

**ACADEMIC RULES AND REGULATIONS FOR MBA (REGULAR)
UNDER CHOICE BASED CREDIT SYSTEM (CBCS)
(Effective for the students admitted from the academic year 2017-2018)**

Applicable for the students of MBA (Regular) Course from the Academic Year 2017-18 and onwards

The MBA Degree of the Jawaharlal Nehru Technological University, Hyderabad (JNTUH) shall be conferred on candidates who are admitted to the program and fulfill all the requirements for the award of the Degree.

1.0 ELIGIBILITY FOR ADMISSIONS:

Admission to the above program shall be made subject to the eligibility, qualifications and specialization prescribed by the University from time to time.

Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at ICET examination or at an Entrance Test conducted or on the basis of any other order of merit approved by the University, subject to reservations prescribed by the university from time to time.

2.0 AWARD OF MBA DEGREE:

- 2.1 A student will be declared eligible for the award of the MBA Degree, if he pursues a course of study in not less than two and not more than four academic years. However, he is permitted to write the examinations for two more years after four academic years of course work.
- 2.2 A student, who fails to fulfill all the academic requirements for the award of the degree within four academic years from the year of his admission, shall forfeit his seat in MBA course.
- 2.3 The student shall register for all 96 credits and secure all the 96 credits. In case a student who passed in all subjects, but the SGPA in any semester is less than 5.0 he/she can be permitted to write the end semester examinations in the subjects of his/her choice in the corresponding semester in the following academic year for improving the grade in the subjects concerned so that the SGPA of 5.0 can be attained. Thus a student will not be permitted to write the end semester examinations once again for the purpose of improving the grade in the subject and hence the SGPA, in the event the student has already secured SGPA of 5.0 and above.
- 2.4 The minimum instruction days in each semester are 90.

- 3.0 ATTENDANCE :** The programs are offered on a unit basis with each subject being considered a unit.
- 3.1 A student shall be eligible to write End Semester examinations if he/she acquires a minimum of 75% of attendance in cumulative attendance of all the subjects registered including the days of attendance in sports, games, NCC and NSS etc., activities.
- 3.2 Condonation of shortage of attendance up to 10% (65% and above and below 75%) in cumulative attendance of the semester shall be granted by the College Academic Committee. A condonation fee of Rs.500/- or as decided by finance committee time to time has to be paid if there is shortage of attendance (attendance between 65% to 75%)
- 3.3 Shortage of Attendance below 65% in the semester, shall IN NO CASE be condoned and he/she cannot register for end examinations.
- 3.4 A candidate who is detained due to shortage of attendance may seek re-registration in to the same semester as and when that is offered. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for re-registration for the same semester. However, he will be permitted to appear for consecutive examinations.
- 4.0 ATTENDANCE :** The programs are offered on a unit basis with each subject being considered a unit.

4.1 A student shall be eligible to write End Semester examinations if he/she acquires a minimum of 75% of attendance in cumulative attendance of all the subjects registered including the days of attendance in sports, games, NCC and NSS etc., activities.

- 4.2 Condonation of shortage of attendance up to 10% (65% and above and below 75%) in cumulative attendance of the semester shall be granted by the College Academic Committee. A condonation fee of Rs.500/- or as decided by finance committee time to time has to be paid if there is shortage of attendance (attendance between 65% to 75%)
- 4.3 Shortage of Attendance below 65% in the semester shall IN NO CASE be condoned and he/she cannot register for end examinations.
- 4.4 A candidate who is detained due to shortage of attendance may seek re-registration in to the same semester as and when that is offered. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for re-registration for the same semester. However, he will be permitted to appear for consecutive examinations.

5.0 EVALUATION

The performance of the candidate in each subject shall be evaluated, with a maximum of 100 marks for theory and 100 marks for practicals, on the basis of Internal Evaluation and End Semester Examination.

5.1 There shall be two midterm examinations in every theory course. 16 marks are earmarked for each midterm examination. The marks shall be awarded considering the average of two midterm examination marks in each course. If any candidate is absent from any subject for mid-term examination and he/she wishes to improve the performance, a Third Mid test will be conducted for the Student by the College in the entire syllabus on the same day of the main

examinations. The result will be treated equal to a mid test and average of better two 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 third mid for each subject can be done by the student by paying an amount as decided by the Finance Committee time to time, for each subject.
- **The midterm examination** question paper shall be of two parts, i.e. Part ‘A’, and Part ‘B’.
- Part–A: Part A shall have no choice and will have short answer questions for 16 marks and reduced to 4 marks.
- Part–B: Part B of the question paper shall have subjective type questions for 48 marks and shall have 4 questions out of which 3 are to be answered. At least one question must appear from each unit. All questions carry equal marks. The total time duration for this test shall be 2 hours part – A & part – B marks of (16+48) will be reduced to 16 marks .
- Each Midterm examination in theory subjects will be restricted to three units, out of the total of 6 units of syllabus, i.e. Midterm exam – I will be on Units 1 to 3, Midterm exam – II will be on Units 4 to 6.
- Two assignments shall be given for a total weightage of 4 marks. Assignment-I for 2 Marks is to be submitted before the first mid examinations and 2 marks for assignment-II which is to be submitted before the second mid test. Students will be given back the assignment before mid term examinations. One mark is allotted for class notes which are to be signed by concerned teacher every fortnight.

Four marks for each theory course shall be given for those students who put in attendance in a graded manner as given below:

S.No.	Attendance Range	Marks Awarded
1.	65 and above but less than 75%	1
2.	75% and above and up to 82%	2
3.	82% and above and up to 90%	3
4	90% and above	4

- Marks for attendance shall be added to each subject based on average of attendance of all subjects put together.
- Award of final sessional marks: Attendance, average marks of two assignments, marks for class notes and mid-examination marks shall be added and the total marks are awarded as final sessional marks.

5.1.1 For theory subjects, during the semester there shall be 2 Midterm examinations and the internal evaluation will be conducted for each subject as follows:

i)	Mid-term examinations -	2
	Average of two to be considered :	16 marks
ii)	Assignments – 2 (Average of two to be considered)	
	(a) Physical submission of assignment	4 marks
	(b) Class notes (to be signed by concerned teacher once in fortnight)	1 mark
iii)	Attendance	4 marks

The question paper after conduct of the examination shall be reviewed by a committee consisting of the concerned teacher and the committee constituted by the department to consider the distribution of questions and their standard. This is to ensure effective teaching learning process and evaluation.

5.1.2 The external examination question paper shall be of two parts, Part ‘A’ and Part ‘B’.

Pattern for External Examinations (75 marks)

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

Part-A shall have 25 marks, which is compulsory, it will have 10 short questions

Out of which 5 questions are to be set for 3 marks each and other five questions are to be set for 2 marks each.

Part-B of the question paper shall have subjective type questions for 50 marks and shall have 7 questions out of which 5 are to be answered. At least one question must appear from each Unit. And not more than 2 questions from each unit All the questions carry equal marks.

Pattern of Evaluation for Lab Subjects (100 marks)

For practical subjects there shall be a continuous evaluation during the semester for 25 sessional marks and 75 marks for end examination. Out of the 25 marks for internal, the distribution is as follows:

1.	Day-to-Day Work	- 05 marks
2.	Final Record and viva	- 05 marks
3.	Average of two tests including viva	- 05 marks
4.	Lab based project report and viva	- 05 marks
5.	Project demo	- 05 marks
	Total	- 25 marks

The end examination 75 marks shall be conducted by 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 to experiment and calculation	- 15 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
Total	- 75 marks

In case computer based examinations (internal):

1. Flowchart and algorithms	- 05 marks
2. Program writing and execution	- 10 marks
3. Result and conclusions	- 05 marks
4. Viva voce and record	- 05 marks
Total	- 25 marks

5.2 Laboratory marks and the sessional marks awarded by the Department are not final. They are subject to scrutiny and scaling by the college wherever necessary. In such cases, the sessional and laboratory marks awarded by the department will be referred to a Committee. The Committee will arrive at a scaling factor and the marks will be scaled as per the scaling factor. The recommendations of the Committee are final and binding. The laboratory records and internal test papers shall be preserved in the respective departments as per the college norms and shall be produced to the Committee of the college as and when the same is asked for.

5.3 A candidate shall be deemed to have secured the minimum academic requirement in a subject/practical, if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together.

5.4 In case the candidate does not secure the minimum academic requirement in any subject/practical he has to reappear for the End Examination in that subject/practical. A candidate shall be given chance to appear for supplementary examination three more chances if he fails to complete that subject, he has to re-register for each subject/practical or drop that subject (if it is not core subject). The candidate can re-register, when the college is subsequently offering the subject/practical. In case the college is no longer offering the subject/practical, alternate subject/practical will be suggested by the Department Academic Council consisting of Head of Department and three other senior faculty members of the Department. However, approval has to be taken from the college Academic Committee and Academic Council in this regard. In the event of taking another chance, the internal marks and end examination marks obtained in the previous attempt are nullified. The candidate getting re-registered shall pay tuition / other fees which will be calculated based upon the credits and the fee.

5.5 A minimum of 50% credits are to be earned by the student in I and II semester together to be promoted for II year i.e. III semester of MBA (i.e. 24 credits out of 48).

5.6 The evaluation format for Leadership Seminar / Ethics Seminar / Entrepreneurship Seminar:

Presentation Delivery of the Assigned Article	10 Marks
Speaking Skills	10 Marks
Question Responsiveness	10 Marks
Day-to-Day participation and involvement in others article discussions (preparation of summary notes for other articles)	20 Marks
Article written by the student on any area / topic related to subject concerned	30 Marks
Report / Article and other articles referred by the student to develop the article and also viva-voce on the concerned article	20 Marks
Total	100 Marks

5.7 Project Seminars:

In II year I semester a project seminar shall be conducted for 100 marks and for 2 credits (there is no external evaluation).

The evaluation format for Project seminar 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
Total	100 Marks

5.8. Industrial Analysis Report evaluation format 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
Total	100 marks

5.9 Comprehensive Viva-Voce:

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.

6.0 EVALUATION OF PROJECT WORK:

6.1 A Project Review Committee (PRC) of the college is to be constituted with Principal/ Director as chairperson, Head of the Departments, which are offering PG courses, and two other senior faculty members of the department offering MBA.

6.2 Registration for Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to III Semester.

A candidate is permitted to submit his Project Report only after the successful completion of theory and practical courses with the approval of PRC. For the approval of PRC the candidate shall submit the draft copy of the report to the Principal through the Head of the Department and shall then give an oral presentation before the PRC.

6.3 Every candidate shall work on projects approved by the PRC of the College.

6.4 The duration of the project is for 45 days in last semester (II/II).

6.5 Four copies of the project report, certified by the supervisor and Head of the Department shall be submitted to the College / School.

6.6 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.

6.7 If the report of the examiner is favorable, viva-voce examination shall be conducted by a Board consisting of the Head of the Department, Supervisor and the Examiner who adjudicated the Dissertation. The Board shall jointly report the student's performance in the project work as –

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
Total	100 Marks

The External evaluation format for Project Work is as follows:

Final Project Report	50 marks
Presentation of Project	25 marks
Viva-Voce	25 marks
Total	200 Marks

6.8 If the report of the examiner is Unsatisfactory, the candidate shall revise and resubmit the Dissertation, in the time frame as prescribed by PRC. If the report of the examiner is unsatisfactory again, the project report shall be summarily rejected. The candidate can re-register only once for conduct of project and evaluation of Dissertation, and will go through the entire process as mentioned above. The total duration for the MBA program is limited to four years.

The Head of the Department shall coordinate and make arrangements for the conduct of Viva-Voce examination.

7 Course pattern:

- i. The entire course of study is of two academic years with semester pattern.
- ii. A student is eligible to appear for the end semester examination, but absent in a subject(s) or has failed in the end examination may appear for that subject(s) and complete within 4 years from the date of admission.
- iii. When a student is detained due to lack of shortage of attendance, he may be re-admitted during the concerned semester. However, the academic regulations applicable are those that existed when he was first admitted.

8 Registration

1. Hardcore of one department can be considered to be a soft core for another department.
2. The students shall complete the program within 2 years with 2 years of permission to appear for exams Total 4 years.
3. Attendance requirement be based on the cumulative of all the subjects which he or she registered in a semester including audit and mandatory courses.

4. The credits for every subject Theory / Practical are allotted based on the relative importance of the subject Theory / Practical to the Course / Program under consideration.

Evaluation process:

The marks secured by the student in the Internal assessment, Assignments, Seminars, Practicals, Project and semester End examinations are converted into GPA, SGPA and CGPA (Letter grades and Grade points). A 10-points grading system with the following

Table 1			Table 2
Grades and Grade points			Proposed Range of marks for Grade
Letter Grade	Achievement Scale	Grade Point	Academic Performance (% of marks scored)
O	Outstanding	10	80.00 – 100.00
A+	Excellent	9	70.00 – 79.99
A	Very Good	8	60.00 – 69.99
B+	Good	7	55.00 – 59.99
P	Above Average	6	50.00 – 54.99
F	Fail	0	Less than 50
Ab	Absent	0	--

- 1) A Student obtaining Grade F shall be considered failed in the subject and will be required to re appear in the end examinations
- 2) For non credit courses ‘satisfactory’ or unsatisfactory’ shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA / CGPA.
- 3) The Institute can decide on the grade or percentage of marks required to pass in a course and also the CGPA required to qualify for a degree taking into consideration the policy of Parent University and the statutory professional councils such as AICTE.

9. COMPUTATION OF SGPA AND CGPA

The UGC recommends the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA), which are being adopted by this institute.

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e $SGPA (S_i) = \frac{\sum(C_j \times G_j)}{\sum C_j}$ where C_j is the number of credits of the j th course and G_j is the grade point scored by the student in the j th course.
- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the courses of a programme, i.e. $CGPA = \frac{\sum(C_j \times G_j)}{\sum C_j}$

$\sum C_j$ where S_i is the SGPA of the i th semester and C_j is the number of credits for the courses registered in that semester.

- iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

10. ILLUSTRATION OF COMPUTATION OF SGPA AND CGPA AND FORMAT FOR TRANSCRIPTS

- i. Computation of SGPA and CGPA

Course	Credit (C _i)	Grade Letter	Grade Point (G _i)	Credits points (Credit x Grade)
Course 1	3	A	8	3X8=24
Course 2	4	B+	7	4X7=28
Course 3	3	B	6	3X6=18
Course 4	3	O	10	3X10=30
Course 5	3	C	5	3X5=15
Course 6	4	B	6	4X6=24
	20			139

Thus SGPA = 139 / 20 = 6.95

The CGPA can be calculated similarly based on the credits taken and grade points scored by the students upto the semester concerned.

Classification of result

The final grade point (FGP) to be awarded to the student is based on CGPA secured by the candidate and given as follows.

CGPA	FGP	
	Numerical Index	Qualitative Index
5.0 ≤ CGPA < 6.0	6,7	SECOND CLASS
6.0 ≤ CGPA < 7.0	8	FIRST CLASS
7.0 ≤ CGPA < 10.0	9,10	First Class with Distinction

11. Minimum Instruction Days for semester:

The minimum instruction days for each semester shall be 90 days.

12. WITHHOLDING OF RESULTS

If the student has not paid the dues, if any, to the institution or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed to register for any course in the subsequent semester. His/her degree will be withheld in such cases.

13. TRANSITORY REGULATIONS

- 13.1 Discontinued, detained, or failed candidates are eligible for readmission as and when the semester concerned next time is offered.
- 13.2 After the revision of the regulations, the students of the previous batches will be given two chances for passing in their failed subjects in the immediate supplementary and regular examinations. If the students cannot clear the subjects in the given three chances, they shall be given equivalent subjects as per the revised regulations which they have to pass in order to obtain the required number of credits.
- 13.3 In case of transferred students from other Universities or other colleges of JNTUH University, the credits shall be transferred to SNIST as per the academic regulations and course structure of the SNIST.

14. General

- 14.1 Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.
- 14.2 The academic regulation should be read as a whole for the purpose of any interpretation.
- 14.3 In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Academic Council of SNIST is final.
- 14.4 The Institute 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 Institute.
- 14.5 There shall be no branch transfers after the completion of admission process.

MALPRACTICES RULES
DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
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.	Refuses to obey the orders of the Chief Superintendent/Assistant Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by	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

	<p>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>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 college authorities for further action to award suitable punishment.	

COURSE STRUCTURE AND SYLLABUS

Academic Regulations: 2017 – 2018

I YEAR – I SEMESTER

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
Core Courses:							
6Z101	Principles of Management and Organizational Behavior	4	0	0	4	25	75
6Z102	Financial Accounting and Analysis	4	0	2	4	25	75
6Z103	Managerial Economics	4	0	0	3	25	75
6Z104	Principles of Marketing	4	0	0	3	25	75
6Z105	Statistics for Management	4	0	2	4	25	75
Soft Core Elective courses: (choose anyone from							
6Z106*	Business Ethics and IPR	4	0	0	2	25	75
6Z107*	Total Quality Management	4	0	0	2	25	75
6Z108*	Business Communication and Soft Skills	4	0	0	2	25	75
6Z109	Leadership Seminar	0	3	0	2	100	--
6Z110	IT & Statistical Data Analysis Lab	2	2	0	2	25	75
TOTAL CREDITS					24	800	

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.
Core Courses:							
6Z211	Financial Management	4	0	2	4	25	75
6Z212	Human Resource Management	4	0	0	3	25	75
6Z213	Operations Management	4	0	0	3	25	75
6Z214	Quantitative Analysis for Business Decisions	4	0	2	4	25	75
6Z215	Business Research Methods	4	0	2	4	25	75
Soft Core Elective Courses:							
6Z216*	Project Management and Finance	4	0	0	2	25	75
6Z217*	Logistics and Supply Chain Management	4	0	0	2	25	75
6Z218*	Enterprise Resource Planning & Management Information System	4	0	0	2	25	75
6Z219	Industry Analysis Report	0	3	0	2	100	--
6Z220	Business Ethics Seminar	0	3	0	2	100	--
TOTAL CREDITS					24	800	
CUMULATIVE CREDITS					48		

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

*Any one soft core elective to be selected

II YEAR – I SEMESTER (III Semester)

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
Core Courses:							
6Z321	Strategic Management	4	0	0	3	25	75
6Z322	Quantitative Aptitude and Logical Reasoning	4	0	0	2	25	75
6Z323	Legal and Economic Environment of Business	4	0	0	3	25	75
6Z324	Business Analytics	4	0	2	4	25	75
	Elective –I	4	0	0	3	25	75
	Elective – II	4	0	0	3	25	75
	Elective – III	4	0	0	3	25	75
6Z334	Project Seminar & Report	0	3	0	3	100	--
					TOTAL CREDITS	24	800
					CUMULATIVE CREDITS	72	

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

II YEAR – II SEMESTER (IV Semester)

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
Core Courses:							
6Z435	Entrepreneurship	4	0	0	3	25	75
	Elective – IV	4	0	0	3	25	75
	Elective – V	4	0	0	3	25	75
	Elective – VI	4	0	0	3	25	75
6Z445	Entrepreneurship Seminar	-	3	0	2	100	--
6Z446	Comprehensive VIVA		--	--	2		100
6Z447	Project Work Dissertation				8	100	100
					TOTAL CREDITS	24	800
					CUMULATIVE CREDITS	96	

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

CHOOSE ANY ONE OF THE FINANCE OR MARKETING OR HR OR SYSTEMS ELECTIVES

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
FINANCE ELECTIVES							
6Z325	Security Analysis and Portfolio Management	4	0	0	3	25	75
6Z328	Financial Institutions, Markets and Services	4	0	0	3	25	75
6Z331	Strategic Management Accounting	4	0	0	3	25	75
6Z436	Management of Derivatives	4	0	0	3	25	75
6Z439	Strategic Investment and Financing Decisions	4	0	0	3	25	75
6Z442	International Financial Management	4	0	0	3	25	75
MARKETING ELECTIVES							
6Z326	Consumer Behavior	4	0	0	3	25	75
6Z329	Services Marketing	4	0	0	3	25	75
6Z332	Retailing Management	4	0	0	3	25	75
6Z437	Product and Brand Management	4	0	0	3	25	75
6Z440	Sales and Distribution Management	4	0	0	3	25	75
6Z443	Integrated Marketing Communications	4	0	0	3	25	75
HR ELECTIVES							
6Z327	Performance Management & Counseling	4	0	0	3	25	75
6Z330	Training and Development	4	0	0	3	25	75
6Z333	Management of Change and Leadership	4	0	0	3	25	75
6Z438	Management of Industrial Relations	4	0	0	3	25	75
6Z441	Talent and Knowledge Management	4	0	0	3	25	75
6Z444	HRD and OD	4	0	0	3	25	75
SYSTEMS ELECTIVES							
6FC03	Data Base Management Systems	4	0	0	3	25	75
6F320	E- Commerce	4	0	0	3	25	75
6EC04	Software Engineering	4	0	0	3	25	75
6EC05	Computer Networks	4	0	0	3	25	75
6EC07	Operating Systems	4	0	0	3	25	75
6EC12	Software Project Management	4	0	0	3	25	75

TOTAL CREDITS = 24 + 24 + 24 + 24 = 96

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.

COURSE STRUCTURE AND SYLLABUS

Academic Regulations: 2017 – 2018

I YEAR – I SEMESTER

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
Core Courses:							
6Z101	Principles of Management and Organizational Behavior	4	0	0	4	25	75
6Z102	Financial Accounting and Analysis	4	0	2	4	25	75
6Z103	Managerial Economics	4	0	0	3	25	75
6Z104	Principles of Marketing	4	0	0	3	25	75
6Z105	Statistics for Management	4	0	2	4	25	75
Soft Core Elective courses: (choose anyone from							
6Z106*	Business Ethics and IPR	4	0	0	2	25	75
6Z107*	Total Quality Management	4	0	0	2	25	75
6Z108*	Business Communication and Soft Skills	4	0	0	2	25	75
6Z109	Leadership Seminar	0	3	0	2	100	--
6Z110	IT & Statistical Data Analysis Lab	2	2	0	2	25	75
TOTAL CREDITS					24	800	

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

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

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Semester –I MBA

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6Z101 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, Weihrich & 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 Weihrich, 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

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Semester –I MBA

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6Z102 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, 7th 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.

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Semester –I MBA

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6Z103 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, 14th 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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6Z104 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 3rd and 4th 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 13th 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 12th ed Pearson Education 2007

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Semester –I MBA

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6Z105 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 3)

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Semester –I MBA

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6Z106 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-1 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, Shangahai
- 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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Semester –I MBA

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6Z107 TOTAL QUALITY MANAGEMENT

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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Semester –I MBA

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6Z108 BUSINESS COMMUNICATION AND SOFT SKILLS

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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Semester –I MBA

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6Z109 LEADERSHIP SEMINAR

In the Leadership Seminar Paper the students will be assigned various topics from the “Leadership 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 leadership seminar paper.

School of Management Studies has set up three centers of Excellence namely Leadership, Business Ethics and Entrepreneurship. The department has prepared books related to various centers to be covered in four semesters of MBA Program. 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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6Z110 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 Guptha, 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.
Core Courses:							
6Z211	Financial Management	4	0	2	4	25	75
6Z212	Human Resource Management	4	0	0	3	25	75
6Z213	Operations Management	4	0	0	3	25	75
6Z214	Quantitative Analysis for Business Decisions	4	0	2	4	25	75
6Z215	Business Research Methods	4	0	2	4	25	75
Soft Core Elective Courses:							
6Z216*	Project Management and Finance	4	0	0	2	25	75
6Z217*	Logistics and Supply Chain Management	4	0	0	2	25	75
6Z218*	Enterprise Resource Planning & Management Information System	4	0	0	2	25	75
6Z219	Industry Analysis Report	0	3	0	2	100	--
6Z220	Business Ethics Seminar	0	3	0	2	100	--
TOTAL CREDITS					24	800	
CUMULATIVE CREDITS					48		

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		

Semester –II MBA

L P T C
4 0 2 4

6Z211 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, 10th 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 Tennes: 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. 8th edition, Tata McGraw Hill, 2007.
- Besley and Brigham: Essentials of Managerial Finance, 13/e Cengage, 2006

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

Semester –II MBA

L P T C
4 0 0 3

6Z212 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

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

Semester –III MBA

L P T C
4 0 0 3

6Z213 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.

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.

UNIT VI

TECHNOLOGY INNOVATION: Introduction to Technology, difference between Science and Technology, classification of Technology, Management of Technology, Nature & significance, Concept and nature of Innovation, types of Innovation, Innovation Process.

CREATIVITY AND PROBLEM SOLVING: Concept of creativity, Creative process, Individual Creative Techniques, Group Creativity Techniques.

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, 6th 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.

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

Semester –II MBA

L P T C
4 0 2 4

6Z214 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 2nd 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.

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

Semester –II MBA

L P T C
4 0 2 4

6Z215 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 3)

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

Semester –II MBA

L	P	T	C
4	0	0	2

6Z216 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.

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

Semester –II MBA

L P T C
4 0 0 2

6Z217 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 2nd 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.

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

Semester –II MBA

L P T C
4 0 0 2

6Z218 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 Summer, 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 Jawadekar: Management Information Systems, 2/e, Tata McGraw-Hill , New Delhi, 2007

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

Semester –II MBA

L P T C
0 3 0 2

6Z219 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.

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

Semester –II MBA

L P T C
0 3 0 2

6Z220 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.

School of Management Studies has set up three centers of Excellence namely Leadership Business Ethics, and Entrepreneurship. The department has prepared books related to various centers to be covered in four semesters of MBA Program. 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.
Core Courses:							
6Z321	Strategic Management	4	0	0	3	25	75
6Z322	Quantitative Aptitude and Logical Reasoning	4	0	0	2	25	75
6Z323	Legal and Economic Environment of Business	4	0	0	3	25	75
6Z324	Business Analytics	4	0	2	4	25	75
	Elective –I	4	0	0	3	25	75
	Elective – II	4	0	0	3	25	75
	Elective – III	4	0	0	3	25	75
6Z334	Project Seminar & Report	0	3	0	3	100	--
	TOTAL CREDITS				24	800	
	CUMULATIVE CREDITS				72		

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

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

Semester –III MBA

L P T C
4 0 0 3

6Z321 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 9th edition Pearson Education 2007
- Hill : Strategic Management a n Integrated Approach 6th edition Biztantra 2005
- Parnell: Strategic Management Theory and Practice Biztantra 2005
- Saloner: Strategic Management Wiley

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6Z322 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.

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6Z323 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 dis-equilibrium 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.Aswathappa, 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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6Z324 BUSINESS ANALYTICS

Unit 1 : **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 2 : **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 3 :**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 4 :**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 5 : **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 6 :**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:

1. Prasad, R. N., &Seema Acharya, "Fundamentals of Business Analytics", Wiley India, New Delhi, 2014
2. Gert H. N. Laursen, Jesper Thorlund, Business Analytics for Managers: Taking Business Intelligence Beyond Reporting,Wiley
3. Peter C. Bell, Gregory S. Zaric , Analytics for Managers: With Excel,Routledge
4. Ohry,R for Business Analytics ,Springer

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6Z325 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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6Z326 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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**6Z327 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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6FC03 DATA BASE MANAGEMENT SYSTEMS (IT DEPT)
(ELECTIVE – I)

UNIT I

DATA BASE SYSTEMS: Data Vs Information, Data base System Applications, data base System VS file System – View of Data – Data Abstraction –Instances and Schemas – data Models – the ER Model – Relational Model – Other Models – Database Languages – DDL – DML – database Access for applications Programs – data base Users and Administrator – Transaction Management – data base System Structure – Storage Manager – the Query Processor, History of Data base Systems. Data base design and ER diagrams – Design Entities, Attributes and Entity sets – Relationships and Relationship sets – Additional features of ER Model – Concept Design with the ER Model –Data Modeling checklist.

Application - ER diagram for a tiny college

UNIT II

INTRODUCTION TO THE RELATIONAL MODEL: Integrity Constraint Over relations – Enforcing Integrity constraints – Querying relational data – Logical data base Design – Introduction to Views – Destroying /altering Tables and Views. Relational Algebra – Selection and projection set operations – renaming – Joins – Division – Examples of Algebra overviews – Relational calculus – Tuple relational Calculus – Domain relational calculus – Expressive Power of Algebra and calculus.

Application -Student database design.

UNIT III

FORM OF BASIC SQL QUERY: Examples of Basic SQL Queries – Introduction to Nested Queries – Correlated Nested Queries Set – Comparison Operators – Aggregative Operators – NULL values – Comparison using Null values – Logical connectivity’s – AND, OR and NOT – Impact on SQL Constructs – Outer Joins – Disallowing NULL values – Complex Integrity Constraints in SQL Triggers, Embedded SQL.

Application - working with Aviation company database.

UNIT IV

SCHEMA REFINEMENT: Problems Caused by redundancy – Decompositions – Problem related to decomposition – reasoning about FDS – FIRST, SECOND, THIRD Normal forms – BCNF – Lossless join Decomposition – Dependency preserving Decomposition – Schema refinement in Data base Design – Multi valued Dependencies – FORTH Normal Form.

Application - Faculty Evaluation Report.

UNIT V

TRANSACTION CONCEPT: Transaction State - Implementation of Atomicity and Durability – Concurrent – Executions – Serializability- Recoverability – Implementation of Isolation – Testing for serializability- Lock –Based Protocols – Timestamp Based Protocols- Validation- Based Protocols – Multiple Granularity, Recovery and Atomicity – Log – Based

Recovery – Recovery with Concurrent Transactions – Buffer Management – Failure with loss of nonvolatile storage-Advance Recovery systems- Remote Backup systems, Application - Production Management System.

UNIT VI

DATA ON EXTERNAL STORAGE: File Organization and Indexing – Cluster Indexes, Primary and Secondary Indexes – Index data Structures – Hash Based Indexing – Tree base Indexing – Comparison of File Organizations – Indexes and Performance Tuning- Intuitions for tree Indexes – Indexed Sequential Access Methods (ISAM) – B+ Trees: A Dynamic Index Structure, Query Optimization techniques.
Application – Creating B+ tree on Instructor File.

Essential Readings:

- Data base System Concepts, Silberschatz, Korth, McGraw hill, V edition.
- Data base Management Systems, Raghurama Krishnan, Johannes Gehrke, TATA McGrawHill 3rd Edition
- Database Management Systems, Peter Rob, A.Ananda Rao,Carlos Coronel,, CENGAGE Learning

Suggested Readings:

- Data base Systems design, Implementation, and Management, Peter Rob & Carlos Coronel 7th Edition.
- Fundamentals of Database Systems, Elmasri Navrate Pearson Education
- Introduction to Database Systems, C.J. Date Pearson Education

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6Z328 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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6Z329 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 2nd 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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6Z330 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. Rathan 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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6F320 E – COMMERCE
(ELECTIVE – II)

UNIT I

ELECTRONIC COMMERCE: Frame work, anatomy of E-Commerce applications, E-Commerce Consumer applications, E-Commerce organization applications.

UNIT II

CONSUMER ORIENTED ELECTRONIC COMMERCE: Mercantile Process models.

UNIT III

ELECTRONIC PAYMENT SYSTEMS: Digital Token-Based, Smart Cards, Credit Cards, Risks in Electronic Payment systems. Approaches to Safe Electronic Commerce: Secure Transport Protocols, Secure Transactions, Secure Electronic Payment Protocol (SEEP), Secure Electronic Transaction (SET), Certificates for authentication Security on web Servers and Enterprise Networks.

UNIT IV

INTER ORGANIZATIONAL COMMERCE: EDI, EDI Implementation, Value added networks. Intra Organizational Commerce - work Flow, Automation Customization and internal Commerce, Supply chain Management

UNIT V

CORPORATE DIGITAL LIBRARY: Document Library, digital Document types, corporate Data Warehouses. Advertising and Marketing - Information based marketing, Advertising on Internet, on-line marketing process, market research.

UNIT VI

CONSUMER SEARCH AND RESOURCE DISCOVERY: Information search and Retrieval, Commerce Catalogues, Information Filtering. Multimedia - key multimedia concepts, Digital Video and electronic Commerce, Desktop video processings, Desktop video conferencing.

Essential Readings:

- E-Commerce fundamentals and applications Hendry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, John Wiley.

Suggested Readings:

- Frontiers of electronic commerce – Kalakata, Whinston, Pearson.
- Web Commerce Technology Handbook – Daniel Minoli, Emma Minoli, McGraw-Hill
- E-Commerce, S.Jaiswal – Galgotia.
- E-Commerce, Efrain Turbon, Jae Lee, David King, H.Michael Chang.
- Electronic Commerce – Gary P.Schneider – Thomson.
- E-Commerce – Business, Technology, Society, Kenneth C.Taudon, Carol Guyerico Traver.

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Semester –III MBA

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6Z331 STRATEGIC MANAGEMENT ACCOUNTING (ELECTIVE – III)

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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6Z332 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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**6Z333 MANAGEMENT OF CHANGE AND LEADERSHIP
(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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6EC04 SOFTWARE ENGINEERING (CSE DEPT.)
(ELECTIVE – III)

UNIT I

INTRODUCTION TO SOFTWARE ENGINEERING: The evolving role of software, Changing Nature of Software, Software myths. A Generic view of process: Software engineering- A layered technology, a process framework, The Capability Maturity Model Integration (CMMI), Process patterns, process assessment, personal and team process models. Process models: The waterfall model, Incremental process models, Evolutionary process models, The Unified process.

UNIT II

SOFTWARE REQUIREMENTS: Functional and non-functional requirements, User requirements, System requirements, Interface specification, the software requirements document. Requirements engineering process: Feasibility studies, Requirements elicitation and analysis, Requirements validation, Requirements management.

UNIT III

SYSTEM MODELS: Context Models, Behavioral models, Data models, Object models, structured methods. Design Engineering: Design process and Design quality, Design concepts, the design model. Creating an architectural design: Software architecture, Data design, Architectural styles and patterns, Architectural Design.

UNIT IV

OBJECT-ORIENTED DESIGN: Objects and object classes, An Object-Oriented design process, Design evolution. Performing User interface design: Golden rules, User interface analysis and design, interface analysis, interface design steps, Design evaluation. Testing Strategies: A strategic approach to software testing, test strategies for conventional software, Black-Box and White-Box testing, Validation testing, System testing, the art of Debugging.

UNIT V

PRODUCT METRICS: Software Quality, Metrics for Analysis Model, Metrics for Design Model, Metrics for source code, Metrics for testing, Metrics for maintenance. Metrics for Process and Products: Software Measurement, Metrics for software quality. Risk management: Reactive vs. Proactive Risk strategies, software risks, Risk identification, Risk projection, Risk refinement, RMMM, RMMM Plan.

UNIT VI

QUALITY MANAGEMENT: Quality concepts, Software quality assurance, Software Reviews, Formal technical reviews, Statistical Software quality Assurance, Software reliability, The ISO 9000 quality standards.

Essential Readings:

- Software Engineering, A practitioner's Approach- Roger S. Pressman, 6th edition, McGraw Hill International Edition.
- Software Engineering- Sommerville, 7th edition, Pearson education.

Suggested Readings:

- Software Engineering- K.K. Agarwal & Yogesh Singh, New Age International Publishers
- Software Engineering, an Engineering approach- James F. Peters, Witold Pedrycz, John Wiely.
- Systems Analysis and Design- Shely Cashman Rosenblatt, Thomson Publications.
- Software Engineering principles and practice- Waman S Jawadekar, McGraw-Hill Companies.

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6Z334 PROJECT SEMINAR AND REPORT

In the Project Seminar the students will be informed to prepare project proposal by identifying the final project topic in the III Semester. The project proposal must cover the following aspects of Research Methodology and it is to be submitted to the internally constituted project seminar evaluation committee.

- i. Introduction of the topic
- ii. Statement of Problem and Objectives
- iii. Importance and Scope
- iv. Hypothesis
- v. Statistical techniques used for data analysis and Hypotheses Testing.
- vi. Sample selection and Size
- vii. Review of literature
- viii. Proposed summary of findings and suggestions
- ix. Limitations of the study and
- x. Organization of the study.

Committee consists of Director and the Head of the Department along with three senior faculty members and Student’s Project Supervisor. The Internally constituted committee will thoroughly assess each student’s presentation, communication and subject skills for award of marks. The evaluation of the Project Seminar will be for 100 Marks done internally.

II YEAR – II SEMESTER (IV Semester)

CODE	SUBJECT	L	P	T	C	Marks	
						Int.	Ext.
Core Courses:							
6Z435	Entrepreneurship	4	0	0	3	25	75
	Elective – IV	4	0	0	3	25	75
	Elective – V	4	0	0	3	25	75
	Elective – VI	4	0	0	3	25	75
6Z445	Entrepreneurship Seminar	-	3	0	2	100	--
6Z446	Comprehensive VIVA		--	--	2		100
6Z447	Project Work Dissertation				8	100	100
TOTAL CREDITS					24	800	
CUMULATIVE CREDITS					96		

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Semester –IV MBA

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6Z435 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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6Z436 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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6Z437 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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6Z438 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

Suggested Readings:

- Arun Monappa: Industrial Relations, TMH , New Delhi,2003
- 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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6EC05 COMPUTER NETWORKS (CSE DEPT.)
(ELECTIVE IV)

UNIT I

INTRODUCTION: Uses of Computer Networks, Types of networks: WAN, LAN, MAN, Network Topologies, Reference models: OSI, TCP/IP. Physical Layer: Transmission media: magnetic media, twisted pair, coaxial cable, fiber optics, wireless transmission.

UNIT II

DATA LINK LAYER: Design issues in data link layer: framing, flow control, error control, Error Detection and Correction: Parity, CRC checksum, Hamming code, Flow Control: Sliding Window Protocols, Applications : Data link layer protocols HDLC, PPP.

UNIT III

MEDIUM ACCESS SUB LAYER: Channel allocation problem, MAC Protocols: ALOHA, CSMA, CSMA/CD, MAC addresses, IEEE 802.X, Standard Ethernet, Wireless LANS. Bridges, Types of Bridges.

UNIT IV

NETWORK LAYER: Design issues in Network Layer, Virtual circuit and Datagram subnets- Routing algorithm: Shortest path routing, Flooding, distance vector routing, Link state routing, Hierarchical routing, Broad casting, Multi casting, Routing for mobile hosts. Internetworking: Concatenated Virtual Circuits, Connectionless internetworking, Tunneling, Internetwork routing, Fragmentation

UNIT V

NETWORK LAYER IN INTERNET: IPv4, IP addresses, Sub netting, Super netting, NAT. Internet control protocols: ICMP, ARP, RARP, DHCP, Network Layer in ATM Networks. Congestion Control: Principles of Congestion, Congestion Prevention Policies. Congestion Control in datagram Subnet: Choke packet, load shedding, jitter control. Quality of Service: Leaky Bucket algorithm and token bucket algorithm.

UNIT VI

TRANSPORT LAYER: Transport Services, Connection establishment, Connection release and TCP and UDP protocols.

Application Layer: Domain name system, FTP, HTTP, SMTP, WWW.

Network Security: Confidentiality, Authentication. Encryption algorithms. Case study of encryption algorithm: DES, RSA.

Essential Readings:

- Computer Networks — Andrew S Tanenbaum, 4th Edition. Pearson Education/PHI
- Data Communications and Networking – Behrouz A. Forouzan. Third Edition TMH.

Suggested Readings:

- An Engineering Approach to Computer Networks-S.Keshav, 2nd Edition, Pearson Education
- Understanding communications and Networks, 3rd Edition, W.A. Shay, Thomson

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6Z439 STRATEGIC INVESTMENT AND FINANCING DECISIONS (ELECTIVE V)

Course Objective: 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.

Prerequisites: Sound knowledge of Financial Accounting and Analysis and Financial Management.

UNIT I

INVESTMENT DECISIONS UNDER CONDITIONS OF RISK AND UNCERTAINTY: Concepts of Risk and Uncertainty, Risk Analysis in Investment Decisions, Risk Adjusted Rate of Return, Certainty Equivalents, Probability Distribution of Cash Flows, Decision Trees, Sensitivity Analysis and Monte Carlo Approach to Simulation.

UNIT II

INVESTMENT DECISIONS UNDER CAPITAL CONSTRAINTS: Single and Multi Period Capital Constraints, Internal and External Capital Constraints, Capital Rationing Vs Portfolio, Portfolio Risk and Diversified Projects.

UNIT III

TYPES OF INVESTMENTS AND DISINVESTMENTS: Project Abandonment Decisions, Evidence of IRR, Multiple IRR, Modified IRR, Pure, Simple and Mixed investments; Lorie Savage Paradox; Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions.

UNIT IV

CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES: Discounted Pay Back, Post Pay Back, Surplus Life and Surplus Pay Back, Bail-out Pay Back, Return on Investment, Equivalent Annual Cost, Terminal Value, NPV Mean Variance Analysis, Significance of Information and Data Bank in Project Selections.

UNIT V

STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS: Lease Financing, Leasing Vs Operating Risk, Borrowing Vs Procuring, Hire Purchase and Installment Decisions; Leasing as a Financing Decision, Advantages of Leasing.

UNIT VI

FINANCING DECISIONS: Mergers and Acquisitions - Basic Issues, Strategy, Diversification, Theories of Mergers, Types of Mergers, Cost of Mergers, Government Guidelines for Takeover, Problems on Mergers & Acquisitions.

Essential Readings:

- Nikiforos T. Laopodis, Understanding Investments-Theories and Strategies, Routledge, 2013.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.

Suggested Readings:

- I.M. Pandey: Financial Management, Vikas, 2012.
- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.
- Ravi M Kishore “Strategic Financial Management, Taxman 2012.
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH,2012
- G.V. Satya Sekhar, Strategic Financial Management , Himalaya Publishing House 2012

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**6Z440 SALES AND DISTRIBUTION MANAGEMENT
(ELECTIVE V)**

Course Objective: The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as Distribution and Sales Activities.

Prerequisites: Marketing Management offered in first semester.

UNIT I

INTRODUCTION TO SALES MANAGEMENT: Evolution of Sales Management, Sales Management and Marketing Mix; Objective and Importance of Sales Management, types of Selling, Selling Process, Sales Organizations- their structure; Sales Managers- Functions and responsibilities, Salesmanship; Selling skills and Selling strategies.

UNIT II

SALES PLANNING AND BUDGETING: Sales planning and control process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, routing and scheduling sales persons, market cost analysis.

UNIT III

SALES FORCE MANAGEMENT: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation, performance evaluation of sales force.

UNIT IV

INTRODUCTION TO DISTRIBUTION MANAGEMENT: Definition of Distribution Management, need for Distribution Channels, Designing the marketing channels, policies and strategies for Distribution, Distribution Channels for Rural Markets, capturing customer requirements.

UNIT V

CHANNEL MANAGEMENT: Unconventional channels - Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical, Multi Channel Marketing Systems, Channel members - Selection and Appointment, Motivating and Evaluating Channel Members, Training the channel members, Managing Conflict, reasons for Channel Conflicts.

UNIT VI

MANAGING CHANNEL INSTITUTIONS: Managing Channel Information System - retailers, wholesalers, Franchisers, Brokers, Merchants and Facilitating Agent; Designing channel systems, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management.

Essential Readings:

- Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei Ansary, R.C.Natarajan, Marketing Channels, 7th edition, Pearson, 2011
- David Jobber, Geoffrey Lancaster, Selling and Sales Management, 7th edition, 2011.

Suggested Readings:

- S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012
- Spiro, Stanton & Rich: Management of Sales Force, Tata McGraw Hill, 2007.
- Jobber: Selling and Sales Management 6/e Pearson Education.
- Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2nd edition Oxford.
- K.Sridhara Bhat , Sales and Distribution Management, 1st , HPH, 2011.
- Still, Cundiff, Govoni, Sales Management ,5th edition, Pearson ,2013
- Dinesh kumar, Marketing Channels ,Oxford ,2012
- Prof. M.V. Kulkarni, Sales and Distribution Management, Everest Publishing House, 2010.
- Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei Ansary, R.C.Natarajan, Marketing Channels, 7th edition, Pearson, 2011.
- Dr.S.L.Guptha, Sales and Distribution Management, 2nd edition, Excel books, 2010.

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**6Z441 TALENT AND KNOWLEDGE MANAGEMENT
SYLLABUS
(ELECTIVE 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 KNOWLDEGE 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:

1. ASTD, Talent management: Strategies for success from six leading companies, Cengage Learning.
2. Rao, T.V., Hurconomics for talent management: Making the HRD missionary business-driven, Pearson Education.
3. Berger, L. A. and Berger, D. R., The talent management handbook, McGraw-Hill Education India.
4. Sajjad M Jasmuddin, "Knowledge Management", 1st ed, 2009, Cambridge.
5. Stuart Barnes, "Knowledge Management Systems", Ed, Cengage Learning
6. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", 2009, Pearson Education Inc.
7. Donald Hislop, "Knowledge management in Organizations", 2009, Oxford University Press, Second edition.
8. Sudhir Warier, "Knowledge Management", Vikas Publishing House Pvt. Ltd.

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6EC07 OPERATING SYSTEMS (CSE DEPT.)
(ELECTIVE V)

UNIT I

INTRODUCTION: Introduction to Operating System Concepts (including Multitasking, multiprogramming, multi user, Multithreading etc.), Types of Operating Systems: Batch operating system, Time-sharing systems, Distributed OS, Network OS, Real Time OS; Various Operating system services, architecture, System programs and calls.

UNIT II

PROCESS MANAGEMENT: Process concept, process scheduling, operation on processes; CPU scheduling, scheduling criteria, scheduling algorithms -First Come First Serve (FCFS), Shortest-Job-First (SJF), Priority Scheduling, Round Robin(RR), Multilevel Queue Scheduling.
Engg. Applications – Process scheduling in Windows, Linux.

UNIT III

PROCESS-SYNCHRONIZATION & DEADLOCKS: Critical Section Problems, semaphores; methods for handling deadlocks-deadlock prevention, Avoidance & Detection; Deadlock recovery. Memory Management: Logical & Physical Address Space, swapping, Contiguous memory allocation.

UNIT IV

MEMORY MANAGEMENT: Paging and Segmentation techniques, Segmentation with paging; Virtual memory: Demand Paging, Page-Replacement Algorithms, and Thrashing.
Engg. Applications – Memory management in Windows, Linux.

UNIT V

FILE SYSTEM: Different types of files and their access methods, directory structures, various allocation methods, disk scheduling and management and its associated algorithms.

UNIT VI

I/O SYSTEMS: I/O Hardware, Application I/O Interface, Kernel, Transforming I/O requests, Performance Issues. Protection and Security: Goals of protection, Principles of protection, Access matrix, Access control list, Capability List. Security Attacks, Program threats,

Essential Readings:

- Operating System Concepts by Silberchatz Galvin, 8th edition.
- Modern Operating Systems by A. Tanenbaum, 1992, Prentice-Hall.
- Operating Systems Internals and Design Principles by William Stallings, 4th edition, 2001, Prentice-Hall

Suggested Readings:

- Operating System By Peterson , 1985, AW.
- Operating System By Milankovic, 1990, TMH.
- Operating System Incorporating With Unix & Windows By Colin Ritchie, 1974, TMH.
- Operating Systems by Mandrik & Donovan, TMH
- Operating Systems By Deitel, 1990, AWL.
- Operating Systems – Advanced Concepts By Mukesh Singhal , N.G. Shivaratri, 2003, T.M.H

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**6Z442 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, 6thedition, Thomson Publications.
- Maurice D.Levi, Internationasl Finance, 3rd 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, Multinationasl Business Finance, 10th edition, Pearson Education 2004.
- P.K Jain, Josette Peyraid and Surendra S. Yadav, Internationasl Financial Management, Maemillan Publishers, 2001
- Prakash G. Apte, Internationasl Finance A Business Perspective, Tata McGraw-Hill Publishing Co Ltd.,2003
- Adrian Buckley, Multinationasl finance, Third Edition, Prentice-Hall of India Pvt.,Ltd.,2001
- Melvin: International Money and Finance 7/e Pearson Education.

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6Z443 INTEGRATED MARKETING COMMUNICATION (ELECTIVE-VI)

Course Objective: The objective of the course is to provide students with detailed knowledge on Advertising and Sales promotion.

UNIT I

COMMUNICATION MIX: Understanding Integrated Marketing Communication as an integral part of Marketing; Advertising- Definition, Features, key players; Functions, role of advertising in Marketing Mix; Advertising as a communication Tool; Types of Advertising; Advertising Campaign.

UNIT II

BUDGETING AND MEDIA DECISIONS: Setting Advertising Objectives; DAGMAR approach Advertisement budgets as an investment; Methods of setting Advertising Budget, process; Determining the optimum Advertising budget; Factors influencing Advertising Budget; Media Planning; Reach, Frequency and impact, choosing among major media types; Media Scheduling.

UNIT III

ADVERTISING MESSAGE DECISIONS, CREATIVE SIDE OF ADVERTISING AND ADVERTISING APPEALS: Message content, structure, format & source, Copy writing, elements of Advertising copy, and requirements of an effective copy; Types of Advertising copies- Print, Television & Radio copy principles; Types of television commercials, Jingles, Illustrating Layout; Advertising Appeals.

UNIT IV

MEASURING ADVERTISING EFFECTIVENESS AND ADVERTISING AGENCIES: Need and importance of measuring Advertising effectiveness, Evaluating communication effects of Advertising: pretesting, post testing, Evaluating Sales effects of Advertising. Advertising research techniques used in case of Print Ads, Broadcast, Radio, and Online Ads; Problems in measuring Advertising effectiveness. Advertising Agencies features, functions, types.

UNIT V

SALES PROMOTION: Sales promotion mix, definition of sales promotion, factors influencing sales promotion; Advantages and drawbacks of sales promotion; Consumer promotions, Trade promotion; Promotion for Sales force; Sales Promotion tools and techniques.

UNIT VI

PUBLICITY & PUBLIC RELATIONS: Publicity, Power of publicity, control and dissemination of publicity, advantages and disadvantages of publicity; Public Relations-process, applications of PR and Public relation programs, Public relation tools.

Essential Readings:

- Krutishah Alan D' Souza, Advertising and promotions and IMC Perspective, TMH, 2012.
- George E Belch and Michael A Belch, Advertising and Promotion, 6th Edition, Tata McGraw Hill, 2006.

Suggested Readings:

- Jaishri jethwaney, Shruthi Jain, Advertising Managemnt, Oxford, second edition, 2012.
- Batra: Advertising Management 5/e Pearson Education, 2007.
- Jobber Selling and Sales Management 6/e Pearson Education.
- Clow Integrated Advertising, Promotion and Marketing Communications Pearson Education, 2007.
- Wells Advertising: Principles and Practice 6/e Pearson Education.

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6Z444 HUMAN RESOURCE DEVELOPMENT AND 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 ACTIVITES: 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:

1. French, W.L. and Bell, C.H., Organisation development, Prentice-Hall, New Delhi.
2. Hackman, J.R. and Suttle, J.L., Improving life at work: Behavioural science approach to organizational change, Goodyear, California
3. Pareek U., Rao, T.V. and Pestonjee, D.M., Behavioural processes in organisations, Oxford and IBH., NewDelhi.
4. Cummings, T. G., Theory of organization development and change, South Western.
5. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development-Intervention and Strategies”, 2006, Response Books.
7. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
8. Mankin, D., Human resource development, Oxford University Press India.
9. Haldar, U. K., Human resource development, Oxford University Press India.
10. Rao, T.V., Future of HRD, Macmillan Publishers India.
11. Rao, T.V., HRD Score Card 2500: Based on HRD audit, Response Books, SAGE Publications

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**6EC12 SOFTWARE PROJECT MANAGEMENT (CSE DEPT.)
(ELECTIVE-VI)**

UNIT I

CONVENTIONAL SOFTWARE MANAGEMENT: The waterfall model, conventional software Management performance.

Evolution of Software Economics: Software Economics, pragmatic software cost estimation.

UNIT II

IMPROVING SOFTWARE ECONOMICS: Reducing Software product size, improving software processes, improving team effectiveness, improving automation, Achieving required quality, peer inspections.

The old way and the new: The principles of conventional software Engineering, principles of modern software management, transitioning to an iterative process.

UNIT III

LIFE CYCLE PHASES: Engineering and production stages, inception, Elaboration, construction, transition phases.

Artifacts of the process: The artifact sets, Management artifacts, Engineering artifacts, programmatic artifacts.

UNIT IV

MODEL BASED SOFTWARE ARCHITECTURES: A Management perspective and technical perspective.

Work Flows of the process: Software process workflows, Iteration workflows.

UNIT V

CHECKPOINTS OF THE PROCESS: Major mile stones, Minor Milestones, Periodic status assessments. Iterative Process Planning: Work breakdown structures, planning guidelines, cost and schedule estimating, Iteration planning process, Pragmatic planning. Project Organizations and Responsibilities: Line-of-Business Organizations, Project Organizations, evolution of Organizations.

UNIT VI

PROCESS AUTOMATION: Automation Building blocks, The Project Environment. **Project Control and Process instrumentation:** The seven core Metrics, Management indicators, quality indicators, life cycle expectations, **Future Software Project Management:** Modern Project Profiles, Next generation Software economics, modern process transitions.

Essential Readings:

- Software Project Management, Walker Royce: Pearson Education, 2005.

Suggested Readings:

- Software Project Management, Bob Hughes and Mike Cotterell: Tata McGraw-Hill Edition.
- Software Project Management, Joel Henry, Pearson Education.
- Software Project Management in practice, Pankaj Jalote, Pearson Education.2005.

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6Z445 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.

School of Management Studies has set up three centers of Excellence namely Leadership Business Ethics and Entrepreneurship. The department has prepared books related to various centers to be covered in four semesters of MBA Program. 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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6Z446 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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6Z447 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.