

ACADEMIC REGULATIONS
COURSE STRUCTURE AND DETAILED SYLLABUS
(CHOICE BASED CREDIT SYSTEM (CBCS))

MASTER OF BUSINESS ADMINISTRATION

For
MBA - Regular Two Year Post Graduate Degree Programme
(Applicable for the batches admitted from 2017 - 2018)



CMR INSTITUTE OF TECHNOLOGY

(UGC - Autonomous)

**Approved by AICTE, Permanently Affiliated to JNTUH & Accredited by
NBA**

**Kandlakoya(V), Medchal (M), Ranga Reddy (Dist.), Hyderabad-501 401,
Telangana State**

Landline: 08418-200720; Fax: 08418-200240

E-mail: principalmrit@gmail.com

Web: www.cmritonline.ac.in

FOREWORD

CMR Institute of Technology, established in the year 2005 has been bestowed with autonomous status by the UGC from the Academic Year 2017-18 for its remarkable academic accomplishments accompanied by its unflinching spirit and dedication to impart quality technical education to the deserving aspirants. The institution has commenced functioning independently within the set norms prescribed by UGC and AICTE. The performance of the institution manifests the confidence that the prestigious monitoring body, the UGC has on it, in terms of upholding its spirit and sustenance of the expected standards of functioning on its own consequently facilitating the award of degrees for its students. Thus, an autonomous institution is provided with the necessary freedom to have its own **curriculum, examination system and monitoring mechanism**, independent of the affiliating University but under its observance.

CMR Institute of Technology takes pride for having won the confidence of such distinguished academic bodies meant for monitoring the quality in technology education. Besides, the institution is delighted to sustain the same spirit of discharging the responsibilities that it has been conveying since a decade to attain the current academic excellence, if not improving upon the standards and ethics. Consequently, statutory bodies such as the Academic Council and the Boards of Studies have been constituted under the supervision of the Governing Body of the college and with the recommendations of the JNTU Hyderabad, to frame the regulations, course structure and syllabi for autonomous status.

The autonomous regulations, course structure and syllabi have been framed in accordance with the vision and mission of the institution along with certain valuable suggestions from professionals of various ancillary fields such as the academics, the industry and the research, all with a noble vision to impart quality technical education and contribute in catering full-fledged graduates to the society.

All the faculty members, the parents and the students are requested to study all the rules and regulations carefully and approach the Principal to seek any clarifications, if needed, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The cooperation of all the stake holders is sought for the successful implementation of the autonomous system in the larger interests of the institution and for brightening the career prospects of graduates.

PRINCIPAL

CMR INSTITUTE OF TECHNOLOGY

Vision: To create world class technocrats for societal needs.

Mission: Impart global quality technical education for a better future by providing appropriate learning environment through continuous improvement and customization.

Quality Policy: Strive for global excellence in academics & research to the satisfaction of students and stakeholders.

Master of Business Administration (MBA)

Vision: “To be a responsible institute that shapes young minds towards best managerial practices with a global focus to be a socially and professionally commendable leader”

Mission

- To transform nation builders towards better organizational performance.
- To provide conducive environment for the students through holistic development.
- To adopt emerging pedagogical techniques that provides supports employability.
- To emphasize future managers’ responsibility towards global society.

Core Values of the Department:

- Spirit of inquiry with intellectual freedom
- Spirit of collaboration with Integrity
- Spirit to be a techno-savvy work with Knowledge Management Systems
- Being a responsible leader-manger with cultural, social and professional ethics

I. PROGRAMME EDUCATIONAL OBJECTIVES (PEO’s)

1. Core Competence: Impart profound knowledge in relevant areas of management along with professional capabilities & concepts for practical understanding. [PO’s: 1,2,3,4,5,7,8,9,10,11 and 12] [PSO’s: 1, 2 and 3]
2. Career Advancement: Enrich analytical skills and industry-based modern technical & managerial skills in the area of their interest & specialization with a special focus on multi-disciplinary, cross functional and cross cultural areas of management for accomplishing advanced learning, research, entrepreneurship and to succeed professionally across the globe. [PO’s: 1,2,3,4,5,6,7,8,9,10,11 and 12] [PSO’s: 1, 2 and 3]
3. Life-Long Learning: Infuse life-long Innovative learning, professional ethics along with effective communication skills with a sense of social responsibility. [PO’s: 1,2,3,4,5,6,7,8,9,10,11 and 12] [PSO’s: 1, 2 and 3]

II. PROGRAMME OUTCOMES (PO’s)

1. Fundamental & Managerial Knowledge: Apply the knowledge of management, quantitative techniques, OR, MOT, Systems and ERP application in the areas of their specialization to provide suitable managerial solutions to the satisfaction of their clients and society. [PEO’s: 1,2 and 3] [PSO’s: 2 and 3]
2. Problem Analysis: An ability to analyze enterprise problems using Operation Research techniques & TOWS matrix [PEO’s: 1,2 and 3] [PSO’s: 2 and 3]

3. Development of Managerial Solutions: Develop user-friendly-database to provide optimum managerial solutions that meet the requirements of stakeholders. [PEO's: 1 and 2] [PSO's: 1,2 and 3]
4. Conduct enquiry & interpretation of managerial problems: Use research-based knowledge and research methods including field surveys, analysis and interpretation of data, and synthesis of the information to provide valid conclusions. [PEO's: 1 and 2] [PSO's: 2 and 3]
5. Modern tool usage: Use of modern software-packages, predictive analytics and quantitative modeling tools to provide solutions for complex managerial problems with an understanding the theory of constraints. [PEO's: 1 and 2] [PSO's: 2 and 3]
6. The manger and society: Analyze contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to the professional managerial practice. [PEO's: 2 and 3] [PSO's: 1,2 and 3]
7. Environment and sustainability: Understand the impact of the managerial solutions towards sustainable development. [PEO's: 1 and 3] [PSO's: 2 and 3]
8. Ethics: Apply ethical principles in all the spheres of managerial practices. [PEO's: 1,2 and 3] [PSO's: 1 and 3]
9. Individual and team work: Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings. [PEO's: 1 and 2] [PSO's:1,2 and 3]
10. Communication: Communicate effectively with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions. [PEO's: 1,2 and 3] [PSO's: 1,2 and 3]
11. Project management and finance: Demonstrate the knowledge and understanding of the functional viabilities of the project and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments. [PEO's: 1,2 and 3] [PSO's: 1,2 and 3]
12. Life-long learning: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of changing global environment. [PEO's: 1,2 and 3] [PSO's: 1,2 and 3]

Mapping of Program Outcomes (POs) with Program Educational Objectives (PEOs)

PEO/P O	PO- 1	PO- 2	PO- 3	PO- 4	PO- 5	PO- 6	PO- 7	PO- 8	PO- 9	PO- 10	PO- 11	PO- 12
PEO-1	3	3	3	3	3	3	--	3	3	3	1	3
PEO-2	3	3	3	3	3	2	--	3	3	3	2	3
PEO-3	3	3	3	3	2	2	1	3	3	3	2	2

III. PROGRAMME SPECIFIC OUTCOMES (PSO's)

1. To establish centers of excellence in Leadership, Good-Governance, Entrepreneurship and Corporate Social Responsibility. [PEO's: 1,2 and 3]& .[PO's: 1,2,3,4,5,6,7,8,9,10,11 and 12]
2. To adopt innovative technical teaching methods and promote self learning ability amongst student & faculty to succeed in research activities for the benefit of society in pursuit of academic & professional excellence. [PEO's: 1,2 and 3]& .[PO's: 1,2,3,4,5,6,7,8,9,10,11 and 12]
3. To create, support and enable necessary infrastructure facilities for career advancement. [PEO's: 1,2 and 3]& .[PO's: 1,2,3,4,5,6,9,10,11 and 12]

Mapping of Program Specific Outcomes (PSOs) with Program Educational Objectives (PEOs)

PEO/PSO	PSO-1	PSO-2	PSO-3
PEO-1	1	3	3
PEO-2	3	3	3
PEO-3	2	3	3

MBA - Regular Two Year Post Graduate Degree Programme (For batches admitted from the Academic Year 2017 - 18)

PREAMBLE

For pursuing MBA - Regular Two Year Post Graduate Degree Programme offered by **CMR Institute of Technology (CMRIT)** under autonomous status will herein be referred to as CMRIT (Autonomous).

All the specified rules are herein approved by the Academic Council. These rules will be in force and are applicable to students admitted from the Academic Year 2017-18 onwards. Any reference to “**Institute**” or “**College**” in these rules and regulations stand for CMRIT (Autonomous).

All the rules and regulations specified shall hereafter be read as a whole for the purpose of interpretation, as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, the Principal, CMRIT(Autonomous) shall be The Chairman, Academic Council.

1. POST GRADUATE PROGRAM OFFERED -MBA

CMR Institute of Technology, an autonomous college affiliated to JNTUH, offers MBA - Regular Two Years (4 semesters) Post Graduate Degree Programme, under Choice Based Credit System (CBCS) with effect from the Academic Year 2017 - 18 onwards.

2. ADMISSION CRITERIA AND MEDIUM OF INSTRUCTION

2.1. Admission into first year of MBA - Regular Two Year Post Graduate Degree Programme

2.1.1 Eligibility: Admission into the first year of MBA - Regular Two Year Post Graduate Degree Programme shall be made subject to eligibility and qualification as prescribed by the university from time to time. Admissions shall be made on the basis of merit/rank obtained by the candidate qualified at TSICET or any entrance test conducted by then university or on the basis of any other order of merit as approved by the university, subject to reservations as laid down from time to time by Government of Telangana.

2.1.2. Admission Procedure: Admissions are made into the first year MBA - Regular Two Year Post Graduate Degree Programme as per the stipulations of the TSICET.

- (a) Category A: 70% seats are filled through TSICET counselling.
- (b) Category B: 30% seats are filled by the management.

2.2. College Transfers: There shall be no college transfers after the completion of admission process.

2.3. Medium of Instruction: The medium of instruction and examinations for the entire MBA - Regular Two Year Post Graduate Degree Programme will be in **English** only.

3. MASTER OF BUSINESS ADMINISTRATION (MBA) - REGULAR TWO YEAR POST GRADUATE DEGREE PROGRAMME STRUCTURE

3.1 Admitted under MBA - Regular Two Year Post Graduate Degree Programme:

3.1.1 A student after securing admission shall pursue the post graduate programme in MBA for a minimum period of two academic years (4 semesters), and a maximum period of four academic years (8 semesters) starting from the date of commencement of first year first semester. However, he is permitted to write the examinations for two more years after four academic years of course work, failing which he shall forfeit his seat in MBA programme.

3.1.2 Each semester is structured to provide 22 credits totaling to 88 credits for the entire MBA Programme.

3.1.3 The student shall register for all 88 credits and secure all the 88 credits (with CGPA \geq 5) required for the completion of the Post graduate programme and award of the MBA degree.

3.2 UGC/AICTE specified definitions/ descriptions are adopted appropriately for various terms and abbreviations used in these academic regulations/ norms, which are listed below.

3.2.1 Semester Scheme:

MBA (Regular) programme is of 2 academic years (4 semesters) with the academic year being divided into two semesters of 22 weeks (\geq 90 instructional days) each, each semester having - 'Continuous Internal Evaluation (CIE)' and 'Semester End Examination (SEE)'. Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) as indicated by UGC and curriculum/course structure as suggested by AICTE/JNTUH are followed.

3.2.2 Credit Courses:

a) All subjects/courses are to be registered by a student in a semester to earn credits. Credits shall be assigned to each subject/course in a L: P: C (Lecture Periods: Practice/Lab Periods : Credits) Structure, based on the following general pattern .

- One Credit - for One hour/Week/Semester for Theory/Lecture (L) Courses; and
- One Credit - for Two hours/Week/Semester for Seminar/Practice/Lab (P) Courses

All Mandatory Courses, guest lectures, tutorials etc., shall not carry any credits.

b) Contact Hours: Weekly contact hours - equal to 26 hours per week (i.e. 1 hour = 60 Minutes); for this an average course load of 22 credits per semester including mandatory/non-credit courses.

3.2.3 Subject / Course Classification and Nomenclature:

CMRIT has followed almost all the guidelines specified by AICTE / UGC / JNTUH for the classification of all subjects / courses offered at MBA programme and are mentioned below.

S. No.	Broad Course Classification	Course Group / Category	Course Description	Range of Credits
1	Foundation Courses (FnC)	Communication Skills	Includes general subjects related to employability and life style	2 (2.27%)
2	Engineering Courses(EnC	BSRM, QABD & POM	Includes subjects need some core computer skills covers various electives & specializations.	12 (13.64%)
3	Core Courses (CoC)	PC – Professional Core	Includes core subjects covers various streams (marketing.	46 (52.28%)
4	Professional Core Elective Courses (PCE)	PCE – Professional Core Electives	Includes Professional Elective subjects related to the Specialization (Finance/Marketing/HR/Entrepreneurship)	18 (20.45%)
5	Open Elective Courses (OEC)	OE – Open Electives	Elective subjects include industry oriented subjects or subjects in an area of interest.	6 (6.81%)
5	Core Courses	Comprehensive Viva Voce	All Core, Professional and Professional Core Elective Subjects	4 (4.55%)
		Pre Submission of Project Work	Progress of Main Project Work.	
		Project Report Evaluation & Viva Voce	Main Project Evaluation Viva on Core and professional elective subjects	
6	Mandatory Courses (MC)	Mandatory Courses (MC)	Mandatory Non Credit Courses in diverse fields.	-
Total Credits				88 100.00%

4. COURSE REGISTRATION

- 4.1** A ‘Faculty Advisor or Counsellor’ shall be assigned to each student, who advises each student about the MBA Programme, its course structure and curriculum, choice/option for subjects/courses, based on his/her competence, progress and interest.
- 4.2** Academic section of the college invites ‘**registration forms**’ from students before the beginning of the semester through online submission, ensuring ‘**date and time stamping**’. The online registration requests for any ‘**current semester**’ shall be **completed before the commencement of Semester End Examinations(SEE)** of the ‘**preceding semester**’.
- 4.3** A student can apply for **online** registration, **only after** obtaining the written approval from his faculty advisor or counselor, which should be submitted to the college academic section through the Head of the Department. A copy of it shall be retained with the Head of the Department, the faculty advisor and the student.
- 4.4** A student may be permitted to register for his/her subjects/course of **choice** with a total of 22 credits per semester (minimum of 19 credits and maximum of 25 credits, permitted deviation being $\pm 14\%$), based on **progress** and SGPA/CGPA, and completion of the ‘**pre-requisites**’ as indicated for various subjects/courses, in the department course structure and syllabus contents. however, a **minimum** of 19 credits per semester must be registered to ensure the

studentship in any semester.

- 4.5** Choice for ‘**additional subjects / courses**’ to reach the maximum permissible limit of 25 credits (above the typical 22 credit norm) must be clearly indicated, which needs the specific approval and signature of the faculty advisor / counsellor.
- 4.6** If the student submits ambiguous choices or multiple options or erroneous (incorrect) entries during **online** 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.
- 4.7** Subject/ Course Options exercised through **on-line** Registration are final and **cannot** be changed, and **cannot** be inter-changed; further, alternate choices will also not be considered. However, if the Subject/ Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the Student shall be allowed to have alternate choice - either for a new Subject (subject to offering of such a Subject), or for another existing Subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of Department, with due notification and timeframe schedule, within the **first week** from the commencement of Class-work for that Semester.
- 4.8** Dropping of subjects/courses may be permitted, only after obtaining prior approval from the faculty advisor / counselor (subject to retaining a minimum of 19 credits), ‘**within 15 days of time**’ from the commencement of that semester.
- 4.9** **Open Electives:** Students have to choose open elective-1 in I year I semester and open elective-2 in I year II semester from the open electives list as per course structure.
- 4.10** **Professional Electives:** Students have to choose **three professional core electives** in II Year in both III semester and IV semesters. There are four different streams offered i.e., **Entrepreneurship, Finance, HRM, and Marketing** and under each stream there are 6 courses/subjects. Students are free to opt any one of the four streams so offered (i.e., Entrepreneurship, Finance, HRM, and Marketing,) and study all the courses offered under that stream . For instance, if a student opts for the **Entrepreneurship Stream**, he/she has to study all the professional core elective courses ‘**Only Under Entrepreneurship Stream**’(in II Year III semester-professional core electives 1, 2 & 3 and in II Year IV semester-professional core electives 4, 5 & 6 of entrepreneurship only). The same is the case for other streams (finance/HR/marketing) also.
- 4.11** **Mandatory Courses (Non-Credit):** All mandatory courses wherever offered require prior registration.

5. SUBJECTS / COURSES TO BE OFFERED

- 5.1** A subject/course may be offered to the Students, **if only** a minimum of 1/3 of students register to the course.
- i) More than **one faculty member** may be allotted by the head of the department for the

same subject (lab/practical's may be included with the corresponding theory subject in the same semester) in any semester. However, selection choice for students will be based on '**first come first serve** basis and CGPA criterion' (i.e. the first focus shall be on early **online entry** from the student for registration in that semester, and the second focus, if needed, will be on CGPA of the student).

- ii) If more entries for registration of a subject come into picture, then the concerned Head of the Department shall take necessary decision, whether or not to offer such a subject/course for **two (or multiple) sections**.

6. ATTENDANCE REQUIREMENTS

The programme offered on a unit basis with each subject being considered a unit.

- 6.1.** Attendance in all classes (Lectures/Laboratories/Practice/Seminar etc.) is compulsory. The minimum required attendance in each Lectures/Laboratories/Practice/Seminar etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the Semester End Examination in that semester.
- 6.2.** A Student shall be eligible to appear for the Semester End Examination (SEE) of any Subject / Course, if he acquires a minimum of 75% of attendance in that Subject / Course for that Semester.
- 6.3.** Condonation of shortage of attendance in each subject up to 10% (65% and above and below 75%) in each subject/course or seminar/practice of a semester shall be granted by the College Academic Committee on genuine and valid grounds, based on the student's representation with supporting evidence.
- 6.4.** A stipulated fee per subject/course shall be payable towards condoning of shortage of attendance.
- 6.5.** Shortage of attendance below 65% in any subject/course shall in **no case** be condoned.
- 6.6.** A Student, whose shortage of attendance is not condoned in any subject(s) / course (s) in any semester, is considered as '**Detained in that Subject(s)/Course(s)**', and is not eligible to take Semester End Examination(SEE) of such subject(s)course(s). In case of **seminar courses**, his **Seminar Report or Presentation** are not eligible for evaluation(CIE) in that semester; and he has to seek **re-registration for those subject(s)/course(s) in subsequent semesters**, and attend the same as and when next offered.
- 6.7.** A candidate shall put in a minimum required attendance in **at least three (3) theory subjects** of each semester for promoting to next semester. In order to qualify for the award of the MBA degree, the candidate shall complete all the academic requirements of the subjects, as per the course structure.
- 6.8.** A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present semester, as applicable. They may seek readmission into that semester when offered next.
- 6.9.** If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for **readmission into the same class**.
- 6.10.** If any, candidate detained in any of such courses for want of attendance(less than 75% attendance in that particular course), where there is only CIE and no SEE. Then the student

has to re-register those courses as and when offered next, as per the rules applicable to their regulations.

- 6.11.** If any student is detained in case of any open/core/professional core electives, he/she may seek re-registration as and when offered next. If such subject/course not offered in that regulations in which the student seek re-registration, then a **substitute subject** will be identified (which may have 80% of common syllabus in the present regulation or any other subject relevant). However, the re-registered student has to follow attendance and academic requirements as usual to the respective classification of the subject/course for which the re-registration is sought. Approved list of such re-registered subjects/courses and candidates will be sent by Head of the Department for further approval from Head of the Institution & College Academic Council.

7. ACADEMIC REQUIREMENTS FOR PROMOTION/COMPLETION OF REGULAR MBA PROGRAM

The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in item no. 6.

- 7.1** A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course, if he secures not less than 40% marks (28 out of 70 marks) in the Semester End Examination, and a minimum of 50% of marks in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together; in terms of Letter Grades, this implies securing **B Grade** or above in that subject.
- 7.2** A Student shall be deemed to have satisfied the **academic requirements and earned the credits allotted** to – Seminar, Practice/Lab Courses, Pre Submission Project Work, Main Project Report Evaluation and Main Project Viva Voce, if he secures not less than 50% of the total marks(50 marks out of 100 marks) to be awarded for each. The student would be treated as failed, if he - (i) does not attend the viva-voce as per the schedule given, or (ii) does not present the seminar as required, or (ii) secures less than 50% of Marks (< 50 Marks) in seminar/pre submission project work/comprehensive viva voce/main project report evaluations/main project viva-voce evaluations. He may reappear for those courses when scheduled again; for seminar, he has to reappear in the next subsequent semesters, as and when scheduled.
- 7.3** A student shall - register for all subjects covering 88 credits and mandatory courses as specified and listed in the course structure for the chosen MBA Post Graduate Programme and put up all the attendance and academic requirements for securing 88 credits by obtaining a minimum of **B Grade or above** in each subject/course, and ‘earn all 88 credits securing SGPA ≥ 5.0 (in each semester) and final CGPA (i.e., CGPA at the end of PGP) ≥ 5.0 , to successfully complete the PGP for award of MBA degree.
- 7.4** Marks and Letter Grades obtained in all those subjects covering the above specified 88 Credits alone shall be considered for the calculation of final CGPA, which shall be indicated in the Grade Card of II Year II Semester.
- 7.5** If a student registers for some more ‘**extra Subjects**’ other than those listed subjects totaling to 88 Credits as specified in the course structure, the performances in those ‘**extra subjects**’ (although evaluated and graded using the same procedure as that of the required 88 Credits) will not be taken into account while calculating the SGPA and CGPA. For such ‘**extra subjects**’ registered, % marks and **Letter Grade** alone will be indicated in the **Grade Card**, as a performance measure, subject to completion of the attendance and academic requirements as stated in Items 6 and 7.1 – 7.4 above.

- 7.6** Students who fail to earn 88 credits as per the specified course structure, and as indicated above, within 4 academic years from the date of commencement of their I Year, shall forfeit their seat in MBA Programme and their admissions shall stand cancelled.
- 7.7** When a student is detained due to shortage of attendance in any subject(s)/seminar in any semester, no grade allotment will be done for such subject(s)/seminar, and SGPA/ CGPA calculations of that semester will not include the performance evaluations of such subject(s)/seminar in which he got detained. However, he becomes eligible for re-registration of such subject(s)/seminar (in which he got detained) in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which he gets readmitted, by paying the stipulated fees per subject. In case of re-registration, the student should secure a fresh set of internal marks in CIE and external marks in Semester End Examination (SEE) for performance evaluation in such subject(s), and subsequent SGPA/ CGPA calculations.
- 7.8** A student is eligible to appear for the Semester End Examination (SEE) in any subject, if absent or failed (failing to secure **B Grade or above**), may reappear for that subject at the supplementary examinations i.e., SEE as and when conducted. In such cases, his internal marks of CIE assessed earlier for that subject/ course will be carried over, and added to the marks to be obtained in the supplementary examination i.e., SEE, for evaluating his performance in that subject/course.
- 7.9** A student who is detained due to lack of credits shall be promoted to the next academic year only after acquiring the required academic credits. The academic regulations under which student has been readmitted shall be applicable.

8. EVALUATION - DISTRIBUTION AND WEIGHTAGE OF MARKS

- 8.1** The performance of a student in each semester shall be evaluated subject-wise / course-wise (irrespective of credits assigned) with a maximum of 100 marks. These evaluations shall be based on 30 marks allotted for CIE (Continuous Internal Evaluation) and 70 marks for SEE (Semester End Examination), and a letter grade corresponding to the percentage of marks obtained shall be given.

8.2 Evaluation of Theory Subjects / Courses

A) Continuous Internal Evaluation: For each theory subject there shall be two mid-term examinations of 30 marks. Each mid-term examination consists of subjective paper for 25 marks and assignment for 5 marks. The better performance out of these two mid-term examinations shall be taken as the final marks secured by the student. The duration of each mid-term examination is for 2 hours.

- I.** The first mid-term examination shall be conducted for the first 50% of the syllabus, and the second mid-term examination shall be conducted for the remaining 50% of the syllabus as per the academic calendar.
- II.** The subjective paper shall be conducted for duration of 2 hours. Each subjective paper shall contain 2 parts (Part-A and Part-B). Part-A consists of one compulsory question with five sub questions carrying two marks each. Part-B consists of 3 essay questions carrying five marks each with internal choice; the student has to answer all 3 questions.
- III.** First assignment should be submitted before the commencement of the first mid-term examinations, and the second assignment should be submitted before the commencement of the second mid-term examinations. The assignments shall be specified / given by the concerned subject teacher.

B) Semester End Examinations(SEE): The duration of SEE is 3 hours. The details of the question paper pattern are as follows:

- The SEE will be conducted for 70 marks consisting of two parts viz. **Part- A** for 20 marks, and **Part - B** for 50 marks.
- **Part-A** is a compulsory question which consists of ten sub-questions (two from each unit) carries 2 marks each.
- **Part-B** consists of five questions carrying 10 marks each; one question from each unit with internal choice.

8.3 Evaluation of Practical/Lab Subjects/Courses: In first semester, a student has to complete all exercises in BCS lab course and get the record certified by lab faculty and concerned Head of the Department to be eligible for CIE. Typically, the evaluation for Business Communication Skills lab course shall be only Continuous Internal Evaluation (CIE) during the semester for 100 marks. Further, CIE contains two parts i.e., Part-A for 50 marks(allocated for day-to-day evaluation by respective faculty member) and Part-B for 50 marks(two mid-term examinations each for 50 marks of two hours duration). Mid Term examinations shall be conducted by a departmental committee consisting of concerned lab teacher, one internal examiner appointed by HOI on recommendations of Head of the Department. The better performance of these two mid-term examinations shall be taken into account for evaluation of Part-B for 50 marks. The final CIE would be the marks obtained by the student in both Part-A for 50 marks and Part-B for remaining 50 marks. However, a student has to secure a minimum of 50% out of 100 marks of CIE to become eligible for award of degree. If any student fails to secure eligibility, he has to appear in supplementary examinations as and when next conducted.

8.4 Evaluation of Seminar: The student has to enroll and get approval for seminar on a specialized topic from the concerned advisor / counselor in the beginning of respective semester. The student should collect the information on a specialized topic, prepare an analytical report, give seminar presentation of the topic and submit it to the department as notified by the concerned Head of the Department. It shall be evaluated by the departmental committee consisting of Head of the Department, supervisor and two senior faculty members. The seminar report shall be evaluated for 100 marks. There shall be no semester end examination for the seminar. If any student fails to fulfill minimum marks has to **reappear** during the supplementary examinations.

8.5 Evaluation of Pre-Submission Project Work: There shall be one '**Pre-Submission Project Work**' in II year II semester. A candidate shall submit a report and give presentation on **Main Project Work**. There shall be only Continuous Internal Evaluation (CIE) for pre-submission project work for 100 marks. The Supervisor and PRC together will examine the problem definition, objectives, scope of work, and literature survey in the same domain and provide suggestions accordingly. The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project dissertation only after successful completion of all theory and practical courses(including this course), **with the approval of PRC not earlier than the academic calendar of the semester from the date of registration of the project work**. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC. A candidate shall submit his project status report in **two stages** at least with a gap of **3 months between them**, evaluation shall be done on the basis of progress of project work. Those students who secure minimum 50% of total 100 marks in the '**Pre-Submission Project Work**' are only eligible for final

registration of SEE for **Main Project Report Evaluation and Main Project Viva Voce** Evaluation.

8.6 Failing to Secure 50% of Total Marks in First Attempt in Pre-Submission Project Work:

If any student fails to fulfill the requirements of securing 50% of total marks in Pre-Submission Project Work, the student will be given one chance of 'reappearance'. Even in his 'reappearance' if a student is unable to secure a minimum 50% out of total marks, he has to register under supplementary examination as and when notified by the institution.

8.7 Improvement of Internal Marks for failed candidates:

A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within **two weeks** of commencement of the class work. In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the Semester End Examination in those subject(s). In the event of the student taking another chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt automatically stands cancelled.

8.8 Evaluation of Mandatory Courses:

For mandatory courses 'Satisfactory' or "Unsatisfactory" shall be indicated instead of marks or letter grade and this will not be counted for the computation of SGPA / CGPA. The evaluation of mandatory courses shall be at the end of that semester after II Mid Term Examination (student has to satisfy academic and attendance requirements as usual). In case of theory/practical courses there will be one internal examination conducted at the end and student has to secure 50% of total marks to be successful. In case of practice/seminar courses the student has to give a personal presentation before department evaluation committee and shall secure 50% of 100 marks to be successful. A student shall be **declared as pass in mandatory courses**, only if he secure 50% of total marks allocated to that particular subject/course and became eligible for award of degree.

8.9 Evaluation of Comprehensive Viva-Voce SEE:

There shall be only SEE for comprehensive viva-voce in II year I semester for 100 marks and there will be no CIE for this course. The comprehensive viva-voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. A committee shall be constituted for the conduct and evaluation of the comprehensive viva-voce. The committee shall consist of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Head of the Institution. For this, the Head of the department shall submit a panel of 3 examiners through Controller of Examinations. There are no internal marks for the comprehensive viva-voce. A candidate has to secure a minimum of 50% of total marks to be declared successful. If he fails to fulfill minimum marks, he has to **reappear** during the supplementary examinations.

8.10 Evaluation of Main Project Report & Main Project Viva-Voce(SEE):

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee (PRC). There shall be CIE for 30 Marks and SEE for 70 Marks for **Main Project Report Evaluation and Main Project Viva-Voce** each for 100 marks in II Year II semester. A candidate has to secure a minimum of 50% of total marks allotted (i.e., CIE and SEE) in each course. If any student fails to fulfill minimum marks, he has to reappear for SEE examination as suggested by external examiner and PRC together within the stipulated period.

A) **CIE for Project Report Evaluation and Main Project Viva-Voce Courses:** Out of 30 marks allotted for **both courses** the concerned supervisor shall evaluate for 15 marks and for the remaining 15 marks evaluation shall be by PRC. A candidate has to submit & present the Project Report before PRC after satisfactory 'plagiarism check' but before registration for SEE. However, marks for both CIE & SEE at-a-time shall be awarded, after successful completion of Main Project Viva Voce Examination.

B) **Process of Registration, Review and Submission of final Project-Report for 'Main Project Report Evaluation and Main Project Viva-Voce':**

- a) **A Project Review Committee (PRC)** shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- b) **Registration of Project Work:** A candidate is permitted to register for the project work after satisfying the attendance requirement of the subjects till II Year II Semester(subject to Item No. 6.7).
- c) After satisfying (b) above, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- d) 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.
- e) A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- f) The work on the project shall be initiated at the beginning of the II year II Semester and the **duration of the project is one semester**. A candidate is permitted to submit project dissertation only after successful completion of all theory and practical courses with the approval of PRC **not earlier than the academic calendar of the semester from the date of registration of the project work**. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC.
- g) After approval from the PRC, the soft copy of the dissertation should be submitted to the controller of examinations of CMRIT for **ANTI-PLAGIARISM** for the quality check and the plagiarism report should be included in the final dissertation. If the copied information is **less than 30%**, then only dissertation will be accepted for submission.
- h) Three copies of the dissertation certified by the supervisor shall be submitted to the department.
- i) For **Main Project Report Evaluation** course there shall be CIE for 30 marks and SEE for 70 marks. CIE is evaluated by project supervisor and PRC together and SEE is evaluated by the external examiner appointed by the Head of the Institution. The candidate has to secure minimum of 50 marks out of 100 marks in the Main Project Report Evaluation examination.
- j) For **Main Project Viva Voce** course there shall be CIE for 30 marks and SEE for 70 marks. CIE is evaluated by project supervisor and PRC together and SEE is evaluated by the external examiner as appointed by the Head of the Institution(external examiner appointment for item no i & j shall be one and same). The candidate has to secure minimum of 50 marks out of 100 marks in the Project Viva-Voce examination.
- k) If he fails to fulfill as specified in 'j' above, he will reappear for the Main Project Viva-Voce examination **only after three months**. In the reappeared examination also if he fails to fulfill, he will not be eligible for the award of the degree.

- l) The dissertation shall be adjudicated by one examiner selected by the Head of the Institution. For this, the Head of the Department shall submit a panel of 3 examiners, eminent in that field, with the help of the guide concerned and Head of the Department.
- m) If the report of the examiner is not favourable, the candidate shall revise and resubmit the dissertation. If the report of the examiner is unfavourable again, the dissertation shall be summarily rejected.
- n) If the report of the examiner is favourable, Main Project Report Evaluation and Main Project Viva-Voce examination shall be conducted by a board consisting of the supervisor, Head of the Department and the external examiner who adjudicated the dissertation.
- o) The Head of the Department shall coordinate and make arrangements for the conduct of Main Project Report Evaluation and Main Project Viva- Voce examination.

9. GRADING PROCEDURE

9.1 Marks will be awarded to indicate the performance of each student in each theory subject, lab/practice/seminar/comprehensive-viva and project. Based on the Percentage of marks obtained in Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), both taken together, as specified in item 10, 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.

% of Marks Secured (Class Intervals)	Letter Grade (UGC Guidelines)	Grade Points
90% and above	O (Outstanding)	10
Below 90% but not less than 80%	A⁺ (Excellent)	9
Below 80% but not less than 70%	A (Very Good)	8
Below 70% but not less than 60%	B⁺ (Good)	7
Below 60% but not less than 50%	B (Average)	6
Below 50%	F (Fail)	0
Absent	Ab	0

9.3 A student obtaining F grade in any subject shall be declared '**failed**' and shall be required to reappear as '**Supplementary Candidate**' in the Semester End Examination (SEE), as and when offered. In such cases, his earlier internal marks (i.e., CIE) in those subject(s) will remain same.

9.4 A letter grade does not imply any specific % of marks.

9.5 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**'. However, he has to repeat all the subjects/courses pertaining to that semester, when he is detained.

9.6 A student earns Grade Point (GP) in each subject/course, on the basis of the letter grade obtained by him in that subject/course (excluding mandatory non-credit courses). Then 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

9.7 The student passes the subject/course only when he gets $GP \geq 6$ ('B' grade or above).

9.8 The Semester Grade Point Average (SGPA) is calculated by dividing the sum of credit points (ΣCP) secured from **all** subjects / courses **registered** in a semester, by the total number of credits registered during that semester. SGPA is rounded off to **two** decimal places. SGPA is thus computed as

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

Where 'i' is the subject indicator index (takes 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 that i^{th} subject, and G_i represents the grade points (GP) corresponding to the letter grade awarded for that i^{th} subject.

9.9 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

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

Where '**M**' is the **total** no. of subjects (as specifically required and listed under the course structure of the parent department) the student has '**registered**' from the 1st semester onwards upto and inclusive of the semester S (obviously $M > N$), 'j' is the subject indicator index (takes into account all subjects from 1 to S semesters), is the no. of credits allotted to the j^{th} subject, and represents the grade points (GP) corresponding to the letter grade awarded for that j^{th} subject. After registration and completion of I year I semester however, the SGPA of that semester itself may be taken as the CGPA, as there are no cumulative effects.

Illustration of calculation of SGPA					Illustration of calculation of CGPA			
Course /Subject	Credits	Letter Grade	Grade Points	Credit Points	Semester	Credits	SGPA	Credits x SGPA
Course 1	3	O	10	30	Sem I	22	7	154
Course 2	3	A ⁺	9	27	Sem II	22	6	132
Course 3	3	A	8	24	Sem III	22	6.5	143
Course 4	3	B ⁺	7	21	Sem IV	22	6	132
Course 5	3	B	6	18	Total	88		561
Course 6	3	F	0	0	CGPA=	6.375		

Total	18			120				
SGPA = 120/18 = 6.67								

9.10 For merit ranking or comparison purposes or any other listing, **only** the ‘**rounded off**’ values of the CGPAs will be used.

9.11 For calculations listed in item 9.6 to 9.9, performance in failed subjects/courses (securing ‘F’ grade) will also be taken into account, and the credits of such subjects/courses will also be included in the multiplications and summations. However, mandatory courses will not be taken into consideration.

10 PASSING STANDARDS:

10.1 A Student shall be declared ‘**successful**’ or ‘**passed**’ in a semester, only when he gets a SGPA ≥ 5.00 and shall be declared ‘**successful**’ or ‘**passed**’ in the entire PGP, only when gets a CGPA ≥ 5.00 ; subject to the condition that he secures a GP ≥ 6 (B grade or above) in every registered subject/course in each semester for the award of the degree.

10.2 A Student shall be declared ‘**successful**’ or ‘**passed**’ in any non-credit mandatory subjects/courses, if he secures a ‘**Satisfactory Participation Certificate**’ or secures a GP ≥ 6 (in case of if there is any marks allotted to that course/ subject).

10.3 After the completion of each semester, a ‘**Grade Card**’ or ‘**Grade Sheet**’ (or **Transcript**) shall be issued to all the registered students of that semester, indicating the letter grades and credits earned. It will show the details of the courses registered (course code, title, no. of credits, grade earned etc.), credits earned, SGPA, and CGPA.

11 DECLARATION OF RESULTS

11.1 Computation of SGPA and CGPA are done using the procedure listed in item Nos.9.6 to 9.9.

11.2 For final percentage of marks equivalent to the computed final CGPA, the following formula may be used:

$$\text{Percentage of Marks} = (\text{final CGPA} - 0.5) \times 10$$

12 AWARD OF DEGREE

12.1 After a student has satisfied the requirement prescribed for the completion of the program and is eligible for the award of MBA degree he shall be placed in one of the following four classes based on CGPA:

Class Awarded	Grade to be Secured	Remarks
First Class with Distinction	≥ 8.00 CGPA	From the aggregate marks secured from 88 credits for regular students
First Class	≥ 6.50 to < 8.00 CGPA	
Second Class	≥ 5.50 to < 6.50 CGPA	
Pass Class	≥ 5.00 to < 5.50 CGPA	

12.2 **First Class with Distinction** will be awarded to those students who clear all the subjects in

single attempt during his/her regular course of study by fulfilling the following conditions:

- (i) Should have passed all the subjects/courses in '**first appearance**' within the first 2 academic years (or 4 sequential semesters) for MBA.
- (ii) Should have secured a CGPA ≥ 8.00 , at the end of each of the 4 sequential semesters.
- (iii) Should not have been detained or prevented from writing the end semester examinations in any semester due to shortage of attendance or any other reason, shall be placed in '**first class with distinction**'.

12.3 Award of Medals: Students fulfilling the conditions listed under item 12.2 alone will be eligible for award of 'College ranks' and 'Medals'.

12.4 Transcripts: After successful completion of prerequisite credits for the award of degree a transcript containing performance of all academic years will be issued as a final record. Duplicate transcripts will also be issued if required after the payment of requisite fee and also as per norms in vogue.

13 WITH HOLDING OF RESULTS

If the student has not paid the fee to college at any stage, or has dues pending against his/her name due to any reason what so ever, or if any case of indiscipline is pending against him/her, the result of the student may be withheld, and he/she will not be allowed to go into the next higher semester. The award or issue of the degree may also be withheld in such cases.

14 SUPPLEMENTARY EXAMINATIONS

Supplementary examinations for odd semester subjects will be conducted along with even semester regular examination and vice versa.

15. TRANSITORY REGULATIONS

If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of two earlier or equivalent subjects at a time as and when offered.

The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per R17 Academic Regulations.

a) **Re-Registration for Detained Students:** When any Student is detained in a Subject (s)/ Seminar due to shortage of attendance in any Semester, he may be permitted to re-register for the same Subject 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 when offered in the sub-sequent Semester(s), with the Academic Regulations of the Batch into which he seeks re-registration, with prior permission from the concerned authorities, subject to Item 3.0.

b) **Re-Admission for Discontinued Students:** Students, who have discontinued the MBA Degree Programme due to any reasons what so ever, may be considered for 'Readmission' into the same Programme (with same specialization) with the academic

regulations of the batch into which he gets readmitted, with prior permission from the concerned authorities, subject to Item 3.0.

c) A Student - who has discontinued for any reason, or who has been detained for want of attendance as specified, or who has failed after having undergone PGP, may be considered eligible for readmission to the same PGP with same set of subjects/ courses (or equivalent Subjects/ Courses as the case may be), and same Professional Electives (or from same set/category of Electives or equivalents as suggested), as and when they are offered (within the timeframe of 4 years from the Date of Commencement of his I Year I Semester).

16 STUDENT TRANSFERS: There shall be no transfers from other colleges / streams.

17 RULES OF DISCIPLINE

17.1 Any attempt by any student to influence the teachers, examiners, faculty and staff of controller of examination for undue favours in the exams, and bribing them either for marks or attendance will be treated as malpractice cases and the student can be debarred from the college.

17.2 When the student absents himself, he is treated as to have appeared and obtained zero marks in that subject(s) and grading is done accordingly.

17.3 When the performance of the student in any subject(s) is cancelled as a punishment for indiscipline, he is awarded zero marks in that subject(s).

17.4 When the student's answer book is confiscated for any kind of attempted or suspected malpractice the decision of the examiner is final.

18. MALPRACTICE

18.1 Malpractice Prevention Committee: A malpractice prevention committee shall be constituted to examine and punish the students who does malpractice / behaves indiscipline in examinations. The committee shall consist of:

- a) Controller of examinations - Chairman
- b) Addl. Controller of examinations.- Member Convenor
- c) Subject expert - member
- d) Head of the department of which the student belongs to. - Member
- e) The invigilator concerned - member

The committee shall conduct the meeting after taking explanation of the student and punishment will be awarded by following the malpractice rules meticulously.

Any action on the part of candidate at the examination like trying to get undue advantage in the performance at examinations or trying to help another, or derive the same through unfair means is punishable according to the provisions contained hereunder. The involvement of the staff who are in charge of conducting examinations, valuing examination papers and preparing / keeping records of documents relating to the examinations, in such acts (inclusive of providing incorrect or misleading information) that infringe upon the course of natural justice to one and all concerned at the examination shall be viewed seriously and will be recommended for appropriate punishment after thorough enquiry and submit the report to Head of the Institution.

18.2 Malpractice Rules: Disciplinary Action for Improper Conduct in Examinations

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

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

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

19. SCOPE

- i) The academic regulations should be read as a whole, for the purpose of any interpretation.
- ii) The above mentioned rules and regulations are applicable in general to MBA (Regular) unless and otherwise specific.
- iii) In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman of the Academic Council is final.

20. REVISION AND AMENDMENTS TO REGULATIONS

The Academic Council may revise or amend the academic regulations, course structure or syllabi at any time, and the changes or amendments made shall be applicable to all students with effect from the dates notified by the academic council authorities.

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COURSE STRUCTURE

MBA R-17 COURSE STRUCTURE

(Applicable from the batch admitted Academic Year 2017-18 onwards)

I – MBA – I – Semester

S. No.	Subject Code	Subject	Periods/Credits			Scheme of Evaluation		
			L	P	Credits	Maximum Marks		
						Int.	Ext.	Total
1	17MB1101PC	Management Fundamentals	4	--	4	30	70	100
2	17MB1102PC	Managerial Economics	4	--	4	30	70	100
3	17MB1103PC	Financial Accounting Analysis	4	--	4	30	70	100
4	17MB1104BS	Business Statistics and Research Methodology	4	--	4	30	70	100
5	17MB1105PC	Business & Tax Laws	4	--	4	30	70	100
6	Open Elective-1		3	--	3	30	70	100
	17MB1106OE	Corporate Governance & Ethics						
	17MB1107OE	Rural Marketing						
	17MB1108OE	Entrepreneurship						
	17MB1109OE	Corporate Social Responsibility						
7	17MB1110HS	Business Communication Skills-Lab	--	3	2	100	--	100
TOTAL			23	3	25	280	420	700
Mandatory Non-Credit Courses								
8	17MB1111MC	Office Automation Tools-Practice	--	2	--	100	--	100

I – MBA – II – Semester

S. No.	Subject Code	Subject	Periods		Credits	Scheme of Evaluation		
			L	P		Maximum Marks		
						Int.	Ext.	Total
1	17MB1201PC	Financial Management	4	--	4	30	70	100
2	17MB1202PC	Human Resources Management	4	--	4	30	70	100
3	17MB1203PC	Marketing Management	4	--	4	30	70	100
4	17MB1204BS	Quantitative Analysis for Business Decisions	4	--	4	30	70	100
5	17MB1205PC	Business Environment	4	--	4	30	70	100
6	Open Elective-2		3	--	3	30	70	100
	17MB1206OE	Project Management						
	17MB1207OE	Cross Cultural Management						
	17MB1208OE	Management Information System						
	17MB1209OE	Social & Community Development						
7	17MB1210PC	Business Best Practices- Seminar	--	3	2	100	--	100
TOTAL			23	3	25	280	420	700
Mandatory Non-Credit Courses								
8	17MB1211MC	BSRM-Practice	--	2	--	100	--	100

II – MBA – I – Semester

S. No.	Subject Code	Subject	Periods		Credits	Scheme of Evaluation		
			L	P		Maximum Marks		
						Int.	Ext.	Total
1	17MB2101PC	Strategic Management	4	--	4	30	70	100
2	17MB2102PC	Production & Operations Management	4	--	4	30	70	100
3	17MB2103PC	Organizational Behavior	4	--	4	30	70	100
4	Professional Core Elective-1		3	--	3	30	70	100
	17MB2104EN	Start-Up Management						
	17MB2104FI	Financial Institutions Markets & Services						
	17MB2104HR	Recruitment, Selection, Training and Development						
	17MB2104MA	Consumer Behavior & Brand Management						
5	Professional Core Elective-2		3	--	3	30	70	100
	17MB2105EN	MSME						
	17MB2105FI	Advanced Accounting & Financial Management						
	17MB2105HR	Change Management & Organizational Development						
	17MB2105MA	Sales and Distribution Management						
6	Professional Core Elective-3		3	--	3	30	70	100
	17MB2106EN	Small & Family Business Management						
	17MB2106FI	Investment Analysis & Derivatives						
	17MB2106HR	Strategic Talent Management						
	17MB2106MA	Integrated Marketing Communication						
		Total	21	--	21	180	420	600
Mandatory Non-Credit Courses								
7	17MB2107MC	Soft Skills- Practice	--	2	--	100	--	100

Note: In case of Professional Core Electives 1, 2 & 3; last two alphabets of the course code indicates EN(Entrepreneurship), FI(Finance), HR(Human Resources), and MA(Marketing)

II – MBA – II – Semester

S. No.	Subject Code	Subject	Periods		Credits	Scheme of Evaluation		
			L	P		Maximum Marks		
						Int.	Ext.	Total
1	17MBA2201PC	Strategic Management Accounting	4	--	4	30	70	100
2	Professional Core Elective-4		3	--	3	30	70	100
	17MB2202EN	Creativity and Innovation						
	17MB2202FI	Strategic Investment & Financing Decisions						
	17MB2202HR	Performance, Compensation & Reward Management						
	17MB2202MA	Retailing Management						
3	Professional Core Elective-5		3	--	3	30	70	100
	17MB2203EN	Foreign Trade & WTO						
	17MB2203FI	International Financial Management						
	17MB2203HR	International Human Resources Management						
	17MB2203MA	International Marketing Management						
4	Professional Core Elective-6		3	--	3	30	70	100
	17MB2204EN	Management of NGOs						
	17MB2204FI	Risk Management and Insurance						
	17MB2204HR	Leadership						
	17MB2204MA	Services Marketing						
5	17MB2205PC	Pre Submission of Project Work	--	1	1	100	--	100
6	17MB2206PC	Comprehensive Viva Voce	--	2	1	--	100	100
7	17MB2207PC	Main Project Report Evaluation	--	3	1	30	70	100
8	17MB2208PC	Main Project Viva-Voce	--	3	1	30	70	100
		Total	13	9	17	280	520	800

Note: In case of Professional Core Electives 4, 5 & 6; last two alphabets of the course code indicates EN(Entrepreneurship), FI(Finance), HR(Human Resources), and MA(Marketing).

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I YEAR MBA I SEMESTER SYLLABUS

I – MBA – I – Semester

S. No.	Subject Code	Subject	Periods/Credits			Scheme of Evaluation		
			L	P	Credits	Maximum Marks		
						Int.	Ext.	Total
1	17MB1101PC	Management Fundamentals	4	--	4	30	70	100
2	17MB1102PC	Managerial Economics	4	--	4	30	70	100
3	17MB1103PC	Financial Accounting Analysis	4	--	4	30	70	100
4	17MB1104BS	Business Statistics and Research Methodology	4	--	4	30	70	100
5	17MB1105PC	Business & Tax Laws	4	--	4	30	70	100
6	Open Elective-1		3	--	3	30	70	100
	17MB1106OE	Corporate Governance & Ethics						
	17MB1107OE	Rural Marketing						
	17MB1108OE	Entrepreneurship						
	17MB1109OE	Corporate Social Responsibility(CSR)						
7	17MB1110HS	Business Communication Skills-Lab	--	3	2	100	--	100
TOTAL			23	3	25	280	420	700
Mandatory Non-Credit Courses								
8	17MB1111MC	Office Automation Tools-Practice	--	2	--	100	--	100

MANAGEMENT FUNDAMENTALS

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1101PC	4	-	4

Course Aim: Through reading the text, references and discussion of cases students should be able to understand the fundamentals & dynamics of management and organizational behavior.

Course Objectives: The Students will learn

1. Fundamentals of Management and Approaches to management.
2. The process of planning and its sub functions.
3. The process of organising and its sub functions.
4. Process, Principles & techniques of direction.
5. Process, Principles & techniques of coordination and Controlling
6. Importance of management and organization in different functional areas.

Course Outcomes: The students will be able to

1. Understand Fundamentals of Management and Approaches to management.
2. The process of planning and its sub functions.
3. The process of organising and its sub functions.
4. Process, Principles & techniques of direction.
5. Process, Principles & techniques of coordination and Controlling
6. Importance of management and organization in different functional areas.

Unit – I

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

Case1: Work Force Diversity

Unit – II

Planning: Planning- Premises, types of plans, planning process, Instruments of planning. Concept, Types, Techniques, Steps and limitations of Decision Making, MBO and Forecasting.

Unit – III

Organizing: Concept of Organization, types, Principles of Organization, Departmentation, Decentralisation, Authority, Responsibility and Accountability.

Unit – IV

Directing: Process, objectives, principles, scope and functions of direction. Theories of Motivation, Leadership, Communication, Supervision and Morale.

Unit – V

Coordinating and Controlling: Principles of Coordination & Control- Objectives, Importance, Scope, Process and limitations of Coordination & controlling, types of controls, relationship between planning & controlling and Coordination with all other management functions.

References:

1. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012.
2. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012.
3. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing.
4. Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing.
5. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing.
6. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing.

MANAGERIAL ECONOMICS

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1102PC	4	-	4

Course Aim: To enable students acquire knowledge to understand the economic environment of an organization.

Course Objectives: The Students will learn

1. The Concepts and principles of managerial economics.
2. Demand-supply analysis and forecast demand & supply.
3. Input-Output Relationship in production function and its effect on economies of scale.
4. Different types of costs and Cost Volume Profit Analysis.
5. Pricing procedures, objectives & strategies
- 6 Price & output determination under different competitive structures with time perspective.

Course Outcomes: The students will be able to

1. Apply principles of managerial economics to business decision making.
2. Forecast demand-supply by assessing impact of different variables.
3. Develop a suitable production function for own enterprise and its effect on scale of production.
4. Determine BEP and employ various applications of BEP for own enterprise.
5. Set price under different conditions.
6. Determine price & output under different market competitions.

Unit-I:

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other disciplines, Role and responsibility of managerial economist- Fundamental concepts of managerial Economics. Case: 1 The objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15); Case: 2 Profits in the personal computer industry (Dominick Salvatore page no 19) AND Case: 3 Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore page no 44)

Unit-II:

Theory of Demand and Supply: Demand Analysis, demand distinctions, Types of Elasticity of demand, Marketing research and demand forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply (Simple Problems on Demand Elasticity). Case: 1 Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore pages no195); Case: 2 Price Elasticity's of Demand in the Real World (Dominick Salvatore page no 110); and Case: 3 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

Unit-III:

Production Analysis & Control: Production function, input-output relationship, assumptions and types of production functions. Economies and diseconomies of scale. Case: 1 Labor productivity and Total compensation in the United States and Abroad (Dominick Salvatore page no 253)

Unit-IV:

Cost Analysis & Control: Cost function, types cost, cost-output relationship in the short run and long run. CVP Analysis, BEP and PV Ratio Assumptions, Limitations and Applications. Case: 1 How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278), Case: 2 The Shape of the long –Run Average cost curves in various industries (Dominick Salvatore page no 265)

Unit-V:

Market Structure and Pricing Practices: Features, Types and price – output determination under different situations. Concept, objectives, situations and methods of Pricing. Case: 1 Pricing of innovative product (H.Kaushal Macmillan page no 78); Case: 2 Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan page no 240); & Case: 3 Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no 369)

References:

1. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: Managerial Economics, 14th edition Pearson, 2014.
2. 'Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
3. W.Bruce Allen, Managerial Economics Theory, Applications, and Cases 8th Edition.
4. G S Gupta, Managerial Economics, 2nd edition, TMH, 2012.
5. H. L. Ahuja, Managerial Economics, S. Chand, 2012
6. D.N. Dwivedi, Managerial Economics, Vikas, 2012

FINANCIAL ACCOUNTING AND ANALYSIS

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1103PC	4	-	4

Course Aim: The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

Course Objectives: The Students will learn

1. Principles of accounting, GAAP, functions and systems and accounting standards
2. Accounting process to compute ledger balances, profit/loss, assets and liabilities.
3. Various techniques used to analyze financial performance of a business enterprise.
4. Valuation of closing stock.
5. Valuation of good will.
6. Accounting treatment for different types of shares and debentures .

Course Outcomes: The students will be able to

1. Maintain books of accounts by following accounting principles and standards
2. Draft Trial Balance, Manufacturing A/c, Trading A/c, Profit & Loss A/c and Balance Sheet.
3. Analyze financial performance of a business enterprise.
4. Identify Value of closing stock under FIFO, LIFO and Weighted Average Methods .
5. Compute goodwill under Average Profits, Super Profits, Capital Employed in Business.
6. Prepare Journal & Ledger for shares and debentures .

Unit-I:

Introduction to Accounting: Importance, Objectives, Types, and Principles, Accounting Concepts and Conventions, and Generally Accepted Accounting Principles (GAAP), Accounting Systems; Book Keeping, Overview of Accounting Standards

Unit-II:

Final Accounts: Accounting Cycle, Functions Journal, Ledger and Subsidiary books, Balancing Ledgers & Trial Balance, Preparation of Manufacturing A/c, Trading A/c, Profit & Loss A/c & Balance Sheet.

Unit-III:

Financial Analysis: Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios, Du Pont Chart. IFRS Creative Financial Practices -Mandatory Disclosures – Segment Reporting - Window Dressing and limitations of financial statements.

Unit-IV:**Accounting for Inventory, Goodwill and Depreciation Accounting :**

Methods of inventory valuation-Preparation of Stores Ledger and Valuation of Closing Stock under different methods..

Methods of Valuation of Goodwill under different methods, .

Valuation of fixed assets and methods of depreciation & Accounting Treatment and Journal Entries for recording Depreciation, Preparation of Asset A/C, Profit & Loss A/C, Depreciation A/C & Provision for Depreciation A/C.

Unit-V:

Accounting for Shares & Debentures: Journal Entries for Issue of Shares and Debentures-Preparation of Share Capital and Debenture Accounts, Profit & Loss A/C and Position in Balance Sheet-Treatment of Premium-Discount-Forefeiture-Capital Reserve A/c

References:

1. V.Rajasekharan, R.Lalitha "Financial Accounting & Analysis" Pearson Education, New Delhi, 2015
2. Paresh Shah "Basic Financial Accounting for Management", Oxford University Press, New Delhi, 2014.
3. Dhanesh Khatri: "Financial Accounting & Analysis", Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
4. Ramachandran: "Financial Accounting & Analysis" Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
5. Maheswari, Financial Accounting, IBH, 2015.
6. T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education Pvt Ltd, New Delhi 2015.

BUSINESS STATISTICS AND RESEARCH METHODOLOGY

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1104BS	4	-	4

Course Aim: To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

Course Objectives: The Students will learn

1. Importance of statistical methods in interpretation & drawing meaningful inferences along with their limitations.
2. Methods of presentation of data using tables, charts, diagrams and graphs.
3. Measuring Mean, Median, Mode, SD, Variance, Skewness, and determine suitable Test-Statistic.
4. Methods of measuring correlation and Methods of fitting a regression line.
5. Use of Time Series Analysis in forecasting sales level of a business enterprise.
6. Use of parametric and non-parametric tests for testing the hypothesis.

Course Outcomes: The students will be able to

1. Interpret & draw meaningful inferences using sample and universe.
2. Present data using tables, charts, diagrams and graphs suitably.
3. Compute Mean, Median, Mode, SD, Variance, Skewness, and accept or reject the test results.
4. Compute correlation coefficient and fit a regression line.
5. Forecast sales level of a business enterprise using Trend Analysis.
6. Apply suitable parametric & non-parametric tests to test the validity & reliability of test statistic.

Unit-I:

Introduction to Statistics: Overview, origin and development and Managerial Applications of Statistics, Statistics and the branches of the study, statistics & computers, limitations of statistics.

Frequency Tabulation, Graphical presentation of data: Methods Tabulation, Graphical & Diagrammatic representation of data, Histograms, Tracing Frequency Curve, Frequency Polygon.

Unit-II:

Measures of Central Tendency: Methods, types and techniques of Measuring Mean, Median, Mode. & Measures of Dispersion: Methods, types and techniques of measuring dispersion, SD, MD, QD, Range, Variance, CEV. Methods & Types of measuring Skewness. Practicing Problems.

Unit-III:

Linear Correlation and Regression Analysis: Covariance, Pearson's Correlation Coefficient, Scatter plot, Spearman's rank Correlation Coefficient, Regression lines, Introduction to Multiple Regression and Auto Regression & its importance and uses. Problems in correlation and Regression. Time Series Analysis: Fitting a trend line using Method of least Squares, Moving Averages and simple problems

Unit-IV: Research Methodology: Introduction-Topic-Review of Literature-Research Gaps-Research Questions-Objectives-Hypotheses-Scope of the study-Period of the study-Sampling Techniques-Data Collection-Primary data –Questionnaire design-Secondary data-Data Analysis-Limitations of the study-Appendix-References.

Unit-V: Parametric and Non- Parametric Hypothesis Testing: Procedure for Testing of Hypothesis, One Sample t-test for the Population Mean, Two Sample t-test for independent Samples, Paired Sample t-test. F-test for two population Variances (Variance ratio test), ANOVA One Way Classification, ANOVA two way Classification, Chi Square test of association, Chi Square test of independence.

References:

1. Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.
2. J.K.Sharma" Business Statistics-Problems and Solutions" Pearson, 2010.
3. Sharma" Business Statistics" Pearson, 2012.
4. Donald R Cooper et. al., Business Research Methods, TMH, 11/e 2013.
5. Zikmund, Business Research Methods, Cengage, 2012.
6. S C Gupta," Fundamentals of Statistics", HPH, 2012
7. Pannerselvam" Research Methodology" PHI, 2012.
8. Levin, Rubin, Rastogi & Siddiqui, "Statistics for Management" Pearson, 2013
9. Wayne I Winston, Excel Data Analysis and Business Modeling, PHI, 2013

BUSINESS AND TAX LAWS

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1105PC	4	-	4

Course Aim: The aim of this course is to enable students understand legal and regulatory framework for doing business in India.

Course Objectives: The Students will learn

1. The law of contract, performance & remedies of contract under Contract Act 1872 with amendments.
2. The Entitlement, Enactment, Provisions & Procedures of Indian Companies Act, 1956.
3. Types of assessment, computing total income and deductions under different heads.
4. Types of deductions under section 80.
5. The Entitlement, Enactment, Provisions & Procedures of GST Act.
6. The role and relevance of Customs & Excise Laws in view of recent amendments of GST Act.

Course Outcomes: The students will be able to

1. Understand and perform contracts, against their remedies for breach of contract.
2. Understand, follow and practice various provisions & procedures of Indian Companies Act, 1956.
3. Determine residential status and compute tax on total taxable income.
4. Compute Income from Salary & House Property along with deductions and file Individual Return.
5. Understand and follow the Provisions & Procedures of GST Act.
6. Understand role relevance of Customs & Excise Laws its effect on GST Act.

Unit-I:

Law of Contract: Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

Unit-II:

Negotiable Instruments Act 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.

Unit-III:

Companies Act, 1956: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

Unit-IV:

Introduction to Income Tax: Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment Year –Assesses, Gross Total Income, Procedure for advance payment of tax and tax deducted at source & Computation of Income, Tax Slabs & Tax Payable. Date for Filing of Returns by different assessees.

Unit-V:

Introduction to Excise Laws: Basic concepts related to excisable goods, classification of goods- Introduction to Customs Act and Concept of GST. Introduction to Cyber Crimes and the Legal provisions.

References:

1. RSN Pillai, Bagavathi, Business Law, S.Chand, 2013.
2. K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
3. Akhileshwar Pathak: Legal Aspects of Business, TMH, 4/e, 2013.
4. Ravinder Kumar “Legal Aspects of Business”, 2nd Edition Cengage Learning, 2012.
5. Kuchal: Business Law, Vikas, 2011
6. Tulsian: Business Law, TMH, 2012.
7. S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.
8. C L Bansal, Business and Corporate Laws, Excel Books, 2011.
9. P.K.Padhi, Legal Aspects of Business, PHI, 2013

CORPORATE GOVERNANCE & ETHICS
(Open Elective – 1)

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1106OE	3	-	3

Course Aim: The aim of this course is to enable students understand the nature of business ethics and the relationship between corporate governance and ethical leadership. It helps the students to understand the role of Board of directors in decision making.

Course Objectives: The Students will learn

1. Understand Business ethics and corporate integrity.
2. Corporate obligations towards society and stake holders.
3. Imperative of corporate governance on societal development.
4. Theories of ethics relevant for effective decision making.
5. Understand role & responsibilities of board of directors, company secretary & auditor.
6. Study various corporate governance theories.

Course Outcomes: The Students able to

1. Follow business ethics and corporate integrity.
2. Understand corporate obligations towards stake holders.
3. Reflection of corporate governance on society
4. Necessity of ethics relevant for decision making.
5. Follow best practices of in light of societal development.
6. Employ various theories of corporate governance in reality.

Unit I:

Meaning and definitions of Ethics: Nature of business ethics; the relationship between business ethics, corporate governance and ethical leadership; Kohlberg's six stages of moral development; levels of ethical analysis; concept of corporate integrity.

Unit II:

Introduction to Corporate Governance: Definition Historical perspective of corporate governance and Issues in corporate governance Theoretical basis of corporate governance mechanism corporate governance systems Indian model of governance What is good corporate governance obligations towards society and stake holders. Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo-American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Unit III:

Ethical decision making: Decision making (Normal Dilemmas and Problems): Application of Ethical theories in Business (i) Utilitarianism (J.Bentham and J.S. Mill), (ii) Deontology (I. Kant) Virtue Ethics (Aristotle). Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robest Nozick) Ethical Issues in Functional Areas of Business. Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute. HR: Workers Right and Duties: Work place safeties, sexual harassment, whistle Blowing.

Unit IV:

Role Players: Role of Board of Directors and Board Structure, Role of Board of Directors, Role of the Non- executive Director, Role of Auditors, SEBI Growth of Corporate Governance. Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII, Report, Cadbury Committee.

Unit V:

Accounting Standards and Accounting disclosures. Finance Reporting and Corporate Governance, Non Accounting Regulations in Corporate Governance, Corporate Governance & CSR.

References:

1. Good Governance Issues and Sustainable Development: The Indian - Ed. R.N. Ghosh, Rony Gabbay, Abu Siddique
2. The Quest for Sustainable Business - Wayne Visser
3. A Guide for Corporate Responsibility Managers - Timothy J Mohin
4. Strategic Corporate Social Responsibility:Stakeholders in a Global Environment, William B.

- Werther, Jr., David et.al
5. Business Ethics and Corporate Governance, C.S.V.Murthy, HPH
 6. Business Ethics, Francis & Mishra, TMH
 7. Corporate governance, Fernando, Pearson
 8. Business Ethics & Corporate Governance, S. Prabakaran, EB
 9. Corporate Governance, Mallin, Oxford
 10. Corporate Governance & Business Ethics, U.C.Mathur, MacMillan

RURAL MARKETING
(Open Elective – I)

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1107OE	3	-	3

The objective of this course is to offer students a beautiful opportunity to learn about the emerging Marketing technique Rural Marketing. The present corporate world is eagerly waiting for professionals in Rural Marketing of their products and hence the course attains a huge importance. The prerequisite for this Course is Marketing Management which are being taught in 1st semester.

Course Objectives: The Students will learn

1. Study potential of rural markets and consumer behaviour in rural areas.
2. Challenges in rural marketing and identify market niche
3. Study SWOT in rural areas and changes in market mix.
4. Product mix strategies.
5. Promotion mix strategies.
6. Place mix strategies.
7. Tap rural market potential and use of PLC strategies.

Course Outcomes: The Students able to

1. Identify potential of rural markets and consumer behaviour in rural areas.
2. Understand problems of launching a new or existing product in rural markets
3. Conduct SWOT in rural areas and changes required in market mix.
4. Identify & develop product mix strategies.
5. Identify suitable promotion mix strategies.
6. Channel design, selection and training decisions necessary for place mix.
7. Develop PLC strategies suitable for rural markets.

Unit – 1: Introduction: Meaning - Evolution – Rural Marketing Models – Rural Marketing Vs Urban Marketing – Nature and Characteristics of Rural Market – Indian Rural Market – Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market.

Unit – 2 : Rural Market Research: Challenges & Opportunities in Rural Marketing – Need and Wants of Consumer Behaviour – Factors influencing Rural consumers during purchase of product – Rural consumer Life style – Rural market research – Evolution of Rural Market Research – Methods and Sources of Data Collection – Data Collection tools-Limitations and Challenges in Rural Market Research.

Unit – 3: Rural Marketing Mix: Rural Marketing Mix – Additional Ps in Rural Marketing – 4As of Rural Marketing Mix – New Product Development for Rural Market – Rural Market Product Life Cycle – Objectives behind new product launch – New Product development process.

Unit – 4 : Rural Market Brand & Channel Management: Brand Loyalty in Rural Market – Regional Brands Vs National Brands – **Channel Management** – Indian Rural Retail Market – Rural Retail Channel Management – Strategies of Rural Retail Channel Management.

Unit – 5: Innovation for Rural Market – Marketing Strategies – e –Rural Marketing – Agricultural Co – operative Marketing – Rural Market Mapping – Corporate Social Responsibility – Organised Rural Marketing – IT for Rural Development – e-Governance for Rural India.

References

- Balram Dogra & Karminder Ghuman: Rural Marketing, TMH, 2009
- C K Prahlad: Bottom of the Pyramid, Pearson, 2009
- C.S.G.Krishnamacharyulu, Lalitha Ramakrishnan: Rural Marketing: Text and Cases, Pearson Education, 2009
- Kaushik Sircar: Rural Marketing, Himalaya, 2008
- U.C.Mathur: Rural Marketing, Excel, 2009
- R.V.Badi and N.V.Badi: Rural Marketing, Himalaya, 2008
- Ruby Roy Dholakia, Syed Ferhat Anwar and Khalid Hasan: Marketing Practices in Developing Economy, PHI, 2009
- K.S.Habeeb: Rural Marketing in India, Himalaya, 2008

ENTREPRENEURSHIP
(Open Elective – I)

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1108OE	3	-	3

Course Aim: This course is designed to help students evaluate the business skills and commitment necessary to successfully operate an entrepreneurial venture and review the challenges and rewards of entrepreneurship. Students will learn about themselves, their decisions, and their goals to determine how entrepreneurship can play a role in their lives. Students will also be introduced to entrepreneurship from an economic perspective and the concepts of environmentally sustainable practices and social entrepreneurship.

Course Objectives: The Students will learn

1. The concept of entrepreneurship and the process of launching new ventures.
2. The Mindset while starting a venture.
3. The process how an entrepreneur identifies new ventures.
4. The financial aspect and its importance in entrepreneurship development.
5. The Legal challenges of Entrepreneurship.
6. The Strategic perspectives in entrepreneurship

Course Outcomes: The students will be able to

1. Understands the concept of entrepreneurship and the process of how to launch new ventures.
2. Understand the main motives to start up venture and the Mindset of entrepreneur
3. Understand the steps involved in identifying new ventures.
4. Understand the role financial aspect and its importance in entrepreneurship development.
5. Understand the Legal challenges of Entrepreneurship Development.
6. Understand the Strategic perspectives in entrepreneurship

Unit-I:

Understanding Entrepreneurial Mindset: The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Case1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

Unit-II:

The individual entrepreneurial mind-set and Personality: The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations- Corporate Entrepreneurial Mindset the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy sustaining corporate entrepreneurship

Case: Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228)

Unit-III:

Launching Entrepreneurial Ventures: opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity Process-Innovation and Entrepreneurship-Methods to initiate Ventures- Creating New Ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid disadvantage of Franchising.

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48); Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48); Case 3: Pets.com (Arya Kumar P.No. 88); Case 4: creativity in start-ups (Arya Kumar P.No. 166); Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No.211).

Unit-IV:

Legal challenges of Entrepreneurship: Intellectual Property Protection-Patents, Copyrights Trademarks and Trade Secrets-Avoiding Trademark Pitfalls-Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation Process-Feasibility criteria approach.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99); Case 2: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128); Case 3: Google (Arya Kumar P.No. 248); Case 4:

Tata Motors – Nano (Arya Kumar P.No. 279).

Unit-V:

Strategic perspectives in entrepreneurship: Strategic Planning-Strategic actions- strategic positioning- Business stabilization- Building the adaptive Firms-Understanding the growth stage-Unique managerial concern of growing ventures.

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452)

Case 2: Public Sector - address seed capital (David H.Holt, Page 453)

References:

1. D F Kuratko and T V Rao “Entrepreneurship- A South-Asian Perspective “Cengage Learning, 1/e, 2012.
2. Arya Kumar “Entrepreneurship- creating and leading an entrepreneurial organization” Pearson 2012.
3. Richard Blundel ‘Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
4. ‘Entrepreneurship: New Venture Creation’ David H Holt PHI,2013.
5. Robert Hisrich et al “Entrepreneurship” 6th e, TMH, 2012.

CORPORATE SOCIAL RESPONSIBILITY(CSR)

(Open Elective – I)

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1109OE	3	-	3

Course Aim: To help students evaluate the need for corporate social responsibility to operate an entrepreneurial venture. Students will learn about the concept of CSR and their responsibility towards the society.

Course Objectives: The Students will learn

1. The concept of CSR and models of CSR in India.
2. Environmental aspect of CSR.
3. Global Framework for CSR and Provisions under Companies Act, 1956.
4. The drivers of CSR
5. The Legal challenges of CSR
6. The Strategic perspectives in CSR

Course Outcomes: The Students will be able

1. Models of CSR.
2. Environmental influences of CSR.
3. International understanding of CSR and stand of India
4. Impetus of drivers of CSR
5. Limitations in practicing CSR
6. Future of CSR

Unit I:

Introduction to CSR: Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

Unit II:

International framework for corporate social Responsibility: Millennium Development Goals (MDG), Sustainable development goals, Relationship between CSR and MDGs. CSR-Legislation In India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India

Unit III:

The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.

Unit IV:

Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self-Governance in implementing CSR;

Unit V:

Review current trends and opportunities in CSR. CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

References:

1. Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
2. The World Guide to CSR - Wayne Visser and Nick Tolhurst
3. Innovative CSR by Lelouche, Idowu and Filho
4. Corporate Social Responsibility in India - Sanjay K Agarwal
5. Handbook on Corporate Social Responsibility in India, CII.
6. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique

7. Growth, Sustainability, and India's Economic Reforms – Srinivasan
8. Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
9. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
10. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
11. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility- A European Perspective, Edward Elgar. University of Delhi.
12. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.

BUSINESS COMMUNICATION SKILLS-SEMINAR

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB1110HS	--	3	2

Course Aim: Aim is to enable students communicate effectively, both orally and in written in business contexts.

Course Objectives: The students will learn

1. The importance of spoken communication skills and practice.
2. The usage of grammar in sentence construction.
3. Business communication and correspondence.
4. Types of business project proposals and reports.
5. Process of developing a resume.
6. The employability skills for professional advancement.

Course Outcomes: The students will be able to

1. Communicate in real life situations.
2. Write paragraphs, essays and compositions.
3. Practice business communication and correspondence.
4. Prepare business project proposals and report.
5. Understand career building and develop own resume.
6. Succeed in profession with improved communication.

Unit – I:

Refresh Spoken Communication Skills using Functional Grammar: Greetings, dialogues for everyday use.

Unit –II:

Practicing Written Communication Skills: Punctuation-Parts of Speech-Tenses and formation of Sentences and Precis & Paragraph Writing.

Unit-III:

Business Communication & Correspondence: Communication: Introduction, Importance of Oral & Written Business Communication, Approaches to Business Messages, Stages of Writing Business Messages and Practice Exercises.

Correspondence: Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises

Unit-IV:

Business Instructions, Reports & Proposals: Instructions: Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.

Reports & Proposals: Introduction, what is a Report, steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

Unit-V:

Career Building and Resume Writing: Introduction to Career Building, understanding yourself, setting a career goal, job search / looking at various options.

Resume Writing: Preparing resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

References:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Lesikar: Basic Business Communication, TMH, 2015.
3. David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
4. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
5. Business English Dictionary, Pearson, 2015.
6. Lehman and Dufrene Sinha, BCOM (Business Communication) 2nd edition, Cengage, 2012

OFFICE AUTOMATION TOOLS – PRACTICE
(Mandatory Course)

Year & Semester:	I MBA I Semester	L	P	C
Subject Code:	17MB111MC	--	2	--

Course Aim: The course aim is to understand MS Office Tools professionally.

Course Objectives: The students will learn

1. MS-Office tools for business applications.
2. Various commands, format, logical functions & formulas of MS Word & MS Excel.
3. Various commands used for slide format and insert images, tables and diagrams under MS PPT.
4. Supporting report formats and designs under MS ACCESS.
5. Importance, use, development of Management Information System.
6. Importance of ERP Packages & Web Designing

Course Outcomes: The students will be able to

1. Practice MS-Office tools for business applications.
2. Organise data suitably by employing various commands & logics of MS Word & MS Excel.
3. Prepare effective Power Point Presentation
4. Develop formats and designs using MS ACCESS.
5. Develop effective MIS for an enterprise.
6. Use suitable modules of ERP.

Unit I Introduction to OAT(MS Word & MS Excel):

Introduction OAT: Concepts, uses, Tools, limitations, manuals -Versions.

MS Word: Uses, functions and features of MS Word. Getting started with Word: Opening a blank or new document, general organization. Highlights and main functions: Home, Insert, design, layout, references, mailings, review, view. Using the word help function.

Unit II Introduction to OAT(MS Excel):

MS Excel: About EXCEL, Uses of Excel, New functions and features. Getting started with excel: Opening a blank or new workbook, general organization. Highlights and main functions: Home, Insert, page layout, formulas. Highlights and main functions: Data, review, view, add-ins. Using the Excel help function.

Unit III: Introduction to MS Power Point:

MS PPT: About MS Power Point, Uses, functions and features of MS Power Point. Getting started with Power Point: Opening a blank or new document, general organization. Highlights and main functions: Home, Insert, design, transitions, animations, slide show, review, view. Using the Power Point help function.

Unit IV: Introduction to MS Access:

MS Access: About MS Access, Uses, functions and features of MS Access. Getting started with Access: Opening a blank or new document, general organization. Highlights and main functions: Home, create, external data, data base tools. Using the Access help function.

UNIT V: Introduction to DBMS, ERP & E-Commerce Packages : Data, Information and Knowledge – Types of Databases -Database Management Systems – Data Warehouses and Data Mining – Types of Networks. Introduction ERP Concepts, and E-Commerce, E-Commerce Security Issues, Ethical Issues.

References:

1. Management Information System in Business , Government and society , Rahul De, Wiley
2. MIS O' Brian TMH.
3. MIS – Kennett G.Lauden and Jane P.Lauden
4. ERP Concepts – V.K Garg
5. Shelly, MS Office, 2007, Cengage, 2009.

I YEAR MBA II SEMESTER SYLLABUS

I – MBA – II - Semester

S. No.	Subject Code	Subject	Periods		Credits	Scheme of Evaluation		
			L	P		Maximum Marks		
						Internal	External	Total
1	17MB1201PC	Financial Management	4	--	4	30	70	100
2	17MB1202PC	Human Resources Management	4	--	4	30	70	100
3	17MB1203PC	Marketing Management	4	--	4	30	70	100
4	17MB1204BS	Quantitative Analysis for Business Decisions	4	--	4	30	70	100
5	17MB1205PC	Business Environment	4	--	4	30	70	100
6	Open Elective-2		3	--	3	30	70	100
	17MB1206OE	Project Management						
	17MB1207OE	Cross Cultural Management						
	17MB1208OE	Management Information System						
	17MB1209OE	Social & Community Development						
7	17MB1210PC	Business Best Practices- Seminar	--	3	2	100	--	100
TOTAL			23	3	25	280	420	700
Mandatory Non-Credit Courses								
8	17MB1211MC	BSRM-Practice	--	2	--	100	--	100

FINANCIAL MANAGEMENT

Year & Semester: I MBA II Semester
Subject Code: 17MB1201PC

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Course Aim: To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

Course Objectives: The students will learn

1. Role of finance, focus on various sources, methods, functions & objectives.
2. Concept of Cost of Capital and its impact on Profitability and Investment Decisions.
3. Concept of long term investment evaluation decisions and its impact on profitability.
4. Capital Structure Theories and its impact on Shareholders' Value and Value of the Firm.
5. The Relevance and irrelevance theories of dividends and its effect on Value of Firm.
6. Importance and steps to prepare Funds Flow & Cash Flow statements

Course Outcomes: The students will be able to

1. Understand importance of finance function & objectives.
2. Measure Cost of Capital and its impact on Profitability and Investment Decisions.
3. Evaluate & Rank various Capital Budgeting Projects under different methods.
4. Compute Value of Firm using Theories Capital Structure & Leverages.
5. Compute Price of Equity Share and Value of Firm with different levels of dividend payout ratios.
6. Prepare Funds Flow & Cash Flow statements considering IT & Dividend Provisions

Unit-I:

The Finance Function & Decision Process: Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario – Objectives & Goals of financial management – Agency Theory- Risk-Return trade off. Concept of Basic Financial Valuation, Time Value of Money-Present Value Methods-Compound Value-Future Value of a Rupee & Annuities, Capital Recovery Factor, Sinking Fund Factor, Market Value, Book Value, Terminal Value, EVA and MVA

Unit-II:

Finance Mix & Investment Decisions: Sources of Financing, Cost of Capital & Measurement, Weighted Average Cost of Capital(WACC) and Weighted Marginal Cost of Capital(WMCC). Introduction to Capital Budgeting-Steps-Estimation of Cashflow-Evaluation Methods(Traditional & DCF).Relevance of 'Cost of Capital' on Capital Budgeting Decisions.

Unit-III:

Value of Firm & Finance Mix: Capital structure Theories, Capital structure vs. financial structure - Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point and Break Even EBIT.

Unit-IV:

Value of Firm, Dividend Decisions and Finance Mix: Value of the firm – Relevant & Irrelevant theories of dividends- Walter, Gordon, and Modigliani-Miller-Propositions of MM-Factors determining Dividend Policy-Dividends and valuation of the firm-the basic models. Declaration and payment of dividends statutory provisions. Bonus shares. Right-issue, sweat share, share splits/merge, Major forms of dividends – Cash/stock dividends. Dividend Theories Critique & limitations. Dividend policies of Indian companies.

Unit-V

Cash Flow & Funds Flow Analysis: Statement of Changes in Working Capital, Funds from Operations, Cash from Operations, sources and uses of funds and cash. Preparation of Statement of Sources & Uses for Cash & Funds- Accounting treatment for provision for income tax and dividend

REFERENCES:

1. IM Pandey, Financial Management, 10th Edition, Vikas, 2015.
2. M.Y Khan, P K Jain: "Financial Management-Text and Problems", 6th Edition, TMH, 2012.

3. P.C.Tulsian, C.A. Bharat Tulsian, "Financial Management" S.Chand Publications, 2012
4. Prasanna Chandra, "Financial Management Theory and Practice", 8th Edition. TMH ,2012
5. Shashi K.Gupta, R.K.Sharma , "Financial Management" Kalyani Publishers ,2012
6. James C Van Horne, Sanjay Dhamija, "Financial Management and Policy" Pearson Education, 2012.

HUMAN RESOURCE MANAGEMENT

Year & Semester: I MBA II Semester
Subject Code: 17MB1202PC

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Course Aim: To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently

Course Objectives: The students will learn

1. Objectives, role, responsibilities and functions of HR under global scenario.
2. Importance, methods, techniques and limitations recruitment & placement.
3. Objectives, importance, methods, techniques and limitations Training & Development.
4. Objectives, importance, methods, techniques and limitations performance appraisal & career development.
5. Objectives, importance, methods, techniques and limitations compensation & terminal benefits.
6. The provisions, features, remedies of various labor laws.

Course Outcomes: The students will be able to

1. Understand and practice functions of HR under global scenario.
2. Understand and follow suitable recruitment & placement techniques for an enterprise.
3. Adapt suitable Training & Development techniques for different levels of organization and employees.
4. Employ better performance appraisal techniques for career development.
5. Adapt competitive compensation schemes in light of mutual benefit.
6. Follow latest provisions of various labor laws and adapt to the organization.

Unit-I: Introduction of HRM: Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work–Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System’s – Labor Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRLS India.

Case-1: Social Surveyors in Flood-hit Areas (Gary Dessler page no 160); Case-2: Finding people who are passionate about what they do (Gary Dessler page no 195); Case-3: HR, CULTURE and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35); Case-4 Mitsubishi Believes in EEO-Now (Robert L Mathis P. No. 119)

Unit-II: Recruitment and Placement: Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

Case: Reinventing the wheel at apex door Company (Gary Dessler page no 309); Case: Xerox Focuses on HR (Robert L Mathis P. No. 79); Case: where do you find the Bodies? (Robert L Mathis P. No. 79); Case: The Reluctant Receptionist (Robert L Mathis P. No. 159); Case: Accenture – Retaining for Itself (Robert L Mathis P. No. 193); Case: Recruiting at Kia (Robert L Mathis P. No. 231); Case: Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267).

Unit-III: Performance Appraisal and Training & Development of Employees: Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program – Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs.

Case: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393); Case: Just another Job (Robert L Mathis P. No. 647); Case: The Dilemma Within (Robert L Mathis P. No. 667); Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671); Case: Appraising the secretaries at Sweet Water U? (Gary Dessler page no 349).

Unit-IV: Compensation: Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

Case: Salary inequities at ACME Manufacturing (Gary Dessler page no 429); Case: HR Contributes at CSCO (Robert L Mathis P. No. 36); Case: Compensation changes at JC Penny (Robert L Mathis P. No. 435); Case: Benefiting Connie (Robert L Mathis P. No. 507).

Unit-V:Employee Relation: Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

Case: The New Safety and Health Program (Gary Dessler page no 623); Case: Full Disclosure on Sex Offenders? (Robert L Mathis P. No. 231); Case: Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

References:

1. Gary Dessler, “Human Resource Management”, 12th Edition, Pearson- 2012.
2. Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective”, Cengage Learning 2012.
3. C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.
4. K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
5. Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
6. R. Wayne Mondy, “Human Resource Management” Pearson, 2009.

MARKETING MANAGEMENT

Year & Semester: I MBA II Semester
Subject Code: 17MB1203PC

L **P** **C**
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Course Aim: Aim is to understand the basic marketing concepts through case studies.

Course Objectives: The students will learn

1. Nature, characteristics, objectives, scope and functions of marketing management
2. Customer environment by analyzing marketing opportunities to launch product brands.
3. Customer driven strategies, targeting, positioning and segmentation.
4. The process of channel design & development decisions.
5. The promotion mix design strategies.
6. The pricing mix design strategies along with Product Life Cycle Stages.

Course Outcomes: The students will be able to

1. Differentiate Market, Marketing, Marketing Management, and Market-Mix.
2. Analyze customer environment to launch new products & brands.
3. Adopt strategies for targeting, positioning and segmentation for new and existing products.
4. Design & develop Distribution Channels decisions for new products, customers and segments.
5. Develop and adopt promotion mix strategies suitable
6. Adopt competitive pricing strategies suitable in different market conditions.

Unit-I: Introduction to World of Marketing: Importance, scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

Case: Bata (Rajendra.P Maheshwari page no: 03); Case: Mahindra Scooters (Arun Kumar page no: 89); Case: Ready Meal Manufactures (Adrian palmer, page no: 70); Case: Santoor – (Iamb Hair– page no: 238); Case: Drawing on data, searching for insight (Adrian palmer – Page no: 175).

Unit-II Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behavior – cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development. Case: Small New Phones (Adrian palmer-page no: 296).

Unit-III: Designing a Customer Driven Strategy: Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy.

Case: (Segmentation) Zee TV (Iamb, Hair page no 212); Case: (Targeting) Kellogg's (Iamb, Hair page no 300)

Case: (Positioning) Nimbooz (S. Neelamegham page no 225); Case :(Positioning) Dalda (Arun Kumar page no: 195).

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

Case: Barista (Arun Kumar – page no: 33); Case: Nano Car (Iamb, Hair – page no: 52); Case: Indigo (Iamb, Hair – page no: 356); Case: TESCO (Adrian palmer page no: 388); Case: Hero Motor Corp (Iamb, Hair Page no: 446); Case: Avon Cosmetics (Iamb, Hair Page no: 497); Case: Eureka (Arun – Page no: 711); Case: Home Shop (Arun – page no: 639).

Unit-V: Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, postmodern marketing, market sustainability and ethics, Global marketing.

Case: Coca Cola (Iamb, Hair – page no: 112); Case: I phone (Iamb, Hair – page no: 534); Case: Akash Tablet (Iamb, Hair – page no: 557); Case: Compact car (Arun Kumar page no: 369); Case: Chick (Iamb, Hair Page no: 650); Case: Nokia (Neelamegham page no– 645); Case: Shakti (Rajendra. P Maheshwari –

Page no: 408); Case: Airtel (Arun – page no: 901)

Case: Beer Marketing (Adrian palmer page no: 529).

References:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 15/e, Pearson Education, 2012.
2. Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning.

References for cases:

1. Ramaswamy Namakumari, “Marketing Management”, TMH 5th Edition 2015.
2. Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford, 2015.
3. Rajan Saxena: Marketing Management, 4/e, TMH, 2015
4. Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Year & Semester:	I MBA II Semester	L	P	C
Subject Code:	17MB1204BS	4	--	4

Course Aim: The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Course Objectives: The students will learn

1. Tools & techniques of Operations Research useful for managerial decision making.
2. The applications of Assignment Problems for managerial decision making.
3. The applications of Transportation Problems for managerial decision making.
4. Various methods of managerial decision making with risk and uncertainty with a special focus on Decision Tree Model.
5. Optimum Time & Optimum Cost involved in completion of a Project using PERT & CPM, .
6. IBFS and Simplex procedure used to identify entry variables and departing variables and degeneracy.

Course Outcomes: The students will be able to

1. Understand various tools & techniques of Operations Research useful for managerial decision making.
2. Apply Assignment Models for managerial decision making.
3. Apply Transportation Problems for managerial decision making.
4. Apply Decision Tree Model for decision making under probabilistic conditions.
5. Determine Critical Path, Time Estimated to Complete Project using PERT and Crashing using CPM.
6. Generate IBFS and use simplex procedure for maximizing contribution and minimizing cost with decision making relevance in functional areas of management.

Unit-I:

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

Unit-II:

Assignment & Transportation Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem, Unbalanced assignment problem, travelling salesman problem, Transportation Problem: Methods for finding Initial feasible solution, rules for degeneracy.

Unit-III:

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-IV:

PERT & CPM: Drawing networks, identifying critical path, probability of completing the project within given time, project crashing.

Unit-V:

Linear Programming Method: 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: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP.

References:

1. R. Pannervselvam, Operations Research, PHI, 3rd revised edition, 2012
2. Hamdy A Taha, Operations Research: An Introduction, 9th edition, Pearson, 2015.
3. K.L Schgel “Quantitative Techniques and Statistics”, 2012.
4. Pradeep Prabhakar Pai: Operations Research: Principles and Practice, 1st edition, Oxford University Press, 2012.
5. C.R. Kothari, Quantitative Techniques, 3rd revised edition, Vikas, 2012.
7. N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.

BUSINESS ENVIRONMENT

Year & Semester: I MBA II Semester
Subject Code: 17MB1205PC

L **P** **C**
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Course Aim: Aim of this course is to make students understand different types of business environments they should review before taking managerial decisions.

Course Objectives: The Students will learn

1. Study industrial policies and its impact on economic development.
2. Study Monetary & Taxation policies and Banking Reforms in economic development.
3. Study Origin, Growth, Scope, Objectives, Functions, Role & Mechanism of Capital Markets
4. Importance and impact of liberalisation, privatization and globalisation.
5. India's Trade Policy changes, challenges and sectoral issues.
6. EXIM policies, Initiatives to FDIs and legal framework.

Course Outcomes: The students will be able to

1. Understand and draw inferences suitably based on industrial policies.
2. Understand the impact of policy reforms on banking sector and in turn on enterprise.
3. Understand Operational Mechanism of Capital Markets.
4. Know advantage of liberalisation, privatization and globalization policies to a firm
5. Understand trade policy of india and also about GATT & WTO.
6. Understand features of EXIM policies, Initiatives to FDIs and legal framework.

Unit-I: Industrial Policy and Regulatory Structure: Industrial Policy- Industrial Licensing Policy- Five Year Planning- Industrial Policy 1991, Small Scale Industries (SSI)-Industrial Finance- Foreign Direct Investment (FDI).

Case 1:- Tapping the Opportunities in Environment: A Case Study of Yes Bank, (Dr. Vivek Mittal.

Page no.662); Case 3:- Gas Authority of India Limited (GAIL) (Justin Paul, page no.102); Case 4:-India to allow FDI in Food Retail, (Raj Kumar, page no.208).

Unit-II: Economic Policies: Fiscal Policy- Latest Union Budget- Reforms Undertaken- Role of Government. Monetary Policy- Basic Concepts- Monetary Policy in the 21st Century- Banking Sector Reforms.

Case 1:- Indus (Budget Game), (Justin Paul, page no.179) & Case 2:- Prof Tom and Monetary Policy, (Justin Paul. Page no.200)

Unit-III: Capital Markets, SEBI, RBI: Capital Market Institutions-Stock Indices- Derivatives Market- Global and Indian Scenario- Role of SEBI and RBI.

Case1: The Great Fall (Scam of 2001): A Case of Stock Exchange and SEBI, (Dr. Vivek Mittal. Page no.661); Case2: Globalization of Pop Culture, (Francis Cherunilam, page no. 765); Case 3: Investment Return from Indian Stock Market – Bombay Stock Exchange (BSE) and SENSEX, (Justin Paul, page no.252)

Unit-IV: India's Trade Policy: Policy changes and Issues- sector wise trade policies: recent developments- GATT- WTO- agreements and implications.

Case 1:- Case – Water Thief, (K. Aswathappa, page no.59)

Unit-V: EXIM policies & FEMA: India's new EXIM policy- legal framework- initiatives, FEMA – Multi-national companies and FDI.

Case 1:- RBI Slaped Rs. 125 Crore on Reliance Infrastructure. A Case Study on FEMA, (Dr. Vivek Mittal, page no.655)

Case2:- China as an Expert Base, (David W. Conklin, page no.574)

References:

1. Justin Paul "Business Environment: Text & Cases" TMH,3/e,2012.
2. Dr.Vivek Mittal "Business Environment: Text & Cases" Excel Books, 2011.

3. Rajkumar “International Business Environment: Text & Cases” Excel Books, 2012.
4. K.Ashwathappa “Essentials of Business Environment: Text, Cases& Exercises” HPH, 2011.
5. Francis Cherunilam”Business Environment: Text & Cases”HPH, 2012.
6. David W Conklin “Cases in the Environment of Business” Sage, 2009.
7. Misra and Puri, “Indian Economy” 30E, Himalaya Publishing, 2012.
8. Palle Krishna Rao, “WTO Text & Cases”, PSGIM, Coimbatore, 2009.
9. A.C.Fernando-Business Environment -1st Edition-Pearson-2011.
10. Pailwar, Economic Enironmnt of Business, PHI, 3/e, 2012.
11. Joshi & Kapoor, Business Environment, Kalyani Publishers,2012

PROJECT MANAGEMENT

(Open Elective – 2)

Year & Semester: I MBA II Semester**Subject Code:** 17MB1206OE

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

Course Objectives: The Students will learn

1. Study objective, scope, need and limitations of project management.
2. Process of project planning and controlling process.
3. steps and limitations in project execution
4. Leading project teams and building an effective project team
5. Process of measuring progress of projects.
6. Evaluation of projects and project termination.

Course Outcomes: The Students will able to

1. Understand need and limitations of project management.
2. Planning and controlling projects.
3. Understand project execution
4. Lead project teams effectively
5. Techniques of measuring projects progress.
6. Techniques project evaluation.

UNIT-I

Introduction: Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

UNIT-II:

Project Planning: Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

UNIT-III

Project Execution: Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process , risk management an integrated approach, cost Management, Creating a project Budget.

UNIT-IV

Leading Project Teams: Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations.

UNIT-V

Performance Measurement and Evaluation: Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

REFERENCES

1. Gray, Larson: Project Management-Tata McGraw Hill-2015
2. Jeffery K.Pinto: Project Management-Pearson Education-2015
3. Enzo Frigenti: Project Management-Kogan, 2015
4. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
5. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.
6. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

CROSS CULTURAL MANAGEMENT

(Open Elective – 2)

Year & Semester:	I MBA II Semester	L	P	C
Subject Code:	17MB1207OE	3	--	3

Course Objectives: The Students will learn

1. Study determinants and levels of culture.
2. Study cultural dimensions and dilemmas.
3. Study cultural strategy and diversity
4. Study inter-cultural communication barriers
5. Study functioning of international teams.
6. Cultural dynamics and remedies.

Course Outcomes: The Students will be able to

1. Identify determinants and levels of culture.
2. Understand cultural dimensions and dilemmas.
3. Develop suitable cultural strategy considering diversity
4. Develop remedies inter-cultural communication barriers
5. Working with international teams.
6. Understand cultural dynamics and remedies.

Unit-I:

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

Unit-II:

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

Unit-III:

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

Unit-IV:

Culture and Communications: Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

Unit-V:

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

References

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

MANAGEMENT INFORMATION SYSTEMS

(Open Elective – 2)

Year & Semester:	I MBA II Semester	L	P	C
Subject Code:	17MB1208OE	3	--	3

Aim: The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

Learning Outcome : After going through the cases in the text and other references, by the end of this course the students will understand the MIS concepts its applications,

Course Objectives: The Students will learn

1. Study MIS structure and classification.
2. Study applications of MIS, ERP, DSS and ESS.
3. Process of MIS Planning and Controlling
4. Process of building MIS
5. Develop and impolement effective MIS.
6. Scope and Importance of cyber crimes.

Course Outomes: The Students will able to

1. Understand MIS structure and classification.
2. Employ MIS, ERP, DSS and ESS.
3. Planning and Control MIS
4. Build MIS for an organisation
5. Develop and impolement MIS.
6. Understand cyber crime problems and limitations.

Unit-I:

Introduction : MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

Case :MIS at Narayana Labs Ltd.

Case : Siba International and Functional Information System.

Case : Sigma Industries Limited (SIL)

Unit-II:

Business Applications of Information Systems : E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

Case : Knowledge Management Systems at Anil Consultancy.

Unit-III:

Management of IS: Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

Case: Planning of IS at Anoop & Company.

Case : Apollo Hospitals.

Case : Implementation of OLT at Deep College of Management and Technology.

Case : Effectiveness of MIS: A Case Study.

Unit-IV:

Building of Information Systems: System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

Case: System requirement specification: An illustrate case.

Case: MIS at XYZ Bank.

Case: Purchase order system: application case study.

Unit-V:

Introduction to Cyber Crime : Cyuber Crime Defination and orgin of the word,cyber crime and information security,who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber crimes and indian ITA 2000,Global perspective on cybercrime-Cybercrime era.(Refer : Nina Godbole et al)

TEXT BOOK

1. D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition, 2010.
2. Laudon & Laudon, Management Information Systems, Pearson, 2015
3. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
4. Jawadekar, MIS Text and Cases, TMH, 2012.
5. A K Gupta, Sharma “Management of Systems” Macmillan, 2012.
6. Kelkar, Management Information Systems, PHI, 2012

SOCIAL & COMMUNITY DEVELOPMENT

(Open Elective – 2)

Year & Semester: I MBA II Semester**Subject Code:** 17MB1209OE**L P C****3 -- 3**

Course Aim: Aim of this course is to make students understand social development issues and challenges they should review before taking managerial decisions.

Course Objectives: The Students will learn

1. Study various theories of social development and its impact on economic development.
2. Study social work intervention and contemporary issues..
3. Study social justice and empowerment-women rights and tribal rights.
4. Importance and impact of social policy and social legislation in India..
5. CSR policy and Rehabilitation and resettlement concepts.
6. Challenges and barriers of community collaboration and Economic impact.

Course Outcomes: The students will be able to

1. Understand and draw inferences suitably based on CSR policies.
2. Understand the impact of policy reforms on Social development.
3. Understand Operational Mechanism of theories of development.
4. Know advantage of liberalisation, privatization and globalization policies to a firm
5. Understand social justice and empowerment rights in India.
6. Understand features of corporate community collaboration.

UNIT I

Introduction: What is the sociology of development - Neo-evolutionary, modernization and neomodernization theories of development - Marxist and neo-Marxist theories of development -Global approaches to development.

UNIT II

Social work intervention and contemporary issues: Social work intervention and contemporary issues - Urban sociology, urban community development & municipal administration – Rural sociology, rural community development & Panchayati raj - Family welfare Women's welfare and child welfare.

UNIT III

Social justice and Empowerment: Women Rights - Tribal Rights - Social Policy and Social Legislation in India: Planning in India - Rehabilitation & Resettlement Policy and Social Development - Rehabilitation Action Plan.

UNIT IV

CSR Policy and Rehabilitation & Resettlement: World Bank and ADB standing on and Rehabilitation & Resettlement - Government of India Policy Guidelines and interventions - Millennium Development Goals – Sustainable Development Goals-Developmental Schemes in India - Social Security in India

UNIT V

Corporate –Community Collaboration (CCC) and Social Development: Social Development and Modes of CSR – Challenges and barriers to Corporate-Community Collaboration – CCC as CSR process & product-Socio-Economic Impact of CCC – Community Investment & Corporate Citizenship Programs.

References:

1. Willis, K. Theories and Practices of Development, London: Routledge.
2. Frank, A. G) “The Development of Underdevelopment]
3. Timmons Roberts & Amy Bellone Hite The Globalization and Development Reader. Oxford: Blackwell
4. Roberts, T.J. and A. Hite (eds) From Modernisation to Globalisation: Perspectives on Development and Social Change. (London: Blackwell, 2000)
5. Sklair, L. (ed.) Capitalism and Development. (London: Routledge, 1994)
6. Sklair, L. Sociology of the Global System. (London: Prentice-Hall, 1995)
7. Cohen, R. and P. Kennedy Global Sociology. (London: Macmillan, 2000)
8. Webster, A. Introduction to the Sociology of Development. (London: Macmillan, 1990)

BUSINESS BEST PRACTICES (BBP)- SEMINAR

Year & Semester: I MBA II Semester
Subject Code: 17MB1210PC

L	P	C
--	3	2

Course Aim: To enable students to understand the best practices followed by the organizations.

Course Objectives: The Students will learn

1. Study Business Best Practices
2. Compare objectives Balanced Score Card & Benchmarking.
3. Importance of Career Planning and Competency Mapping
4. Differentiate Capability Maturity Model & People Capability Maturity Model
5. Study Performance Management System & Talent Management
6. Six Sigma & Total Quality Management
7. Concept of BPO & BPR

Course outcome: The students will be able to

1. Report on Business Best Practices
2. Develop Balanced Score Card & set Benchmarks for any organisation
3. Understand and follow Career Planning and Competency Mapping
4. Understand the importance of Capability Maturity Model & People Capability Maturity Model
5. Develop Performance Management System & Talent Management
6. Employ Total Quality Management Practices in an organisation
7. Differentiate BPO & BPR concepts

The students may choose the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
2. Benchmarking.
3. Career Planning
4. Competency Mapping
5. Capability Maturity Model
6. People Capability Maturity Model (Level 5)
7. Performance Management System
8. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

Report: A report of the best practice must be prepared with the help of the information available in the Open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

Journals : Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

References:

1. Business Analysis: Best Practices for Success By Steven Blais
2. The Complete Idiot's Guide to Best Practices for Small Business By Brandon Toropov, Gina Abudi
3. The Business of Love: 9 Best Practices for Improving the Bottom Line of Your ... By John Curtis
4. Business Continuity: World Class Business Continuity Management By Andrew Hiles
5. Best Practices in Business Technology Management By Stephen J. Andriole
6. Uniting North American Business: NAFTA Best Practices By Jeffrey Abbott, Robert T. Moran
7. Business Process Mapping: A Guide to Best Practice By Ali Darwish
8. Management Information Systems Best Practices And Applications In Business By T. Adikesavan
9. Business Standard India 2010
10. Leveraging on India: Best Practices Related to Manufacturing, Engineering ... By S. Chandrasekar
11. Best Business Practices for Global Competitiveness, Dr. Prashant Salwan
12. The Best Practices Enterprise: A Guide to Achieving Sustainable World-class ... By James M. Kerr
13. Indian Business: Notions and Practices of Responsibility By Nimruji Jammulamadaka

BUSINESS STATISTICS AND RESEARCH METHODOLOGY PRACTICE
(Mandatory Course)

Year & Semester: I MBA II Semester	L	P	C
Subject Code: 17MB1211MC	--	3	2

Course Aim: The course aim is to understand MS Excel for applying statistical tools learnt in BSRM

Course Objectives: The Students will learn

1. MS-Excel for applying statistical tools learnt in theory.
2. Applications of MS-Excel for various Mathematical, Statistical & Logical Functions & Formulas.
3. Importance and use of various Functional & Non Functional Keys.
4. The data trends to draw inference for decision making to test hypothesis.
5. Application of statistical measures of central tendency and dispersion.
6. Application of parametric and non-parametric tests.

Course Outcomes: The students will be able to

1. Use MS-Excel for different Test-Statistics to solve various mathematical and statistical logics.
2. Apply Mathematical, Statistical & Logical Functions & Formulas for Research Methodology & Statistical Analysis.
3. Practice Various Functional & Non Functional Keys as commands.
4. Analyze the data trends to draw inference for decision making to test hypothesis.
5. Apply measures of central tendency and dispersion for decision making.
6. Employ parametric and non-parametric tests for hypotheses testing.

Unit-I. Introduction about MS Excel Applications

- Introduction, Uses of Excel, New functions and features of excel 2007.
- Getting started with excel: Opening a blank or new workbook, general organization.
- Highlights and main functions: Home, Insert, page layout, formulas.
- Highlights and main functions: Data, review, view, add-ins.
- 5. Using the Excel help function.

Unit-II: Practice Lessons:

- Customizing the Quick Access Toolbar.
- Creating and Using Templates.
- Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
- Formatting Data and Using the Right Mouse Click.
- Saving, Page Setup, and Printing.
- Using Headers and Footers.
- Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
- Data from External Sources.
- Using and Formatting Tables.
- Basic Formulas and Use of Functions.
- Data Analysis Using Charts and Graphs.
- Managing, Inserting, and Copying Worksheets.
- Securing the Excel Document (Protect Cells and Workbook).

Unit-III: Advanced Excel Lessons:

- Advanced Formulas and Functions.
- Advanced Worksheet Features.
- Advanced Data Analysis using PivotTables and Pivot Charts.

Unit-IV: Cross-Table Generation for inferences based on using various test-statistics:

Developing Graphs, Diagram, employing test-static for parametric & non parametric tests.

Unit-V:Time series Analysis:

Forecasting Method of least squares, moving average method. Inference and Discussion of results.

References:

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

II YEAR MBA I SEMESTER SYLLABUS

II – MBA – I - Semester								
S. No.	Subject Code	Subject	Periods		Credits	Scheme of Evaluation		
			L	P		Maximum Marks		
						Internal	External	Total
1	17MB2101PC	Strategic Management	4	--	4	30	70	100
2	17MB2102PC	Production & Operations Management	4	--	4	30	70	100
3	17MB2103PC	Organisational Behaviour	4	--	4	30	70	100
4	Professional Core Elective-1		3	--	3	30	70	100
	17MB2104EN	Start-Up Management						
	17MB2104FI	Financial Institutions Markets & Services						
	17MB2104HR	Recruitment, Selection, Training and Development						
	17MB2104MA	Consumer Behaviour & Brand Management						
5	Professional Core Elective-2		3	--	3	30	70	100
	17MB2105EN	MSME						
	17MB2105FI	Advanced Accounting & Financial Management						
	17MB2105HR	Change Management & Organisational Development						
	17MB2105MA	Sales and Distribution Management						
6	Professional Core Elective-3		3	--	3	30	70	100
	17MB2106EN	Small & Family Business Management						
	17MB2106FI	Investment Analysis & Derivatives						
	17MB2106HR	Strategic Talent Management						
	17MB2106MA	Integrated Marketing Communication						
Total			18	--	21	180	420	600
Mandatory Non-Credit Courses								
7	17MB2107MC	Soft Skills- Practice	--	2	--	100	--	100
Note: In case of Professional Core Electives 1, 2 & 3; last two alphabets of the course code indicates EN(Entrepreneurship), FI(Finance), HR(Human Resources), and MA(Marketing)								

STRATEGIC MANAGEMENT

Year & Semester: II MBA I Semester
Subject Code: 17MB2101PC

L	P	C
4	--	4

Course Aim: The aim of this subject is to enable the students develop a holistic perspective about strategic management of an organization.

Course Objectives: The Students will learn

1. The frame work of micro and macro environment, competitive advantage profile and value chain analysis.
2. The purpose of business level strategy, drivers of competitive actions and rivalry dynamics.
3. Corporate level strategy, levels of diversification, Mergers & Acquisitions and corporate restructuring.
4. Importance of global strategic alliances with implications and international strategic advantage profile for an enterprise.
5. Structure and controls of SBU, leadership and entrepreneurial implications.
6. CSR, Professional Ethics, Values, Human Rights Issues and Cyber Crimes.

Course Outcomes: The students will be able to

1. Assess suitability of environment in light of competitive advantage and conduct value chain analysis.
2. Understand drivers of competitive actions and respond to rivalry dynamics.
3. Assess the need for diversification; identify the role of Mergers & Acquisitions in restructuring.
4. Need for global strategic alliances and in light of strategic advantage profile of an enterprise.
5. Understand structural controls of SBU, and implications of internal leadership and entrepreneurs.
6. Identify the need for CSR, Professional Ethics, Values, Human Rights Issues and Cyber Crimes.

Unit-I: Strategic Inputs: Introduction to Strategic Management: Strategic Management and Competitiveness- Technology and Technology Change-Vision, Mission and Objectives-Strategic Leaders-Strategic Management process- The External Environment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Analyzing internal organization -Building Core Competencies-Value Chain Analysis, Outsourcing. Case: Bharti Airtel (Hitt & Ireland page no 4); and Case: ITC Limited (Hitt & Ireland page no 30).

Unit-II: Formulation of Strategic Actions: Business level Strategy-Effectively managing relationships with Customers- the purpose of Business strategy. Competitive Rivalry and Dynamics- A Model of Competitive Rivalry-Competitor Analysis-Drivers of Competitive actions and Responses-Competitive rivalry and dynamics.

Case: Bajaj Auto limited (Hitt & Ireland Page no 80); and Case: Coca cola Vs Pepsi in India (Hitt & Ireland page. no108)

Unit-III: Corporate level Strategy: Levels of Diversifications and Reasons-Value creating diversifications. Strategic Acquisitions & Restructuring- Popularity of Mergers & Acquisitions strategies, problems in achieving Acquisition Success- Restructuring. Case: Foster's Group Diversification into the Wine Business (Hitt & Ireland Page 150); Case: Merger and Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland page 154); and Focus: Troubles in the Godrej – P & G Alliance (Hitt & Ireland page. no 223).

Unit-IV: Global Strategy: Identifying International Opportunities and international Strategies-Strategic Competitive Outcomes and risk in an international Environment. Corporate Implications for Strategy-Strategic Alliances- corporate level cooperative strategy, Competitive risk with Cooperative strategies.

Case: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Ireland page. no 176). Case: Using Cooperative Strategies at IBM (Hitt & Ireland page 206)

Unit-V: Structure and Controls with Organizations: Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy-Entrepreneurial Implication for Strategy. Fundamental principles of Ethics, Professional Ethics, Ethics of Finance & Accounting professionals, Cybercrimes, Ethics & Human rights. Case-1 CISCO's Evolution of

Strategy and Structure. (Hitt & Ireland page. no 256); Case-2 Selecting a new CEO (Hitt & Ireland page no 282); Case-3 The Continuing innovation revolution at Amazon: The kindle and E-books (Hitt & Ireland page 304)

References:

1. Hitt & Ireland and Manikutty,” Strategic Management: A South Asian Perspective”: Cengage Learning, 9e, 2012
2. Mital; Cases in Strategic Management; 3rd Edition, TMH, 2015.
3. Mason A Carpenter.”Strategic Management: A dynamic Perspective” Pearson, 2e, 2012.
4. A Nag” Strategic Management: Analysis, Implementation & Control “Vikas Publishing house, 2012.
5. Adrian & Alison” Strategic Management: Theory & Application” Oxford University Press, 2010.
6. C.L.Bansal, Business and Corporate Laws, 1/e, Excel Books, 2006

PRODUCTION AND OPERATIONS MANAGEMENT

Year & Semester:	II MBA I Semester	L	P	C
Subject Code:	17MB2102PC	4	--	4

Course Aim: The course aims to introduce concepts of production and operations management in an organization and expose to analytical methods.

Course Objectives: The Students will learn

1. Systems & types of production, generic competitive strategies and world class manufacturing.
2. The importance of product process design and analysis.
3. Concepts of capacity planning, value engineering, standardization and ergonomics.
4. Concept, types and importance of plant location & layout.
5. The importance of scheduling, heuristic models and priority dispatching rules.
6. Concept of integrated materials management & inventory control techniques to determine EOQ and optimum quantity to be maintained in stores.

Course Outcomes: The students will be able to

1. Understand systems & types of production, production strategies and world class manufacturing.
2. Understand and follow concepts of product process design and analysis.
3. Determine production capacity, conduction value engineering to standardize production by following rules ergonomics.
4. Understand importance of plant location & plant layout apply the principles to real life industry.
5. Schedule Machine Sequence by following priority dispatching rules and heuristic models.
6. Understand the importance of integrated materials management and determine EOQ & optimum quantity to be maintained in stores.

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

Unit-II: Product & Process Design and Analysis: Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning, Process Design- Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering – History of Value Analysis/Value Engineering, when to Apply Value Analysis, Function, Aims, Value Engineering Procedure, Advantages and Application Areas. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.

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

Unit-IV:Scheduling: Introduction, Johnson’s Problem, Extension of Johnson’s rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and Machines Scheduling.

Unit-V: Materials Management: Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Control- Inventory Decisions, Costs Trade Off. Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Purchasing Management, Stores Management – Incoming Materials Control, Store Accounting, Obsolete Surplus and

Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

References:

1. K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012.
2. Panneerselvam “Production and Operations Management” PHI,2012
3. Dr.K.C. Arora, Production / Operations Management Universities Press, 2015
4. J.K, Sharma: Operations Research, Macmillian, 2015.
5. Ajay K Garg, Production and Operations Management, TMH, 2012
6. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.

ORGANISATIONAL BEHAVIOUR

Year & Semester: II MBA I Semester
Subject Code: 17MB2103PC

L	P	C
4	--	4

Course Aim: To understand the dynamics of organizational behaviour.

Course Objectives: The Students will learn

1. Objectives, need, scope, models and limitations of individual behaviour in organization to avoid human imbalances.
2. Importance of perceptual influences on organization and diversity.
3. Importance of group dynamics, group norms, cohesiveness its effect on group decision making.
4. Nature, process, objectives, scope and limitations of motivational theories.
5. Nature, process, objectives, scope, and limitations of leadership theories and styles.
6. Need for organizational change, stress management, career development and individual resistance.

Course Outcomes: The students will be able to

1. Importance of individual behaviour in organization and remedies.
2. Understanding perceptual influences on organizational and individual diversity.
3. Understand group dynamics and its effect on group decision making.
4. Employ motivational models in real life.
5. Follow leadership theories and decide on suitable style in given situation.
6. Understand necessity for a change positively and avoid stress towards career development.

Unit-I:

Nature and Importance of Organizational Behaviour: Foundation of O.B.; Conceptual Model for O.B. – Organization System in Global Environment – Importance of Interpersonal Skills, Challenges & Opportunities for O.B., Developing O.B. Model – Approaches to O.B.

Case 1: Work Force Diversity

Unit-II:

Individual Behaviour: Diversity – Biographical Characteristics Ability – Implementing Diversity Management – Strategies – Attitudes & Job Satisfaction, Personality – Theories of Personality – Perception – Process of Perception – Perception & Individual Decision Making – Motivation from concepts to Applications.

Unit-III:

Group Behaviour: Foundations of Group Behaviour – Defining and Classifying Groups – Stages of Group Development – Group Properties – Roles – Norms – Status, Size and Cohesiveness – Group Decision Making – Understanding Work Teams – Types of Teams – Creating Effective Teams.

Unit-IV:

Leadership and Motivation Theories: Leadership Theories – Challenges to Leadership Construct – Finding and Creating Effective Leaders – Power & Politics. Maslow's Hierarchy of Needs, Two-factor theory of Motivation, Alderfer's ERG theory, McClelland's need based Motivational Model.

Unit-V:

Foundation of Organizational Structure: Conflicts & Negotiations – Organization Structure – Organization Change & Stress Management – Self Management – Managing Careers.

Case 1: Boundary less Organization (Stephen P. Robbins page no 529)

Case 2: The Stress of Caring (Stephen P. Robbins page no 595)

Case 3: Organizational Behaviour ABC.

Case 4: Understanding Market Research Company (Stephen P. Robbins)

Case 5: Team Management: The Leo Burnett Company Virtual Team Management (Gerard H.Seijts Page no 161)

References:

1. Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson 14th Edition, 2012.
2. Mirza S Saiyadain, Cases in Organizational Behavior, TMH, 2011
3. Gerard H.Seijts, Cases in Organizational Behavior, Sage, 2008.
4. Dr. Anjali Ghanekar, Organizational Behaviour Concepts & Cases, Everest, 19th Edition, 2013.
5. Nelson, Quick and Khandelwala, ORGB, 2/e, Cengage, 2012.

SOFT SKILLS-PRACTICE
(Mandatory Course)

Year & Semester:	II MBA I Semester	L	P	C
Subject Code:	17MB2107 MC	--	2	--

Course Aim: The purpose of this course is to develop the student's competence in communication at an advanced level. Assuming that the students are fairly proficient in the basic communication skills of listening, speaking, reading and writing in English, this course aims to train them in communicating efficiently in the workplace and professional contexts.

Course Objectives: The students will learn

1. Improve fluency in English and loose fear of public speaking and feel confident.
2. Develop vocabulary & enable to listen to Spoken-English at normal conversational speed and Participate in group discussions.
3. Respond appropriately in different socio-cultural and professional contexts.
4. Develop proficiency in written & oral Communication
5. Face interviews and convince their view point.
6. Cconfidently face and succeed in the corporate selection processes.

Course Outcomes: Students at the end of the course would be able to:

1. Loose fear of public speaking and feel confident with fluency in english.
2. Listen to normal conversational and Participate in group discussions.
3. Respond spontaneously in different socio-cultural and professional contexts.
4. Gain proficiency in written & oral Communication
5. Face interviews and be able to convince their view point.
6. Cconfidently face and succeed in the corporate selection processes.

The proposed course should be a practice course to enable students to use 'good' English and perform the following:

- Gathering ideas and information to organize ideas relevantly and coherently.
- Engaging in debates.
- Participating in group discussions.
- Facing interviews.
- Writing project/research reports/technical reports.
- Making oral presentations.
- Writing formal letters.
- Transferring information from non-verbal to verbal texts and vice-versa.
- Taking part in social and professional communication.

Content:

The following course content to conduct the activities:

1. Activities on Fundamentals of Inter-personal Communication and Building Vocabulary - Starting a conversation – responding appropriately and relevantly – using the right body language – Role Play in different situations & Discourse Skills- using visuals - Synonyms and antonyms, word roots, one-word substitutes, prefixes and suffixes, study of word origin, business vocabulary, analogy, idioms and phrases, collocations & usage of vocabulary.
2. Activities on Reading Comprehension –General Vs Local comprehension, reading for facts, guessing meanings from context, scanning, skimming, inferring meaning, critical reading & effective googling.
3. Activities on Writing Skills – Structure and presentation of different types of writing – *letter writing/Resume writing/ e-correspondence/ Technical report writing/ Portfolio writing* – planning for writing – improving one's writing.
4. Activities on Presentation Skills – Oral presentations (individual and group) through JAM sessions/seminars/PPTs and written presentations through posters/projects/reports/ e-mails/assignments etc.

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5. Activities on Group Discussion and Interview Skills – Dynamics of group discussion, intervention, summarizing, modulation of voice, body language, relevance, fluency and organization of ideas and rubrics for evaluation- Concept and process, pre-interview planning, opening strategies, answering strategies, interview through tele-conference & video-conference and Mock Interviews.

Desirable Equipment(Share ACS Lab of B.Tech when leisure) for practicing sessions:

- Spacious room with appropriate acoustics & Round Tables with movable chairs
- Audio-visual aids & LCD Projector
- Public Address system & Computer Systems to run necessary software
- T. V, a digital stereo & Camcorder
- Headphones

Activities to be performed:

- Preparing for being Interviewed
- Positive Thinking
- Books Recommended:
- Interviewing Skills
- Telephone Skills
- Time Management

References:

1. Technical Communication by Meenakshi Raman & Sangeeta Sharma, Oxford University Press 2009.
2. English Language Communication : A Reader cum Lab Manual Dr A Ramakrishna Rao, Dr G Natanam & Prof SA Sankaranarayanan, Anuradha Publications, Chennai 2008.
3. Advanced Communication Skills Laboratory Manual by Sudha Rani, D, Pearson Education 2011.
4. Technical Communication by Paul V. Anderson. 2007. Cengage Learning pvt. Ltd. New Delhi.
5. Business and Professional Communication: Keys for Workplace Excellence. Kelly M. Quintanilla & Shawn T. Wahl. Sage South Asia Edition. Sage Publications. 2011.
6. The Basics of Communication: A Relational Perspective. Steve Duck & David T. McMahan. Sage South Asia Edition. Sage Publications. 2012.
7. English Vocabulary in Use series, Cambridge University Press 2008.
8. Management Shapers Series by Universities Press(India)Pvt Ltd., Himayatnagar, Hyderabad 2008.
9. Handbook for Technical Communication by David A. McMurrey & Joanne Buckley. 2012. Cengage Learning.
10. Communication Skills by Leena Sen, PHI Learning Pvt Ltd., New Delhi, 2009.
11. Handbook for Technical Writing by David A McMurrey & Joanne Buckely CENGAGE Learning 2008.
12. Job Hunting by Colm Downes, Cambridge University Press 2008.
13. Master Public Speaking by Anne Nicholls, JAICO Publishing House, 2006.
14. English for Technical Communication for Engineering Students, Aysha Vishwamohan, Tata Mc Graw-Hil 2009.
15. English for Call Centres by Barry Tomalin and Suhashini Thomas, Macmillan Publishers, 2009.

II YEAR MBA II SEMESTER SYLLABUS

II – MBA – II - Semester

II – MBA – II - Semester

S. No	Subject Code	Subject	Periods		Credits	Scheme of Evaluation		
			L	P		Maximum Marks		
						Internal	External	Total
1	17MBA2201PC	Strategic Management Accounting	4	--	4	30	70	100
2	Professional Core Elective-4		3	--	3	30	70	100
	17MB2202EN	Creativity and Innovation						
	17MB2202FI	Strategic Investment & Financing Decisions						
	17MB2202HR	Performance, Compensation & Reward Management						
	17MB2202MA	Retailing Management						
3	Professional Core Elective-5		3	--	3	30	70	100
	17MB2203EN	Foreign Trade & WTO						
	17MB2203FI	International Financial Management						
	17MB2203HR	International Human Resources Management						
	17MB2203MA	International Marketing Management						
4	Professional Core Elective-6		3	--	3	30	70	100
	17MB2204EN	Management of NGOs						
	17MB2204FI	Risk Management and Insurance						
	17MB2204HR	Leadership						
	17MB2204MA	Services Marketing						
5	17MB2205PC	Pre-Submission Project Work	--	1	1	100	--	100
6	17MB2206PC	Comprehensive Viva Voce	--	2	1	--	100	100
7	17MB2207PC	Main Project Report Evaluation	--	3	1	30	70	100
8	17MB2208PC	Main Project Viva-Voce	--	3	1	30	70	100
		Total	13	9	17	280	520	800

Note: In case of Professional Core Electives 4, 5 & 6; last two alphabets of the course code indicates EN(Entrepreneurship), FI(Finance), HR(Human Resources), and MA(Marketing).

STRATEGIC MANAGEMENT ACCOUNTING

Year & Semester: II MBA II Semester
Subject Code: 17MB2201PC

L	P	C
4	--	4

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

Course Objectives: The Students will learn

1. Various methods and techniques of Cost and Management Accounting Systems and understand various elements of direct and indirect costs.
2. Concepts of allocation, apportionment and absorption of indirect costs.
3. Various components in Cost Sheet and importance of Unit, Job and Process Costing Methods.
4. Tools and Techniques of Marginal Costing, selection of optimum product mix and need for inter-firm comparison
5. Standard costing and variance analysis and study different types of variances.
6. Budgetary control concepts, and understand different types of budgets and establish standards for costing.

Course Outcomes: The students will be able to

1. Determine elements of costs apportion indirect cost and compute Machine Hour Rate and prepare cost sheet for flexible production levels.
2. Allocate, apportion and absorb direct and indirect costs against various products/departments and prepare a tender/quotation/estimate for single unit and also for a batch.
3. Prepare Cost Sheet, Determine Unit cost and compute inter-process profit or loss for different process.
4. Determine Break Even Point, Optimum Product/contribution/profit/sales Mix and determine key factor or limiting factor contribution.
5. Conduct variance analysis for Materials, Labour and Sales.
6. Prepare Cash, Production, Materials, Labour and Flexible Budgets as per the needs of organisaiton.

UNIT I

Introduction to Strategic Management Accounting: Strategic Analysis of Cost & Control-Distinction among Management Accounting, Cost Accounting & Financial Accounting- Cost Elements & Managerial Use - Classification of costs – Cost Sheet-Direct and Indirect expenses –Concept of Allocation, Absorption & Apportionment of overheads to Various Department and Products-Computation of Machine Hour Rate. Distinction Estimation, Quotation and Tenders

UNIT II

Methods of Costing: Methods of Costing suitable to various industries- Unit Costing and Process Costing-Distinction between By-product, Joint-Product, Multiple-Product Costing Methods and Techniques- Concept of Equivalent Production Cost(Numerical Problems).

UNIT III

Marginal Costing: Application of Marginal Costing - Cost Control & Profit Planning, Shut-Down-Point & Dropping a Product Line. Make/Buy decisions and Key/Limiting Factor Contribution(Numerical Problems).

UNIT IV

Advanced Marginal Costing: Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, Level of Activity Planning(Numerical Problems). Break-even analysis: application of BEP(Numerical Problems). Inter-firm comparison.

UNIT V

Standard Costing & Budgetary Control:

Standard Costing, Steps & Techniques. Variance Analysis-Types-Material & Sale Variances(Numerical Problems)

Budget, Budgetary Control, Steps, Types(Functional Budgets, Cash Budget & Flexible Budgets(Numerical Problems).

References:

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

PRE-SUBMISSION PROJECT WORK

Year & Semester: II MBA II Semester
Subject Code: 17MB2205PC

L P C
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Course Aim: Enable student make use of contemporary management practices & tools by enhancing self-learning-ability and apply the knowledge of various open, departmental core & professional core elective subjects knowledge in drawing conclusions on Main Project.

Phase-A(Before I Mid Term Examination):

Course Objectives: The Students will learn

1. Formulate research design, scope, limitations, tested objectives and hypotheses.
2. Collect data suitably in line with objectives and hypotheses.
3. Compile data by using suitable tables
4. Use diagrams, graphs, charts
5. Develop cross tables to fit for statistical inferences.
6. Prepare a seminar presentation using PPT

Course Outcomes: The students will be able to

1. Develop objectives and hypotheses for his/her project.
2. Identify suitable questions that fir for data requirements to test
3. Compile data for statistical fitness
4. Develop suitable diagrams, graphs, charts for his study
5. Identify cross tables to fit for statistical testing.
6. Present a seminar & able to incorporate suggestions & improvements.

Phase A - Seminar consists of 3 Stages:

Stage-1 related to formulation Title, objectives, hypothes, scope, research design, sampling to be adopted, literature survey, development of questionnaire suitable to test objectives and hypothesis. Stage-2 involves selection of company, industry, overview and profile of company in relevant industry, collection of data from various sources, tabulation and organizing data for the purpose of using test-statistics to prove or disprove objectives and hypothesis. Stage-3: The student expected to consolidate his understanding through review of literature in general to the study and inparticular to the topic identified under the guidance of faculty counselor/advisor/supervisor. Further, the student is expected to give-away a seminar-presentation using PPT, about his understanding of topic, problems involved in collection of data from various sources, suitability of test-statistic for the questionnaire developed, organization of the data so collected till now and cross-tables developed for testing objectives/hypotheses. The student has to ask for suggestions and improvements if any to proceed further in the project to the next stage i.e., Project Review Seminar-2 and incorporate suitably in the original project report.

Phase-B(Before II Mid Examination): Course Objectives: The Students will learn

1. Identify Tested objectives and Hypotheses for his main project.
2. Apply information suitable to draw objective specific conclusions and recommendations.
3. Manipulate data by using suitable test-statistics
4. Develop own diagrams, graphs, charts with the help of tabulated information
5. Draft final cross tables for objective specific statistical inferences.
6. Prepare a seminar presentation using PPT

Course Outcomes: The students will be able to

1. Prove or Disprove tested objectives and Hypotheses for his main project.
2. Draw objective specific findings, conclusions and recommendations.
3. Able to judge the efficiency of test-statistic used to support inferences
4. Justify diagrams, graphs, charts used and its necessity in project report
5. Draft final report for submission
6. Submit short report and present a final seminar which can be published in any regional conference without plagiarism

Phase B -Seminar consists of 3 Stages: Stage-1 related to formulation Title, objectives, hypothes, scope, research design, sampling to be adopted, literature survey, development of questionnaire suitable to test objectives and hypothesis.

Stage-2 involves selection of company, industry, overview and profile of company in relevant industry, collection of data from various sources, tabulation and organizing data for the purpose of using test-statistics to prove or disprove objectives and hypothesis. Stage-3: The student expected to consolidate his understanding through review of literature in general to the study and inparticular to the topic identified

under the guidance of faculty counselor/advisor/supervisor. Further, the student is expected to give-away a seminar-presentation using PPT, about his understanding of topic, problems involved in collection of data from various sources, suitability of test-statistic for the questionnaire developed, organization of the data so collected till now and cross-tables developed for testing objectives/hypotheses. The student has to ask for suggestions and improvements if any to proceed further in the project to the next stage i.e., Project Review Seminar-2 and incorporate suitably in the original project report.

References:

1. Academic Presenting and Presentations: Teacher's Book By Averil Bolster, Peter Levrai
2. A Student's Guide to Presentations: Making your Presentation Count By Barbara Chivers, Michael Shoolbred
3. The Mature Student's Handbook By Lucinda Becker

COMPREHENSIVE VIVA VOCE

Year & Semester: II MBA II Semester
Subject Code: 17MB2206PC

L	P	C
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Course Aim: Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The successful completion of viva-voce should signal firm grasp of all the subjects learnt in the entire programme of MBA by applying many of professional core elective subjects while framing project report with proper understanding of the concepts.

Course Objectives: The Students will learn

1. Self Assessment of student understanding on various courses
2. Helpful to face employment interview
3. Test self-potential in various specialist courses
4. Enhance spontaniativity and instant response of his understanding about various subjets.
5. Demonstrate one's competency in management subjects.
6. Improve stuent protentiality to face competitive exams & to come across various interviews.

Course Outcomes: The students will be able to

1. Develop understanding on various courses
2. Efficiently face employment interviews
3. Test the authority on various specialist courses
4. Develop spontaniativity & instant response of the student and comeout of panicness in interview.
5. Face competitive exams & succeed in academic & employment interviews.
6. Acquire demonstration skills in future employment career.

Main objective of the comprehensive viva voce external examination is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The successful completion of comprehensive viva-voce should signal firm grasp of all the subjects learnt in the entire programme of MBA by applying many of professional core elective subjects while framing project report with proper understanding of the concepts.

References:

1. Management of Self & Performance: My Experiences with Consciousness By Manoranjan Satapathy
2. The Postgraduate Research Handbook: Succeed with Your MBA, MPhil, EdD and PhD
3. Patient Management Problems in Psychiatry By Olumuyiwa John Olumoroti, Akim Kassim

MAIN PROJECT REPORT EVALUATION

Year & Semester:	II MBA II Semester	L	P	C
Subject Code:	17MB2207PC	--	3	1

Course Aim: Aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

Course Objectives: The Students will learn

1. Formulate research design, scope, limitations, tested objectives and hypotheses.
2. Collect data suitably in line with objectives and hypotheses.
3. Compile data by using tools such as diagrams, graphs, charts & cross tables.
4. Techniques to analyse data and use of different test-statistics to draw meaningful inferences.
5. Prepare a report with summary, findings & conclusions
6. Advice on objective specific recommendations by understanding limitations.

Course Outcomes: The students will be able to

1. Formulate objectives and hypotheses of study.
2. Collect data to test objectives and hypotheses of study.
3. Compile data with the help of diagrams, graphs, charts & cross tables.
4. Apply different types of test statistics to draw meaningful inferences.
5. Provide specific recommendations.
6. Prepare a report by following specific rules to publish the project report in any conference or journal.

The main project report consist of

Chapter -1:

A brief Introduction, with Title Of Study, Plan For Review Of Literature, Problem, Scope & Period of Study, Research Gaps, Research Enquiry Through Questions, General & Tested Objectives Of The Study, Tested Hypotheses, Research & Sample Design and Methods Of Data Collection, limitations and chapterisation.

Chapter -2:

Overview of Company & Industry Competitiveness

Chapter -3:

Collection of Raw Data using Diagrams, Graphs, Tables, Charts with proper scale

Chapter -4:

Analysis of data suitably with the help of parametric and nonparametric test-statistics.

Chapter -5:

Provide summary, findings, conclusions and recommendations based on empirical evidence.

Note: However, A soft copy of detailed format of Project Report will be given to student for better understanding. Faculty PRC & Advisors should educate students in the beginning of II Year I Semester regarding rules and regulations of Project Submission, Project Based Seminar and Comprehensive Viva and Plagiarism Rules.

References:

1. Writing A Report, 9th Edition: How to prepare, write & present really effective reports by John Bowden
2. How to Write a Report Functional Specification: A Consultant's Guide to ... By Linda R. Timms
3. Doing Your Project By Denis Reardon
4. Guidelines for Preparing Project Reports By Richard Brooks
5. Handbook for preparing Office of Research and Development reports
6. Project and Report Writing By Institute of Leadership & Management,
7. A Guide to the Project Management Body of Knowledge: PMBOK Guide
8. The Project Management Institute Project Management Handbook
9. Getting It Done: Project Management in Action By Project Management Institute

MAIN PROJECT REPORT VIVA VOCE

Year & Semester: II MBA II Semester
Subject Code: 17MB2208PC

L	P	C
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Aim: Aim of the Main Project Viva Voce examination is to make the student to answer few questions in the area of project topic and also understanding and application of professional core elective subjects in successful completion of project.

Course Objectives: The Students will learn

1. Procedure adopted to formulate research design, tested objectives and hypotheses.
2. Methods of data collection to support objectives and hypotheses of study.
3. Tools and Techniques to be used to compile data and develop cross tables to support test-statistic.
4. How to interpret findings to draw meaningful inferences.
5. Methodology to adopted to prepare a Main Project Report Evaluation.
6. Basis for specific recommendations by understanding limitations as per sample observation.

Course Outcomes: The students will be able to

1. Answer few questions on research design, objectives and hypotheses of study.
2. Enlist methods & types of data collection & limitations involved while collecting data suitably.
3. Usefulness of Tools and Techniques and complications faced in data-compilation and remedies
4. Explain the importance of test static used to support objectives & hypotheses
5. Enlist few specific findings to draw meaningful inferences.
6. Specific recommendations based on sample observation and population behaviour.

Aim: Aim of the Main Project Viva Voce examination is to make student to go through the conceptual frame work of application of professional core elective subjects in particular and all subjects influence in general on the project objectives, hypothesis testing, and drawing meaningful inferences followed by conclusions and recommendations on the special topic selected for Main Project Report Evaluation.

The student expected to answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain subjects while preparing main project report.

The preparation for Main Project Viva Voce is in interalia with professional core subjects application in project work will enable student to face any job interview on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Main Project Viva Voce should signal firm grasp of all professional core elective subjects learnt in the entire programme of MBA.

References:

1. Management of Self & Performance: My Experiences with Consciousness By Manoranjan Satapathy
2. The Postgraduate Research Handbook: Succeed with Your MBA, MPhil, EdD and PhD
3. Patient Management Problems in Psychiatry By Olumuyiwa John Olumoroti, Akim Kassim

PROFESSIONAL CORE ELECTIVES

Stream/Prof. Core Elective(s)	II Year I Semester			II Year II Semester		
	17MB2104	17MB2105	17MB2106	17MB2202	17MB2203	17MB2204
	Professional Core Elective-1	Professional Core Elective-2	Professional Core Elective-3	Professional Core Elective-4	Professional Core Elective-5	Professional Core Elective-6
Entrepreneurship(EN)	Start-Up Management	MSME	Small & Family Business Management	Creativity and Innovation	Foreign Trade & WTO	NGOs
Finance(FI)	Financial Institutions Markets & Services	Advanced Accounting & Financial Management	Investment Analysis & Derivatives	Strategic Investment & Financing Decisions	International Financial Management	Risk Management and Insurance
Human Resources(HR)	Recruitment, Selection, Training and Development	Change Management & Organisational Development	Strategic Talent Management	Performance, Compensation & Reward Management	International Human Resources Management	Leadership
Marketing(MA)	Consumer Behaviour, Branding & Rural Marketing	Sales and Distribution Management	Integrated Marketing Communication	Retailing Management	International Marketing Management	Services Marketing

ENTREPRENEURSHIP ELECTIVE STREAM**START-UP MANAGEMENT****(Entrepreneurship Elective-1)****Year & Semester:** II MBA I Semester**Subject Code:** 17MB2104EN**L****P****C****3****--****3**

Course Aim: The aim of this subject is to empower the students with the concepts, theories and approaches to lead new start-ups and pursue enterpreneurial career also. Provides an understanding about risk takers psychology and theories.

Course objectives: The student will be able to

1. Process of a start-up.
2. Process of start-up eco system.
3. Promotion of start-ups.
4. Process of product build-operation phase.
5. Procedure to be reviewed for scaling phase.
6. Conduct feasibility study for new strt-ups.

Course Outcomes: The Student will

1. Develop a start-up.
2. Follow start-up eco system.
3. Promotion strategies to be adopted for start-ups.
4. Provide platform to build-operationalise product manufacture.
5. Decide on scaling phase based on survey and technical potentiality of start-up.
6. Flexible according to feasibility study.

Unit-I:

Introduction to Start- up: Entrepreneurship and Innovation, Definition of start-up, need for start-ups, Scope of Start-up, National Start-up Policy, Start-up Hubs, Skill Development, Startup development phases, idea & innovation, entrepreneurship & startups, Patent Subsidy for Start-up

Unit-II:

Start-up Ecosystem: Startup development phases, Innovation megatrends, Understanding & mapping startup ecosystems, Public-private partnerships, developing startup ecosystems, Maturity levels and measures for startup ecosystems.

Unit-III:

Formation Phase: Idea Generation, opportunity/ identification and product selection, building big visions, potential measurement, Success & failure factors, Mission, Vision & Strategy, Co-founder team building, Shareholder agreement (SHA), Market timing and journey, planning in short & long term, Evaluating opportunities, Funding options and strategies at this stage.

Unit-IV:

Product/Service Build and Validation phase: Defining a product and MVP, Entry Strategies: new product, franchising, partial momentum, Sponsorship and Acquisition, Defining Initial Business Model, Customer development and future prioritization, Validation metrics.

Unit-V:

Scaling phase: Business planning go to market strategies, born global & internationalization, scaling metrics (KPI's), Recruiting, Funding options, Working with big companies, Establishment of start-ups. launching formalities, influence on economic development, Registration, NOC from pollution board, machinery and equipment selection.

References:

1. Funding Options for Startups: A Conceptual framework and Practical Guide by K.S.V. Menon& Garima Malik
2. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi
3. Entrepreneurships: Theory, Process & Practice by Kuratko,D.F.& Hodgetts, R.M. Thomson Press
4. Entrepreneurship: New Venture Creation by David H.Holt
5. Project Management by K.Nagarajan
6. The Culture of Entrepreneurship by Brigitte Berger

**MICRO SMALL MEDIUM ENTERPRISES MANAGEMENT(MSME)
(Entrepreneurship Elective-2)**

Year & Semester:	II MBA I Semester	L	P	C
Subject Code:	17MB2105EN	3	--	3

Course Aim: The aim of this subject is to understand the problems & survival of SSI Units and government support MSME and revival packages to such sector.

Course objectives: The student will be able to

1. Role of MSME in Indian Economy
2. Process of setting up SSI/SME Units in IDAs or at any other notified/schedule areas.
3. Prepare a detailed project report for funding projects.
4. Identify the source of finance and single window system.
5. Credit Policy, Management of receivables & Monitoring Working Capital
6. Institutional Support to SME and industrial sickness.

Course outcomes: The student will

1. Factors influencing and government policies towards MSME.
2. Set-Up SSI/SME Units in IDAs or at any other notified/schedule areas.
3. Submit a DPR for funding.
4. Apply for short term, long term and seed capital financing for proposed project.
5. Management of working capital irregularities, cash credit limits, book-debt financing
6. SICA Provision for revival of sick units.

Unit I:

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

Unit II:

Setting of SMEs': Location of Enterprise – steps in setting – problems of entrepreneur's sickness in SMI – Reasons and remedies – Incentives and subsidies – Evaluating entrepreneurial performance – Rural entrepreneurship – Women entrepreneurship.

Unit III:

Project Finance: Source of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau –Approaching Institutions for assistance.

Unit IV:

Management of MSE: Management of Product Line; - Communication with clients; - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of SME -SICA.

Unit V:

MSME Policies and Emerging Trends in SMEs:

Central Government policies SME - and export promotion policy - the MSME development act, 2006. - Institutional Support mechanism in India.

References:

1. Small Business Entrepreneurship: Paul Burns & Jim Dew hunt, palgrave macmillan publishers.2010 edition.
2. Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives) Abha Jaiswal, 2010, Jain book agency.
3. "Financing Micro, Small & Medium Enterprises 1st Edition" is written by K. Sudarsan. This book was published in the year 2010. This book has total of pp. xxii + 445 (Pages). The publisher of this title is Associated Publishers

4. Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public
5. Projects Stefano Gatti, Academic Press, 07-Nov-2007 - Business & Economics - 440 pages
6. Micro Small and Medium Enterprises in India Hardcover – 2013 by Suman Kalyan
7. Chaudhury (Author) **Publisher:** Raj Publications (2013)
8. “Small and medium enterprises in transitional economies”, challenges and opportunities, by Aneet Monika Agarwal, Published by DEEP and DEEP pvt Ltd.

SMALL AND FAMILY BUSINESS MANAGEMENT
(Entrepreneurship Elective-3)

Year & Semester: II MBA I Semester
Subject Code: 17MB2106EN

L	P	C
3	--	3

Course Aim: The aim of this subject is to empower the students with the concepts, theories and approaches to manage small business and scope to employ managerial functions in administering the small and family businesses. How women entrepreneurs are much successful and the kind of support extended to them by both state and central government.

Course objectives: The student will be able to

1. Managing a different types of small & family businesses.
2. Identify the role and opportunities for Entrepreneurs.
3. Scope for managerial functions in small & family business enterprises
4. Success strategies and franchise for New venture, Survival, Growth
5. Registering and Incorporation of small & family businesses and statutory provisions
6. IPR issues regarding new product designs and innovations.

Course outcomes: The student will

1. Managing different types to small & family businesses.
2. Enthuse, Encourage & Motivate Entrepreneurs.
3. Employ various management functions for effective operation of business
4. Employ suitable strategies for success
5. Incorporate any form of enterprise by following related statutory provisions
6. Effect of IPR on company R&D, production and promotion practices.

Unit-1:

Understanding Small & Family Business Management: Small Business in the Economy, Entrepreneurship, the Entrepreneur and Owner-Manager, the Small Business and Entrepreneurial Environment, Innovation and the Marketplace The Entrepreneur, and Owner- Manager. Business support agencies encouraging DWACRA, SHG, Micro Credit and Micro Finance. Importance of Social Entrepreneurship.

Unit-2:

Creating Small & Family Business Role of Women Entrepreneurs: Business Planning, Successful Small Business Strategies, Start-ups and Franchises, buying an Existing Business, Forming and Protecting a Business. Women Entrepreneurship: Introduction to Women Entrepreneur. Women Entrepreneurship, Characteristics of women Entrepreneurs, Categories of women Entrepreneurs in practice in India, Reasons of women becoming Entrepreneurs, Opportunities to women Entrepreneurs, Challenges/ problem of women entrepreneurship, Remedial Measures to solve problem, Policy measures taken by Government during Five years' plan, Initiatives / Policies / Schemes for women Entrepreneurs, Role of Women Association.

Unit-3:

Managing the Small/Family Businesses: Management of People and Resources, Marketing, Money, Business Exits and Realizing Value. Innovation and The Marketplace, Product Innovation in Small Firms, Innovation and the entrepreneurship dynamic, seven sources for innovative opportunity, Innovating for the market place. Logistics and Supply Chain Problems of rural entrepreneurs.

Unit- 4:

Success Plan for Small/Family Business: The purpose of a business plan, the format of a business plan, strategy and the small business: New venture strategy, Survival Strategy, Growth strategy, A Composite model of successful strategies, Start-ups and Franchises, The franchising market, the pros and cons of franchising.

Unit –5:

Forming And Protecting A Business: choice of business organization, limited company, Sole trader, Partnership, Choosing Appropriate Business form: sole trader vs partnership vs Limited Company, Co-

operatives, Creating a value for Society, Intellectual property rights, Business Exits and Closures.

References:

1. A Guide to Small Business Strategy-David Butler
2. Small Business Management – Justin G. Longenecker, J. William Petty, Leslie E
3. Small Business Management – Entrepreneurship and Beyond-Timothy S
4. Small Business Management – Lunching and Growing Entrepreneurial Ventures-Justin G.Longenecker J William Prtty, Leslie S
5. The Economics and Management of Small Business_ an International Perspective- Graham Bannock
6. Family Businesses: The Essentials, By Peter Leach
7. Family Business in India, By Sudipt Dutta
8. Family Business Governance: Maximizing Family and Business Potential, By Craig E. Aronoff, John L. Ward
9. Indian Family Business Mantras, By Peter Leach, Tatwamasi Dixit
10. Generation to Generation: Life Cycles of the Family Business, By Kelin E. Gersick
11. Guide to the Family Business, By Peter Leach, Tony Bogod
12. Inside the Family Business, By Léon A. Danco
13. Managing the Family Business: Theory and Practice, By Thomas Zellweger
14. he History of Family Business, 1850-2000, By Andrea Colli
15. Family Business.,By Ernesto J. Poza
16. Understanding the Family Business, By Keanon Alderson
17. Family Business Management: Concepts and Practice, By A. Bakr Ibrahim, Willard H. Ellis
18. The Successful Family Business: A Proactive Plan for Managing the Family and the Business, By Edward D. Hess
19. Family Business Dynamics: A Role and Identity Based Perspective, By Annika Hall
20. Small Business Management: Launching & Growing Entrepreneurial Ventures, By Justin G. Longenecker, J. William Petty, Leslie E. Palich, Frank Hoy.

CREATIVITY AND INNOVATION
(Entrepreneurship Elective-4)

Year & Semester: II MBA II Semester
Subject Code: 17MB2202EN

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Course Aim: To understand and identify strategies to promote ideas on innovative products or services and necessary actions to implement them successfully. It also seeks to promote entrepreneurial culture.

Course Objectives: The student will be able to

1. Innovation meaning, characteristics and types
2. Literature on Innovation Models.
3. Managing process of innovation strategy.
4. National & Regional Innovation Systems in public good.
5. Learning Cycles Stages and Idea Incubation & Innovation
6. Idea Incubation & Innovation Leading to Entrepreneurship

Course out comes: The student able to understand

1. Types of Innovation.
2. Innovation Models.
3. Implementation of innovation strategy.
4. Innovation Systems working in public good.
5. Idea Incubation & Innovation
6. Think towards Entrepreneurial Career

Unit-I

The concept of innovation: Defining innovation Differences between invention and innovation Product innovation and process Radical and incremental innovation Technological innovation, commercial or organizational Innovation indicators Characteristics of innovation in different sectors Innovation in India.

Unit-II

Economics and Management of Innovation Main literature Schumpeter and creative destruction The evolutionary theory of Nelson and Winter The model of the dynamic capabilities of David Teece Porter and competitive advantages: the model of the five competitive forces or extended rivalry The value chain Drucker and the systematic innovation The role of von Hippel user Rodgers and the innovations diffusion Speed Adoption.

Unit-III

Innovation and Knowledge Tacit and explicit knowledge as a public good National Innovation System. Regional Innovation System. Joint state, private sector, science and technology sector: the model of the triple helix Innovation and regional development The R & D system in India.

Unit –IV

Instruments Innovation as a systematic practice Key element in managing innovation Learning Cycle the roles of the innovator the generation of ideas: brainstorming Creativity Business model: vs classical approach. Current focus the evolution of the business model The Business Model Canvas by Alex Osterwalder Principles and applications Business Plan.

Unit-V Innovation and entrepreneurship The entrepreneur Profile analysis, behaviour and motivations Lean Start -up the entrepreneurial ecosystem Entrepreneurs and strategic decisions.

References:

1. Tidd, J and Bessant, J; Managing Innovation. Integrating technological market and organizational change. 4th Edition, 2009.
2. Managing Change, Creativity and Innovation By Patrick Dawson, Constantine Andriopoulos
3. Harvard Business Essentials: Managing Creativity and Innovation By Harvard Business School Press
4. Creativity and Innovation for Managers By Brian Clegg

5. AST Creativity and Innovation: Rapidly Improving Processes, Product ... By Charles W. Bytheway
6. Creativity and Innovation: Preconditions for Entrepreneurial Education edited by Kjell Skogen, Jarle Sjøvoll
7. Creativity and Innovation: The ASTD Trainer's Sourcebook By Elaine Biech
8. Multi-level Issues in Creativity and Innovation edited by Michael D. Mumford, Samuel T. Hunter, Katrina E. Bedell-Avers
9. Brainstorming for Creativity and Innovation By Pramod Batra
10. Perfect Phrases for Creativity and Innovation: Hundreds of Ready-to-Use By Karen Eriksen

FOREIGN TRADE & WTO
(Entrepreneurship Elective-5)

Year & Semester: II MBA II Semester
Subject Code: 17MB2203EN

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Course Aim: What have been the policies that influenced India's Foreign Trade? What has been our performance in the world trade post-independence era? Is India truly globalized? What has gone wrong and what can be done? Such questions are studied under this particular subject.

Course Objectives: The Students will learn

1. The policies that influenced India's Foreign Trade, Performance of India in the world trade post-independence era.
2. Import Policy and Export Promotion Schemes, Incoterms, SEZ, Institutions involved in export Promotion.
3. The import, export procedures, tariffs and quantitative restrictions.
4. The institutional set-up for export promotion and assistance.
5. New markets for Indian products, Assessment of Prospects, Trade Blocks and Regional Economic Cooperation.
6. India's Foreign Trade Policies and its influence on exports and imports.

Course Outcomes: The students will be able to

1. Tune with Indian Foreign Trade Policies and its influence in past, present and future.
2. Acquire knowledge about Import Policy and Export Promotion Schemes, Incoterms, SEZ, Institutions involved in export Promotion.
3. Understand & use wherever necessary import, export procedures, tariffs and quantitative restrictions.
4. Observe the institutional set-up for export promotion and assistance.
5. Identify potential markets for Indian products, Trade Blocks and Regional Economic Cooperation.
6. Understand and tune with India's Foreign Trade Policies and its influence on exports and imports.

Unit-1: India's Trade Policy: Export-Import Procedures and documentation. Sector wise trade policies-Tariffs, Quantitative restrictions--GATT- TRIPS & TRIMS-Objectives & Functions of WTO-agreements and implications.

Unit-2: Foreign Trade: Definition, Composition of Foreign Trade, Theories of International Trade, Foreign Trade and Economic Development. Analysis of India's Foreign Trade, Growth, Trends, Composition and direction- Foreign Capital, Collaboration of Multinational corporations, Bilateral and Multinational Trade Agreements- India's trade Agreements - India's Balance of Payments including invisibles.

Unit-3: Import Policy and Export Promotion Schemes: Salient Features of India's Export Import Policy- Objectives of EXIM/Trade Policy – Instruments of Trade Policy- Duty Exemption Schemes – DBK, DEPB, Advance License - Import of Capital Goods - Exports/Trading/Star Trading/Super Star Trading House Policy - EOU's/EPZs/SEZs Schemes - Services Exports

Unit-4: Institutional setup for Export Promotion: Export Assistance measures. Free Trade Zone SEZ's and 100% EOUs. State Trading in India- Principal commodities of India's export and imports an overview – Sources and Analysis of foreign Trade Statistics. Canalizing Agencies and Chambers of Commerce. Export Organization: Institutions involved in export Promotion: DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIM BANK, ECGC, EPCs, Commercial banks, Commodity Boards.

Unit-5: Assessment of Prospects: Products and Markets. Identification of new markets for Indian products. African Market, potential to enter into the SOUTH AFRICA, GHANA, KENYA, NIGERIA, UGANDA, MAIRITIOUS and TAMZANIA- Export potential of India, Latin America, an Analysis of US commercial office on India for investing in selected sector. Trade Blocks and Regional Economic Cooperation.

References:

1. Francis Cherrunilam, International Trade and Export Management, Himalaya Publications, 2009.
2. Bhagvati J (ed), International Trade, Penguin Books, 2007.
3. India's Trade statistics, published by CMIE and DGCIS.
4. RBI Annual Reports
5. Annual Reports of Ministry of Commerce.
6. CA. Virendra K.Pamecha-A Guide to International Trade and Export Management-JAIN BOOK AGENCY,2014-15
7. Palle Krishna Rao, "WTO Text & Cases", PSGIM, Coimbatore, 2009.
8. A.C.Fernando-Business Environment -1st Edition-Pearson-2011.
9. Pailwar, Economic Enironmnt of Business, PHI, 3/e, 2012.
10. Joshi & Kapoor, Business Environment, Kalyani Publishers,2012
11. Justin Paul, Business Environment, TMH, 2010

**MANAGEMENT OF NGOS
(Entrepreneurship Elective-6)**

Year & Semester: II MBA II Semester
Subject Code: 17MB2204EN

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Course Aim: To develop an insight into the functioning of Non-Government Organisations and understand different strategies for capacity building of NGOs. Also how NGOs can leverage with Microfinance will be covered here.

Course Objectives: The Students will learn

1. Objectives and Features of NGO's and Role of society
2. Statutory provisions regarding registering and incorporating NGOs
3. Approaches to measuring impact and role of NGO managers learning
4. Micro finance and credit lending models and SHGs
5. Importance of Non-Profit Entity in societal development.
6. Role of corporate in encouraging formulation of NGOs

Course outcomes:

1. Need for NGO's in society.
2. Register and Incorporat NGOs
3. Measuring the impact of NGO.
4. Institutional arrangements for Micro Finance and Micro Credit
5. Necessity of Non-Profit Entity in societal development.
6. Encouragement from Corporate Bodies in development of NGOs

Unit-1: Understanding NGOs: Concept and back ground of NGOs-Types, History of NGOs in India-concept of civil society, Role of Civil society in Social Change – Government Schemes in Social Sector-International Schemes supporting NGOs and premier NGOs in India-Advocacy and Social Mobilization-key management functions of leadership and governance relating to NGOs. Strategy, Structures and Systems of NGOs-Principles and models of NGO to develop structures-Vision and Mission of NGOs-People Management in NGOs-Recruiting- Developing and retaining people in NGOs. Mobilising and Managing Financial Resources-Foreign Contribution Regulatory Act (FCRA) – Registration of NGOs (Society Registration Act, Bombay Public trust Act and Foundation Act, Companies Act)-Income Tax Act (sec35AC and Sec80G)-Tax Deduction at Source (TDS)- Labour laws-Audit Reports in NGOs.

Unit-2: Managing for Effective Impact: Different approaches to measuring impact-The role of NGO managers learning and managing change- Strategic Planning and Organization- Developing and Organizing Resources- Designing Marketing Mix-Planning and Budgeting Marketing Mix- Controlling Marketing Strategies.

Unit-3: Strategy and management of Social Enterprise: Business Involvement Social Issues and Organization- Strategies to create Business and Social Value-NGO Sector and emerging global economy. Leveraging with Micro-Finance, Roots of Microfinance: ROSCAs and Credit Cooperatives, Micro Financing Industry today- Microfinance Products- Agricultural Microfinance –Regulations and Supervision on Micro Finance Institutions – Role of NABARD- Mutually aided co-operative societies – Microfinance credit lending models – Group Lending Methodology - Differentiation of Self Help Groups(SHG) and Joint Liability Group Model – Transaction cost and time for lending – SHGs cluster and Federations.

Unit-4: Understanding Non-Profit Management: Changing Scenario of Non-Profit Entity, Acceptance of Non-Profit Entity as Civil Society Organization, Society Registration Act, 1860, The Indian Trust Act, 1882, Cooperative Societies Act, 1912, and Section 25 of The Company Act, 1956, Funding Structure from Foreign and National Organization, Foreign Aid and NGOs in India, Social Sector Spending by Government, Bi – Lateral and Multi – Lateral Institutions in India

Unit-5: Understanding Common Property Resources: Tradition Property Rights, Common Property Resource Management, Sustainability of Non – Profit Sectors, CSR as an Instrument of Funding for the further Non – Profit Sectors, Innovative Approach and Interventions by Non – Profit Entities.

References:

1. The Management of Non-Governmental Organizations - David Lewis
2. The Earthscan reader on NGO management - Michael Edwards, Alan Fowler
3. Management of Non-Governmental Organisations: Towards a Developed Civil Society By J. M. Ovasdi
4. Formation and Management of NGOs: Non-governmental Organisations - Anita Abraham
5. Guidelines for NGOs management in India - Snehlata Chandra
6. Managing for Change: Leadership, Strategy and Management in Asian NGOs - Ian Smillie, John M. Hailey
7. Global Standard NGOs: The Essential Elements of Good Practice - Grant B. Stillman
8. Ngos as Legitimate Partners of Corporations - Dorothea Baur
9. Key Concepts in Corporate Social Responsibility - Suzanne Benn, Dianne Bolton
10. David Lewis: The Management of Non-Governmental Development organisations, 2/e, Routledge, 2009
11. Philip Smith & Eric Thurman, A Billion Bootstraps: Microcredit, Barefoot banking, McGraw Hill Publication, 2006.
12. K.G. Karnakar, Microfinance in India, Sage 2009.
13. PrabhuGhate, Indian Microfinance – The Challenges of rapid growth, Sage, 2009

FINANCE ELECTIVE STREAM**FINANCIAL INSTITUTIONS, MARKETS AND SERVICES****(Finance Elective-1)**

Year & Semester:	II MBA I Semester	L	P	C
Subject Code:	17MB2104FI	3	--	3

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

Course Objectives: The Students will learn

1. Structure of Indian financial system and latest financial sector reforms.
2. The objectives, scope, role and functions of regulatory bodies and able to distinguish between BFCs & NBFCs.
3. The objectives, scope, role and functions of commercial & cooperative banks and their products and services.
4. Objectives, scope, role and functions of statutory and non-statutory BFCs.
5. Objectives, role, functionality of Indian Capital Markets.
6. Different types asset/fund based financial services.

Course Outcomes: The students will be able to

1. Understand structure of Indian financial system.
2. Differentiate BFCs & NBFCs.
3. Understand the functions and services provided by the commercial banks & cooperative banks.
4. Distinguish between statutory and non-statutory BFCs and their services.
5. Understand and follow the operational mechanism of Indian Capital Markets and their services.
6. Utilize the products & services of different companies offering asset/fund based financial services.

UNIT I

Introduction: The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms - Regulatory Promotional Bodies(RBI/SEBI/IRDA/AMFI). Banking Regulations- Interest Rates, NPAs; Capital Adequacy Norms, PLR/RLR, SLR, CRR, IDR, CDR, Repo, Reverse Repo, MSF, LASF and Computaiton Basis Points by RBI, Core Banking Technology, Foreign Exchange Rates, Lending & Deposit Rates; Strengthening Cooperative Sector, Financial Inclusion & Demonetization Effects.

UNIT II

Banking & Non Banking Financial Corporations(Private & Public Sector): Features, Objectives, Growth, Types, Scope, Role, Functions and Challenges of BFCs & NBFCs. Commercial & Cooperative Banks/IFCI/IRBI/ IDBI/NABARD/SIDBI/SFC/UTI/MFI/Insurace Companies).

UNIT III

Mechanism of Call & Money Markets: Primary & Secondary Markets –Structure-Functions-Scope-Types-Role of Call & Money Market, Government Securities Market – T-bills Market, Commercial Bills Market, Commercial Paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement.

UNIT IV

Financial Services: Leasing, Consumer Credit, Hire Purchase Finance & Installment Purchase. Factoring, Forfaiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory Services (Stock Broking, Credit Rating, Private Finance, Crowd Funding, Peer-Peer Funding & Boot-Strap Finance).

UNIT V

Valuation of Mergers: Concept of M&A, types, strategies, cash & equity merger, evaluation of mergers. Benefits to Acquiring and Acquired Companies-Share Exchange Ratio-EPS-Sacrificing Ratio.

References:

1. L.M. Bhole: Financial Institutions and Markets, TMH, 2009.

2. E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013.
Pathak: Indian Financial Systems, Pearson, 2009
3. M.Y. Khan: Financial Services, TMH, 2009.
4. S. Gurusamy: Financial Services and System, Cengage,2009
5. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.

ADVANCED ACCOUNTING & FINANCIAL MANAGEMENT

(Finance Elective-2)

Year & Semester: II MBA I Semester
Subject Code: 17MB2105FI

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Course Aim: To provide an understanding advanced topics of both accounting and financing management. To enhance the student potential in finalizing company accounts and to manage working capital to avoid working capital irregularities. Students also have an understanding about treasury management, receivables management and inventory control. Understand need for factoring and importance of credit rating agencies.

Course Objectives:

1. Preparation of company final accounting following statutory provisions.
2. Methods of corporate restructuring and deciding on purchase consideration and goodwill
3. Methods of evaluation of assets and liabilities for redrafting new balance sheet after restructuring.
4. Computational procedure adopted for striking balance between of Cash & Bank Books
5. Estimation working capital and maintaining optimum level of cash & cash equivalents.
6. Estimation of average due date for receivables and Economic Order Quantity.

Course Outcomes:

1. Solve company final accounts problem.
2. Draft post restructure balance sheet.
3. Assessment of assets, liabilities, capital reserve and goodwill due to restructuring.
4. Determine Cash & Bank Closing Balances using three column cash book and also BRS
5. Computation of working capital and EOQ of cash & its equivalents.
6. Identify average due date and EOQ for inventory using select inventory control techniques.

UNIT I: Introduction to Company Accounts: Distinctions between Final A/Cs and Company Final A/Cs-Provisions of Section 209 & 210 in preparation of Company Final Accounts-Adjusted Profit & Loss A/c- Rule Regarding Transfers to General Reserve A/C, Statutory Reserve A/C, Contingency Reserve, Specific Reserves, Secret Reserves-Profit Transferred to Balance Sheet after making Capital Payments & Dividend.Treatment of Differed IT Payments/Receipts-Prior Period Expenses/Incomes.

UNIT II: Corporate Restructuring: Amalgamation, Absorption & Reconstruction(Internal and External)-Computation of Purchase Consideration-Capital Reserve-Goodwill-Transfer of Assets & Liabilities to Existing Company-Minority Interest-Accounting for Holding and Subsidiary Companies

UNIT III: Maintaining Cash & Bank Books & Bank Reconciliation Statement: Rules & Procedures adopted to maintain different types of cash books including Three-Column Cash Book Problems-Deriving Cash Book Balance from Bank Pass Book and Vice Versa.

UNIT IV: Working Capital Management: Introduction to Components of Working Capital, Types, Determinants, Estimation of Working Capital(Numerical Problems) , Operating Cycle. Planning of Working Capital, Financing through Bank & Trade Credit – Recommendations of various Committees on Working Capital.

Management of Cash: Introduction, Objectives, Limitations, Strategies, Cash Budget(Numerical Problem), Cash Management Techniques(Numerical Problems). Marketable Securities, Types, Characteristics, Selection Criterion, and Alternatives Instruments.

UNIT V: Management of Receivables: Receivables Management Techniques(Numerical Problems). Credit Management Systems & Policy Variables, Marginal Analysis, Credit Scoring, Credit Assessment, Discriminant Analysis, Credit Granting Decision-Average Due Date for Receivables(Numerical Problems).

Management of inventory: Importance, Objectives, Uses & Limitations of Inventory Control, Determinants of inventory, Selective Inventory Control Techniques, ABC Analysis and EOQ(Numerical Problems).

References:

1. Financial Management - Prasanna Chandra, 8/e, TMH, 2011.
2. Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2011.

3. Financial Management - I.M. Pandey, 10/e, Vikas, 2011.
4. Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cenage Learning,2004.
5. Corporate Finance: Ross, Westerfield & Jaffe,– TMH – 8/e, 2010
6. Financial Management & Policy - Vanhorne, 12/e, Pearson
7. Principle of Corporate Finance– Brearly and Myers, 10/e, TMH, 2012.
8. Corporate Finance: Theory & Practice – Ashwath Damodaran, 2/e, Wiley India Pvt. Ltd., 2009
9. Cases in Financial Management - Pandey & Bhatt, 2/e, TMH, 2012.
10. Financial Management: Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann.

INVESTMENT ANALYSIS AND DERIVATIVES
(Finance Elective-3)

Year & Semester: II MBA I Semester
Subject Code: 17MB2106FI

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Course Aim: 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.

Course Objectives: The Students will learn

1. The basic structure & classification various types of assets and investments.
2. Different types of money markets and order, margin, settlement & delivery procedures
3. Security analysis, economic, fundamental, and technical.
4. Bond Valuation Theories, bond duration, convexity and immunization.
5. Fitting SML & CML using CAPM.
6. Portfolio Selection & Management Processes and theories.

Course Outcomes: The students will be able to

1. Identify structure & classification various types of assets and investments.
2. Understand & follow types of money markets and order, margin, settlement & delivery procedures
3. Conduct security analysis, economic, fundamental, and technical.
4. Determine Price of a Bond using bond duration, convexity and immunization techniques.
5. Fit trendline by identifying Beta.
6. Determine Minimum Variance Portfolio using Markowitz Efficient Frontiers and test portfolio efficiency using Jensen's, Sharpe's and Trynor's measures or techniques.

Unit-I

Investment Environment in India: overview of securities trading in stock markets, investment alternatives, the investment selection process. **Security Analysis-Equity Valuation Models:** Technical Analysis, **Bond Valuation Models:** YTM & YTC(Numerical Problems), Bond Duration, Convexity & Immunization.

Unit-II

Investment Portfolio Theories: The Risk- Return Pattern, Efficient Frontiers-Markowitz Portfolio Theory(Numerical Problems). Introduction to EMH (Efficient Market Hypothesis) Portfolio Selection Process-SML & CML Characteristic Line, Investor Equilibrium - Capital Asset Pricing Model (Numerical Problem), Arbitrage Pricing Theory.

Unit-III

Mutual Funds: Types of Mutual Funds, ETF Structure, Determinants of MF Performance-MF Evaluation Models: Sharpe, Treynor, Jensen and Fama(Numerical Problems).

Unit-IV

Forward & Future Markets: Overview of Derivative Markets, Distinctions, Types, Exchanges, Pricing Strategies, Trading & Settlement, Mark To Market, Currency & Interest Rate Futures and Types of Swaps. Futures Pricing & Evaluation(Numerical Problems).

Unit-V

Valuation of Derivatives: Types of Options, Strategies, Pricing & Valuation. Introduction to Hedging and Overview of International Stock Exchanges.

References:

1. Reilly, Brown: Analysis of Investment and Management of Portfolios, 10th Edition, Cengage, 2012.
2. ZVI Bodie, Alex Kane, Alan J Marcus : Investments, TMH, 2012.
3. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6th Edition, Pearson, 2012.
4. Prasanna Chandra: Investment analysis and Portfolio Management" 4th Edition, TMH, 2012.

5. Punithavathi Pandian : Security Analysis and Portfolio Management, Vikas. 2012.
6. Jones: Invest Analysis and Management, Wiley.
7. M. Ranganatham, R. Madhumathi: Security Analysis and Portfolio Management, 2nd Edition , Pearson, 2012.
8. Edwin J Elton, Martin J Gruber, Stephen J Brown, William N.Goef Z Mann : Modern Portfolio
9. Theory and Investment Analysis. 2013.
10. Kevin, SAPM, PHI, 2011.

STRATEGIC INVESTMENT & FINANCING DECISIONS

(Finance Elective-4)

Year & Semester: II MBA II Semester**L** **P** **C****Subject Code:** 17MB2202FI**3** **--** **3**

Course Aim: To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization. To develop an understanding of the various strategies that is in use to trade off risk and return

Course Objectives: The Students will learn

1. Classify investments & cashflows, process of assessing projects under traditional methods.
2. Process of assessing projects under DCF Techniques and Mean-Variance Approach.
3. Rank projects under modern techniques DIRR, MIRR, RADAR, CE Approach, NPV* & IRR*
4. Rank projects using Decision Tree Technique, Terminal Value, and EAC/EAV Approach.
5. Ranking Projects using CAPM, Portfolio Risk, scenario, sensitivity and simulations techniques.
6. Importance of advanced theories of value of firm, agency problems, financial distress and its impact on stakeholders.

Course Outcomes: The students will be able to

1. Distinguish different types of investments & cashflows, process of assessing capital-projects.
2. Rank projects under DCF Techniques and Mean-Variance Approach.
3. Employ modern techniques in assessment of projects.
4. Use DTA, Terminal Value, and EAC/EAV Approach for ranking & evaluation of projects.
5. Use CAPM, Portfolio Risk, scenario, sensitivity and simulations models for ranking projects.
6. Impact of financial distress & agency theory on value of firm and on stakeholders.

Unit-I

Strategic Investment Appraisal Techniques-I: Types of Investments, Simple, Mixed, Pure Investments. Conventional & Non Conventional Cashflows. Evaluation of Long Term Project Appraisal Techniques-Process-Evaluation-Models. Features, Merits and Demerits of Pay Back, Post Pay Back, Surplus Life, Surplus Pay Back, Bailout Pay Back, Discounted Post Pay Back & Surplus Pay Back and Accounting Rate of Return(Numerical Problems).

Unit-II

Strategic Investment Appraisal Techniques-II: Evaluation of Long Term Project Appraisal Techniques-Process-Evaluation-Models: Features, Merits and Demerits of Net Present Value, Excess Present Value, Profitability Index, Internal Rate of Return(Numerical Problems). NPV Mean Variance Analysis, Adjusted NPV, Probability of Expected Outcome(Z_x).

Unit-III

Strategic Investment Appraisal Techniques-III: Evaluation of Long Term Project Appraisal Techniques-Process-Evaluation-Models: Features, Merits and Demerits of Dual Internal Rates of Return, Multiple Internal Rates Return, Modified NPV and IRR. Risk Adjusted Discount Rate, Normal & Inflation Rate of Return, Certainty Equivalent Approach.

Unit-IV

Strategic Investment Appraisal Techniques-IV: Evaluation of Long Term Project Appraisal Techniques-Process-Evaluation-Models: Features, Merits and Demerits of Equivalent Annual Cost/Benefit/Value & Terminal Value. Probability Distribution Approach & Decision Tree Model for Accepting Investment Projects. Theory of Capital Rationing and Constraints: Single & Multi Period Capital Constraints – Lorie Savage Paradox. Sensitivity, Scenario & Simulation Analysis. Risk-Return Model:CAPM Approach and Portfolio Risk & Diversified Projects.

Unit-V:

Strategic Financing Techniques: International Capital Structure Theories-Advanced Capital Structure Theories-Value of Levered & Unlevered Firms With Varying Finance Structures Considering Personal Tax, Corporate Tax And Dividend Tax. Financial Distress, Agency Problem and Bankruptcy impact on value of firm and stakeholders of company.

References:

1. Ravi M Kishore “Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012
3. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
4. I.M. Pandey: Financial Management, Vikas 2012.
5. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
6. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

INTERNATIONAL FINANCIAL MANAGEMENT
(Finance Elective-5)

Year & Semester: II MBA II Semester	L	P	C
Subject Code: 17MB2203FI	3	--	3

Course Aim: To give an understanding about International Financial Management

Course Objectives: The Students will learn

1. The key theories that justifies the international business environment.
2. The key components of BoPs and the current trends of Indian BoP.
3. The Nature and functions of the foreign exchange and its mechanism.
4. The various exchange rate systems and Risk exposure management.
5. Study decisions such as FDIs, International Capital Budgeting, Capital structure & cost of capital.
6. The role of International financial instruments for financing international investment & EXIM Bank in India.

Course Outcomes: The students will be able to

1. Understands way most domestic firm to choose international business and methods & theories followed by the MNCs.
2. Understand the important components of BoP statement how it is prepared and how it impact on Economy.
3. Understand the key areas of the foreign exchange and its mechanism, how it works.
4. Understands the key role of exchange rates in foreign exchange market and Risk exposure management.
5. Decide on FDIs, International Capital Budgeting, Capital structure & cost of capital.
6. List means of International financial instruments issued & the role EXIM Bank in India.

Unit-I

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

Unit-II

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit-III

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

Unit-IV

- (a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign Exchange Risk. International arbitrage and interest rate parity.
- (b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

Unit-V

Asset-liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

References:

1. Jeff Madura: International Corporate Management, Cengage, 2012.
2. Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012
3. Sharan.V: International Financial Management 5Th Ed. PHI2012
4. Madhu Vij: International Financial Management, Excel, 2012.
5. Ephraim Clark: International Finance, , Second Edition, Thomson.
6. P.G.Apte: International Financial Management, TMH 2012.

RISK MANAGEMENT AND INSURANCE
(Finance Elective-6)

Year & Semester:	II MBA II Semester	L	P	C
Subject Code:	17MB2204FI	3	--	3

Course Aim: To give an understanding about the risk management in Insurance industry.

Course Objectives: The Students will learn

1. Concept, types of risk, and risk management process.
2. The risk management methods.
3. Techniques/principles of risk management and requirements of an insurance contract..
4. Risk aversion methods to control risks in an insurance sector..
5. Growth, development & role of insurance in the economy.
6. Hedging with derivatives contracts.

Course Outcomes: The students will be able to

1. Understand risk mitigation process.
2. Understand nature & types of insurance contracts.
3. Assess risk involved using different techniques.
4. Follow regulations & statutory compliances.
5. Employ risk minimisation process.
6. Understand hedging risk and use derivative techniques.

Unit -1: Introduction to Risk – Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Identification and Measurement, Risk Management Techniques: Non Insurance Methods.

Unit -2: Insurance as a Risk Management Techniques Principles: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of utmost good Faith, Requisites of Insurable Risks, Requirements of an Insurance Contract, Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers.

Unit- 3: Risk Aversion and Risk Management by Individuals & Corporations, Loss Control, Types of Loss Control, and Optional Loss Control when Costs and Benefits are known.

Unit-4: Indian Insurance Industry: Life Insurance, General Insurance – Growth, Development Role of Insurance in the economy, Regulation of Indian Insurance Business.

Unit-5: Risk Management and Shareholders Wealth, Risk Retention / Reduction Decision, Alternative risks Management, Hedging with Derivative Contracts.

References:

1. Scott E. Harrington Gregory R. Nychaus: Risk Management & Insurance, TMH, 2009.
2. George E. Rejda: Principles of risk Management & Insurance, 9/e, Pearson Education, 2009.
3. G.Koteshwar: Risk Management Insurance and Derivatives, Himalaya, 2008
4. Gulati: Principles of Insurance Management, Excel, 2009
5. James S Trieschmann, Robert E. Hoyt & David N. Sommer: Risk Management & Insurance, Cengage, 2009.
6. Dorfman: Introduction to Risk Management and Insurance, 8/e, Pearson, 2009.
7. P.K.Gupta: Insurance and Risk Management, Himalaya, 2009.
8. Mark S.Dorfman: Risk Management and Insurance, Pearson, 2009.
9. Vivek & P.N. Asthana: Financial Risk Management, Himalaya,2009

HUMAN RESOURCES ELECTIVE STREAM

**RECRUITMENT, SELECTION, TRAINING AND DEVELOPMENT
(HR ELECTIVE-1)**

Year & Semester:	II MBA I Semester	L	P	C
Subject Code:	17MB2104HR	3	--	3

Course Aim: To enable the student to specialize in the process of Recruitment and Selection with a special focus on pre-employment tests and measuring competencies and also to specialize the HR students in the process of Training and Development.

Course Objectives: The Students will learn

1. The concept of recruitment challenges, sources of recruitment.
2. Ability testing and personality assessment
3. Designing training programme.
4. Learning process of training and group development.
5. Role of the training system with evaluators
6. Action Research For Better Training

Course Outcomes: The students will be able to

1. Identify various sources of recruitment in an organization.
2. Assess the personality and testing ability.
3. Design training programme for selection of people.
4. Understand the role of trainers in the recruitment and selection process.
5. Understand the concept group development.
6. Understand how action research helps in providing better training.

Unit 1: Recruitment Challenges- How to make recruitment efforts succeed, Workers Expectations- Recruitment Sources, Proactive and reactive recruitment, Innovative recruitment sources, Electronic Recruitment, Electronic resumes, Career web sites, International electronic recruitment electronic Web sources. Interviewing, Job descriptions, Reviewing the application and résumé, Planning basic questions, Competency Based questions, Key competency category, competency based lead-ins, Generic/Key competency, Additional, Probing questions. Questioning techniques to avoid, Encourage applicant to talk, Providing talk.

Unit 2: Testing Methods: Pre-employment Testing, testing advantages and disadvantages, test validation, testing categories, Computer based testing, Background check policy, reference check, Guidelines for releasing and obtaining Information. Ability Tests- Mental Ability, effects of practice and coaching, Mechanical ability test, Personality Measurement Test, Personality Assessment- Performance tests and, Use of performance test, Assessment Center-Integrity Testing Drug testing, Graphology. Recruitment and Selection Practices Abroad - Case Studies

Unit 3: Training Choices and Dynamics : What is training?, Assumption for prevailing and alternative concepts of training, action through training or action through force, culture and other contexts, training strategy, overview of training process. Establishing the objectives and preparing the partners, Organizational collaboration through clarifying needs, two dilemmas of development, clarifying individual motivation for training, seven system functions with candidates for training. Designing the Program-Designing the successive approximations, five steps in program design, outlining programme sequences and themes, composing the detailed syllabus, modular approach to programme design, building in flexibility, monitoring and improving training during the programme, training schedules and time tables.

Unit4 : Training Methods- Two faulty juxtapositions, events-reflection-experience, learning on the job – nine training requirements methods, training methods compared with objectives, learning process and facilities, Developing Group And The Climate: the social process – three aspects, indicators of group development, the training climate, Trainers And Training Style: Personal needs of trainers, power and influence, trainers realness under pressure, trainers role, trainers style, Post training support for improved performance at work.

Unit 5: Evaluation of Training : Issues for evaluation, role of the training system with evaluators from other constituencies, Training And Training System Development- system goals and approaches to system development, tasks of the training system, the dynamics of developing training systems, Training Centre And Like Institutions- Characteristics, dilemmas, consistent learning environment for participants, institutional climate for trainers, trainers language of resistance, crises dilemmas and resolution in institution development, the training centre in its environment, Action Research For Better Training-

Action research by trainers, some questions for trainers to study, trainers-researchers. Training instruments – Self-assessment exercise- Self Awareness Questionnaires, Fundamental Interpersonal Relations Orientation – Behavior (FIRO-B), Setting goals for subordinates, coaching counseling and mentoring, empowering people through delegation, working with teams, creative problem solving. (Reference 2)

References:

1. Phillips: Strategic Staffing, Pearson, 2009.
2. Daine Arthur: Recruiting, Interviewing, Selecting & Orienting New Employee, PHI, 4/e, 2007.
3. Robert Edenborough: Assessment Methods in Recruitment, Selection and Performance, Kogan, 2006.
4. Sanjay Srivastava: Case Studies in HRM, Excel, 2009.
5. Gatewood, Field, Barrick: Human Resource Selection, Cengage, 2008.
6. Gareth Robert: Recruitment and selection, Jaico, 2008.
7. N.K.Chanda: Recruitment and Selection, Paragon International, 2009.
8. Raymond A Noe: Employee Training and development, TMH, 4/e, 2008.
9. Rolf P Lynton, Udai Pareek: Training for Development, Vistaar Publications, 2008.
10. G Pandu Naik: Training and development, Excel Books, 2007.
11. P.Nick Blanchard, James Thacker: Effective Training, Pearson Education, 3/e, 2009.
12. Stephen P.Robins: Training in Interpersonal Skills, PHI, 4/e, 2008.
13. R K Sahu: Training for Development: Excel Books, 2006.

CHANGE MANAGEMENT & ORGANISATIONAL DEVELOPMENT
(HR ELECTIVE-2)

Year & Semester: II MBA I Semester
Subject Code: 17MB2105HR

L	P	C
3	--	3

Course Aim: To enable the student to acquire knowledge and skills about organizational change and development.

Course Objectives: The Students will learn

1. Concepts of change and process of organizational change.
2. Components and constraints involved in OD and techniques of OD.
3. Diagnosing Organisations and OD Interventions.
4. Individual and Group based Human Process Interventions
5. Techno-structural interventions.
6. Consultant role, power politics and OD Research and Future of OD.

Course Outcomes: The students will be able to

1. Follow process of organizational change.
2. Effect of components and constraints of OD.
3. Diagnose OD Interventions.
4. Understand Individual & Group Interventions in OD
5. Employ Techno-structural interventions for OD.
6. Trends of power politics and OD Research.

UNIT-1:

Organizational change- Introduction, nature of change, Internal & External changes, types of Change, **Models of change-** Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning. Resistance to change- reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Unit-2:

Organization development- Introduction, history, evolution of OD, OD interventions: Definition, factors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Process of Organization Development: Entering into OD relationship, developing a contract.

Unit-3:

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level Diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic Information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

Unit-4:

Human Process Interventions:

Individual based - coaching, counselling, training, behavioural modelling, delegating, leading, morale boosting, mentoring, motivation, etc.,

Group based – conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale Interventions, team building, and virtual teams.

Inter-group based- Organization mirroring, third party peacemaking interventions.

Unit-5:

Techno-structural Interventions: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing; **Strategic Interventions:** Competitive and Collaborative Strategies, Organization transformation. **The Future of OD:** The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future. **OD Consultant's role,** issues in consultant-client relationship, Power, Politics & OD, Research on OD.

References:

-
1. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel BOOKS, 1st Ed.
 2. Management of Organizational Change – K Harigopal – Response BOOKS, 2001
 3. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education
 4. Theory of Organization Development and Change. Thomas G. Cummings, Christopher G. Worli, cengage.
 5. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI.
 6. Organization Change and Development, Kavith Singh, Excel BOOKS.

STRATEGIC TALENT MANAGEMENT
(HR ELECTIVE-3)

Year & Semester: II MBA I Semester
Subject Code: 17MB2106HR

L	P	C
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Course Aim: To enable the student to understand basic knowledge about talent management.

Course Objectives: The Students will learn

1. The challenges of acquisition and retention of talents for the competitive advantage of the organization.
2. To develop a conceptual understanding of the management of talents in the competitive environment.
3. Develop and retain the best talents in the industry.
4. the concepts of competency and its usage in evaluating a person's work
5. Different tools in identifying required competencies in a person.
6. competencybased performance assessment

Course Outcomes: The students will be able to

1. Talent-Acquisition and retention for the competitive advantage of an organization.
2. Assess the process of Managing talent.
3. Retention process best talent.
4. Self Competency Mapping and Evaluation
5. Tools to be developed or used in competency evaluation and mapping.
6. Performance assessment at all levels of organisation.

Unit-1: Basics of Talent Management: Talent- engine of new economy, difference between talents and Knowledge workers, leveraging talent, the talent value chain, elements of talent friendly Organizations, talent management process, Talent Management System - Components and Benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of Talents management: competencies - performance management, conducting performance Reviews, Appraising executive talent, selecting the right appraisal.

Unit-2: Talent Planning - Concept, succession management process, integrating succession planning And career planning, designing succession planning program, strategic accountability approach In developing the workforce, balanced scorecard, talent development budget, contingency plan For talent; building a reservoir of talent, compensation management within the context of talent Management, CEO Succession planning,

Unit-3: Developing and Retaining Talent - Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system.

Unit-4: Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various competency models, Methodology of competency mapping - competency model development ,competency models,people capability maturity model ,developing competency framework , competency profiling , competency mapping tools , use of psychological testing in competency mapping , competency based interviewing , assessment of competencies through 360 degree feedback, BEI, CIT, validation of competencies.

Unit-5: Measuring Performance: background and approaches to performance assessment, competency based performance assessment, diagnosing reasons for performance problems, designing an effective performance management systems, sources of errors in performance measurement. Assessment and Development Centre- concepts , importance and uses of assessments centre in selecting employees , difference between assessment and development centre, assessment centre approach to competence building , profile of the assessors, steps in assessment centre, designing the assessment centre. Assessment techniques at a glance- Management games , in basket exercises , role plays , written exercises, job simulations , individual presentations , sychometric tests , interviews ; documentation in atypical assessment centre; preparation of assessment centre report.

References:

1. The Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata
2. McGraw Hill
3. Competence at work - Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.
4. A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.
5. Competency mapping, Assessment and Growth - Naik G.P, IIHRM, 2010.
6. The Talent Era, Chowdhary, Subir, Pearson Education, New Delhi.
7. Appraising & Developing Managerial Performance- Rao T. V, Excel BOOKS
8. Performance Management - Herman Aguinis, Pearson Education, 2007.
9. Performance Management, Rao, Wiley, ISBN: 9789350042892.

PERFORMANCE, COMPENSATION & REWARD MANAGEMENT
(HR ELECTIVE-4)

Year & Semester:	II MBA II Semester	L	P	C
Subject Code:	17MB2202HR	3	--	3

Course Aim: It enables the student understand the concepts issues and challenges of compensation and reward management.

Course Objectives: The Students will learn

1. The compensation model based on evaluation of job.
2. Various pay structures followed by organizations based on the employee performance.
3. The pre-requisites and retirement benefits provided by the organization based on performance appraisal.
4. The role of employee unions in Wage and salary fixation.
5. The role of Government in and legal issues in compensation management.
6. The rewards are offered by various companies to their employees.

Course Outcomes: The students will be able to

1. Understand how companies develop compensation models and how they are effectively executed.
2. Understand comprehensive pay structures and designed parallel for the benefit of employee performance.
3. Develop tools for measuring performance appraisal and design perquisites and retirement benefits.
4. Understand the role of employee unions in Wage and salary fixation.
5. Understand the role of Government in and legal issues in compensation management.
6. Understand what are rewards are offered by the companies to their employees.

Unit 1:

Introduction to performance management: planning performance for role clarity, accountability and effectiveness, increasing self awareness and understanding: Self Appraisal, performance analysis. Improving quality of performance ratings, Performance Review Discussion, Using Performance Management Systems, Data for HR Decision and Performance Improvements, Performance Management Systems and Appraisal Practices in India, Performance

Unit-2:

Making Performance Management Systems and Appraisals Wor: , Monitoring Performance Planning Analysis and Development Systems, Focusing on Team Performance for Better Results. Rating-Less Appraisals for the future of performance management systems, Performance Management : From Systems to Spiritual Approach, Implementing Performance Management Systems. Strategies for performance management, Competency Mapping, Benchmarking.

Unit-3:

The Pay Model Strategy: The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures. Defining Competitiveness, Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans
Case: So you want to lead an orchestra (George T Milkovich page no 72); Case: Job Evaluation at whole foods (George T Milkovich page no 125); Case: Burger Boy(George T Milkovich page no 249); Case: Incentives in the club House(George T Milkovich page no 279);

Unit-4:

Performance Appraisals: Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits. Case: Merit pay: Making policies and practices that work (George T Milkovich page no 319)

Unit-5:

Compensation of Special Groups: Union role in wage and Salary administration. International pay systems. Government and legal issues in compensation Public sector pay Management: Making it work.
Case: Communicating by copier(George T Milkovich page no 575)
Case: Compensation of special groups (George T Milkovich page no 443)
Case: Coke and IBM(George T Milkovich page no 491)

References:

1. George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH, 2015.
2. B D Singh “Compensation and Reward Management” Excel books,2012
3. Joseph J.Martocchio “Strategic Compensation” Pearson, 2012.

4. Kanchan Bhatia “Compensation Management” Himalaya, 2012.
5. Henderson “Compensation Management in a Knowledge Based World” 3e, Pearson, 2012.
6. Michale Armstrong” Employee Reward” University Press, 2012.
7. T.V.Rao: Performance Management and Appraisal Systems, Response, 2008.
8. Herman Aguinis: Performance Management, Pearson Education, 2009.
9. T.V.Rao: 360 Degree Feedback and Assessment and Development Centres, Excel, 2005.
10. Kandula: Performance management, PHI, 2009.
11. Michael Armstrong: Performance Management, Kogan Page, 2007.
12. A.S.Kohli, T.Deb: Performance Management, Oxford Higher Education, 2008.
13. Dinesh K Srivastava: Strategies for Performance Management, Excel, 2005.
14. Prem Chedda: Performance Management Systems, MacMillan, 2008.

INTERNATIONAL HUMAN RESOURCES MANAGEMENT
(HR ELECTIVE-5)

Year & Semester: II MBA II Semester
Subject Code: 17MB2203HR

L	P	C
3	--	3

Course Aim: The aim of this subject is to enable the students develop a holistic perspective about strategic human resource management

Course Objectives: The Students will learn

1. An overview of International HR activities.
2. Various approaches of international recruitment and selection process.
3. HR management in virtual organization and types of virtual organizations.
4. The role of domestic managers in MNCs.
5. Challenges of Globalization and implications of Managing people.
6. The impact of Information technology on Human Resource Management

Course Outcomes: The students will be able to

1. Understand Basics of IHRM, Importance, Nature, Scope and components of IHRM.
2. Understand and develops various comprehensive methods of international recruitment and selection process.
3. able to develop effective medium of exchange for the betterment and efficient functioning of virtual organization.
4. Understand how Indian Managers-Responses to HR practices across the World-Implication for multinationals.
5. Understand and develops competency skill in managers to overcome global issues.
6. Identifies the impact of Information technology on Human Resource Management

Unit – I

Introduction to IHRM: Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

Unit – II

International Recruitment and Selection: Approaches to international Recruitment- ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments
IHRM practices – USA, UK, Japan and India A comparative study.

Unit – III:

Managing HRM In Virtual Organization: Globalization & HRM: Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage & Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR.

UNIT-IV:

IHRM Model of India: Culture and Indian Managers- Indian Managers-Responses to HR practices across the World-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

UNIT-V:

Special Issues in IHRM: Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of IT on Human Resource Management- IT and HR- out sourcing HR-Globalization, Quality of Work life and productivity- Reorienting work force through HR Interventions – Women expatriates and their problems – Exit policy and practices – Impact on participative Management and Quality circles.

References:

1. N. Sengupta&Mousumi, S.Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
6. Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007

LEADERSHIP
(HR ELECTIVE-6)

Year & Semester: II MBA II Semester
Subject Code: 17MB2204HR

L	P	C
3	--	3

Course Aim: The aim of this subject is to empower the students with the concepts, theories and approaches to lead organizations. The knowledge gained will help the students to feel confident to add value to the organizations.

Course Objectives: The Students will learn

1. The role of leadership in the organization and leadership theories.
2. The competency of leadership and different levels of leadership.
3. About various leadership styles and Interpersonal skills.
4. About transformational leadership and types of transformation.
5. The process of leading individual as group and the role women leadership.
6. The role of culture and ethics in leadership.

Course Outcomes: The students will be able to

1. Understand the role of leadership in the organization and leadership theories.
2. Understand what leadership approach and how to apply competency skills at different levels of leadership.
3. Understand and develop various leadership styles and Interpersonal skills.
4. Understand how leadership transformation takes place.
5. Understand dynamics of leadership and women leadership.
6. Understand the role of culture and ethics in leadership and Ethical Theories.

Unit-I: Introduction: Leadership definition and components, ways of conceptualizing leadership, Trait versus process leadership, leadership and management. Trait Approach: Description, Five- factor personality model and leadership, emotional intelligence, how does the trait approach work? Strengths, criticisms, applications.

Case 1. Developing a leadership pipeline at Infosys (p.no. 27 P.C.Reddy)

Case 2. Fostering young leaders (p.no. 48, Uday kumar)

Unit-II: Skills Approach: Description, three- skill approach, skills models, how does the skills approach work? Strengths, criticisms, applications. Style Approach: Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (leadership) Grid, paternalism/Materialism Opportunism. Situational Approach: Description Leadership Styles, Development Levels, how does the Situational Approach Work? Strengths, criticisms, applications. Case 3. Train dogs, develop leaders (p.no. 99 W. Glennrowe)

Unit-III: Contingency Theory: Description, leadership Styles, Situational Variables, how does Contingency Theory Work? Strengths, Criticisms, applications. Path-Goal Theory: Description, leader Behaviours, Subordinate characteristics, how does Path-Goal Theory Work? Strengths, criticisms, applications. Leader-Member Exchange theory: Description, Early studies, Later Studies, Leadership Making.

Case 4. Charismatic leadership & motivation in ABC Ltd. (p.no. 31 P.C.Reddy)

Unit-IV: Transformational Leadership: Description, Transformational leadership definition, Transformational leadership and charisma, A model of transformational leadership, How does the Transformational Leadership Work? Strengths, criticisms, applications, Servant Leadership: Description, Servant Leadership Defined, Historical basis of servant leadership, Ten characteristics of a servant leader, Building a theory of servant leadership.

Case 5. Douglas fine foods (p.no. 222 W. Glennrowe)

Case 6. Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

Unit-V: Team Leadership: Description-Team Leadership model-How does team leader work- Women and Leadership-Gender, Leadership Styles-Culture and Leadership- Dimension of Culture-Leadership Behaviour-Leadership Ethics-Ethical Theories-Heifetz's Perspective on Ethical Leadership.

Case 7. X-Teams: new ways of leading in a new world (p.no. 361 W. Glennrowe)

Case 8. Tata: leadership with trust (p.no. 444 W. Glennrowe)

Case 9. Turning individuals into team players: Apollo engineering works (p.no. 359, Uday kumar)

References:

1. Peter G. Northouse “Leadership: Theory & Practices” Sage Publications, 2012.
2. W.Glenn Rowe, Laura Guerrero, “Cases in Leadership”, 3rd edition, Sage, 2013.
3. Kain Dalton, “ leadership & management development”, Pearson, 2013.
4. Dr.P.C.Reddy, Mr. C S Sai prasad Reddy, case studies in business management, paramount publishers, 2012.
5. Uday kumar Haldar, “leadership & team building”, Oxford, 2011.
6. Hughes, Ginnett, Curphy “Leadership” 7e Indian edition, TMH, 2013.
7. Gary Yukl “Leadership in Organizations” Pearson, 2012.
8. Kavin Dalton, Leadership and Management Development, Pearson, 2013
9. Roger Gill, “ Theory and Practice of Leadership” Sage, 2011

MARKETING ELECTIVE STREAM**CONSUMER BEHAVIOR & BRAND MANAGEMENT****(Marketing Elective-1)****Year & Semester: II MBA I Semester****Subject Code: 17MB2104MA****L P C****3 -- 3**

Course Aim: The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behavior. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

Course Objectives: The Students will learn

1. Consumer behaviour, Segmentation, Targeting, Positioning, Branding in light of Rural Markets
2. The factors influencing consumer buying behavior and cross cultural consumer behaviour.
3. The consumer perceptual process and its implications on enterprise.
4. Importance of consumer attitudes, learning and information processes.
5. The consumer decision making process and its influence on companies products and brands.
6. Importance of consumerism, consumer forums and ethics towards consumer

Course Outcomes: The students will be able to

1. Assess consumer behaviour for Segmentation, Targeting, Positioning and Branding Products.
2. Identify factors influencing consumer buying behavior.
3. Understand and respond according to the consumer perceptual process.
4. Assess the importance of attitudes, learning and information on consumer behaviour.
5. Understand the decision maker psychology which influences buying pattern and target.
6. Understand the importance of consumerism and ethical principles to be followed towards consumer

UNIT-I Understanding Consumer Behaviour: Defining consumer behaviour, Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets. Brand-concept: Nature and Importance of Brand; Types of brands , Strategic Brand Management Process; Brand Identity perspectives , Brand identity prism, Identity levels, Concepts and Measures of Brand Equity, Brand Assets and liabilities, Designing marketing programs to build brand Equity, customer based brand equity ,Brand Loyalty, Measures of Loyalty.

UNIT II: Branding Strategies: Branding strategies – product, line , range and umbrella branding. Brand Personality: Measures and, Formulation of Brand Personality; Brand Image dimensions, Stages of Concept Management for functional, symbolic and Experiential brands. Criteria for choosing brand elements, options and tactics for brand elements, legal brand considerations- Co-Branding-Licensing-Celebrity Endorsement- Sporting, cultural or Other Events-Third Party Sources

UNIT III: Brand Positioning: Concepts and Definitions, 3 Cs of positioning, Brand positioning and differentiation Strategies, Repositioning, Celebrity Endorsements, Brand Extension; Managing brands over time, Brand Reinforcement, brand revitalization, managing global brands, Branding in different sectors. Brand Loyalty in Rural Market.

UNIT IV: Consumer Behaviour in Rural Markets: Rural Marketing Models –Challenges & Opportunities – Consumer Potential in Rural Markets-Factors influencing CB rural market – Rural – Neet for Rural market research –Changing mind-set of rural consumer.

UNIT V: Brand Management Issues in Rural Markets: Rural Marketing Mix – Additional Ps in Rural Marketing – 4As of Rural Marketing Mix- Importance 4Is Product positioning in Rural Market

References:

1. David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.
2. S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
3. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2015.
4. Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
5. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
6. Keller K. L. (2008), Strategic Brand Management, 3rd Edition, Pearson Education
7. Brand Management The Indian Context – Y L R Moorthi – Vikas Publication.2005
8. Management Models for Corporate Social Responsibility - Jan Jonker, Marinus Cornelis de Witte
9. Management Models for the Future - Jan Jonker, Jacob Eskildsen
10. Corporate Reputations, Branding and People Management – Graeme Martin, Susan Hetrick
11. Balram Dogra & Karminder Ghuman: Rural Marketing, TMH, 2009
12. C K Prahlad:Bottom of the Pyramid, Pearson, 2009

13. C.S.G.Krishnamacharyulu, Lalitha Ramakrishnan: Rural Marketing: Text and Cases, Pearson Education, 2009
14. Kaushik Sircar: Rural Marketing, Himalaya,2008
15. U.C.Mathur: Rural Marketing, Excel, 2009
16. R.V.Badi and N.V.Badi: Rural Marketing, Himalaya,2008
17. Ruby Roy Dholakia,Syed Ferhat Anwar and Khalid Hasan: Marketing Practices in Developing Economy, PHI, 2009
18. The Future of Branding, by Rajendra K. Srivastava, Gregory M. Thomas

SALES AND DISTRIBUTION MANAGEMENT

(Marketing Elective-2)

Year & Semester: II MBA I Semester**Subject Code:** 17MB2105MA

L	P	C
3	--	3

Course Aim: The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manages channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

Course Objectives: The Students will learn

1. Sales process, types of selling, selling strategies and distinctions between selling & marketing.
2. The concept of sales planning and budgeting.
3. The concept of management of sales force
4. About distribution channels, types and factors influencing different types of channels.
5. Design & Selection of channels and Motivating & Training Channel Members.
6. Channel Information System and Global Distribution Channels problems.

Course Outcomes: The students will be able to

1. Understand distinctions between selling & marketing and develop Sales strategies.
2. Develop a sales plan and budget suitable to the organization.
3. Management of sales force by understanding the limitations.
4. Identify different distribution channels for different products and services.
5. Design, Select, Motivate & Train Channel Members effectively.
6. Design and develop an effective Channel Information System in light of Global & Rural Marketing.

Unit-I: Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process. Case: Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still page no 104,105) & Case: United air flow manufacturer of household appliances sales persons' job. (Richard R.Still page no 115 to 118)

Unit-II: Sales Planning and Budgeting: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

Case: Augsburg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605) & Case: Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

Unit-III: Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation. Case: 1 Adjusting Compensation Plan to Motivate Sales Representatives (K.Sridhara Batt, page no 576 to 577) & Case: 2 Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)

Unit-IV: Introduction to Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements. Case: 1 Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620) & Case:2 The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

Unit-V: Managing Channel Institutions Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Case: 1 Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, Vasant page no 461)

Case: 2 Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719)

References:

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1. Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.
 2. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011
 3. Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2nd edition Oxford.
 4. S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.
 5. K.Sridhara Bhat, Sales and Distribution Management, 1st , HPH, 2011.
 6. S.A. Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012

INTEGRATED MARKETING COMMUNICATION
(Marketing Elective-3)

Year & Semester:	II MBA I Semester	L	P	C
Subject Code:	17MB2106MA	3	--	3

Course Aim: The aim of this course is to enable MBA students to understand management of marketing communication, communication mix and ethical aspects of marketing communication.

Course Objectives: The Students will learn

1. The concept of Integrated Marketing Communication and communication mix
2. The process of deploying resources and evaluation of IMC system.
3. Specific vehicles of communication and their effectiveness in reach, impact and influence.
4. Various sales promotion methods and its impact on public.
5. Ethical aspects of advertisement and promotional methods.
6. Legal intricacies in promoting products recent trends.

Course Outcomes: The students will be able to

1. Understand and follow the concepts of Integrated Marketing Communication and mix.
2. Deploy timely resources and evaluate of IMC system.
3. Design suitable media for advertising.
4. Justify and Employ various sales promotion methods that fit to company products and brands.
5. Follow ethical aspects of advertisement and promotional methods.
6. Understand and follow legal provision in advertisements.

Unit-I

Understanding Integrated Marketing Communication: Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

Case: Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

Unit-II

Budgeting, Objectives and Evaluation of IMC: Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC. Case: The Premium Milk Food Private Ltd. (Kruti Shah page no 820) & Case: Archias, Advertising (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

Unit-III

Marketing Communication Mix I: Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity. Case: Tata Salt (Part I, II, III) (Kruti Shah page no 282,284,310-311,367-372)

Unit-IV

Marketing Communication Mix II: Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications. Case: Amul taste of India (Kruti Shah page no 793) & Case: Rasha Prankees promotion (Kruti Shah page no 600)

Unit-V

Regulation, Social and Ethical Aspects of Advertising and Promotion: Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising. Case: Surrogate advertising (Jai shri Jethwaney page no 475-480) & Case: The Unilever experience (Jai shri Jethwaney page no 606)

References:

1. Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.
2. Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
3. George E Belch, Michael A Belch, Keyoor puravi , Advertising and Promotions – An Integrated
4. Marketing Communications perspective, TMH, 2015.
5. Semenile, Allen, O Guinn, Kaufmann, Advertising and Promotions, An Integrated brand approach, Cengage, 6th edition , 2012.
6. SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3rd edition, Excel Books, 2011.
7. Terence A. Shimp, Integrated Marketing Communication Advertising and Promotion, 8th edition Cengage Learning, 2012.

RETAILING MANGEMENT
(Marketing Elective-4)

Year & Semester: II MBA II Semester
Subject Code: 17MB2202MA

L	P	C
3	--	3

Course Aim: To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

Course Objectives: The Students will learn

1. The basics of retailing and history, functions and theories, appreciate complexities of operating a retail business.
2. Shopper and shopping environment in Retailing
3. Various retail formats marketing structure the demand site of retailing and the competition.
4. The overview of pricing policies, decisions and retail inventory.
5. The retail buyer's behavior and managing retail operations.
6. The knowledge of retail marketing and buyers response.

Course Outcomes: The students will be able to

1. Identify tools and techniques to overcome the complexities of retailing.
2. Awareness about shopping atmosphere and culture.
3. Ascertain different types of competition and future changes in retailing competition.
4. Develop the strategic pricing policies and managing retail inventory.
5. Develop awareness about retail buying behavior and managing retailing.
6. Develop pricing controls & create shopping culture.

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.

Case: The Classic story. (Aditya page no 283)

Case: The Panwallah. (Aditya Prakash page no 287)

Unit-II: Understanding Shoppers & Shopping - Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

Case: Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474); Case: Changing Indian Consumers. (Aditya page no 258) & Case: Tanishq. (Suja Nair page no 440)

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.

Case: Nirula's. (Suja Nair Page no 448); Case: Hot Breads. (Suja Nair page no 452); Case: McDonalds India. (Suja Nair page no 459); and Case: Automobile and Niche Marketing (Dr. Harjit Singh page no 417)

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. Case: Café Coffee Day. (Suja Nair page no 434) & Case: Shoppers stop. (Suja Nair page no 470)

Unit-V: Retail Buying & Managing Retail Operations-objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, 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-tailers. Case: Godrej and Boyee's. (Suja Nair page no 466)

References:

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
2. Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2015.
3. Suja Nair, Retail Management, Himalaya Publication House, 2012.
4. Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
5. Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015.
6. Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011

INTERNATIONAL MARKETING MANAGEMENT
(Marketing Elective-5)

Year & Semester: II MBA II Semester
Subject Code: 17MB2203MA

L	P	C
3	--	3

Course Aim: To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

Course Objectives: The Students will learn

1. Difference between domestic and international marketing and various international marketing theories.
2. Various components of global marketing environment and International Trade and its barriers trade.
3. Global market opportunities.
4. How MNCs develop strategies in Global Markets.
5. Knowledge about implementation of Global market strategies.
6. The concept of marketing channels in global markets.

Course Outcomes: The students will be able to

1. Understand the difference between domestic and international marketing and various international marketing theories.
2. Understand the various components of global marketing environment and International Trade and its barriers trade.
3. Understand the opportunities in global markets.
4. Able to know and developing global market strategies for product segmentation and pricing.
5. Understand how global marketing strategies developed and implemented.
6. Understand marketing channels for global markets and E-Marketing channels organization & controlling of the global marketing programme.

Unit-I

Introduction to International Marketing: Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets.

Case: 1 Starbucks –going Global fast. (Philip, John, Prashant Text)

Unit-II

Environment of Global Markets: Types: Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Case: 1 IKEA Catalogue. (Svend & Madhurima -Pearson page no 242)

Case: 2 Mc. Donalds and obesity. (Philip John Prashant Text)

Unit-III

Assessing Global Market Opportunities: Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

Case:1 Reliance Entertainment (Svend & Madhurima, Pearson page no 312)

Case:2 Mahindra & Mahindra (Svend & Madhurima, Pearson page no 356)

Case:3. IMAX corporation (Svend & Madhurima, Pearson page no 412)

Unit-IV

Developing Global Market strategies: Segmentation product & services decisions for consumers and Business: Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Case:1 Harley-Davidson: -Price level (Svend & Madhurima, pearson page no 510)

Case:2 Mc Donalds Great Britain –the Turnaround (Text page no 793)

Unit-V

Implementing Global marketing strategies: Negotiation with customers and selection method, E-Marketing channels organization & controlling of the global marketing programme.

Case: 1 NTT DOCOMO (Svend & Madhurima, Pearson page no 709)

References:

1. Philip R. Cateora, John L graham, Prashant Salwan, International Marketing -15th editionTMH-2011.
2. Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010.
3. *Rajagopal –International Marketing-2nd Edition –Vikas -2011*
4. Justin Paul, International Marketing – Text and Cases, TMH, 2015.
5. Kiefer Lee, Steve Carter-Global Marketing Management-3rd Edition-Oxford-2011.
6. Francis Cherunilam- International Marketing-12th Edition-HPH-2012.

SERVICES MARKETING
(Marketing Elective-6)

Year & Semester:	II MBA II Semester	L	P	C
Subject Code:	17MB2204MA	3	--	3

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

Course Objectives: The Students will learn

1. Role of Services in Modern Economy and how services compared to goods.
2. Consumer behavior on services, consumer requirements and relationship.
3. Service design, challenges and new Service Development Processes.
4. How the Service delivering and performed.
5. The role of employee's in service delivery.
6. The pricing and promotion strategies applied in services marketing.

Course Outcomes: The students will be able to

1. Understand the important role of Services in Modern Economy and how services compared to goods.
2. Identify the consumer behavior on services, consumer requirements and relationship.
3. Develop new service design and Service Development Processes.
4. Understand how the Service delivering and performed.
5. Understand the role of employee's in service delivery.
6. Understand the pricing and promotion strategies applied in services marketing.

Unit-I

Foundations of Service Marketing: What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap. Case 1: The United Indian Bank (Govind Apte Page no 55-56) & Case 2: Online air travel: Expedia, Orbitz and Travelocity lead the pack (John E.G.Bateson Page no 82- 83)

Unit-II

Focus on the Consumer: Consumer behavior in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery. Case 1: The Crestwood Inn, (John E.G.Bateson Page no 320-321) & Case 2: Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

Unit-III

Aligning Service Design and Standards: Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape. Case 1: Physical evidence a case of KF. (Vinnie Jauhari Page 236-238). & Case 2: IT Trainers Limited. (Govind Apte Page no 186).

Unit-IV

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

Case 1: Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336). & Case 2: Total Assurance Ltd. (Govind Apte Page 207-208).

Unit-V

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

Case 1: Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

References:

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