’s Model. Sharpe’s Model and Trynor’s Model – Techniques

of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

**Essential Readings:**

- William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments Prentice Hall, 2012.
- Donald E, Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.
- Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.

**Suggested Readings:**

- R.J.Fuller and J.L.Farrel, Modern Investments and Security Analysis, McGraw Hill
- Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.
- Stron Robert, PORTFOLIO MANAGEMENT HAND BOOK, Jaico, Bombay.
- Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management, 7/e Thomsom Publications, 2006.

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Semester –III MBA

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**7Z326 CONSUMER BEHAVIOR**  
**(ELECTIVE – I)**

**Course Objective:** The objective of the course is to enable students understand the perspectives of consumers in terms of psychological foundations, environmental influence on their buying behavior, Consumer decision making process and laws to be followed.

**Pre-requisites:** Marketing Management offered in first semester.

**UNIT I**

**INTRODUCTION TO CONSUMER BEHAVIOR:** Meaning, Definition and relevance of Consumer Behavior study, Development of Consumer Behavior as a separate field of study, Growth of Consumer research, Consumer Behavior and Marketing Management, Consumer Segmentation, Targeting and positioning, Trends in Consumer Behavior.

**UNIT II**

**PSYCHOLOGICAL FOUNDATIONS OF CONSUMER BEHAVIOR:** Consumer Motivation, Consumer Perception, Personality and Consumer Behavior, Consumer Learning and Information Processing, Consumer Attitude and Attitude Change.

**UNIT III**

**ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOR:** Demographic, Social class and Culture influence, Reference groups, Family personality and Cross cultural influence.

**UNIT IV**

**CONSUMER DECISION PROCESSES:** High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, brand loyalty and repeat purchase behavior, Consumers and the diffusion of innovations.

**UNIT V**

**MODELS OF BUYER BEHAVIOR:** Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model.

**UNIT VI**

**CONSUMERISM AND CONSUMER PROTECTION:** Roots of Consumerism. Consumer safety, Information and environmental concerns, benefits of consumerism; Consumer Protection Act 1986, Central and state consumer protection councils, Consumer disputes redressal agencies, Consumer disputes redressal forum, National consumer disputes redressal commission.

**Essential Readings:**

- David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, Tata McGraw Hill, New Delhi, 2007.
- Schiffman, L. G and Kanuk L. L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2007

**Suggested Readings:**

- Consumer Behaviour In Indian Perspective-Text and cases By Suja R.Nair. Himalaya Publishing House.
- Consumer Behaviour Text and Cases ,Satish K Batra and SHH Kazmi ,Excel Books,
- Hawkins, Best, Coney, Consumer Behaviour, 8/e, Tata McGraw Hill, New Delhi, 2007.
- Kumar: Conceptual Issues in Consumer Behavior : The Indian Context, Pearson Education, New Delhi, 2006
- Jay D Lindquist and M Joseph Sirgy, Shopper, Buyer and Consumer Behaviour, Second Edition, Bizttantra, New Delhi, 2007
- Roger D. Black Well et al., Consumer Behaviour, 10/e Thomson, New Delhi, 2006
- Henry Assael, Consumer Behaviour,6/e,Thomson, New Delhi,2007
- Michael R.Solomon, Consumer Behaviour,5/e, Prentice Hall of India, New Delhi,2006

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Semester –III MBA

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**7Z327 PERFORMANCE MANAGEMENT AND COUNSELING  
(ELECTIVE – I)**

**Course Objective:** To provide an outline of performance management of individuals in the organization; To provide knowledge of PM techniques and tools; To understand the importance and effectiveness of counseling as a performance management tool; To gain experience in the counseling processes and problems in improving the organizational effectiveness.

**UNIT I**

**INTRODUCTION:** Definition, Concerns And Scope – Historical Developments In Performance Management - Performance Appraisal Vs Performance Management – Performance Management Vs Human Resource Management - Processes For Managing Performance – Essence And Implications Of Performance Management-Critical Appraisal.

**UNIT II**

**PFM THEATRE:** Pfm System – Pfm Theatre – Planning Managee Performance And Development – Monitoring Managee Performance & Mentoring Managee Development- Annual Stock Taking. 360- Degree Feedback- Stocktaking Potential – Tools for Stocktaking Potential References

**UNIT III**

**PERFORMANCE APPRAISAL AND BENCH MARKING:** Assessment Center-Self Appraisal -Performance Shaping Factors–Yerkes–Dodson’s Law-Corporate Performance Management-EFQM Excellence Model–Diagnostic And Process Bench Marking. PM Audit, PM Pathway Analysis.

**UNIT IV**

**PERFORMANCE METRICS AND MODELS:** Performance Measures Pyramid. Steps For Designing Metrics, Wang Lab, Smart Pyramid, Conceptual, DHL, RCN Models Of PM, Spangenberg’s Integrated Model Of PM, Sears’s Model For Organizational Performance, Balanced Score Card Framework.

**UNIT V**

**COUNSELING PROCESS:** Preparation For Counseling, Counseling Relationship, Counseling Content, Process.—Variables Affecting The Counseling Process—Counselor Skills. Trends In Counseling: Changing Roles Of Counselor, Values In Counseling – Evaluation Of Counseling.

**UNIT VI**

**COUNSELING FOR PERFORMANCE MANAGEMENT:** Counseling Definition, Factors Contributing to the Emergence of Counseling – Expectations and Goals -



Counseling as a Solution to the Management Problems, Approaches to Counseling; Effective Feedback Systems.

**Essential Readings:**

- Robert L. Cardy, “Performance Management”, 2008. PHI
- Prem Chadha: Performance Management, Macmillan India, New Delhi, 2006.

**Suggested Readings:**

- A.S. Kohli & T. Deb, “Performance Management”, 2009, Oxford
- T.V Rao, Counseling and Guidance Tata McGraw Hill
- Counseling and Guidance: S.Narayan Rao TMH
- Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
- T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt. Limited, Excel, 2006.
- David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.
- Henderson: Compensation Management in Knowledge Based World 9/e Pearson Education, 2007.
- Robert L.Cardy, “Performance Management”, 2008. PHI
- H. Aguinis, “Performance Management”, 2009, Pearson

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Semester III -MBA

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**7Z328 BUSINESS PLAN PREPARATION AND MODELS IN  
ENTREPRENEURSHIP  
(ELECTIVE – I)**

**Course Objective:** The objective of the course is to make the students aware of the various types of plans that need to be prepared for managing a small business. It also highlights the plans and strategies for either the revival of or the exit from the small business based on the prevailing situations.

**UNIT I**

**BUSINESS PLAN:** Meaning of Business Plan, Business Plan Drivers, Contents of Business Plan, Responsibility for Business Planning, Business Continuity Planning, Business Plan Perspectives, Feasibility Study, Elements of Feasibility Plan, Planning for major events, Failure of Business Plan – Reasons

**UNIT II**

**MARKETING PLAN:** Building a Marketing Plan for Small Businesses, Marketing Research and its benefits, Categories and Types of Market Research, Industry and Competitor Analysis, Market Positioning and Segmentation, Planning for Market Strategy

**UNIT III**

**OPERATION AND PRODUCTION PLAN:** Importance of Production and Operation Plan, Product design and Development, Location and project layout decisions, Contents of project layout plan, Incorporating technologies – Decisions, Planning for Customer Centric Products

**UNIT IV**

**EMERGING TRENDS AND SOCIAL ENTREPRENEURSHIP:** Emerging Trends in Entrepreneurship Development - Entrepreneurial Potential and Potential Entrepreneur - Evaluation of Social Entrepreneurship in India.

**UNIT – V**

**CRAFTING BUSINESS MODELS AND LEAN START-UP:** Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching.

**UNIT – VI**

**ORGANIZING BUSINESS AND ENTREPRENEURIAL FINANCE:** Forms of business organizations; organizational structures; Evolution of Organization, sources and selection of venture finance options and its managerial implications. Policy Initiatives and focus; role of institutions in promoting entrepreneurship.

**Essential Readings:**

- Entrepreneurship – Creating and Leading an Entrepreneurial Organization, Arya Kumar Pearson India Education Services Pvt. Ltd., 2012.
- Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited.
- Madhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, First Edition, New Delhi, 2006

**Suggested Readings:**

- Entrepreneurship, Robert D. Hisrich, Mathew J. Manimala, Micheal P. Peters, Dean A. Shepherd. McGraw Hill Education (India) Pvt. Ltd., 2014.
- Entrepreneurship New Venture Creation, David H. Holt, Pearson India Education Services Pvt. Ltd. , 2017.
- Fundamentals of Entrepreneurship, Third Edition, H. Nandan, PHI Learning India Pvt. Ltd., 2013.
- Innovation and Entrepreneurship, Practice and Principles, Peter F. Druker, HarperBusiness, 2006

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Semester –III MBA

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## 7Z329 FINANCIAL INSTITUTIONS, MARKETS AND SERVICES (ELECTIVE – II)

**Course Objective:** The objective of the course is to provide to students an understanding of Financial Markets, the major Institutions involved and the Services offered within this framework.

### UNIT I

**INTRODUCTION:** The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms after 1991 - Regulatory and Promotional Institutions: Functions and Role of RBI, Role and functions of SEBI, performance of Non-Statutory Financial Organizations: IFCI, IRBI, NABARD, SIDBI and SFCs.

### UNIT II

**BANKING INSTITUTIONS:** Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition, Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Exchange rates, Lending/ Deposit rates; Co-operative Banks - Role, Govt. initiatives to strengthen Co-operative Banks.

### UNIT III

**NON BANKING FINANCIAL INSTITUTIONS:** Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI.

Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Bancassurance, Role of IRDA, Challenges faced by Insurance Sector.

### UNIT IV

**FINANCIAL AND SECURITIES MARKETS:** Structure and functions of Call Money Market, Government Securities Market – T-bills Market, Commercial Bills Market, Commercial paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement, SEBI and Regulation of Primary and Secondary Markets.

### UNIT V

**ASSET/FUND BASED FINANCIAL SERVICES:** Lease Finance, Consumer Credit and Hire purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory services: Stock Broking, Credit Rating.

## **UNIT VI**

### **INVESTMENT BANKING AND MERCHANT BANKING:**

Investment Banking: Introduction, Functions and Activities, Underwriting, Banker to an Issue, Debenture Trustees and Portfolio managers, Challenges faced by Investment Bankers.

Merchant Banking: Definition, Merchant Banks Vs Commercial Banks, Services of Merchant Banks.

#### **Essential Readings:**

- L.M. Bhole: Financial Institutions and Markets, TMH, 2009.
- E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013.

#### **Suggested Readings:**

- Vasant Desai: Financial Markets and Financial Services, Himalaya, 2009
- Pathak: Indian Financial Systems, Pearson, 2009
- M.Y. Khan: Financial Services, TMH, 2009.
- S. Gurusamy: Financial Services and System, Cengage, 2009
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.
- Gomez, Financial Markets, Institutions and Financial Services, PHI, 2012.
- R M Srivatsava: Dynamics of Financial Markets and Institutions in India, Excel, 2013.

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Semester –III MBA

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### 7Z330 SERVICES MARKETING (ELECTIVE – II)

**Course Objective:** The objective of the course is to provide a deeper insight into the Marketing Management of companies offering services as product.

**Pre-requisites:** Marketing Management offered in first semester

#### UNIT I

**UNDERSTANDING SERVICES MARKETING:** Concept of Services Marketing, role of services in the modern economy, classification and characteristics of services compared to goods, 7p's of Services Marketing; Distinctive characteristics of services- four I's of services - Intangibility, Inconsistency, Inseparability and Inventory; Growth in Services – Global & Indian Scenarios.

#### UNIT II

**RELATIONSHIP MARKETING AND SERVICE QUALITY:** Consumer Behaviour in services, Consumer expectations in service, consumer perception of service, building customer relationships, service recovery; Determinants of Service Quality, SERVQUAL Scale, Gaps model of Service Quality - Customer Gap, provider gap and closing gap.

#### UNIT III

**ALIGNING SERVICE DESIGN AND STANDARDS:** Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blue printing, high performance service innovations, new service development processes, customer defined service standards - factors, types, and development.

#### UNIT IV

**PRODUCT & PRICING STRATEGIES FOR SERVICES:** Service product levels, Branding service products, Service life cycle; Objectives and foundations of service pricing, pricing and demand relationship, approaches to pricing services, putting service pricing strategies into practice.

#### UNIT V

**PROMOTION & DELIVERY OF SERVICES:** Integrated services marketing communications - need for coordination, five categories of strategies to match service promises with delivery; role of employees and customer in service delivery; Physical evidence and service space, delivery service through intermediaries and e-channels; Managing Demand and capacity.

## **UNIT VI**

**RELEVANCE OF SERVICES MARKETING:** Hospital, Transportation (Airline), Banking, Tourism and Hotel services at Global & India.

### **Essential Readings:**

- Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing—Integrating Customer Focus Across the Firm, 3/e, Tata McGraw Hill, 2007.
- Thomas J. DeLong & Asish Nanda: Managing Professional Services—Text and Cases, McGraw-Hill International, 2006.

### **Suggested Readings:**

- Christopher Lovelock: Services Marketing People, Technology, Strategy, Fourth Edition, Pearson Education, 2006.
- Mark Davis, Managing Services People and Technology, McGraw-Hill International, 2006
- Adrian Payne, the Essence of Services Marketing, Prentice-Hall of India Pvt. Ltd., 2007.
- Roland T. Rust and P.K. Kannan, e-Service New Directions in Theory and Practice, Prentice-Hall of India Pvt. Ltd., 2006.
- James A. Fitzsimmons, Services Management—Operations, Strategy and Information Technology, 3/e, McGraw-Hill International, 2006.
- Rajendra Nargundkar, Services Marketing 2<sup>nd</sup> Edition, McGraw Hill companies 2007
- Hoffman, Services Marketing 3/e Thomson 2007
- Dr. B. Balaji, Services Marketing and Management, S.Chand, 2012.

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Semester –III MBA

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**7Z331 TRAINING AND DEVELOPMENT  
(ELECTIVE – II)**

**Course Objective:** To enable the students to understand the design of training, implementation and evaluation of training programs in the organization.

**UNIT I**

**TRAINING IN ORGANIZATIONS:** Trends in training, Career opportunities in training, Integrating OD, strategy and training, understanding motivation and performance, aligning training design with learning process; Forces Influencing Working and Learning; Role of Training in Organizations, Systematic Approach to Training, Learning: Theories and Process.

**UNIT II**

**TRAINING NEED ANALYSIS:** The Training Need Analysis (TNA) Model, Organizational constraints, developing objectives, facilitation of learning and training transfer to the job, Design theory, Process and Approaches of TNA, Organizational Analysis, Requirements Analysis, Task, Knowledge, Skill, and Ability Analysis, Team Work for Conducting Training Needs Analysis, TNA and Training Process Design, Output of TNA, focus on Small Business.

**UNIT III**

**TRAINING DESIGN AND METHODS:** TNA and Design, Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, Computer Based Training (CBT); On the job and Off the job training methods – Kirkpatrick and Pecuniary Utility Models of Training – Types of MDP’s, EDP’s/Seminars and Conferences, Symposia.

**UNIT IV**

**IMPLEMENTATION & EVALUATION OF TRAINING:** Development of training, implementation, transfer of training, major players in Training & Development, rational for evaluation, resistance to training evaluation, types of evaluation; Implementation and Evaluation of Training Programme, Training Aids.

**UNIT V**

**AREAS OF ORGANIZATIONAL TRAINING:** Orientation training, diversity training, team training, cross functional teams, cross cultural training, training for talent management and Competency mapping.

**UNIT VI**

**STRATEGIC TRAINING:** Models of Training- Faculty, Customer, Matrix, Training Investment Leaders etc. Transfer of Training: Conditions of Transfer, Facilitation of



Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.)

**Essential Readings:**

- P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training" 4e, Pearson, 2012.

**Suggested Readings:**

- Anjali Ghansekar "Training & Development" Everest, 2013.
- Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.
- B. Rathana Reddy "Effective Human Resource Training & Developing Strategy" Himalaya, 2012.
- Rolf Lynton, Uday Pareek "Training for Development" Sage, 2012.
- G Pandu Naik "Training & Development" Excel Books, 2012.
- R K Sahu "Training for Development" Excel Books, 2012.
- P L Rao: HRD Trainer's Handbook of Management Games, Excel, 2013.
- Raymond Noe, A. (2008), Employees Training and Development, McGraw Hill Publication.
- O'Connor, Browner & Delaney (2003). Training for Organizations, Thompson Learning Press (now Cengage Learning).
- Lynton Rolf, P. & Pareek, Udai (2000), Training for Organisational Transformation, Sage Publication.
- Leatherman, D. (2007). The Training Trilogy: Conducting Needs Assessments, Designing Programs, Training Skills

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**7Z336 STARTUP MANAGEMENT AND SUSTAINABILITY  
(ELECTIVE – II)**

Course Objective: This course will play a critical role in helping students to learn about the Lean Startup framework that will allow them to successfully improve their business idea. This course focuses on the development of a business plan, designed to either start a new venture or take an existing venture into new markets. The course deals with the competencies needed to become an innovative, opportunity-driven, market-ready and entrepreneurial manager and understand mechanism behind lean startup.

**UNIT I**

**INTRODUCTION:** Meaning of startup, Startup business models, challenges for the startup, incentives and growth opportunities of startup.

**UNIT II**

**START UP:** Process of Creating Startup Generating business idea, sources of new ideas, opportunity recognition, environmental scanning, competitor and industry analysis, feasibility study- market feasibility, technical/operational feasibility, financial feasibility. Legal requirements of the Startup

**UNIT III**

**LEAN STARTUP:** Nature of Lean Startup, Changes created by Lean Startup, Limitations of the Lean Startup method, Customer Development Model

**UNIT IV**

**GROWTH OF THE STARTUP:** Managing growth and ending the venture, Preparing for the new venture launch, Management decisions at early stage, managing early growth of the new venture. New venture expansion- strategies and issues. Going public – attractions to going public, ending the venture – re-organization, turnarounds, and liquidation

**UNIT V**

**SUSTAINABLE DEVELOPMENT – OF STARTUP:** Concept and definition of sustainable development, guiding principles of sustainability, Social, Ecological and Economic indicators of sustainability, Global sustainability challenge.

**UNIT VI**

**STARTUP SUSTAINABILITY STRATEGIES:** Conventional vs. sustainable businesses, reasons for implementing sustainable businesses, enablers and barriers of sustainable businesses. Risks, opportunities and challenges of sustainable businesses. Innovation, Collaboration, Technology, Process improvement, Carbon Trading, Cap and trade, Carbon offset schemes.

**Essential Readings:**

- Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to*
- *Create Radically Successful Businesses*. Random House Digital, Inc.
- Osterwalder, A & Pigneur, Y. (2010) *Business Model Generation: A Handbook for Visionaries,*

**Suggested Readings:**

- Petra Molthan-Hill, (2014). *The Business Student's Guide to Sustainable Management: Principles and Practice*, Greenleaf Publishing Ltd, UK.

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## **7Z333 STRATEGIC INVESTMENT AND FINANCIAL DECISION (ELECTIVE – III)**

The objective of this course is to provide the student with an insight in to the several strategies before taking a decision on investment of the funds available to him. This course also provides for the evaluation of financial implication of a decision and also the associated risks in the investment.

Prerequisite; Sound knowledge of financial accounting, and analysis of financial statements. Financial management procedures.

### **UNIT I**

**TYPES OF INVESTMENT AND DISINVESTMENTS:** investment management vs, Project management. Introduction to selection of profitable projects. Evaluation of investment opportunities, basic issues, replacement decisions, traditional, methods of appraisal and discounted cash flow Techniques, equivalence of NPV and IRR . the case of intangible benefits and costs. Profitability Index and excess present value index.

### **UNIT II**

**CAPITAL BUDGETING STRATEGY:** multiple investment and risk management. Simulation and portfolio approaches. Evaluation of managerial option to expand, contract, postpone and abandon projects . Capital Rationing concept. Causes and process - methods – aggregation , incremental, probability Index, weighted index. Allocating the resources to divisions, BCG approach. Capital budgeting; growth bond refunding. Treatment of external costs & benefits in investment decisions. Concept and rationale of social cost benefit analysis (SCAB).

### **UNIT III**

**INVESTMENT DECISIONS UNDER CONDITIONS OF UNCERTAINTY:** discussion on risk and uncertainty. Risk analysis in investment decision. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows. Decision trees and sensitivity analysis. Mont Carlo Approach to simulation.

### **UNIT IV**

**CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES:** discounted payback. Post payback surplus life and surplus payback, Bailout payback Return on investment, equivalent annual cost. Erminalvlue, single period constraints, multi-period capital constraints; and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hiller approaches. Significance of information and data bank in project selections.

## **UNIT V**

**INVESTMENT DECISION UNDER CAPITA CONSTRAINTS:** Capital Rationing Vs. portfolio Risk and diversified projects. Efficiency theories, information and signaling, agency problems and managerialism, the free cost flow hypothesis market power and tax considerations.

## **UNIT VI**

**MANAGEMENT OF RISK:** Product market and capital market risks- Risk management not avoidance – is the objective. Total risk matters. Characteristics of high risk firms and methods of reducing corporate risk. Risk reporting internal reporting corporate business unit and desk level risk external reporting regulatory requirements regarding disclosure and transparency. Financial Distress: Consequences, Issues bankruptcy, settlements Reorganization and Liquidation in Bankruptcy.

### **Essential Readings:**

- Prasanna Chandra Financial management 5/e Tata Macgraw Hill.
- Prasanna Chandra Project Planning Analysis Financing Implementation and Review, Tata McGraw Hill .

### **Suggested Readings:**

- I M Pandey Financial Management Vikas Publishing House
- MY Khan and PK Jain Financial Management Text Problems and Cases.
- **Richad Pike & Bill Neale:**
- Corporate Finance & investment Strategies, 2/e Prentice Hall of India, New Delhi.

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Semester –III MBA

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## 7Z334 RETAILING MANAGEMENT (ELECTIVE-III)

**Course Objective:** The objective of the course is to enable students to have a deeper insight into working of Retail Sectors.

**Pre-requisites:** Marketing Management offered in first Semester.

### UNIT I

**INTRODUCTION TO RETAIL MANAGEMENT:** Meaning of Retail & 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, FDI retailing, Rural marketing, ethics in retailing.

### UNIT II

**UNDERSTANDING SHOPPERS & SHOPPING:** 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 THROUGH RETAIL FUNCTIONS:** Classification of formats, ownership-based, store based, non-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.

### UNIT IV

**PRICING & SUPPLY CHAIN MANAGEMENT:** Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

### UNIT V

**RETAIL BUYING & MANAGING RETAIL OPERATIONS:** Objectives of buying, organization buying, retailing buying behavior, models of buying behavior, buyer-responsibilities, merchandising & assortment plans merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-retailers.

## **UNIT VI**

**RETAILING IN INDIA:** The present Indian retail scenario – Retailing opportunities in India, FDI in Retailing, Global Retailing, Impact of technology in retailing, Ethics in Retailing, E-Retailing, and Service Retailing.

### **Essential Readings:**

- Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2013.
- David Gilbert, Retail Marketing Management, 2nd edition, Pearson, 2013
- Michael levy, Barton Weits, Ajay Pundit, Retailing Management, McGraw-Hill, 2011.

### **Suggested Readings:**

- Suja Nair, Retail Management, Himalaya Publication House, 2012.
- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
- Aditya Prakash Tripathi, Noopur Agarwal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
- Swapna Pradhan, Retail Management-Text & Cases, TMH, 2013.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, S. Chand, 2011.
- Arif sheikh, Kaneez Fatima, Retail Management, Himalaya Publication House-2012.
- Chetan Bajaj, Rajnish tuli, Nidhi Varma ,Srivastava, Retail Management, 2nd edition, oxford, 2012.
- Amit Sinha, Supply Chain Management, TMH, 2012

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Semester –III MBA

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## 7Z335 LEADERSHIP AND CHANGE MANAGEMENT (ELECTIVE-III)

**Course Objective:** the objective of the course is to enable managers cope up with the changes that take place constantly in business. Leader’s role in the change management situation.

### UNIT I:

**MANAGING STRATEGIC CHANGE PROCESS:** – An Overview of Change – Types of change – Reactive and Proactive change - Change Path Diagnostics - Methods for dealing with Resistance to Change – Change levers – Change as Growth and Change as Transformation – Organizational Change Matrix – Model of Cognitive, Effective and Behavioral Responses to Change.

### UNIT II:

**IMPLEMENTING CHANGE:** Dynamics of Planned Change – Five Stages of Planned Change- Types of Individual, Group, and Organizational Change - Gestalt Change cycle – The Role of Mapping and Diagnosing Change –Strategies for Communicating Change – Consolidating change: Actions to Consolidate to Change – Signs of Consolidation of Change. Role of Change Agents.

### UNIT III:

**METHODS FOR CHANGE MANAGEMENT:** Kurt Lewin’s model of change; Force field analysis - Kotter’s 8-step change model- Pendlebury, Nadler, Kanter and Taffinder has planned change models. Dunphy Contingency Model of Change - Edward de Bono’s six thinking hats Johari window- Nadler and Tushman’s congruence model - BPR as a tool of Managing Transformation - Management of New Technology in relation to organizational productivity and quality of work life.

### UNIT IV:

**INTRODUCTION TO LEADERSHIP:** Leadership Traits, Leadership Styles, Skills, Behaviors, Vision, Inspiration, and Momentum of Leadership -Personality Types and Leadership-Five Factor Model of Personality- Leadership Theories.

### UNIT V:

**LEADERSHIP IN TRANSFORMATION:** Transformational Leadership, Transactional Leadership - Role of Transformational leaders in Downsizing, Mergers, and Acquisitions, developing a personal leadership approach for today’s global business – Leadership of Innovation and Creativity.



**UNIT VI:**

**LEADERSHIP DEVELOPMENT:** Leadership Development Efforts-Trait, Behavior, Power Influence, Situational and Integrative approaches to leadership-Causal and Normative Models-Cross Cultural Leadership - The Role of leadership in Implementing Change – Emerging trends in Leadership.

**Essential Readings:**

- Coulson Thomas, C., Transforming the Company, London: Kogan Page.
- Bender, Peter Urs, Leadership from Within, Macmillan India Ltd., Delhi.

**Suggested Readings:**

- Ian Palmer, “Managing organizational change”, 2008, TMH.
- Jim Grieses, “Organizational change”, 2010, Oxford.
- Hammer, M. and J. Champy, Reengineering the Corporation, Nicholas Brearley Publishing
- Srivastava, “Transformation Leadership”, 2008, Macmillan
- Mark Hughes, “Change management in organizations”, 2008, Jaico.
- Gary Yukl, “Leadership in organizations”, 2006, Pearson.
- J. DuBrin, “Leadership”, 2005, Wiley.

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**Semester III –MBA**

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**7Z443 TECHNOLOGY FOR ENTREPRENEURSHIP AND &  
INTELLECTUAL PROPERTY RIGHTS  
(ELECTIVE – III)**

**Course Objective:** The objective of the course is to develop frameworks and conceptual tools for students to explore important of technology and intellectual property right for an entrepreneur, understand the technology management techniques, and analyze the changes and environment for the development of technology competitiveness in market. To explore legal aspects surrounding the intellectual property rights.

**UNIT I**

**INTRODUCTION TO TECHNOLOGY & INNOVATION:** Definition and Characteristics of Technology, Levels of Technology Development, Technology as Socially Constructed, Value Creation and Competitive Advantage; Definition and Components of Innovation, Innovation Dynamics at Firm Level, Characteristics of Innovative Firm, Definition and Evolution of Management of Technology.

**UNIT II**

**TECHNOLOGICAL ENVIRONMENT & CHANGE:** Concept of Technological Environment, Levels of Environment, Types of Actors, Innovation Network, Change in Technological Environment, Technology Integration; Forms of Technological Change, Process and Dynamics of Technological Change.

**UNIT III**

**TECHNOLOGY DIFFUSION AND STRATEGY:** Concept of Diffusion, Dynamics of Diffusion, A Model of Innovation Adoption, Factors driving the process of Diffusion; Meaning and Concept of Technology Strategy, Formulation of a Technology Strategy, Methods of Strategic Analysis of Technology

**UNIT IV**

**TECHNOLOGY TRANSFER:** Concept of Technology Transfer, Technology Support Systems for SMEs, Issues in Technology Transfer in Small Business, Technology Transfer in Developing Countries, Portfolio of Technology, External Sourcing of Technological Capabilities, Technology Infusion.

**UNIT V**

**INTRODUCTION TO IPR:** Definition and Importance of Intellectual Property, Forms of IPRs, Patent, Copyrights, Trademark, Industrial Design & IC Layout Design, Geographical Indicators; Conditions and Procedures for Grant of Patent, Rights of Patentee, Milestones of Indian Patent Law, Process of Developing Intellectual Property.

## **UNIT VI**

**TRANSFER AND INFRINGEMENT OF IPR:** Concept of Transfer of Patent Rights, Assignment and License, Concept of Infringement of Patent Rights, Remedies, Rights of Patent Agents, Surrender of Patent, Challenges in Patents, Cost of Patent Services. Objectives and Services of World Intellectual Property Organisation (WIPO).

### **Essential Reading:**

- V.K. Narayanan: Managing Technology and Innovation for Competitive Advantage Management Science, Person Edition, Third Edition-2007.
- Neeraj Pandey, Khushdeep Dharni: INTELLECTUAL PROPERTY RIGHTS, PHI Learning Private Limited, Edition – 2014.

### **Suggested Readings:**

- Tarek Khalil, Management of Technology, Tata McGraw-Hill Edition -2009
- Rajagopalan Radhakrishnan, Dr. R Radhakrishnan and Dr.S. Balasubramanian: Intellectual Property Rights: Text and Cases, Excel Books, First Edition - 2008

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**Semester –III MBA**

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**6Z324 INTERNSHIP REPORT AND EVALUATION**

This course is introduced for students to gain practical experience in two years of MBA program. The Internship must have a beginning, an end, and concrete professional development and goals. To receive course credit for an internship, students must obtain internship from any company and propose to work in the premises for a period of four weeks.

The following items must be completed and submitted prior to the last class meeting:

- Written Internship project report
- Presentation of project to class
- Supervisor’s Evaluation
- Student’s Evaluation

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**Semester –III MBA**

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## **7Z338 QUANTITATIVE APTITUDE AND LOGICAL REASONING**

### **UNIT I:**

Series Completion, Analogy, Classification, Coding – Decoding, Blood Relations, Direction sense test and Puzzle test.

### **UNIT II:**

Clocks & Calendar, Data Sufficiency, Syllogism and Venn diagrams.

### **UNIT III:**

Number system, HCF & LCM, Average, Percentage - Profit and Loss.

### **UNIT IV:**

Ratio and Proportion: Properties of Ratio, Comparison of Ratios, Useful Simple Results on Proportion – Partnership and Share – Mixtures.

### **UNIT V:**

Simple Interest: Effect of change of P, R and T on Simple Interest - Compound Interest: Conversion Period, Difference between Compound Interest and Simple Interest – Time and Work – Time and Distance.

### **UNIT VI:**

Mensuration: Area of Plane Figures, Volume and Surface Area of Solid Figures.  
Data Interpretation: Tabulation, Bar Graphs, Pie Charts, Line Graphs.

### **Essential Readings:**

- Verbal and Non Verbal Reasoning by R. S. Agarwal.
- Quantitative Aptitude by R. S. Agarwal.

**II YEAR – II SEMESTER (IV Semester)**

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
<b>Core Courses:</b>							
7Z439	Business Analytics	4	0	0	4	30	70
	Elective – IV	4	0	0	3	30	70
	Elective – V	4	0	0	3	30	70
	Elective – VI	4	0	0	3	30	70
7Z452	Entrepreneurship Seminar	-	3	0	2	100	--
7Z453	Comprehensive VIVA		--	--	2		100
7Z454	Project Work Dissertation				8	100	100
<b>TOTAL CREDITS</b>					<b>25</b>	<b>800</b>	
<b>CUMULATIVE CREDITS</b>					<b>110</b>		

**L= Lecture; P = Practical; T = Tutorial; C= Credits**

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Semester –IV MBA

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### 7Z439 BUSINESS ANALYTICS

**Course Objective:** The objective of the course is to make students derive effective decisions by utilizing the data available within the organizations and external data. Predicting the future and making strategic changes by using the information is explained to the students.

#### UNIT I

**BUSINESS INTELLIGENCE:** Business Intelligence – Definition and importance in organizations, Evolution of BI, BI at all levels in organization, Future of BI. Components of BI, BI applications.

#### UNIT II

**BUSINESS ANALYTICS:** Business Analytics – Definition and importance, Business analytics Process, Relationship between BA and Organization decision making process, BA’s at strategic level to gain competitive advantage ,an overview of BA models.

#### UNIT III

**DATA WAREHOUSE:** Definition of DW, Importance and goals of DW, DW architecture ,Online Analytical Processing: Concepts of OLTP and OLAP, multidimensional analysis - MOLAP, ROLAP

#### UNIT IV

**DATA MINING:** Introduction to Data Mining: Concept, KDD process, benefits of data mining, steps in data mining, data mining for business problems. Data Mining Tasks- Trend analysis, cluster analysis, text mining, web mining...etc.

#### UNIT V

**DECISION MODELS:** Descriptive, Predictive, Prescriptive - Introduction to R software - Introduction and importance in analytical environment ,costs and benefits using R ,R in BA, Data mining ,Business Dashboards and reporting and few examples..

#### UNIT VI

**BIG DATA:** Concept of big data, significance, business applications of big data, introduction to Apache Hadoop, business performance management - performance measurement, metrics, KPIs and Business Activity Monitoring (BAM).

**Essential Readings:**

- Prasad, R. N., & Seema Acharya, "Fundamentals of Business Analytics", Wiley India, New Delhi, 2014
- Gert H. N. Laursen, Jesper Thorlund, Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, Wiley

**Suggested Readings:**

- Peter C. Bell, Gregory S. Zaric , Analytics for Managers: With Excel, Routledge
- Ohry, R for Business Analytics , Springer



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Semester –IV MBA

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## 7Z440 MANAGEMENT OF DERIVATIVES (ELECTIVE IV)

**Course Objective:** The objective of this course is to make students understand the concept of Derivatives; learn the types of derivatives products and their application. It helps the students to have a comprehensive and in-depth knowledge about Derivatives. It provides the students awareness about the trading and settlement procedures of derivatives and their markets.

### UNIT I

**INTRODUCTION TO DERIVATIVES:** Concepts, Types and differences among derivatives - Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of Derivatives; Derivates Exchange in India.

### UNIT II

**FUTURES AND FORWARD MARKETS:** Structure of Forward and Futures Markets, Mechanics of futures markets, Hedging Strategies, Valuation of futures, Determination of forward and futures prices, Interest rate futures, Currency futures and Forwards.

### UNIT III

**OPTIONS:** Differences between Options and Futures, Structure of Options Market, Principles of Option, Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes and Merton Model.

### UNIT IV

**BASIC OPTION STRATEGIES:** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options, Bullish, Bearish, Neutral Strategies.

### UNIT V

**COMMODITY MARKET DERIVATIVES:** Introduction, Types, Commodity Futures and Options, Swaps; Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading and settlement procedure.

### UNIT VI

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

**Essential Readings:**

- Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
- John C Hull: Options, Futures and other derivatives, Pearson, 2012.
- Prafulla Kumar Swami: “Fundamentals of Financial Derivatives” Himalaya Publishing House.

**Suggested Readings:**

- M.Ranganatham & R.Madhumathi: Derivatives and Risk Management, Pearson, 2012
- Robert A Strong: Derivatives – An Introduction, Thomson, 2012
- Gupta: Financial Derivatives, PHI 2012
- Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
- Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

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Semester –IV MBA

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**7Z441 PRODUCT & BRAND MANAGEMENT  
(ELECTIVE IV)**

**Course Objective:** The objective of this course is to enable students to have a grasp of various product concepts, understanding brands and managing brand equity.

**UNIT I**

**PRODUCT CONCEPTS:** Product Mix concepts, Product Classification. Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting Product Market Strategies. Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation.

**UNIT II**

**PRODUCT POSITIONING:** Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefits Segmentation New Products: New Product Categories, Organization for Product Management,, prototyping, New Product Development Process, test marketing.

**UNIT III**

**MANAGING PACKAGING & SUPPORT SERVICE:** Packaging Decisions, Product failure and Organizing for product Development, Market Segmentation and Target Markets, Product Research, Physical Product Development and Test Marketing, Role of Planning and Strategies in Product Decisions, Marketing Research for New Products.

**UNIT IV**

**UNDERSTANDING BRANDS:** Brands Vs Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, selecting brand names

**UNIT V**

**BRAND AWARENESS:** Types of Brand Awareness, Brand Image- Types of Associations, Brand Identity, Brand Personality, Brand Positioning, Creating Core Brand Values; Bringing Brand to life.

**UNIT VI**

**MANAGING BRAND EQUITY:** Sustaining Brand equity- Customer Based Brand Equity, Sources of Brand Equity; Managing Brands: Building Branding Strategies, Brand Extensions, Brand Licensing and Franchising, Global Branding.

**Essential Readings:**

- Dr. S.L. Gupta, Product Management, Wisdom Publications
- C.Merle Crawford ,New Product Management

**Suggested Readings:**

- Urban, Hauser, and Dholakia, N. Essentials of New Product Management
- Murphy, John, Brand Strategy, Cambridge, The Director Books
- Nichololas Ind, Living the Brand Donald Lehmann, Product Management, Tata Mac Graw Hill
- Keller, Kevin Lane, Strategic Brand Management : Building, Measuring and Managing Brand Equity

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Semester –IV MBA

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## **7Z442 MANAGEMENT OF INDUSTRIAL RELATIONS (ELECTIVE IV)**

**Course Objective:** The course is designed to impart knowledge regarding the laws so that the students are exposed to interpret, stimulate thinking on rationale behind the laws.

**Prerequisites:** HRM offered in second semester.

### **UNIT I**

**INDUSTRIAL RELATIONS:** Industrial Relations–basic concept and philosophy of Industrial Relations– Evolution and Growth of Industrial Relations in India – factors influencing Industrial Relations in India. Trade Unions Act, 1926, Types of Unions, Functions, Methods, Trade Unions in India: Union Structure and Characteristics.

### **UNIT II**

**COLLECTIVE BARGAINING:** Nature and legal framework of Collective Bargaining, Conciliation, Arbitration, Adjudication. Negotiating a Contract, Industrial Disputes Act, 1948: Meaning, nature and scope of Industrial disputes - Cases and Consequences of Industrial Disputes –Machinery for the Prevention and Settlement of industrial disputes in India.

### **UNIT III**

**LABOUR LEGISLATION-I:** Factories Act 1948, Workmen’s Compensation Act 1923, ESI Act 1948; Industrial Employment (Standing Orders) Act – 1946, Child Labor (Prohibition & Regulation) Act 1986, Grievance Handling: Employee Grievances – Causes of Grievances procedural aspects for Settlement of Grievances.

### **UNIT IV**

**LABOUR LEGISLATION-II:** Wage Policy and Wage Regulation Machinery, Wage Legislation; Payment of Wages Act 1936, Minimum Wages Act 1948, Payment of Bonus Act 1965, Payment of Gratuity Act 1972.

### **UNIT V**

**EMPLOYEE EMPOWERMENT:** Employee Participation - Quality of Work Life - Employment security and Management of Redundancies, Quality Circles, Workers Participation, Forms and Levels of Participation, Workers Education Schemes.

### **UNIT VI**

**CONTEMPORARY ISSUES IN INDUSTRIAL RELATIONS:** Labor Policy and Labor Reforms- Role of Government in Industrial Relations; Future Challenges of Industrial Relations; Emerging Trends in Employee Relations and Employee Involvement.

**Essential Readings:**

- Venkataratnam, C.S.: Industrial Relations, Oxford University Press, 2006
- Arun Monappa: Industrial Relations, TMH , New Delhi,2003

**Suggested Readings:**

- Venkataratnam,C.S.: Negotiated Change –Collective Bargaining, Liberalisation and Restructuring in India, Response Books, New Delhi, 2003.
- Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson 2007.
- P.K.Padhi: Labour and Industrial Laws,PHI, 2007.

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Semester –IV MBA

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### **7Z447 ENTREPRENEURIAL FINANCE (ELECTIVE – IV)**

**Course Objective:** The objective of the course is to enable the student about various alternatives of entrepreneurial finance, measurement of risk and return. The course also emphasizes on financial forecasting, New venture valuation and Harvesting venture financing.

#### **UNIT I**

**INTRODUCTION TO ENTREPRENEURIAL FINANCE:** Meaning, Nature, Scope and Importance of Entrepreneurial Finance – Corporate Finance Vs Entrepreneurial Finance, Types of Entrepreneurship – Corporate Venturing and social Venturing, Stages of new venture development, Sequence of New venture financing, Sources of new venture financing.

#### **UNIT II**

**FINANCIAL FORECASTING AND ASSESSMENT OF FINANCIAL NEEDS:** Methods of Financial forecasting: Principles of financial forecasting, forecasting revenues, Estimating uncertainties, Building a new venture revenue forecast.

#### **UNIT III**

**FINANCIAL FORECASTING – INTEGRATED FINANCIAL MODELING:** Over view of Financial statements, Cash conversion cycle, working capital growth and financial needs, Developing assumptions for financial model, Building a financial model of the venture, Adding uncertainty to the model, Building an integrated financial model.

#### **UNIT IV**

**NEW VENTURE VALUATION:** Perspectives on the valuation of New ventures, Over view of valuation methods – Discount cash flow method – Risk adjusted discount rate approach, Certainty Equivalent approach, Relative value method – Valuing residential real estates, Relative valuation and New ventures.

#### **UNIT V**

**CHOICE OF VENTURE FINANCING:** Financing alternatives, Objectives and basic principles of financing decisions – basic and other considerations affecting the venture financing, venture financing process: Assessment of current stage and condition of the venture, assessment of nature of venture’s financial needs. Financial choice and organizational structure, affect of financial distress, reputation and relationship on financing decisions.

## **UNIT VI**

**HARVESTING VENTURE FINANCING:** Methods of Venture Capital Harvesting: IPO, Acquisitions, Management Buyouts, Employee stock ownership plans, Roll-up IPO. Factors influencing Harvesting decisions.

### **Essential Reading:**

1. Entrepreneurial Finance Strategy, Valuation, and Deal Structure by Janet Smith, Richard Smith, Richard Bliss,
2. Entrepreneurial Finance by Ronald W. Melicher, J. Chris Leach.
3. Entrepreneurial Finance by Richard L. Smith and Janet Kiholm Smith,

### **Suggested Readings:**

1. Entrepreneurship in the New Millennium By Donald Kurako
2. Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur by Steven Rogers



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Semester –IV MBA

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## 7Z444 BEHAVIORAL FINANCE

### Course Objective:

The objective of the course is to develop students' knowledge, skills and competencies to understand irrational investor behavior and to creating individual investors' portfolios that account for these irrational behaviors.

### UNIT I

**INTRODUCTION TO BEHAVIORAL FINANCE:** Definition, Nature, Scope, Objectives and Significance of Behavioral Finance. Traditional Finance Vs Behavioral Finance: Efficient Market Vs Irrational Markets, Market Anomalies - Fundamental Anomalies, technical Anomalies and Calendar Anomalies, Rational Economic Man versus Behaviorally Biased Man.

### UNIT II

**HISTORY OF BEHAVIORAL FINANCE AND INCORPORATING INVESTOR BEHAVIOR INTO THE ASSET ALLOCATION PROCESS:** History of Behavioral Finance - Historical perspective on the link between Psychology and Economics, Modern Behavioral Finance, Psychographic models used in Behavioral Finance, Psychology and Economics Application of Bias Diagnoses when Structuring Asset Allocations, Quantitative guidelines for incorporating Behavioral Finance in asset allocation.

### UNIT III

**INVESTOR BIASES - I:** Introduction to Investor Biases, Overconfidence Bias, Representative Bias, Anchoring and Adjustment Bias, Cognitive Dissonance Bias, Availability Bias - Meaning, practical application, Diagnostic testing, advice to investors.

### UNIT IV

**INVESTOR BIASES – II:** Self-Attribution Bias, Illusion of Control Bias, Conservatism Bias, Ambiguity Aversion Bias, Endowment Bias, Self-Control Bias, Optimism Bias - Meaning, practical application, Diagnostic testing, advice to investors.

### UNIT V

**INVESTOR BIASES – III:** Mental Accounting Bias, Confirmation Bias, Hindsight Bias, Loss Aversion Bias, Recency Bias, Regret Aversion Bias, Framing Bias, Status Quo Bias - Meaning, practical application, Diagnostic testing, advice to investors.

### UNIT VI

**SPECIAL TOPICS IN PRACTICAL APPLICATION OF BEHAVIORAL FINANCE:** Gender, Personality Type and Investor Behavior, Investor Personality Types, Neuroeconomics: The Next Frontier for Explaining Investor Behavior

**Essential Readings:**

- Behavioral Finance and Wealth Management by Michael M Pompain, Published by John Wiley & Sons, Inc., Hoboken, New Jersey.
- Prasanna Chandra, Behavioral Finance By Tata Mc-Graw Hill Publishers.
- Behavioral Finance by James Montier, Wiley Finance Publishers.

**Suggested Readings:**

- Advances in Behavioral Finance By Richard H Thaler, Russell Sage Foundation, New York.
- Behavioral Investment Management by Greg B. Devies Arnaud de Servigny, Mc, Graw-Hill Publishers.
- Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, by Burton and Shah, Wiley Finance Publishers.  
Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing

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## **7Z445 CUSTOMER RELATIONSHIP MANAGEMENT**

**Course Objectives:** To understand the concepts and principles of CRM. To appreciate the role and changing face of CRM as an IT enabled function, and to enable managing Customer Relationship.

### **UNIT I**

**CRM:** Concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

### **UNIT II**

**CRM IN MARKETING:** One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing. - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

### **UNIT III**

**SALES FORCE AUTOMATION:** Sales Process, Activity, Contact- Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

### **UNIT IV**

**ANALYTICAL CRM:** Managing and sharing customer data - Customer information 2 databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

### **UNIT V**

**CRM IMPLEMENTATION:** Defining success factors - Preparing a business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities - Homegrown versus out-sourced approaches

### **UNIT VI**

**MANAGING CUSTOMER RELATIONSHIPS:** Conflict, complacency, resetting the CRM strategy. Selling CRM internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

**Essential Readings:**

- Alok Kumar Rai, CUSTOMER RELATIONSHIP MANAGEMENT CONCEPT & CASES, Prentice Hall of India Private Limited, New Delhi. 2011
- S. Shanmugasundaram, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008

**Suggested Readings:**

- Kaushik Mukherjee, CUSTOMER RELATIONSHIP MANAGEMENT, Prentice Hall of India Private Limited, New Delhi, 2008
- Jagdish Seth, et al, CUSTOMER RELATIONSHIP MANAGEMENT
- V. Kumar & Werner J., CUSTOMER RELATIONSHIP MANAGEMENT, Willey India, 2008

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**7Z446 TALENT AND KNOWLEDGE MANAGEMENT  
(ELECIVE – V)**

**Course Objective:** To familiarize the concepts of Talent Management and Knowledge Management and understand the challenges of HR mechanisms to manage them effectively. To identify the importance of the values of autonomy and accountability in knowledge based organizations.

**UNIT I**

**EVOLUTION OF TALENT MANAGEMENT:** The Value of Talent - Concept and Approaches; Framework of Talent Management; Talent Identification, Integration, and Retention - 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.

**UNIT II**

**INTEGRATED TALENT MANAGEMENT:** Building the Talent Pipeline; Managing Employee Engagement; Link between Talent and Employee Engagement - Talent Nine Box Matrix - Using Talent Management Processes to drive Culture of excellence - Talent Poaching - Competency Mapping – Classification of Competencies.

**UNIT III**

**THE ROLE OF HR TO TALENT MANAGEMENT:** Creating a Talent mindset – Talent Pull levers – Online Profiling – Development Centers - Role of Leadership - Talent Management Responsibilities at the Top - Talent Management in India; Future directions in Talent Management Practice and Research .

**UNIT IV**

**KNOWLDEGE ECONOMY:** The Nature and Scope of Knowledge Management– Alternative views of Knowledge - Types of Knowledge. - Location of Knowledge - Rise of the knowledge worker - KM Tools – Role of Information Technology in Knowledge Management.

**UNIT V**

**KNOWLDEGE MANAGEMENT FRAMEWOK:** KM Process - Hansen–Earl’s Seven Schools of Knowledge Management–Alvesson and Karreman’s Knowledge Management approaches. Knowledge Management Solutions, Mechanisms, and Systems.

## **UNIT VI**

**IMPLEMENTATION OF KNOWLEDGE MANAGEMENT:** Role of Knowledge Management in Organizational Restructuring - The Mystique of a Learning Organizations – KM Discovery Systems – Impact of KM on People, Product and Organizations – Future trends in KM.

### **Essential Readings:**

- ASTD, Talent management: Strategies for success from six leading companies, Cengage Learning.
- Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.
- Berger, L. A. and Berger, D. R., The talent management handbook, McGraw-Hill Education India.

### **Suggested Readings:**

- Sajjad M Jasmuddin, “Knowledge Management”, 1st ed, 2009, Cambridge.
- Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning
- Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc.
- Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press, Second edition.
- Sudhir Warier, “Knowledge Management”, Vikas Publishing House Pvt. Ltd.

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## 7Z447 ENTREPRENEURIAL MARKETING (ELECTIVE – V)

**Course Objective:** The objective of the course is to develop frameworks and conceptual tools for students to explore new venture opportunities, understand the business model of startups, analyze problems to develop the optimal marketing strategy for products and services in a digital-first world and explore marketing themes such as experimenting in the entrepreneurial venture and selling and marketing in the entrepreneurial venture with a focus on digital marketing and customer management.

### UNIT I

**INTRODUCTION TO ENTREPRENEURIAL MARKETING:** Meaning and Attributes of Entrepreneurial Marketing, Entrepreneurial Vs. Traditional Marketing, Core concepts of Entrepreneurial Marketing, Functions of Marketing, Marketing Mix for Start-ups. Challenges of Entrepreneurial Marketing in India.

### UNIT II

**IDENTIFYING MARKET OPPORTUNITIES AND MARKET DEVELOPMENT:** Identify Business Opportunities, Methods of finding and understanding Customer Problems, Process of Design Thinking, Identify Potential Problems, Customer Segmentation and Targeting, Customer Adoption Process, craft your Values Proportions, Customer-driven Innovation.

### UNIT III

**ENTREPRENEURIAL COMMUNICATION STRATEGY:** the Problem-Solution Test, Solution Interview Method, Positioning, Positioning Strategies, building Digital presence and leveraging Social Media, Advertising, Publicity, Personal Selling, Word of Mouth, Sales Promotion. 5M Model of Advertising, Outdoor media strategies.

### UNIT IV

**ENTREPRENEURIAL PRICING STRATEGY:** Revenue sources of Companies, Income Analysis, and Costs Analysis - Product Cost and Operations Cost, basics of Unit Costing, Break Even Analysis Profit Analysis, Customer Value Analysis, different Pricing Strategies Identify Minimum Viable Product (MVP), Practice pitching to Investors and Corporate.

### UNIT V

**ENTREPRENEURIAL DISTRIBUTION STRATEGY:** Types of Business Models, Lean approach, Build-Measure-Learn Feedback loop, Product-market fit test. Measuring effectiveness of Channels. E-channels of Distribution, Channel integrations, Role of Channel members. Types of marketing intermediaries for start-ups.

## **UNIT VI**

### **BUILDING CUSTOMER RELATIONSHIP:**

Consumer Buying Behaviour, Elements of Consumer Buying Behaviour, Customer Decision-making Process, Sales Plans and Targets, Unique Sales Proposition (USP), Follow-up and close Sales. Customer Relationship Management, Importance of CRM, AIDA Model of Customer Adoption.

#### **Essential Reading:**

- Frederick G. Crane: Marketing for Entrepreneurs, Sage Publications, II Edition -2013.
- Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Sixth Edition, New Delhi, 2006.

#### **Suggested Readings:**

- Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.
- Madhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, First Edition, New Delhi, 2006.
- S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2007.
- H. Nandan, Fundamentals of Entrepreneurship, Prentice Hall of India, First Edition, New Delhi, 2007.
- S.R. Bhowmik, M. Bhowmik, Entrepreneurship-A tool for Economic Growth and key to Business Success, New Age International Publishers, First Edition, (formerly Wiley Eastern Limited), New Delhi, 2007.



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## 7Z448 INTERNATIONAL FINANCIAL MANAGEMENT (ELECTIVE VI)

**Course Objective:** The objective of the course is to develop the student’s knowledge, skills and competencies in employing different methodologies in learning International Financial Management and Foreign Exchange Markets.

### UNIT I

**INTERNATIONAL FINANCIAL MANAGEMENT:** An overview, features, Importance, nature and scope; Traditional Vs International Financial Management; International Monetary System – Balance of payments - Recent changes and challenges in IFM. Exchange Rates: Exchange rate systems – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls.

### UNIT II

**FOREIGN EXCHANGE MARKET:** Organization – Spot Vs Forward Markets – Forward exchange contracts - Execution of forward contracts - Bid and Ask rates - Interbank Quotations – International Market Quotations – Cross Rates – Merchant Rates – FEDAI Regulations – Role of RBI.

### UNIT III

**CURRENCY DERIVATIVES AND EURO MARKETS:** Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options. **Euro markets:** Overview of other markets – Euro currency market, Euro credit market, Euro bond market, Euro Currency deposits and Euro Notes market.

### UNIT IV

**EXCHANGE RISK EXPOSURE:** Types of Exposure – Transaction Exposure – Translation Exposure – Economic Exposure - Hedging Foreign Currency Payables.

### UNIT V

**INTERNATIONAL PARITY RELATIONSHIPS:** Interest rate parity – Covered Interest Arbitrate, Reasons for Deviations from Interest Rate Parity – Purchasing power parity – PPP Deviations and the Real Exchange rate.

### UNIT VI

**FINANCIAL MANAGEMENT OF THE MULTINATIONAL FIRM:** International Capital Structure - Capital Budgeting - Cost of Capital – Foreign Direct Investment and Cross-Border Acquisitions – Multinational Cash Management.

**Essential Readings:**

- Alan C Sharpiro: Multinational Financial Management, Prentice Hall, New Delhi
- Francis Cherunilam : International Economics, Tata Mc Graw Hill , New Delhi
- C Jeevanandam, Foreign Exchange : Practice and Concepts, Sultan Chand & Sons, New Delhi

**Suggested Readings:**

- Lan H Giddy: Global Financial Markets, AITBS Publishers and Distributors, New Delhi
- Vijayabhaskar P and Mahapatra B., Derivatives Simplified, Respose Books, Sage Publications, New Delhi
- P.G.Apte International Financial Management, Tata McGraw-Hill, New Delhi, 2004
- Jeff Madura, International Financial Management, 6<sup>th</sup>edition, Thomson Publications.
- Maurice D.Levi, Internationsl Finance, 3<sup>rd</sup> edition, Tata McGraw-Hill, New Delhi, 2003
- S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001
- David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinationals Business Finance, 10<sup>th</sup> edition, Pearson Education 2004.
- P.K Jain, Josette Peyraid and Surendra S. Yadav, Internationsl Financial Management, Maemillan Publishers, 2001
- Prakash G. Apte, Internationsl Finance A Business Perspective, Tata McGraw-Hill Publishing Co Ltd.,2003
- Adrian Buckley, Multinationalsl finance, Third Edition, Prentice-Hall of India Pvt.,Ltd.,2001
- Melvin: International Money and Finance 7/e Pearson Education.

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**7Z449 DIGITAL MARKETING  
(ELECTIVE – VI)**

**Course Objective:** The objective of this course is to understand the importance of digital marketing and its applications in the globalized market. Digital marketing opens door to Self- employment, freelancing, you tube creator club & blogging.

**UNIT - I**

**UNDERSTANDING DIGITAL MARKETING:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

**UNIT- II**

**CHANNELS OF DIGITAL MARKETING:** Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

**UNIT- III**

**MARKETING IN THE DIGITAL ERA:** Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

**UNIT - IV**

**DIGITAL MARKETING PLAN:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan

**UNIT- V**

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

**UNIT– VI**

**SOCIAL MEDIA MARKETING:** Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention.

Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

**Essential Readings:**

- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015

**Suggested Readings:**

- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
- Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
- Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

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## 7Z450 ORGANISATIONAL DEVELOPMENT (ELECTIVE-VI)

**Course Objective:** To enable the students about importance of Human Resource Development and to correlate with the Organizational Development.

### UNIT I

**INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT:** Concept; Relationship between Human Resource Management and Human Resource Development; HRD Mechanisms, Processes and Outcomes; HRD Matrix; HRD Interventions; Roles and Competencies of HRD Professionals; Challenges in HRD

### UNIT II

**HRD PROCESS AND ACTIVITIES:** Assessing need for HRD; Designing and Developing effective HRD Programs; Implementing - Evaluating Effectiveness of HRD Programs; HRD audit; HRD Culture and Climate - Intellectual Capital and HRD - Role of Trade Unions; Industrial Relations and HRD

### UNIT III

**HRD APPLICATIONS AND TRENDS:** Coaching and Mentoring; Career Management and development; Employee Counseling; Competency Mapping; Balanced Score Card, Appreciative Inquiry; Integrating HRD with Technology, Employer Branding - Emerging Trends.

### UNIT IV

**INTRODUCTION TO OD:** Meaning – Nature and Scope of OD - Evolution- Growth and Relevance of OD-Characteristics of OD-Values, Assumptions, and Beliefs in OD - Behavioral Science - Action Research Model of OD – Role of Top Management and Organization Development Practitioners

### UNIT V

**OD INTERVENTIONS:** Evaluating and institutionalizing interventions; Action research; Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles(QC); Behavioral interventions- Management by objectives (MBO), Sensitivity training, Transactional analysis; Career planning; Inter-group interventions- team building, survey feedback, Grid OD; Techno-structural interventions- Restructuring organizations, Employee involvement.

## **UNIT VI**

**TECHNO-STRUCTURAL AND STRATEGIC INTERVENTIONS:** OD-HRD interface; OD in global settings - Organizational Transformation and its Characteristics- Culture Change – Self – designing organizations-Organizational Learning - Challenges and future of OD.

### **Essential Readings:**

- French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi.
- Hackman, J.R. and Wageman, J.L., Improving life at work: Behavioural science approach to organizational change, Goodyear, California
- Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural processes in organisations, Oxford and IBH., NewDelhi.
- Cummings, T. G., Theory of organization development and change, South Western.
- S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development- Intervention

### **Suggested Readings:**

- Strategies”, 2006, Response Books.
- Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
- Mankin, D., Human resource development, Oxford University Press India.
- Haldar, U. K., Human resource development, Oxford University Press India.
- Rao, T.V., Future of HRD, Macmillan Publishers India.
- Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications

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## **7Z451 SOCIAL ENTREPRENEURSHIP (ELECTIVE – VI)**

**Course Objective:** The objective of the course is to make students understand the nature of Social Entrepreneurship, and its importance to business to the engineering students, which will allow them to get the required intuition and interest in starting their own start-up's.

### **UNIT I**

**INTRODUCTION TO SOCIAL ENTREPRENEURSHIP:** Meaning – Definition – Forms of Social Entrepreneurship – Need for Social Entrepreneurship - Factors impacting transformation into social entrepreneur Basic Traits / Characteristics of Social Entrepreneurship – Roles and Responsibilities of Social Entrepreneurs.

### **UNIT II**

**FORMS OF SOCIAL ENTERPRISES:** Profit and Non-Profit Proprietorships – Partnership – Company - Non- Governmental organization - Society – Trust and Company (sec. 25) registration - Factors determining selection of forms of registration.

### **UNIT III**

**LAUNCHING ENTREPRENEURIAL VENTURES:** Opportunities identification-Finding gaps in the market place – techniques for generating ideas-entrepreneurial Imagination and Creativity-Innovation and Social entrepreneurship. Methods to initiate Ventures - Creating new ventures - Acquiring an Established entrepreneurial venture - Franchising-advantage and disadvantages of Franchising.

### **UNIT IV**

**SUSTAINABLE DEVELOPMENT:** Concept of Sustainable Development and its importance - Factors affecting sustainable development - Environmental costs and its economic value - The Political Challenge and development Issues in India.

### **UNIT V**

**FUNDING SOCIAL VENTURES:** The challenges of new venture start-ups, developing an effective business model –Sources of finance - Critical factors for new venture development - The Evaluation process. Social Marketing strategies– Marketing Plan, Segmentation, targeting and positioning – market expansion, penetration, product development and diversification community based social marketing.

## **UNIT VI**

**SOCIAL ENTREPRENEURSHIP AND THE CHALLENGES:** Challenges Faced by Social Entrepreneurship in India - Measures to Face Challenges – Understanding the cost of Risk in social enterprise - New trends in Social Entrepreneurship. Initiatives by the Government of India to promote Social entrepreneurship.

### **Essential Readings:**

- Brooks, A. 2009. Social entrepreneurship: A modern approach to social value creation. Upper Saddle River, New J.
- Nicholls, A. 2006. Social entrepreneurship: new models of sustainable social change: Oxford University Press, USA.

### **Suggested Readings:**

- Aven and Renn (2013) Risk Management and Governance-Concepts, Guidelines and Approaches, Springer, New York.
- Drucker, Peter, E. Innovation and Entrepreneurship.
- Lee and Kotler (2016), Social marketing Changing Behaviours for Good, Sage Publications, U.S.A, ISBN: 9781452292144
- Robert Hisrich, Michael Peters and Dean Shepherd (2009) Entrepreneurship, New Delhi, Tata McGraw-Hill Publishing Company Limited.
- Ziegler, R. 2011. An introduction to social entrepreneurship: Voices, preconditions, contexts: Edward Elgar Publishing



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### **7Z452 ENTREPRENEURSHIP SEMINAR**

In the Entrepreneurship Seminar Paper the students will be assigned various topics from the “Entrepreneurship Seminar volumes” provided by the department to all the students. The students are asked to present their views by critically analyzing topics assigned to them and present through power point presentation to the internally constituted committee consisting of Director and the Head of the Department along with three senior faculty members and a faculty member who has been handling the Entrepreneurship Seminar paper.

Under Entrepreneurship Seminar the department has prepared books related to various articles to be covered. Further, in order to make the students to understand contents of these articles, they are trained to present various articles in the class room in front of their classmates and faculty members.

The Internally constituted committee will thoroughly assess each student’s presentation, communication and subject skills for award of marks to each student. The evaluation of the Entrepreneurship Seminar will be for 100 Marks done internally.

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### **7Z453 COMPREHENSIVE VIVA**

There shall be a Comprehensive Viva-Voce Examination. The Comprehensive Viva-Voce will be conducted by a Committee consisting of Head of the Department and two Senior Faculty members of the Department. The Comprehensive Viva-Voce is aimed to assess the students' understanding in various subjects, he/she studied during the MBA course of study, The Comprehensive Viva-Voce is valued for 100 marks by the Committee. There are no internal marks for the Comprehensive Viva-Voce. A candidate has to secure a minimum of 50% to be declared successful.

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### **7Z454 PROJECT WORK DISSERTATION**

Students are required to work for the entire fourth semester on the project even as they undergo the assigned course work of this semester. The students can choose specific problem of Industry or Industry based project work. Alternatively it can be secondary source based or Field based project work. The project should have an internal faculty as guide.

Four copies of the thesis, certified by the supervisor and Head of the Department shall be submitted to the College / School. The Project report shall be adjudicated by one examiner selected by the chief superintendent of examinations. For this, Head of Department shall submit a panel of 3 examiners, who are eminent in that field, with the help of the PRC. The Chief Superintendent of the college in consultation with the college academic committee shall nominate the examiner.

The Project will have Internal and External Evaluation. Internal evaluation will be done for 100 marks for the students based on day to day work and for Project review presentations.

External evaluation is done for 200 marks where the final project report will be evaluated for 100 marks and the comprehensive Viva-Voce will be held for 100 marks.

Based on the marks gained by the students in both Internal evaluation and External evaluation the grade and credits will be allotted for the Project Work.

#### **Essential Readings:**

- Business Essentials: Research Project, Viva, 2009
- Paul Oliver: Writing Your Thesis, Sage, 2009
- M.K.Rampal & S.L.Gupta: Project Report Writing, Paragon International, 2009
- Michael Jay Polonsky: David S Waller: Designing and Managing a Research Project, Sage, 2009
- Surendra Kumar: An Aid to Project Work, Paragon International, 2009.