

**SREENIDHI INSTITUTE OF SCIENCE & TECHNOLOGY**  
**Yamnampet, Hyderabad–501301, Telangana State India)**

**Academic Regulations of MBA (Regular/Full Time) Programme under  
Choice Based Credit System (CBCS) 2022-23**

**(Effective for the students admitted into I year from the  
Academic Year 2022-23 and onwards)**

**1.0** Sreenidhi Institute of Science & Technology offers **Two** Years (**Four** Semesters) full-time Master of Business Administration (**MBA**) Degree programme, under CBCS at its constituent (non-autonomous) unit and affiliated colleges.

**2.0 Eligibility for Admissions**

2.1 Admission to the MBA programme shall be made subject to eligibility, qualification prescribed by the Institution from time to time.

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

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

*Board of Studies and the Academic Council of the Institute has approved the total number of credits to be 102 for the A20 regulation*

**3.0 MBA Programme Structure**

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

3.2 The two-year MBA program consists of 102 compulsory credits and the student has to register for all 102 credits and earn all 102 credits for the award of MBA degree. There is **NO** exemption of credits in any case.

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

**3.4 UGC/AICTE** specified definitions/descriptions are adopted appropriately for various terms and abbreviations used in these PG academic regulations, as listed below:

### 3.4.1 Semester Scheme

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

### 3.4.2 Credit Courses

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

- One credit for one hour/week/semester for theory/lecture (L)/ laboratory/practical (P) or tutorials (T) courses.
- Other student activities like study tour, guest lecture, conference/workshop participations, technical paper presentations, and identified mandatory courses, if any, will not carry credits.

### 3.4.3 Subject Course Classification

All subjects/courses offered for the MBA Degree Programme is broadly classified as follows. The Institution has followed in general the guidelines issued by AICTE/UGC.

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

#### **4.0 Course Registration**

4.1 A 'Faculty Advisor or Counselor' shall be assigned to each specialization, who will advise on the MBA, its Course Structure and Curriculum, Choice/Option for Subjects/Courses, based on his competence, progress, pre-requisites and interest.

4.2 The Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work through 'ON-LINE SUBMISSIONS', ensuring 'DATE and TIME Stamping'. The ON-LINE Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.

4.3 A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

4.4 If the Student submits ambiguous choices or multiple options or erroneous entries during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.

4.5 Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices also will not be considered. However, if the Subject/ Course that has already been listed for Registration by the Institution in a Semester could not be offered due to unforeseen or unexpected reasons, then the Student will be allowed to have alternate choice either for a new Subject, if it is offered, or for another existing Subject (subject to availability of seats). Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class-work for that Semester.

#### **5.0 Attendance Requirements**

5.1 A student will be eligible to appear for the semester end examinations if the student acquires a minimum of 75% of attendance in aggregate for all the courses in that semester (including mandatory courses).

5.2 Shortage of attendance in aggregate up to 10% in each semester may be condoned by the college academic council on genuine and valid grounds, based on the student's representation with supporting evidence.

5.3 A stipulated fee will be payable towards condoning of short-age of attendance as decided by academic council from time to time.

5.4 Shortage of attendance below 65% in aggregate shall in NO CASE be condoned.

5.5 Students whose shortage of attendance is not condoned in any semester are not eligible to take their semester end examinations of that semester. They get detained and their admission for that

semester will stand cancelled. They will not be promoted to the next semester. They may seek re-admission into that semester as and when offered.

5.6 Institute may introduce additional attendance requirements, as part of CIE, from time to time for improving the academic performance of the students with prior information to the students.

## **6.0 Academic Requirements**

The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in item no. 5.

6.1 A student will be deemed to have satisfied the academic re-quirements and earned the credits allotted to each course, if a student secures a minimum of

- (a) 35% marks (14 out of 40 marks) in CIE
- (b) 35% marks (21 out of 60 marks) in SEE, and
- (c) 40% marks (40 out of 100 marks) in sum total (CIE+SEE).

6.2 A student will be deemed to have satisfied the academic re-quirements and earned the credits allotted to each subject/course, technical seminar, comprehensive viva-voce, internship and project if a student secures not less than 40% marks in each of them. The student would be treated as failed, if the student

- i. does not submit a report of internship, technical seminar and project, or does not make a presentation of the same before the evaluation committee as per schedule
- ii. secures less than 40% marks in the comprehensive viva-voce, technical seminar, internship and project.

6.3 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/ course, if he secures not less than 50% of the total marks. The student is deemed to have failed, if he does not submit a report on summer internship or does not make a presentation of the same before the evaluation committee as per schedule, in such a case, he has to reappear for the same during the supplementary examinations as and when the notification is issued, subject to item 3.2.

6.4 A student shall register for all subjects for total of **102** credits as specified and listed in the course structure for the chosen specialization, put in the required attendance and fulfill the academic requirements for securing **102** credits obtaining a minimum of '**B**' Grade or above in each subject, and all **102** credits securing Semester Grade Point Average (**SGPA**)  $\geq$  **6.0** (in each semester) and final Cumulative Grade Point Average (**CGPA**) (i.e., CGPA at the end of MBA Programme)  $\geq$  **6.0**, to complete the MBA Programme successfully.

### **Note:**

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

**the subjects.**

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

6.5 Marks and Letter Grades obtained in all those subjects covering the above specified **102** credits alone shall be considered for the calculation of final CGPA, which will be indicated in the GradeCard /Marks Memo of second year second semester.

6.6 If a student registers for extra subject(s) (in the parent specialization or other specializations of Management) other than those listed subjects totaling to **102** credits as specified in the course structure, the performance in extra subject(s) (although evaluated and graded using the same procedure as that of the required **102** credits) will not be considered while calculating the SGPA and CGPA. For such extra subject(s) registered, percentage of marks and Letter Grade alone will be indicated in the Grade Card/Marks Memo, as a performance measure, subject to completion of the attendance and academic requirements as stated in items 5 and 6.1 - 6.3.

6.7 When a student is detained due to shortage of attendance in any subject(s) in any semester, no Grade allotment will be made for such subject(s). However, he is eligible for re-registration of such subject(s) in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which he is re-registered, by paying the prescribed fees per subject. In all these re-registration cases, the student shall have to secure a fresh set of internal marks and Semester End Examination marks for performance evaluation in such subject(s), and SGPA/CGPA calculations.

6.8 A student eligible to appear for the Semester End Examination in any subject, but absent from it or failed (failing to secure 'B' Grade or above), may reappear for that subject at the supplementary examination as and when conducted. In such cases, his Internal Marks assessed earlier for that subject will be carried over, and added to the marks secured in the supplementary examination, for the purpose of evaluating his performance in that subject.

6.9 A Student who fails to earn **102** credits as per the specified course structure, and as indicated above, within **four** academic years from the date of commencement of his first year first semester, shall forfeit his seat in MBA programme and his admission **shall stand cancelled.**

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

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

7.2 For the theory subjects 60 marks shall be awarded for the performance in the Semester End Examination and 40 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid-Term Examinations conducted, first Mid-Term examinations in the middle of the Semester and second Mid-Term examinations during the

last week of instruction.

### Pattern of CIE for summer industry internships

Summer Industry Internship will be organized during vacation after I/II semester and the evaluation of the same will be carried out during the examinations of II/I

Sl.No	Description	Marks
1	Presentation	15
2	Internal Evaluation	15
3	Report	10
	Total	40

### Pattern of SEE for summer industry internships

Sl.No	Description	Marks
1	Presentation	10
2	Demonstration/Technology	40
3	Report	10
	Total	60

### 7.3 Theory Courses: Pattern of CIE (40 marks)

There will be two mid-examinations in a semester. The first mid-examination will be conducted for Units I, II, and III of the syllabus, and the second mid-examination will be conducted for the remaining 3 units. The total time duration for the mid-examinations will be 2 hours.

Sl. No.	Mid examination pattern	Marks
1.	<b>Part-A:</b> 6 short answer questions of 2 marks each; 2 questions from each unit.	12
2.	<b>Part-B:</b> 4 questions of 6 marks each; 1 question from each unit and the 4 <sup>th</sup> question will have a choice of (a) or (b) or (c) where (a), (b) and (c) is a question from each unit, respectively. <i>A student has to answer 3 questions.</i>	18
	<b>Total</b>	<b>30*</b>
	* average of the 2 mid-examinations will be considered for the final evaluation	
	<b>Other evaluations</b>	
a)	<b>Assignment-I</b> (3 marks): Should contain questions from units 1, 2 and 3. A student has to submit all answers before the 1 <sup>st</sup> midexam. <b>Assignment-II</b> (3 marks): Should contain questions from units 4, 5 and 6. A student has to submit all answers before the 2 <sup>nd</sup> midexam.	6
b)	Attendance *	4

	<b>Grand Total</b>	<b>40</b>
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Marks for attendance will be added to each course based on the attendance obtained in that course. 4 marks are divided as follows

Sl.No	Attendance Range	Marks
1.	75% and above but less than 85%	2
2	85% and above	4

While the first mid-term examination shall be conducted on 50% of the syllabus, the second mid-term examination shall be conducted on the remaining 50% of the syllabus. If a student is absent in either of the mid exams, or if a student wishes to improve the performance in a course, the student can appear for a third mid-exam which will be conducted on the same day of the SEE for 2 hours, covering the full syllabus. The average of the best two of the three mid-exams will then be considered as final (for 30 marks).

Sl. No.	Mid-III exam pattern	Marks
1.	<b>Part-A:</b> 6 short answer questions of 2 marks each; 1 question from each unit.	12
2.	<b>Part-B:</b> 6 questions of 6 marks each; 1 question from each unit. <i>A student has to answer 3 questions.</i>	18
	<b>Total</b>	30

The details of the end semester question paper pattern are as follows:

The semester end examinations (SEE), for theory subjects, will be conducted for 60 marks consisting of two parts viz. i) **Part- A** for 12 marks, ii) **Part - B** for 48 marks.

**Pattern for Semester End Examinations (60 marks)** SEE for each theory course will consist of two parts (Part-A& Part-B). The total time duration for the SEE will be 3hours.

Sl. No.	SEE pattern	Marks
1	<b>Part-A:</b> 6 short answer questions of 2 marks each; 1 question from each unit.	12
2	<b>Part-B:</b> 6 questions of 8 marks each; one question from each unit. Each question will have 2 subunits in the form of (a) or (b).	48
	<b>Total</b>	<b>60</b>

7.6 For practical subjects there shall be a Continuous Internal Evaluation (CIE) during the semester for 40 marks and 60 marks for semester end examination. Out of the 40 marks for internal evaluation:

1. A write-up on day-to-day experiment in the laboratory (in terms of aim, components/procedure, expected outcome) which shall be evaluated for 10 marks
2. 10 marks for viva-voce (or) tutorial (or) case study (or) application (or) poster presentation of the course concerned.
3. Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for 10 marks.

#### Pattern of Evaluation for Labs - (100 marks)

For labs, there will be 40 marks for CIE and 60 marks for SEE. The distribution of 40 marks for CIE is

Sl. No.	Item	Marks
1.	Write-up (day to day)	10
2.	Viva-voce	10
3.	Internal lab exam	15
4.	Lab record	5
<b>Total</b>		<b>40</b>

The SEE for the labs will be conducted by an internal examiner and an external examiner appointed by the chief superintendent of examinations of the college. The marks are distributed as follows:

Sl. No.	Item	Marks
1.	Write-up	10
2.	Experiment/program	15
3.	Results	15
4.	Lab record	10
5.	Viva-voce	10
<b>Total</b>		<b>60</b>

7.6.1 For conducting laboratory end examinations, one internal examiner and one external examiner are to be appointed by the Principal of the College and this is to be informed to the Director of Evaluation within two weeks, before commencement of the lab end examinations. The external examiner should be selected from outside the College concerned but within the cluster. No external examiner should be appointed from any other College in the same cluster/any other cluster which is run by the same Management. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the

minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted, subject to item 3.3.

7.6.2 There shall be a summer internship during the summer vacation of I Year II Semester and the evaluation is done in II Year I Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and a senior faculty of the department. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations .

#### 7.7 Project Report and Dissertation:

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

7.7.2A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.

Registration of Project Work: A candidate is permitted to register for the project work at the beginning of II Year II Semester after satisfying the attendance requirement in all the subjects, both theory and laboratories upto II Year I Semester. The duration of the project work is one semester.

#### CIE for Project Report

Sl. No.	Description	Marks
1	Literature survey, topic and content	20
2	Presentation including PPT	30
3	Seminar Notes	05
5	Final report 3 copies	10
7	Punctuality in giving seminar as perscheduled time and date	10
9	Viva	25
	<b>Total</b>	<b>100</b>

After satisfying 7.8, a student, in consultation with his Project Supervisor, has to present the title, objective, and plan of action of his project work to the Project Review Committee (PRC) for approval within **two weeks** from the commencement of II Year II Semester. The student can initiate the 7.7.3 Project work after obtaining the approval of the PRC. The Supervisor and PRC will examine the progress of the Project Work during pre-submission project seminar. For the subject 'pre- submission project seminar', there will be only internal evaluation for 100 marks. Evaluation shall be done by the PRC for 50 marks and the Supervisor shall evaluate the work for another 50 marks. A candidate has to secure a minimum

of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examination as and when notification is issued, subject to item 3.3. Pre-submission project seminar has to be conducted along with 1<sup>st</sup> and 2<sup>nd</sup> mid-term examinations.

7.7.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.

7.7.5 A candidate is permitted to submit project thesis with the approval of PRC not earlier than **16 weeks** from the date of commencement of fourth semester. For the approval of PRC, the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC during the Pre-submission project seminar at 2<sup>nd</sup> mid-term examinations.

7.7.6 After approval from the PRC, a soft copy of the thesis should be submitted for ANTI-PLAGIARISM check and the plagiarism report should be submitted to the Institution and be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than **30%**. If the similarity index has more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis after one month. The maximum number of re-submissions of thesis after plagiarism check is limited to **TWO**. The candidate has to register for the Project work and work for one semester. After three attempts, the admission is liable to be cancelled. The college authorities are advised to make plagiarism check of every soft copy of theses before submissions.

7.7.7 Three copies of the Project Thesis certified by the supervisor shall be submitted to the College/School/Institute.

The thesis shall be adjudicated by an external examiner selected by the Institution. For this, the Principal of the College/School/Institute shall submit a panel of **three** examiners from among the list of experts in the relevant specialization as submitted by the supervisor concerned and Head of the Department.

7.7.8 If the report of the external examiner is unsatisfactory, the candidate shall revise and resubmit the Thesis. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. Subsequent actions for such dissertations may be considered, only on the specific recommendations of the external examiner and /or Project Review Committee. No further correspondence in this matter will be entertained, if there is no specific recommendation for resubmission.

7.7.9 If the report of the external examiner is satisfactory, the Head of the Department shall coordinate and make arrangement for the conduct of Main Project Viva - Voce examination. The Main Project Viva-Voce examination will be evaluated for 100 marks. The Main Project Viva-Voce examinations shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The candidate has to secure a minimum of 50% of marks in Main Project Viva-Voce examination. For Main Project Viva

– Voce examination one external examiner shall be allotted for a group of ten students (in a panel minimum of three students should be there). The Main Project Viva-Voce examination shall be conducted within two weeks after completion of the fourth semester end examinations. The Students need to prepare the PPT (Slides) of the project work for the Viva – voce examination.

7.7.10 If he fails to fulfill the requirements will reappear for the Main Project Viva-Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree, unless he is asked to revise and resubmit his project work by the board within a specified time period (within **four** years from the date of commencement of his first year first semester).

The Main Project Viva-Voce External examination marks must be submitted to the Institution on the day of the examination.

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

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

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

8.2 If a student is detained in a subject (s) due to shortage of attendance in any semester, he may be permitted to **re-register** for the same subject(s) in the same category (core or elective group) or equivalent subject, if the same subject is not available, as suggested by the Board of Studies of that department, as and when offered in the subsequent semester(s), with the academic regulations of the batch into which he seeks re-registration, with prior permission from the authorities concerned, subject to item 3.2.

8.3 A candidate shall be given one chance to re-register and attend the classes for a maximum of two subjects, if the internal marks secured by a candidate are less than 50% and failed in those subjects but fulfilled the attendance requirement. A candidate must re-register for failed subjects within four weeks of commencement of the class work and secure the required minimum attendance. In the event of the student taking this chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stand cancelled.

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

9.1 Grades will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practicals, or Seminar, or Project, etc., based on the % of marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 7 above, and a corresponding Letter Grade shall be given.

9.2 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

<b>% of Marks Secured</b>	<b>Letter Grade</b>	<b>Grade Points</b>
≥ 90%	O (outstanding)	10
< 90% and ≥ 80%	A+ (excellent)	9
< 80% and ≥ 70%	A (very good)	8
< 70% and ≥ 60%	B+ (good)	7
< 60% and ≥ 50%	B (average)	6
< 50% and ≥ 40%	C (pass)	5
< 40%	F (fail)	0
Absent	Ab	0

9.3 A student obtaining F Grade in any Subject is deemed to have ‘failed’ and is required to reappear as ‘Supplementary Candidate’ for the Semester End Examination (SEE), as and when conducted. In such cases, his Internal Marks (CIE Marks) in those subjects will remain as obtained earlier.

9.4 If a student has not appeared for the examinations, ‘Ab’ Grade will be allocated to him for any subject and shall be considered ‘failed’ and will be required to reappear as ‘Supplementary Candidate’ for the Semester End Examination (SEE), as and when conducted.

A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks. In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of ‘Grade Improvement’ or ‘SGPA/ CGPA Improvement’.

9.5 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding ‘Credit Points’ (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

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

The student passes the Subject/ Course only when he gets **GP ≥ 6 (B Grade or above)**.

9.6 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points (∑CP) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

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

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

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

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

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

#### Illustration of calculation of SGPA

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

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

**Illustration of calculation of CGPA**

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

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

**9.0 Award of Degree and Class**

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

**Award of Class**

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

	Class Awarded	CGPA
9.1	First Class with Distinction	(a) CGPA $> 8$  (b) passed all the courses in the first appearance itself, within the first four academic  (c) Not detained or prevented from writing the end semester examinations in any of the semesters for any reasons.
9.2	First Class	(a) CGPA $> 8$ , but did not satisfy the conditions (b) and (c) given in 12.2.1. (a) CGPA $\geq 7$ but $< 8$
9.3	Second Class	II CLASS CGPA $\geq 6$ but $< 7 < 6.75$
9.4	PASS CLASS	CGPA $\geq 5$ but $< 6$
9.5	FAIL	CGPA $< 5$

Students fulfilling the conditions listed under item 9.1 alone will be eligible for the award of the Department Gold medal (highest CGPA amongst all the sections of the department) and the Institute Gold Medal (highest CGPA amongst all the Departments).

**10.0 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 and degree of the student will be withheld and he will not be allowed into the next semester.

### **General**

**Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or one hour of practical work/field work per week.

**Credit Point:** It is the product of grade point and number of credits for a course. Wherever the words “he”, “him”, “his”, occur in the regulations, they shall include “she”, “her”. The academic regulation should be read as a whole for the purpose of any interpretation. In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Institution is final. The Institution 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.

**MALPRACTICE RULES  
DISCIPLINARY ACTION FOR MIS-CONDUCT OF STUDENTS  
DURING EXAMINATIONS**

**1. Malpractice:** During examination, possesses any form of material (paper, note book, programmable calculator, cell phone, etc.) concerned with or related to the subject of the examination (theory or practical), but has not made use of the same.

**Punishment:** Expulsion from the examination hall and cancellation of the performance in that subject only.

**2. Malpractice:** Gives assistance/guidance to or receives from any other student orally or by any other methods.

**Punishment:** Expulsion from the examination hall and cancellation of the performance in that subject only for all the students involved.

**3. Malpractice:** Has copied in the examination hall from any form of material relevant to the subject of the examination (theory or practical) in which the student is appearing

**Punishment:** Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and PG major project and will not be permitted to appear for the remaining examinations of the subjects of that semester/year. The hall ticket of the student is to be cancelled and sent to the university.

**4. Malpractice:** Impersonates any other student in connection with the examination.

**Punishment:** The student who has impersonated will be expelled from the examination hall. The student is also debarred and forfeits the seat. The performance of the original student, who has been impersonated, shall be cancelled in all the subjects of the examination (including practical and PG major project) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester. The student is also debarred for two consecutive semesters from class work and all university examinations. The continuation of the course by the student is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, she/he will be handed over to the police and a case will be registered against her/him.

**5. B:** 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.

**Punishment:** Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the student has already appeared including practical examinations and UG major project and shall not be permitted for the remaining examinations of

the subjects of that semester. The student is also debarred for two consecutive semesters from class work and all university examinations. The continuation of the course by the student is subject to the academic regulations in connection with forfeiture of seat.

6. **Malpractice:** 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.

**Punishment:** Cancellation of the performance in that subject

7. **Malpractice:** Refuses to obey the orders of 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 or any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.

**Punishment:** In case of students of the college, they shall be expelled from the examination hall and cancellation of their performance in that subject and all other subjects the student(s) has (have) already appeared and shall not be permitted to appear for 25 the remaining examinations of the subjects of that semester/year. The students also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.

8. **Malpractice:** Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.

**Punishment:** Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the student has already appeared including practical examinations and UG major project and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred for two consecutive semesters from class work and all university examinations. The continuation of the course by the student is subject to the academic regulations in connection with forfeiture of seat.

9. **Malpractice:** Possess any lethal weapon or firearm in the examination hall.

**Punishment:** Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and UG major project and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred and forfeits the seat.

10. **Malpractice:** If a student of the college, who is not a student 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.

**Punishment:** Student of the college expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and UG major project and shall not be permitted for the remaining examinations of the subjects of that semester/year. The student is also debarred and forfeits the seat.

11. **Malpractice:** Comes in a drunken condition to the examination hall.

**Punishment:** Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the student has already appeared including practical examinations and PG major project and shall not be permitted for the remaining examinations of the subjects of that semester/year.

12. **Malpractice:** Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.

**Punishment:** Cancellation of the performance in that subject and all other subjects the student has appeared including practical examinations and PG major project of that semester/year examinations.

If any malpractice is detected which is not covered in the above clauses 1 to 12, it shall be reported to the University for Further Action to award suitable punishment.

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

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

#### **THE TELANGANA PROHIBITION OF RAGGING ACT, 1997**

Important Points (reproduced from the ACT NO. 26 OF 1997)

3. Ragging within or outside any educational institution is prohibited.
4. Whoever, with the intention of causing ragging or with the knowledge that he is likely by such act to cause ragging, commits or abets ragging and thereby,-

- (i) Teases or embarrasses or humiliates a student shall be punished with imprisonment for a term which may extend to six months or with fine which may extend to one thousand rupees, or with both; or
- (ii) Assaults or uses criminal force to or criminally intimidates a student shall be punished with imprisonment for a term which may extend to one year or with fine which may extend to two thousand rupees or with both; or
- (iii) Wrongfully restrains or wrongfully confines or causes hurt to a student shall be punished with imprisonment for a term which may extend to two years or with fine which may extend to five thousand rupees or with both; or
- (iv) Causes grievous hurt to or kidnaps or abducts or rapes or commits unnatural offence with a student shall be punished with imprisonment for a term which may extend to five years and with fine which may extend to ten thousand rupees; or
- (v) Causes death or abets suicide shall be punished with imprisonment for life or with imprisonment for a term which may extend to ten years and with a fine which may extend to fifty thousand rupees.

#### 5. Dismissal of student.

- (i) A student convicted, of an offence under section 4 and punished with imprisonment for a term shall be dismissed from the educational institution.
- (ii) A student convicted of an offence under section 4 and punished with imprisonment for a term of more than six months shall not be admitted in any other educational institution.

#### 6. Suspension of student.

- (i) Without prejudice to the foregoing provisions, whenever any student complains of ragging to the head or manager of an educational institution, such head or manager shall inquire into or cause an inquiry to be made into the same forthwith and if the complaint is prima facie found true, shall suspend the student or students complained against for such period as may be deemed necessary.
- (ii) The decision of the head or manager of the educational institution under sub-section (1) shall be final.

#### 7. Abetment.

- (i) If the head or the manager of an educational institution fails or neglects to take action in the manner specified in sub-section (1) of section 6, such person shall be deemed to have abetted the offence and shall be punished with the punishment provided for the offence.

- (ii) If a student commits suicide due to or in consequence of ragging, the person who commits such ragging shall be deemed to have abetted such suicide.

(for details, check the SNIST website or

[https://www.indiacode.nic.in/bitstream/123456789/8518/1/act\\_26\\_of\\_1997.pdf](https://www.indiacode.nic.in/bitstream/123456789/8518/1/act_26_of_1997.pdf))

**COURSE STRUCTURE AND SYLLABUS**  
**Academic Regulations : 2022 -2023**

**I YEAR – I SEMESTER**

CODE	SUBJECT	L	T	P	C	Marks	
						Int	Ext
<b>Core Courses:</b>							
8Z101	Management and Organizational Behavior	4	0	0	4	40	60
8Z102	Financial Accounting and Analysis	4	0	2	4	40	60
8Z103	Managerial Economics	4	0	0	4	40	60
8Z104	Legal and Economic Environment of Business	4	0	0	4	40	60
8Z105	Research Methodology and Statistical Analysis	4	0	2	4	40	60
<b>Soft Core Elective courses: (choose anyone)</b>							
8Z106*	Project Management	3	0	0	3	40	60
8Z107*	Sustainability Management	3	0	0	3	40	60
8Z108*	Business Communication	3	0	0	3	40	60
8Z109	Statistical Data Analysis Lab	0	0	2	2	40	60
<b>TOTAL CREDITS</b>					<b>25</b>	<b>700</b>	

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

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

**I YEAR – II SEMESTER**

CODE	SUBJECT	L	T	P	C	Marks	
						Int	Ext
<b>Core Courses:</b>							
8Z210	Financial Management	4	0	0	4	40	60
8Z211	Human Resource Management	4	0	0	4	40	60
8Z212	Marketing Management	4	0	0	4	40	60
8Z213	Entrepreneurship & Design Thinking	4	0	0	4	40	60
8Z214	Quantitative Analysis for Business Decisions	4	0	0	4	40	60
8Z215	Operations Management	4	0	0	4	40	60
<b>Soft Core Elective Courses: (choose anyone)</b>							
8Z216	Business Ethics and Corporate Governance	3	0	0	3	40	60
8Z217	International Business					40	60
8Z218	Total Quality Management					40	60
<b>TOTAL CREDITS</b>					<b>27</b>	<b>700</b>	
<b>CUMULATIVE CREDITS</b>					<b>52</b>		

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

CODE	SUBJECT	L	T	P	C	Marks	
						Int	Ext
<b>Core Courses:</b>							
8Z319	Logistics and Supply Chain Management	4	0	0	4	40	60
8Z320	Business Analytics	4	0	0	4	40	60
8Z321	Management Information System	4	0	0	4	40	60
	Elective – I	4	0	0	4	40	60
	Elective – II	4	0	0	4	40	60
	Elective – III	4	0	0	4	40	60
8Z334	Industry Analysis	2	0	0	2	100	
8Z335	Summer Internship	0	0	0	2	100	
<b>TOTAL CREDITS</b>					<b>28</b>	<b>800</b>	
<b>CUMULATIVE CREDITS</b>					<b>80</b>		

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

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

CODE	SUBJECT	L	T	P	C	Marks	
						Int	Ext
<b>Core Courses:</b>							
8Z436	Strategic Management	4	0	0	4	40	60
	Elective – IV	4	0	0	4	40	60
	Elective – V	4	0	0	4	40	60
	Elective – VI	4	0	0	4	40	60
8Z449	Project Seminar		--	--	2	50	
8Z450	Main Project Viva-Voce				4	50	100
<b>TOTAL CREDITS</b>					<b>22</b>	<b>600</b>	
<b>CUMULATIVE CREDITS</b>					<b>102</b>		

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

**CHOOSE ANY ONE OF ELECTIVES**

CODE	SUBJECT	L	T	P	C	Marks	
						Int	Ext
<b>Elective -FINANCE</b>							
8Z322	Security Analysis and Portfolio Management	4	0	0	4	40	60
8Z326	Financial Analytics	4	0	0	4	40	60
8Z330	Strategic Investment and Financing Decisions	4	0	0	4	40	60
8Z437	Risk Management & Derivatives	4	0	0	4	40	60
8Z441	Cost and Management Accounting	4	0	0	4	40	60
8Z445	International Financial Management	4	0	0	4	40	60
<b>Elective -MARKETING</b>							
8Z323	Consumer Behavior	4	0	0	4	40	60
8Z327	Services Marketing	4	0	0	4	40	60
8Z331	Marketing Analytics	4	0	0	4	40	60
8Z438	Advertising and Sales Promotion Management	4	0	0	4	40	60
8Z442	Retailing Management	4	0	0	4	40	60
8Z446	Digital Marketing	4	0	0	4	40	60

## MBA Academic Regulations

<b>Elective -HR</b>							
8Z324	Performance Management	4	0	0	4	40	60
8Z328	Training and Development	4	0	0	4	40	60
8Z332	HR Analytics	4	0	0	4	40	60
8Z439	Leadership and Change Management	4	0	0	4	40	60
8Z443	Talent and Knowledge Management	4	0	0	4	40	60
8Z447	Organizational Development	4	0	0	4	40	60
<b>Elective -ENTREPRENEURSHIP</b>							
8Z325	Business Plan and Models in Entrepreneurship	4	0	0	4	40	60
8Z329	Startup Management and Sustainability	4	0	0	4	40	60
8Z333	Technology for Entrepreneurship and Intellectual Property Rights	4	0	0	4	40	60
8Z440	Entrepreneurial Finance	4	0	0	4	40	60
8Z444	Entrepreneurial Marketing	4	0	0	4	40	60
8Z448	Social Entrepreneurship	4	0	0	4	40	60

**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.

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

**Semester –I MBA**

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

**8Z101 MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**

**Course Objective:** The objective of the course is to give basic perspectives of Management Theories and Practices to gain the managerial skills and enable to learn the facets of the Organizational Behavior.

**UNIT I**

**INTRODUCTION TO MANAGEMENT:** Management –Evolution of Management- Types of managers, managerial roles and responsibilities. replacement of the topic has done with management functions) Classical, scientific administrative behavioral theories of management) The Systems Approach, the Contingency Approach.

**UNIT II**

**ORGANIZATIONAL PLANNING AND DECISION MAKING:** Need and Significance of organizational planning, Steps in planning, types of planning, Levels of planning – The Planning Process. Decision Making: The nature of Managerial Decision Making, Decision making styles, decision making process. Vroom’s model of decision making.

**UNIT III**

**ORGANIZING AND CONTROLLING:** Nature of organizing, Principles of organizing – power, authority and responsibility, organization levels and span of management – Organizational design and structure, The control process, Control as a feedback system – Feed Forward Control –Requirements for effective control –Benchmarking– Balance scorecard.

**UNIT IV**

**ORGANIZATIONAL BEHAVIOUR:** Definition, Nature, and Scope of OB –Perception ,Nature and importance of Perception – Perceptual selectivity ( replace the topic with culture groups behavior) role of culture in organizations, Groups vs. Teams, Group Cohesiveness, Tuckman’s stages of groups. Building a Team.

**UNIT V**

**LEADERSHIP AND MOTIVATION:** Leadership – traits, styles, theories (Contingency Theory, Situational Leadership Theory. Transformational Leadership Theory. Transactional) Motivation - Content theories (Maslow's hierarchy of needs, ERG theory, Herzberg's dual factor

theory, and McClelland's acquired needs theory) Process theories (Skinner's reinforcement theory, Theory, Adam's, and Locke's Goal Setting Theory).

## UNIT VI

**PERSONALITY AND STRESS MANAGEMENT:** Personality - Personality Theories-Johari Window and Transactional Analysis -. Stress and Conflict: Meaning and types of stress – strategies to cope with stress Meaning and Types of Conflict – Conflict resolving strategies.

### **Essential Reading:**

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

### **Suggested Reading:**

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

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

**Semester –I MBA**

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

**8Z102 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 Reading:**

- Earl K. Stice and James. D. Stice, “Financial Accounting – Reporting and Analysis”, 2009, 7 th 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 Reading:**

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

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

**Semester –I MBA**

L	P	T	C
4	0	0	4

**8Z103 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 Reading:**

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

**Suggested Reading:**

- Managerial Economics by Dr G S Gupta, Mc Graw Hill, 2010.

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

**Semester –I MBA**

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

**8Z104 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 Reading:**

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

**Suggested Reading:**

- 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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**Semester –I MBA**

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**8Z105 RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

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

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

**UNIT I**

**INTRODUCTION TO RESEARCH** - Types of Research, Research Process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement- Ethics in business research.

**UNIT II**

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

**UNIT III**

**a) TABULATION** - Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, two dimensional and three-dimensional diagrams and graphs

**b) SMALL SAMPLE TESTS** - t-Distribution-properties and applications, testing for one and two means, paired t-test.

**UNIT IV**

**a) ANALYSIS OF VARIANCE** - One Way and Two-Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

**b) CORRELATION ANALYSIS**- correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Linear and Multiple regression analysis, Discriminant analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modeling, Cluster Analysis and Conjoint Analysis.

## **UNIT V**

**TIME SERIES ANALYSIS:** Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend Analysis Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, un weighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

## **UNIT VI**

**REPORT WRITING:** Importance of Report writing, Types of Research Reports, Report Preparation and presentation, Report structure, Report formulation, Guides for effective documentation, Research Briefings, Referencing styles and citation in Business Management Research.

### **Essential Reading:**

- Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin , Barry J. Babin,
- Business Research Methods Cengage Learning, 2012.

### **Suggested Reading:**

- Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.
- Naval Bajpai, Business Research Methods, Pearson Publications, 2e 2017.
- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 2018.
- P.C. Tulsian, Bharat Jhunjunwala, Business Statistics, S. Chand, 2016.

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Semester –I MBA

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## 8Z106 PROJECT MANAGEMENT

**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

**INTRODUCTION:** Introduction to Project Management, Project Characteristics, Project Life Cycle, Project Identification, Formulation and Implementation, Project Management in different Sectors: Construction, Services Sector, Public sector and Government Projects.

### 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 APPRAISAL:** Project Planning, Steps in Project Planning, Scheduling, Project Appraisal, Feasibility Study, Technical, Commercial, Economic, Financial, Management, Social CostBenefit Analysis, Project Risk Analysis.

### UNIT IV

**PROJECT FINANCE:** Project Cost Estimation, Project Financing, Investment Criteria, Project Evaluation Techniques, Pay Back Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Cash Flows Estimation for New and Replacement Projects, Cost of Capital, Risk Analysis.

### UNIT V

**PROJECT CONTROL:** Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and Control, Agile Project Management, Scrum, Lean Production and Project Management.

### UNIT VI

**ORGANIZATIONAL BEHAVIOR IN PROJECT MANAGEMENT:** Organizational Structure and Integration, Role of Project Manager, Roles in the Project Team, Project Stakeholder Engagement, Leadership in Project Management, Participative Management, Team Building Approach, Conflict Management in Projects, Stress Management.

**Essential Reading:**

- Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process”, Tata McGraw-Hill Publishing Co. Ltd

**Suggested Reading:**

- Financial Management by I M Pandey, Vikas Publishing Hous

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Semester –I MBA

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## 8Z107 SUSTAINABILITY MANAGEMENT

**Course Objective:** The objective of the course is to understand the core issues of sustainability, how it can be integrated within existing business models or nurtured through new enterprises

### UNIT I

**INTRODUCTION:** Introduction to Sustainability Management, Need and importance, Sustainable Development Goals, Concepts of Corporate Sustainability, Sustainable Business, Social Enterprise, Integrating purpose with profit, Definitional disputes, Legal structure.

### UNIT II

**PLANNING FOR SUSTAINABILITY:** Climate Changes, Climate Action, Planning for Sustainability, Feasibility and viability Study, Responsible Leadership, role of top management in sustainability planning.

### UNIT III

**INTEGRATING SUSTAINABILITY:** Vision, Mission statement and policies, integrating sustainability in vision, mission and policies of organization, creating a business model or revamping a business model, role of innovation, role of technology in integrating sustainability.

### UNIT IV

**MANAGING SUSTAINABILITY IN FUNCTIONAL AREAS:** Managing Sustainable production and consumption, Managing Sustainable Finance, Managing Supply Chain Sustainability, Managing sustainability in operations, human resources and marketing.

### UNIT V

**CREATING AN ECO SYSTEM:** Creating an ecosystem for change, Sustainability communication, Stakeholder mobilization, Impact Assessment study, outcome measurement, Integrated Reporting, Governance, Policy & Legal Issues in Sustainability

### UNIT VI

**SUSTAINABILITY ENTREPRENEURSHIP:** Entrepreneurship & Sustainability, role of entrepreneurship in developing sustainable technologies, importance of working with sustainable technologies, Govt. initiatives for growth of sustainable technologies.

**Essential Reading:**

- Colin Combe - Introduction to Global Sustainable Management, Sage Publications Ltd, March 2022.

**Suggested Reading:**

- Rudiger Hahn - Sustainability Management – Concepts, Instruments, and Stakeholders from a Global Perspective, 2022

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**Semester –I MBA**

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**8Z108 BUSINESS COMMUNICATION**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

**BUSINESS REPORTS:** Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, citing sources, Types of Reports – Progress reports - Routine Reports – Annual Reports Format – Analysis of Sample Reports from Industry – Synopsis and Thesis Writing.

**UNIT V**

**EMPLOYBILITY SKILLS:** Understanding yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Group Discussions, Types of Group Discussion, Ingredients of a good discussion, Preparing for the job interview.

**UNIT VI**

**CONTEMPORARY ASPECTS IN COMMUNICATION:** Business etiquette, developing professional telephone skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.

**Essential Reading:**

- 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

**Suggested Reading:**

- Advanced Communication Skills, V. Prasad, Atma Ram Publications, New Delhi.
- Raymond V. Lesikav, John D. Pettit Jr.: Business Communication; Theory and Pppliacion, 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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**8Z109 STATISTICAL DATA ANALYSIS LAB**

**Course Objective:** To understand the application of Statistical tools to Research Problem / Projects. To stress more on use of statistical package for analysis of business data and its proper interpretation using Ms-Excel and SPSS. To provide hands on experience with SPSS package and a few simple exercises on statistical analysis.

**UNIT I**

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

**UNIT II**

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

**UNIT III**

**DATA FROM EXTERNAL SOURCES USING MS-EXCEL:** Using and Formatting Tables, Basic Formulas and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulas and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

**UNIT IV**

**FREQUENCIES AND DESCRIPTIVE ANALYSIS USING SPSS:** Importing excel data into SPSS and Exporting data from SPSS to Ms Word – Defining Variables, Labeling, Defining Missing data, Frequencies – Run frequencies with suitable charts, Descriptive Statistics - Mean, Median, Mode, Range, Standard Deviation, Skewness, Kurtosis.

**UNIT V**

**PARAMETRIC TECHNIQUES USING SPSS:** Introduction to Parametric Tests – Run student’s ‘T’ test, ‘Z’ test, ‘F’ test- Run Bi-variate and Multi-variety Analysis - Factor Analysis - Correlation and Regression Analysis using sample data sets.

**UNIT VI**

**NON-PARAMETRIC TECHNIQUES USING SPSS:** Introduction to non-parametric techniques – Run Sign test, Man-Whitney U test, Spearman rank correlation test, Friedman test, Wilcoxon Signed Rank test, Kruskal-Wallis test, Chi-square test using sample data sets.

**Essential Reading:**

- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
- George, SPSS for Windows Step by Step, 6/e, Pearson Education, 2006.

**Suggested Reading:**

- D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
- Coakes, SPSS 13.0 for Windows, Wiley-India, 2006.
- Arthur Griffin, SPSS for Dummies, Wiley-India, 2007.

**I YEAR – II SEMESTER****L= Lecture; P = Practical; T = Tutorial; C= Credits**

CODE	SUBJECT	L	T	P	C	Marks	
						Int	Ext
<b>Core Courses:</b>							
8Z210	Financial Management	4	0	0	4	40	60
8Z211	Human Resource Management	4	0	0	4	40	60
8Z212	Marketing Management	4	0	0	4	40	60
8Z213	Entrepreneurship & Design Thinking	4	0	0	4	40	60
8Z214	Quantitative Analysis for Business Decisions	4	0	0	4	40	60
8Z215	Operations Management	4	0	0	4	40	60
<b>Soft Core Elective Courses: (choose anyone)</b>							
8Z216	Business Ethics and Corporate Governance	3	0	0	3	40	60
8Z217	International Business					40	60
8Z218	Total Quality Management					40	60
<b>TOTAL CREDITS</b>					<b>27</b>	<b>700</b>	
<b>CUMULATIVE CREDITS</b>					<b>52</b>		

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**Semester –II MBA**

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4	0	0	4

**8Z210 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 Reading:

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

### Suggested Reading:

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

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**Semester –II MBA**

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**8Z211 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 Reading:**

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

### **Suggested Reading:**

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

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**Semester –II MBA**

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**8Z212 MARKETING MANAGEMENT**

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

**UNIT I**

**INTRODUCTION TO MARKETING:** Marketing, objectives, Functions, Process,, Marketing Mix, Marketing environment, Holistic 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:** Product, Types of products, Product life cycle, Product Mix Decisions. Packaging purpose, Trends in Packaging and Labeling. Design Thinking. **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, intermediates and functions, channel structure, channel for consumer products, business and industrial products, online channels 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 Reading:**

- 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 Reading:**

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

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**Semester –II MBA**

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**8Z213 ENTREPRENEURSHIP AND DESIGN THINKING**

**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:** Define Entrepreneurship, Entrepreneurship as a Career option, Benefits and Myths of Entrepreneurship, Success Rate of Entrepreneurs related to Experience and Family Backup, Characteristics, Qualities and Skills of Entrepreneurship, Entrepreneurial Propensity, Life as an Entrepreneur, Impact of Entrepreneurship on Economy and Society.

**UNIT II**

**OPPORTUNITY & CUSTOMER ANALYSIS:** Identify your Entrepreneurial Style, Identify Business Opportunities, Methods of finding and understanding Customer Problems, Process of Design Thinking, Identify Potential Problems, Customer Segmentation and Targeting, Customer Adoption Process, craft your Values Proportions, Customer-driven Innovation.

**UNIT III**

**BUSINESS MODEL & VALIDATION:** Types of Business Models, Lean approach, the Problem-Solution Test, Solution Interview Method, difference between Start-up Venture and Small Business, Industry Analysis, Identify Minimum Viable Product (MVP), Build-Measure-Lean Feedback loop, Product-market fit test.

**UNIT IV**

**ECONOMICS & FINANCIAL ANALYSIS:** Revenue sources of Companies, Income Analysis, and Costs Analysis - Product Cost and Operations Cost, basics of Unit Costing, Break Even Analysis Profit Analysis, Customer Value Analysis, different Pricing Strategies, advantages and disadvantage of various Sources of Finance, Investors Expectations, Return on Investment , Practice pitching to Investors and Corporate.

**UNIT V**

**INTRODUCTION TO INNOVATION:** Meaning of Innovation, Difference between innovation and invention, Difference between Innovation and Creativity, Need to be Creative , Importance of Innovation, Innovation as a Competitive Advantage, Innovation Continuum, Innovation Cycle, Disruptive Innovation, , Breakthrough innovations and its consequences on the society, Challenges in Innovation.

## **UNIT VI**

**DESIGN THINKING & LIBERAL ART:** Concept of Design Thinking, Difference between Designer and Scientist, Stages of Design Thinking, Difference between Convergent Thinking and Divergent Thinking. Definition of Liberal Art and its Importance of Liberal Art , Role of Art and Culture to Innovate Business.

### **Essential Reading:**

- Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Sixth Edition, New Delhi, 2006.
- Thomas W. Zimmerer, Norman M. Scarborough, Essentials of Entrepreneurship And Small Business Management, Fourth Edition, Pearson, New Delhi, 2006
- Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.
- Madhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, First Edition, New Delhi, 2006.

### **Suggested Reading:**

- S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2007.
- H. Nandan, Fundamentals of Entrepreneurship, Prentice Hall of India, First Edition, New Delhi, 2007.
- S.R. Bhowmik, M. Bhowmik, Entrepreneurship-A tool for Economic Growth And A key to Business Success, New Age International Publishers, First Edition, (formerly Wiley Eastern Limited), New Delhi, 2007.

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**Semester –II MBA**

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**8Z214 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 Reading:**

- 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 Reading:**

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

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**Semester –II MBA**

L	P	T	C
4	0	0	4

**8Z215 OPERATIONS MANAGEMENT**

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

**UNIT I**

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

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

**UNIT II**

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

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

**UNIT III**

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

**UNIT IV**

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

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

**UNIT V**

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

**UNIT VI**

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

**Essential Reading:**

- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
- K. Ashwathappa, Sreedhar Bhat, Production and Operations Management, 2012.

**Suggested Reading:**

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

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**Semester –II MBA**

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**8Z216 BUSINESS ETHICS & CORPORATE GOVERNANCE**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

Ethical Practices in Business Management Application in Marketing, Advertising, Finance-Tax Evasion, Lack of Transparency, Preparing False Financial Statement, Speculation and Insider Trading. Application in HR Mare alike Compensation and Work Place Harassment of Employees.

**UNIT IV**

**CORPORATE GOVERNANCE:** Introduction, Concept, and Need for Corporate Governance, Definitions, Parties to Corporate Governance, Agency Theory, Stewardship Theory, Popular Model for Governance, Anglo-American Model, Japanese Model and Indian Perspective of Corporate Governance.

**UNIT V**

**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 VI**

**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

**Essential Reading:**

- 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

**Suggested Reading:**

- 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
- 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 –II MBA**

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**8Z217 INTERNATIONAL BUSINESS**

**Course Objective:** The objective of this paper is to give students an overall view of the international Environment.

**UNIT I**

Globalisation Concept – Drivers of Globalisation – Management Focus – Impact of WTO on Developing Country – Tariff & non tariff barriers – International Environment: Legal & Cultural.

**UNIT II**

International Trade Theory Overview – Absolute Advantage – Comparative Advantage – Heckscher- Ohlin Theory – The Product Life Cycle Theory –New Trade theory – National Comparative Advantage: Porter’s Diamond

**UNIT III**

The Strategy of Entering in International Business Strategy and Firm – Profiting from Global Expansion – Responsiveness – Strategic Choices – Methods of Entry: Exporting, Licensing, Joint Venture & Mergers & Acquisition.

**UNIT IV**

Global Marketing and R & D -Introduction – Globalization of Markets and Brands – Market - Segmentation – Global Marketing Mix – International Product Life Cycle.

**UNIT V**

Financial Management in the International Business - Investment Decision – Financing Decision – Global Money Management- Accounting in the International Business -Country Differences in Accounting Standards – National and International -Standards – Accounting Aspects of Control Systems

**UNIT VI**

Foreign Direct Investment- FDI in world economy- FDI in India- Horizontal & Vertical FDI – Implication for Busienss. EXIM Policy of India & Export Procedure & Documentation – Impact of Foreign - currency rate on Indian Export & Import Business.

**Essential Reading:**

- Charles W.L. Hill, International Business, Tata McGraw Hill Co. Ltd., New Delhi, 2004.
- Thakur, Burton & Srivastava, International Management, Tata McGraw Hill Co. Ltd., New Delhi, 2002.

**Suggested Reading:**

- Sharan V., International Financial Management, Prentice Hall of India, New Delhi.

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**Semester –II MBA**

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3	0	0	3

**8Z218 TOTAL QUALITY MANAGEMENT**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**UNIT VI**

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

**Essential Reading:**

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

**Suggested Reading:**

- 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.

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

CODE	SUBJECT	L	T	P	C	Marks	
						Int	Ext
<b>Core Courses:</b>							
8Z319	Logistics and Supply Chain Management	4	0	0	4	40	60
8Z320	Business Analytics	4	0	0	4	40	60
8Z321	Management Information System	4	0	0	4	40	60
	Elective –I	4	0	0	4	40	60
	Elective – II	4	0	0	4	40	60
	Elective – III	4	0	0	4	40	60
8Z334	Industry Analysis	2	0	0	2	100	
8Z335	Summer Internship	0	0	0	2	100	
<b>TOTAL CREDITS</b>					<b>28</b>	<b>800</b>	
<b>CUMULATIVE CREDITS</b>					<b>80</b>		

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

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		x		x		x				x

**Semester –III MBA**

L	P	T	C
4	0	0	4

**8Z319 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

**SUPPLY CHAIN ANALYTICS:** Definition, components and importance of supply chain analytics – three stage processes and types of supply chain analytics – Tools and techniques of supply chain analytics – supply chain partners and analytics – supply chain analytics lifecycle.

### Essential Reading:

- 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.
- Robertson, P. W. (2020). *Supply Chain Analytics: Using Data to Optimise Supply Chain Processes*. United Kingdom: Taylor & Francis.

### Suggested Reading:

- B. S. Sahay, *Supply Chain Management for Global Competitiveness*, Delhi.2003.
- Philip B. Schary, Tage Skjott -Larsen: *Managing the Global Supply Chain*, Mumbai 2006.
- Monczka: *Purchasing and Supply Chain Management* Thomson, 2006.
- Ballou, *Business Logistics/Supply chain Management* 5/e Pearson Education.
- David Simchi -Levi, Philip Kaminsky, Edith Simchi- Levi, *Designing and Supply* 2<sup>nd</sup> ed. Tata McGraw Hill Publishing Company Ltd.,2006
- Amit Sinha, Herbert Kotzab, *Supply Chain Management A managerial Approach*, Tata McGraw Hill Education Private Ltd, 2012.
- Liu, Kurt Y.. *Supply Chain Analytics: Concepts, Techniques and Applications*. Switzerland, Springer International Publishing, 2022.
- Mark Morely. *supply chain analytics for dummies*, open text special edition, published by John Wiley & Sons, 2017

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**Semester –III MBA**

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4	0	0	4

**8Z320 BUSINESS ANALYTICS**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**UNIT VI**

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

**Essential Reading:**

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

**Suggested Reading:**

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

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**Semester –III MBA**

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4	0	0	4

**8Z321 MANAGEMENT INFORMATION SYSTEM**

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

**UNIT I**

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

**UNIT II**

**BUSINESS APPLICATIONS OF INFORMATION SYSTEMS:** e - business systems, functional business systems, Customer Relationship Management, ERP Systems, Supply Chain, e-commerce, DSS, Business analytics, Business Intelligence and Knowledge Management System.

**UNIT III**

**MANAGEMENT OF INFORMATION SYSTEMS:** Information system planning, system acquisition, systems implementation, system development models: Water fall model, system development life cycle, v-model, computer- assisted and software engineering tools, prototype iterative model, evaluation & maintenance.

**UNIT IV**

**MANAGEMENT OF INFORMATION SYSTEMS:** System Development and organizational change, Business process redesign, Systems Analysis

**UNIT V**

**INTRODUCTION TO SYSTEM DESIGN:** System Design- System development process, methodology for modeling and designing system, alternative methods for building information system, new approaches for system building in the digital firm era.

**UNIT VI**

**INTRODUCTION TO CYBER CRIME:** Cyber space; cyber law; e-business; e - consumers; spam; phishing. Cyber crime and information security, cyber criminals, inter networks security defenses, other security measures, system control and audit, Block chain

**Essential Reading:**

- Management Information Systems Managing the Digital Firm, Laudon & Laudon, Pearson, 15 e 2017.
- Management Information Systems, Ramesh Behl, James A.O' Brien, George M. Marcus, Mc Graw Hill, 11e, 2019 Management Information Systems–Managerial Perspective, D P Goyal, MacMillan, 3 Edition, 2010.

**Suggested Reading:**

- Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.
- Management Information Systems, Kelkar, Prentice Hall Ind
- Management Information Systems, Sahil Raj, Pearson, 2e,2018

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**Semester –III MBA**

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**8Z322 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**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 - Jensen'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 Reading:**

- 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 Reading:**

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

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**Semester –III MBA**

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**8Z323 CONSUMER BEHAVIOR**

**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, consumer research & analytics and laws to be followed.

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

**UNIT I**

**INTRODUCTION TO CONSUMER BEHAVIOR:** Definition and Significance of Consumer Behavior study, Evolution and Recent Trends of Consumer Behavior, Concept of Rural Consumer Behavior, Consumer Behavior and Marketing Management - Consumer Segmentation, Targeting and positioning.

**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 Factors, 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, Models of Consumer Buying Behavior, Consumers and Diffusion of Innovations.

**UNIT V**

**CUSTOMER RESEARCH AND ANALYTICS:** Definition of Consumer Research, Methods and Process of Customer Research. Definition, Features and Benefits of Customer Analytics, Techniques - Customer Acquisition Cost, Customer Lifetime Value, Customer Retention, Customer Churn and Customer Sentiment Analysis.

**UNIT VI**

**CONSUMERISM AND CONSUMER PROTECTION:** Roots of Consumerism. Consumer Safety, Rights and Responsibilities, Benefits of Consumerism. Consumer Protection Act 1986 &

2019, Central and State Consumer Protection Councils, National Consumer Disputes Redressal Commission.

**Essential Reading:**

- 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
- Stephanie Diamond and Marygrace Bateman, Customer Analytics For Dummies, IBM Limited Edition Published by John Wiley & Sons, 2013

**Suggested Reading:**

- 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, Biztantra, New Delhi, 2007
- Roger D. Black Well et al., Consumer Behaviour, 10/e Thomson, New Delhi, 2006
- Sauro, Jeff. Customer Analytics For Dummies. Germany, Wiley, 2015.

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**Semester –III MBA**

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**8Z324 PERFORMANCE MANAGEMENT**

**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 Reading:

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

### Suggested Reading:

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

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**Semester –III MBA**

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### **8Z325 BUSINESS PLAN PREPARATION AND MODELS IN ENTREPRENEURSHIP**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

## **UNIT VI**

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

### **Essential Reading:**

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

### **Suggested Reading:**

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

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**Semester –III MBA**

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**8Z326 FINANCIAL ANALYTICS**

**Course objectives:** The objective of the course is to understand the critical role of financial analytics and use appropriate methodology for conducting analytics of financial data.

**UNIT I**

**FINANCIAL ANALYTICS:** Meaning, Analytics and the scientific method in finance, Financial Models, empirical studies and research in finance. Introduction to various software for financial data Analysis – Excel (Ms-Office) SPSS and E-views.

**UNIT II**

**QUANTITATIVE FUNDAMENTAL FOR INVESTMENT ANALYSIS (DISCOUNTING OF CASH FLOWS AND ITS APPLICATIONS):** Interest rate fundamental, PV, FV for single amount and annuities, computation of number of period and interest rate, NPV, IRR, Portfolio returns.

**UNIT III**

**STATISTICS AND MARKET RETURN:** Introduction, nature of statistics, population and sample, measurement of scale, graphical presentation of data, measurement of central tendency, quartiles, measurement of dispersion, symmetry, skewness and kurtosis in return distribution. Hands on experience in Excel and SPSS.

**UNIT IV**

**INVESTMENT ANALYSIS:** Application of correlation and regression; Correlation Analysis for Investment analysis for Investment analysis; Scatter plot, calculation and Interpretation, limitation, usage, significance.

**UNIT V**

**FINANCIAL FORECASTING:** Multiple regressions, Introduction, assumptions, predicting dependent variable, Testing the equality of population regression coefficient to be zero, using dummy variable, violation of assumptions, Models with quantitative dependent variable with finance.

**UNIT VI**

**PREDICTIVE ANALYTICS:** Introduction, challenges, tread model, Autoregressive time series model, random walk and unit roots, moving average time series model, seasonality in time series model, Autoregressive moving average model, regression with more than one time series.

**Essential Reading:**

- Richard A. DeFusco, "Quantitative Investment Analysis", Wiley, 3<sup>rd</sup> Edition.

**Suggested reading:**

- Mark J. J. Joseph, "Financial Analytics with R", Cambridge University Press, 1<sup>st</sup> edition.

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**8Z327 SERVICES MARKETING**

**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 Reading:**

- 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 Reading:**

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

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**8Z328 TRAINING AND DEVELOPMENT**

**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 Reading:**

- P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training" 4e, Pearson, 2012.
- Anjali Ghansekar "Training & Development" Everest, 2013.
- Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.
- B. Rathana Reddy "Effective Human Resource Training & Developing Strategy" Himalaya, 2012.
- Rolf Lynton, Uday Pareek "Training for Development" Sage, 2012.

**Suggested Reading:**

- 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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## **8Z329 STARTUP MANAGEMENT AND SUSTAINABILITY (ELECTIVE – II)**

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

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

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

### **UNIT VI**

**STARTUP SUSTAINABILITY STRATEGIES:** Conventional vs. sustainable businesses, reasons for implementing sustainable businesses, enablers and barriers of sustainable businesses.

Risks, opportunities and challenges of sustainable businesses. Innovation, Collaboration, Technology, Process improvement, Carbon Trading, Cap and trade, Carbon offset schemes.

**Essential Reading:**

- Ries, E. (2011). *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to*
- *Create Radically Successful Businesses.* Random House Digital, Inc.

**Suggested Reading:**

- Petra Molthan-Hill, (2014). *The Business Student's Guide to Sustainable Management: Principles and Practice,* Greenleaf Publishing Ltd, UK.
- Osterwalder, A & Pigneur, Y. (2010) *Business Model Generation: A Handbook for Visionaries,*

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**8Z330 STRATEGIC INVESTMENT AND FINANCING DECISIONS**

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.

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

## **UNIT V**

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

## **UNIT VI**

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

### **Essential Reading:**

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

### **Suggested Reading:**

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

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**8Z331 MARKETING ANALYTICS**

**Course Objective:** To introduce the Concepts of Marketing Analytics, market segmentation, targeting and positioning. To identify the scope for digital marketing and customer profiling related analytical techniques.

**UNIT I**

**INTRODUCTION TO MARKETING ANALYTICS:** Marketing Decision Making, Marketing Engineering, Skills for Marketing Engineering, and Role of Models in Marketing Engineering, Types of Models, Allegro Exercise.

**UNIT II**

**MARKET SEGMENTATION:** The Segmentation, Targeting and Positioning Framework, Concept of Market Segmentation, Basis for segmentation, Deriving Market Segments, Cluster Analysis and Discriminant analysis

**UNIT III**

**TARGETING AND POSITIONING:** Target Marketing Framework, Target Marketing, Positioning Framework, Portfolio Analysis. Positioning Concept, Perceptual Mapping, Use of principal component analysis.

**UNIT IV**

**CUSTOMER SATISFACTION AND CUSTOMER LIFE TIME VALUE:** Concept of customer satisfaction, Types of satisfaction, satisfaction and Loyalty, Customer Satisfaction Model, Analyzing Customer Satisfaction Data, Concept of Customer Life Time Value, Analyzing CLV.

**UNIT V**

**CUSTOMER CHOICE:** Binary logit choice model, generalized logit choice model, Illustration for Binary logit choice model, illustration for generalized logit choice model. RFM Method, RFM analysis.

**UNIT VI**

**CONJOINT ANALYSIS AND DIGITAL MARKETING:** Concept of Conjoint analysis, Compositional vs decompositional model, Steps in conjoint analysis, product profiles. Text Analysis, Steps in text analysis, sentiment analysis, search analytics, google analytics.

**Essential Reading:**

- Charan, A. (2015). Marketing Analytics. World Scientific Publishing Company. Retrieved from <https://www.perlego.com/book/851823/marketing-analytics-pdf> (Original work published 2015)
- Grigsby, M. (2018). Marketing Analytics (2nd ed.). Kogan Page. Retrieved from <https://www.perlego.com/book/1589509/marketing-analytics-pdf> (Original work published 2018)
- Hague, P. (2021). Market Research in Practice (4th ed.). Kogan Page. Retrieved from <https://www.perlego.com/book/3028370/market-research-in-practice-pdf> (Original work published 2021)

**Suggested Reading:**

- Winston, W. L. (2014). Marketing Analytics: Data-Driven Techniques with Microsoft Excel. United States: Wiley.
- Baig, M. R., Shrimali, V. R., Govindan, G. (2021). Data Science for Marketing Analytics: A Practical Guide to Forming a Killer Marketing Strategy Through Data Analysis with Python. United Kingdom: Packt Publishing.
- Baig, M. R., Shrimali, V. R., Govindan, G. (2021). Data Science for Marketing Analytics: A Practical Guide to Forming a Killer Marketing Strategy Through Data Analysis with Python. United Kingdom: Packt Publishing.
- Rackley, J. (2015). Marketing Analytics Roadmap: Methods, Metrics, and Tools. United States: Apress.

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**8Z332 HR ANALYTICS**

**Course Objective:** To make acquainted the concepts of Human resource Management concepts and its applications effectively. To categorize the significance of the HR metrics from the organizational and individual context point of view.

**UNIT I**

**HR ANALYTICS IN PERSPECTIVE:** Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems (working session).

**UNIT II**

**HRA FRAMEWORKS:** Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

**UNIT III**

**BASICS OF HR ANALYTICS:** Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics.

**UNIT IV**

**INSIGHT INTO DATA DRIVEN HRA:** Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

**UNIT V**

**HR METRICS:** Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.

## UNIT VI

**HR Scorecard:** Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

### **Essential Reading:**

- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

### **Suggested Reading:**

- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
- HR Analytics: The What, Why and How, by Tracey Smith
- The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

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### **8Z333 TECHNOLOGY FOR ENTREPRENEURSHIP AND & INTELLECTUAL PROPERTY RIGHTS**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

**INTRODUCTION TO IPR:** Definition and Importance of Intellectual Property, Forms of IPRs, Patent, Copyrights, Trademark, Industrial Design & IC Layout Design, Geographical Indicators;

Conditions and Procedures for Grant of Patent, Rights of Patentee, Milestones of Indian Patent Law, Process of Developing Intellectual Property.

#### **UNIT VI**

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

#### **Essential Reading:**

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

#### **Suggested Reading:**

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

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**8Z334 INDUSTRY ANALYSIS REPORT  
FOLLOWED BY SEMINAR AND VIVA VOCE**

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

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

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**Semester –III MBA**

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0	0	0	2

**8Z335 SUMMER INTERNSHIP**

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

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

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

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

CODE	SUBJECT	L	T	P	C	Marks	
						Int	Ext
<b>Core Courses:</b>							
8Z436	Strategic Management	4	0	0	4	40	60
	Elective – IV	4	0	0	4	40	60
	Elective – V	4	0	0	4	40	60
	Elective – VI	4	0	0	4	40	60
8Z449	Project Seminar		--	--	2	50	
8Z450	Main Project Viva-Voce				4	50	100
<b>TOTAL CREDITS</b>					<b>22</b>	<b>600</b>	
<b>CUMULATIVE CREDITS</b>					<b>102</b>		

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

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

**Semester –IV MBA**

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

**8Z436 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.

**UNIT I**

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

**UNIT II**

**STRATEGIC ANALYSIS:** 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- Strategy Framework for analyzing Competition, Porter’s Value Chain Analysis, Exit and Entry Barriers.

**UNIT III**

**STRATEGY FORMULATION:** Formulation of strategy at Corporate, Business and Functional levels; Generic Strategies- Strategy Formulation-Types of Strategies: Offensive strategy, Defensive strategy, Vertical integration, horizontal Integration, Turnaround Strategy,Tailoring strategy to fit specific Industry and Company situations; Management of Strategic change.

**UNIT IV**

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

**UNIT V**

**STRATEGIES FOR MERGERS AND ACQUISITIONS:** Turnaround strategy - strategies for Takeovers, Joint Ventures; Diversification Strategy: Why firms diversify, different types of diversification strategies; Concept of core competence, International Strategies.

## **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 Reading:**

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

### **Suggested Reading:**

- 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.

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**Semester –IV MBA**

L	P	T	C
4	0	0	4

**8Z437 RISK MANAGEMENT & DERIVATIVES**

**Course Objective:** The objective of this course is to make students understand the concept of financial risk, its types and how to measure. Learn meaning of Derivatives, its types and their application. It helps the students to have a comprehensive and in-depth knowledge about risk management & Derivatives. It provides the students awareness about the trading and settlement procedures of derivatives and their markets.

**UNIT I**

**INTRODUCTION TO RISK MANAGEMENT:** Risk Management Overview - Types of Risks -Impact of risk on organizations- scope of risk management- Risk Management Levels, Risk management process - risk models- Risk identification and measurement.

**UNIT II**

**RISK MANAGEMENT AND MEASUREMENT:** Risk Management Tools, Regulatory Framework - Capital Adequacy requirements - interest rate risk, liquidity risk, Market risk, credit risk, exchange rate risk, Value at Risk (VaR), Cash Flow at Risk (CaR).

**UNIT III**

**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.

**UNIT IV**

**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 V**

**OPTIONS & SWAPS:** 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. Concept and Nature of Swaps, Evolution of Swaps Market, Features of Swaps, Major types of Swaps,

**UNIT VI**

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

**Essential Reading:**

- Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e, 2013.
- R. Madhumathi& M. Ranganatham, Derivatives and Risk Management, Pearson, 2012.
- George E Rejda, Principles of Risk Management and Insurance, Pearson,2005.

**Suggested Reading:**

- Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 2003.
- Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
- Hull, Risk Management and Financial Institutions, Wiley, 2015.
- PrakashB.Yaragol, Financial Derivatives, Vikas, 1e, 2018

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**Semester –IV MBA**

L	P	T	C
4	0	0	4

**8Z438 ADVERTISING AND SALES PROMOTION MANAGEMENT**

Course Object: The objective of the course is to provide students with detailed knowledge of some of the marketing mixes such as Distribution and Promotion. The prerequisite for the course is Marketing Management offered in II semester.

**UNIT I**

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

**UNIT II**

**TYPES OF ADVERTISEMENTS:** Appeals used in Advertising, Advertising Agency and its functions, Department Ad Agency, Art and Creativity in Ad making , copywriting , Poster making, Innovation in Advertising

**UNIT III**

**SALES MANAGEMENT:** Importance, types of Selling, difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods

**UNIT IV**

**SALES BUDGETING PROCESS:** Sales Force Management – Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation. Sales Quota Sales Territory.

**UNIT V**

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

**UNIT VI**

**SALES PROMOTION STRATEGIES:** Sales Promotion for consumers, the timing of sales promotion, Advantages and disadvantages. Sales promotion for Traders and their impact.

**Essential Reading:**

- Spiro, Stanton & Rich: Management of Sales Force, Tata McGraw Hill, 2007.
- George E Belch and Michael A Belch, Advertising and Promotion, 6<sup>th</sup> Edition, Tata McGraw Hill, 2006.

**Suggested Reading:**

- Batra: Advertising Management 5/e Pearson Education, 2007.
- Jobber : Selling and Sales Management 6/e Pearson Education

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**Semester –IV MBA**

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4	0	0	4

**8Z439 LEADERSHIP AND CHANGE MANAGEMENT**

**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 Reading:**

- Coulson Thomas, C., Transforming the Company, London: Kogan Page.
- Bender, Peter Urs, Leadership from Within, Macmillan India Ltd., Delhi.
- Ian Palmer, “Managing organizational change”, 2008, TMH.
- Jim Grieses, “Organizational change”, 2010, Oxford.

### **Suggested Reading:**

- Hammer, M. and J. Champy, Reengineering the Corporation, Nicholas Brearley Publishing
- Srivastava, “Transformation Leadership”, 2008, Macmillan
- Mark Hughes, “Change management in organizations”, 2008, Jaico.
- Gary Yukl, “Leadership in organizations”, 2006, Pearson.
- J. DuBrin, “Leadership”, 2005, Wiley.

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Semester –IV MBA

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4	0	0	4

## 8Z440 ENTREPRENEURIAL FINANCE (ELECTIVE – IV)

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

### UNIT I

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

### UNIT II

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

### UNIT III

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

### UNIT IV

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

### UNIT V

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

**UNIT VI**

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

**Essential Reading:**

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

**Suggested Reading:**

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

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

**Semester –IV MBA**

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

**8Z441 COST AND MANAGEMENT ACCOUNTING**

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

Prerequisite for the course: Knowledge of Financial Accounting and Analysis taught in First Semester of the programme.

**UNIT I**

**INTRODUCTION TO MANAGEMENT ACCOUNTING:** Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs. The management process and accounting.

**UNIT II**

**COST ANALYSIS AND CONTROL:** Direct and Indirect expenses, allocation and apportionment, Absorption, Pricing of issues and Material Cost control. Overheads, under and over absorption of overheads, calculation of machine hour rate. ABC (Activity Based Costing) Method, 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, operating costing.

**UNIT III**

**MARGINAL COSTING:** Introduction, Application of Marginal costing in terms of cost control, profit planning, Dropping a product line, charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.

**UNIT IV**

**BREAK-EVEN-ANALYSIS:** concept of cost-volume-profit relationship, mechanics of B.E. analysis, Determination of Breakeven point, Break-even-graph and assumptions of BEP, importance, Margin of safety and angle of incidence. Application of BEP for various business problems.

**UNIT V**

**BUDGETARY CONTROL:** Budget, Flexible budget, different types of budgets: sales budget, cash budget, production budget, master budget, Performance budgets, material vs. purchase budgets, and concept of Zero Based Budgeting. Budgetary control, steps in budgetary control.

## 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, labour variance, Overhead Variance and sales variance.

### Essential Reading:

- S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
- M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.

### Suggested Reading:

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

**Semester –IV MBA**

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

**8Z442 RETAILING MANAGEMENT**

**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 Reading:**

- 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.
- Suja Nair, Retail Management, Himalaya Publication House, 2012.
- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.

#### **Suggested Reading:**

- 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 –IV MBA**

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4	0	0	4

**8Z443 TALENT AND KNOWLEDGE MANAGEMENT  
(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**

**KNOWLEDGE 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**

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

## **UNIT VI**

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

### **Essential Reading:**

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

### **Suggested Reading:**

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

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**Semester –IV MBA**

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4	0	0	4

**8Z444 ENTREPRENEURIAL MARKETING  
(ELECTIVE – V)**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

**ENTREPRENEURIAL DISTRIBUTION STRATEGY:** Types of Business Models, Lean approach, Build-Measure-Learn Feedback loop, Product-market fit test. Measuring effectiveness

of Channels. E-channels of Distribution, Channel integrations, Role of Channel members. Types of marketing intermediaries for start-ups.

## **UNIT VI**

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

### **Essential Reading:**

- Frederick G. Crane: Marketing for Entrepreneurs, Sage Publications, II Edition -2013.
- Robert D Hisrich, Michael P Peters, Dean A Shepherd, Entrepreneurship, Sixth Edition, New Delhi, 2006.
- Alfred E. Osborne, Entrepreneur's Toolkit, Harvard Business Essentials, HBS Press, USA, 2005.
- Madhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books, First Edition, New Delhi, 2006.

### **Suggested Reading:**

- S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, 2007.
- H. Nandan, Fundamentals of Entrepreneurship, Prentice Hall of India, First Edition, New Delhi, 2007.
- S.R. Bhowmik, M. Bhowmik, Entrepreneurship-A tool for Economic Growth and key to Business Success, New Age International Publishers, First Edition, (formerly Wiley Eastern Limited), New Delhi, 2007.

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**Semester –IV MBA**

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**8Z445 INTERNATIONAL FINANCIAL MANAGEMENT**

**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 Reading:**

- 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
- 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

**Suggested Reading:**

- P.G.Apte International Financial Management, Tata McGraw-Hill, New Delhi, 2004
- Jeff Madura, International Financial Management, 6<sup>th</sup>edition, Thomson Publications.
- Maurice D.Levi, Internationasl Finance, 3<sup>rd</sup> edition, Tata McGraw-Hill, New Delhi, 2003
- S.Eun Choel and Risnick Bruce, International Financial Management, Tata Mc Graw Hill, 2001
- David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, Multinationasl Business Finance, 10<sup>th</sup> 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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**Semester –IV MBA**

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**8Z446 DIGITAL MARKETING**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**UNIT VI**

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

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

**Essential Reading:**

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

**Suggested Reading:**

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

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**Semester –IV MBA**

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**8Z447 ORGANIZATIONAL DEVELOPMENT  
(ELECTIVE-VI)**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

## **UNIT VI**

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

### **Essential Reading:**

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

### **Suggested Reading:**

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

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**Semester –IV MBA**

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**8Z448 SOCIAL ENTREPRENEURSHIP  
(ELECTIVE – VI)**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

## **UNIT VI**

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

### **Essential Reading:**

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

### **Suggested Reading:**

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

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**Semester –IV MBA**

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**8Z449 PROJECT SEMINAR**

There shall be a Project Seminar where the students are asked to present their project synopsis which includes the selection of the topic, Research objectives, Research Methodology all these are presented in the presence of the Project Review committee chaired by the Head of the department and the evaluation will be done based on the submission of the synopsis report and project presentation seminar for internal award of 50 marks.

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**Semester –IV MBA**

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**8Z450 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 50 marks for the students based on day to day work and for Project review presentations.

External evaluation is done for 100 marks where the final project report will be evaluated 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 Reading:**

- 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

**Suggested Reading:**

- Michael Jay Polonsky: David S Waller: Designing and Managing a Research Project, Sage, 2009
- Surendra Kumar: An Aid to Project Work, Paragon International, 2009.