



# VR SIDDHARTHA ENGINEERING COLLEGE

## DEPARTMENT OF BUSINESS MANAGEMENT

### MBA Scheme of Instruction and Examination - MBA19 Regulation

#### First Year - SEMESTER-I

S.No.	Course Code	Course Title	L	M	P	C	I	E	T
1	19MBA1001	Principles of Management and Organizational Behavior	3	1	-	3	40	60	100
2	19MBA1002	Micro Economics	3	1	-	3	40	60	100
3	19MBA1003	Marketing Management – I	3	1	-	3	40	60	100
4	19MBA1004	Financial Accounting and Analysis	3	1	-	3	40	60	100
5	19MBA1005	Production and Operations Management	3	1	-	3	40	60	100
6	19MBA1006	Statistics for Managers	3	1	-	3	40	60	100
7	19MBA1007	Organizational Communication	3	1	-	3	40	60	100
8	19MBA1051	IT for Managers	1	-	5	3	40	60	100
9	19MBA1052	Personality Development	2	-	-	1	50	-	50
			24	7	5	25	370	480	850

**L:** Lecture

**I:** Internal Assessment

**M:** Mini Project

**E:** End Examination

**P:** Practicals

**T:** Total Marks

**C:** Credits

**First Year - SEMESTER-II**

<b>S.No.</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>M</b>	<b>P</b>	<b>C</b>	<b>I</b>	<b>E</b>	<b>T</b>
1	19MBA2001	Financial Management	3	1	-	3	40	60	100
2	19MBA2002	Macroeconomics	3	1	-	3	40	60	100
3	19MBA2003	Marketing Management - II	3	1	-	3	40	60	100
4	19MBA2004	Human Resource Management	3	1	-	3	40	60	100
5	19MBA2005	Cost and Management Accounting	3	1	-	3	40	60	100
6	19MBA2006	Business Research Methods	3	1	-	3	40	60	100
7	19MBA2007	Operations Research	3	1	-	3	40	60	100
8	19MBA2051	Introduction to R for Data Analysis	1	-	5	3	40	60	100
9	19MBA2052	Startup Business Plan	2	-	-	1	50	-	50
			24	7	5	25	370	480	850

**L:** Lecture**I:** Internal Assessment**M:** Mini Project**E:** End Examination**P:** Practicals**T:** Total Marks**C:** Credits

## Second Year - SEMESTER-III

S.No.	Course Code	Course Title	L	M	P	C	I	E	T
1	19MBA3001	Strategic Management	3	1	-	3	40	60	100
2	19MBA3002	International Business Environment and Management	3	1	-	3	40	60	100
3	19MBA3003(M1)	Retail Marketing	3	1	-	3	40	60	100
	19MBA3003(M2)	Consumer Behaviour							
4	19MBA3004(M1)	Advertising and Brand Management	3	1	-	3	40	60	100
	19MBA3004(M2)	Marketing Research							
5	19MBA3005(M1)	Sales and Distribution Management	3	1	-	3	40	60	100
	19MBA3005(M2)	Digital and Social Media Marketing							
6	19MBA3006(F1)	Investment Management	3	1	-	3	40	60	100
	19MBA3006(F2)	Marketing of Financial Services							
	19MBA3006(H1)	HRD Strategies and Systems							
	19MBA3006(H2)	Global HRM							
7	19MBA3007(F1)	Financial Derivatives	3	1	-	3	40	60	100
	19MBA3007(F2)	Banking and Insurance							
	19MBA3007(H1)	Performance Management							
	19MBA3007(H2)	Management of Industrial Relations							
8	19MBA3051	Major Project	2	-	-	3	40	60	100
9	19MBA3052	Soft Skills	2	-	-	1	50	-	50
			25	7	-	25	370	480	850

**L:** Lecture  
**I:** Internal Assessment

**M:** Mini Project  
**E:** End Examination

**P:** Practicals  
**T:** Total Marks

**C:** Credits

## Second Year - SEMESTER-IV

S.No.	Course Code	Course Title	L	M	P	C	I	E	T
1	19MBA4001	Entrepreneurship and Small Business Enterprises	3	1	-	3	40	60	100
2	19MBA4002	Business Law and Ethics	3	1	-	3	40	60	100
3	19MBA4003(M1)	Logistics and Supply Chain Management	3	1	-	3	40	60	100
	19MBA4003(M2)	Product Management							
4	19MBA4004(M1)	Services Marketing	3	1	-	3	40	60	100
	19MBA4004(M2)	Customer Relationship Management							
5	19MBA4005(M1)	International Marketing	3	1	-	3	40	60	100
	19MBA4005(M2)	E-Marketing							
6	19MBA4006(F1)	International Financial Management	3	1	-	3	40	60	100
	19MBA4006(F2)	Financial Engineering and Modeling							
	19MBA4006(H1)	Organizational Leadership							
	19MBA4006(H2)	Training and Development							
7	19MBA4007(F1)	Financial Institutions and Markets	3	1	-	3	40	60	100
	19MBA4007(F2)	Project management							
	19MBA4007(H1)	Managing Change in Organizations							
	19MBA4007(H2)	Talent Management in Organizations							
8	19MBA4051	Comprehensive Viva	-	-	-	3	-	100	100
9	19MBA4052	Theatre Techniques	2	-	-	1	50	-	50
			23	7	-	25	330	520	850

L: Lecture

I: Internal Assessment

M: Mini Project

E: End Examination

P: Practicals

T: Total Marks

C: Credits

**Dual Electives**

The elective papers will be offered in the areas of Marketing, Finance and Human Resources Management. The students should choose any two of the following elective areas in the beginning of the third and fourth semester of MBA. The students cannot change elective areas which are selected in the third semester and the same should choose in the fourth semester.

**ELECTIVES FOR III&IV SEMESTERS****Marketing (Electives): III SEMESTER**

- 19MBA3003(M1): Retail Marketing
- 19MBA3003(M2): Consumer Behaviour
- 19MBA3004(M1): Advertising and Brand Management
- 19MBA3004(M2): Marketing Research
- 19MBA3005(M1): Sales and Distribution Management
- 19MBA3005(M2): Digital and Social Media Marketing

**Finance (Electives): III SEMESTER**

- 19MBA3006(F1): Investment Management
- 19MBA3006(F2): Marketing of Financial Services
- 19MBA3007(F1): Financial Derivatives
- 19MBA3007(F2): Banking and Insurance

**Human Resource Management (Electives): III SEMESTER**

- 19MBA3006(H1): HRD Strategies and Systems
- 19MBA3006(H2): Global HRM
- 19MBA3007(H1): Performance Management
- 19MBA3007(H2): Management of Industrial Relations

**Marketing (Electives): IV SEMESTER**

- 19MBA4003(M1): Logistics and Supply Chain Management
- 19MBA4003(M2): Product Management
- 19MBA4004(M1): Services Marketing
- 19MBA4004(M2): Customer Relationship Management
- 19MBA4005(M1): International Marketing
- 19MBA4005(M2): E-Marketing

**Finance (Electives): IV SEMESTER**

- 19MBA4006(F1): International Financial Management
- 19MBA4006(F2): Financial Engineering and Modeling
- 19MBA4007(F1): Financial Institutions and Markets
- 19MBA4007(F2): Project management

**Human Resource Management (Electives): IV SEMESTER**

- 19MBA4006(H1): Organizational Leadership
- 19MBA4006(H2): Training and Development
- 19MBA4007(H1): Managing Change in Organizations
- 19MBA4007(H2): Talent Management in Organizations

**19MBA1001****PRINCIPLES OF MANAGEMENT & ORGANIZATIONAL BEHAVIOR**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3

<b>Course Outcomes:</b>	<p><b>CO1:</b> To acquire knowledge on the principles and functions of management.</p> <p><b>CO2:</b> To familiarize techniques of Motivation, Leadership, Communication and control.</p> <p><b>CO3:</b> To analyze individual behavior variables like personality perception attitudes and values in the context of OB.</p> <p><b>CO4:</b> To analyze Group dynamics in the area of conflicts, power and politics, Team building.</p> <p><b>CO5:</b> To master the structure variables like Change management, OD, Culture and climate towards updating organizational effectiveness.</p>
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Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	H	M			
CO2		H			H
CO3		H			H
CO4	H		H		
CO5			M		H

**UNIT – I: Introduction**

Introduction, Evolution of management thought, Principles of management, Functions of management, Planning process, types of plans, Planning premises, Organization Structure, span of management, Departmentation, delegation of authority, decentralization, Staffing process.

**UNIT – II: Functions**

Directing, Motivation, Theory X and Theory Y, Maslow's needs theory, Hygiene theory, Leadership, Leadership styles, Communication, feedback and feed forward. Controlling, Steps in control process, Control techniques.

**UNIT – III: OB**

Organizational Behavior, OB model, Interdisciplinary approach to study OB, Individual behavior, Personality, Perception, Attitudes, Values, Learning.

**UNIT – IV: Group Dynamics**

Group Behavior, Formation of groups, Types of groups, Group Conflicts Resolution techniques, Power and Politics, Team building.

**UNIT – V: Structure**

Structural variables, Organizational Change, Resistance to change, Change management, Organizational Development, Structural Interventions, Organizational Culture and Climate.

**UNIT – VI: Case Study**

Important cases have to be discussed in each unit.

**Learning Resources:****Text Books:**

[T1] Harold Koontz & Heinz Weihrich, Essentials of Management-An International Perspective, Tata McGraw-Hill Publishing Company Limited, 7 Edition.

[T2] Steven L. McShane & Mary Ann Von Glinow, Organizational Behavior-Emerging Realities for the Workplace Revolution, Tata McGraw-Hill Publishing Company Limited, 2 Edition.

[T3] P.Subba Rao, Organisational Behaviour-Text, Cases and Games, Himalaya Publishing House, 3<sup>rd</sup> Revised Edition.

**Reference Books:**

[R1] T.N.Chhabra, Principles & Practice of Management, Dhanpat Rai & Co., 2018 Edition

[R2] Fred Luthans, Organizational Behavior- An Experience-based Approach, McGraw-Hill International Edition, 12<sup>th</sup> Edition.

[R3] Stephen P.Robbins, Organisational Behaviour, Pearson Education, New Delhi, 2014.

[R4] Pareek Udai: “*Understanding Organizational Behavior*”, Oxford University Press, New Delhi, 2007.

**19MBA1002**  
**MICRO-ECONOMICS**

Lecture	3 hrs/ Week	Internal Assessment:	40		
Mini Project	1 hr/ Week	Final Examination:	60		
Practical	-	Credits:	3		
Course Outcomes:	CO1: Student will be able to apply principles of Micro-Economics to develop analytical skills necessary to solve managerial issues in a real time business environment.				
	CO2: Grasp and apply knowledge for assessing the consumer’s behaviour through Demand, Supply dynamics and their impact of shift on the market and analyze elasticities.				
	CO3: Identify the fundamental principle governing Production function and develop aptitude in recognizing the relationship between output-price-costs and profits.				
	CO4: Think opportunistically based on real world economic principles in analyzing the influence of costs and price for business decisions in a dynamic business environment.				
	CO5: Use economic reasoning to explain the strategic choices of individuals or organisation, markets structure in influencing resource allocation for attaining organisational goals.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H			
CO3			H		
CO4				H	
CO5					H
UNIT – I Introduction to Micro Economics					
Introduction to Micro Economics					
Definition, Nature and Scope, Relationship with other areas in Micro-Economics, - The role of economist.					
Basic economic principles					
The concept of opportunity cost, incremental concept, Equi-marginalism, Time perspective, discounting principle;					
UNIT – II Theory of Demand					
Theory of Demand					
Concept of Demand & Supply, Basics of Consumers Utility, Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand – Measurement of Price Elasticity of Demand (Theory and calculations) - Demand determinants –Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply; Demand forecasting: Need for Demand					



## Production Analysis

## UNIT – IV Cost Theory & Profit Analysis

Cost concepts, determinants of cost, cost-output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short-run Average cost curves – Average total cost curve; Economies of scale;

Nature, scope, Theories of profit, Measurement policies, Cost – Volume- Profit Analysis  
(*Calculations and Case Study*);

## Market Structure and Pricing practices

Features and Types of different Markets - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run; Pricing methods in practice.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

## TEXT BOOKS

[T1] Samuelson A Paul and Nordhaus D William: “*Economics*”, Tata McGraw Hill, New Delhi, 2010

[T2] Dr. Ahuja H L: “**Managerial Economics**”, S. Chand, New Delhi, 2010

[T3] Dwivedi D N: “**Managerial Economics**”, Vikas Publishing House, New Delhi, 2008

[T4] Narayanan Nadar E, Vijayan S: “*Managerial Economics*”, PHI Private Limited, New Delhi, 2009

[R1] Hirschey: “*Economics for Managers*”, Cengage Learning, New Delhi, 2009

[R2] M.L Trivedi: “*Managerial Economics*”, Tata Mc-Graw Hill, New Delhi, 2004

[R3] Siddiqui S A, Siddiqui A S: “*Managerial Economics and Financial Analysis*”, New Age International Publishers, New Delhi, 2008.

**[R4]** Craig H. Petersen, Cris Lewis, Sudhir k Jain: “*Managerial Economics*”, Pearson Education, New Delhi, 2009

**[R5]** Dominick Salvatore: “*Managerial Economics*”, Oxford University Press, New Delhi, 2009.

[R6] Mithani D M: “*Managerial Economics*”, Himalaya Publishing House, Mumbai, 2008.

**19MBA1003**  
**MARKETING MANAGEMENT-I**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	CO1: To understand and apply the basic Concepts of Marketing function like planning, marketing Mix, Targeting and Positioning CO2: To analyze the Product design variables, New product Development and Management of PLC. CO3: To gain Decision insights in Pricing and Physical Distribution. CO4: To decide a Promotion mix and use Promotion methods for marketing success. CO5: To master Marketing control function and use different measure of control.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1		M	M		
CO2		M	H		
CO3		H			
CO4		H		M	
CO5	M				M
CO6			H		
<b>UNIT – I</b>					
<b>Introduction to Marketing:</b> Definition, significance, marketing Orientations or Concepts, Role of Marketing in Indian Economy, Marketing Strategy, Marketing Mix, Segmentation, Targeting Positioning.					
<b>UNIT – II</b>					
<b>Product:</b> Definition, 5 levels of Product, Product Classification, New Product development, Management of product Life Cycle, Product line and product Mix decisions.					
<b>UNIT – III</b>					
<b>Pricing:</b> Importance, Factors Influencing price decisions, Cost based Pricing methods, Competition based pricing methods, Customer based pricing methods, Physical distribution: Functions, Types of Distribution channels, role of Wholesaler, retailer,					
<b>UNIT – IV</b>					
<b>Promotion Mix:</b> Preparation of Advertisements, Types of media, Challenges in Advertising, Sales promotion methods, Personal selling, Evaluation of sales force, Publicity and Public relations, Direct marketing.					
<b>UNIT – V</b>					

**Marketing Control:** Meaning, nature, objectives of control, Measures of control, Budgetary Control, Profitability control Contribution ,Cost analysis ,Marketing audit

## **UNIT – VI**

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Learning Resources:**

#### **Text Books:**

T1: Karunakaran K, **Marketing Management- Text and cases in Indian Context**, Himalaya Publishing House, 2010

T2: Ramaswamy V.S and Nama kumari S, **Marketing Management- Indian Context Global Perspective**, McGrawHill, NewDelhi, 2010

#### **Reference Books:**

R1: Philip Kotler and Gary Armstrong, **Principles of Marketing**, Pearson Education, New Delhi ,2017

R2: Stann Rapp, Thomas L Collins, **Maximarketing: The New Orientation in Advertising Promotion and marketing Strategy**, New American Library , 1989

R3: Jayachandran S **Marketing Management Text and Cases**, Excel Books, New Delhi ,2006

R4: Neelamegam S **Marketing in India- Cases and Readings**, Vikas publishing House, New Delhi, 2009

R5: Al Ries, Jack Trout, **Positioning- The battle for Your Mind**, Tata McGraw Hill, New Delhi, 2008

#### **E- resources:**

1. [www.Time.com](http://www.Time.com)
2. [www.Economictimes.indiatimes.com](http://www.Economictimes.indiatimes.com)
3. [www.vogue.in](http://www.vogue.in)
4. [www.rd.com](http://www.rd.com)
5. [www.forbesindia.com](http://www.forbesindia.com)

**19MBA1004**  
**FINANCIAL ACCOUNTING AND ANALYSIS**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project:</b>	1hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	CO1: Understand the various elements of financial statements. CO2: Able to demonstrate knowledge of preparation of financial statements and in accordance with Generally Accepted Accounting Principles. CO3: Students will recognize commonly used financial standards & their components to know the information from business transactions flows into these statements. CO4: Students will learn relevant managerial accounting skills by applying both quantitative and qualitative knowledge about different types of statement analysis for their future careers in external business environment. CO5: Able to use tools and techniques to analyze and interpret the key parameters of financial performance required to understand the growth and performance of business.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H			M	
CO2	H	L		M	
CO3	H	L		M	
CO4	H	M		M	
CO5	H	M		M	
<b>UNIT - I</b>					
<b>Introduction to Financial Accounting</b>					
Definition and significance of Accounting-Objectives of Accounting-Branches of Accounting-Users of Accounting information-Accounting Concepts and conventions: The Generally Accepted Accounting Principles (GAAP) and their implications on accounting system- Single Entry and Double Entry system-Recording the business transactions - Classification of Accounts- Accounting Cycle.					
<b>UNIT – II</b>					
<b>Financial Accounting Statements -I</b>					
Books of Original Record: Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Preparation and presentation of Income statement and Balance Sheet with adjustments.					
<b>UNIT – III</b>					
<b>Financial Accounting Policies and Statements –II</b>					

**Accounting Standards - Funds Flow Analysis:** introduction- Meaning and concept of flow of Funds – Rules- Current and Non current accounts -Statement of Changes in Working Capital, Funds from Operations, funds flow statement.

**Cash flow Statements:** Distinction between Funds Flow and Cash Flow -Uses & Classification of Cash Flow Statement – limitations of Cash Flow Statement – Preparation steps and analysis of cash flow statement (\* **Simple Problems** )

#### UNIT – IV

##### Financial Analysis-I

Introduction –Scope and purpose–Types of Financial statements-Analysis of Financial Statements-Parties Interested in Financial Analysis-Significance of Financial Analysis-Limitations of Financial Analysis-Types of Analysis: Vertical and Horizontal Analysis-Procedure for Financial Analysis-

Methods of Analysis-I: (A) Comparative Statement Analysis ( B) Common Size Statement Analysis (C) Trend Analysis

#### UNIT – V

##### Financial Analysis-II

**Methods of Analysis:** Ratio Analysis: Significance- limitations- Classification of Ratios - liquidity, Activity, Leverage, Profitability ratios.

#### UNIT - VI

**Case Study:** Compulsory. To be discussed from unit 2

### LEARNING RESOURCES

#### Text Books:

[T1]: Prof.G.Prasad, ***“Financial Accounting & Analysis”***,Jai Baharat Publishers, 5<sup>th</sup> Edition.,2014.

[T2]: R.K.Sharma, Shashi K. Gupta ***“Management Accounting”- Principles and Practice;*** ***Kalyani*** Publishers, New Delhi, 13<sup>th</sup> Edition, 2016.

#### Web Resources

[W1] [http://www.mca.gov.in/Ministry/notification/pdf/AS\\_2.pdf](http://www.mca.gov.in/Ministry/notification/pdf/AS_2.pdf)

[W2] [http://www.mca.gov.in/Ministry/notification/pdf/AS\\_9.pdf](http://www.mca.gov.in/Ministry/notification/pdf/AS_9.pdf)

[W3] [http://www.mca.gov.in/Ministry/notification/pdf/AS\\_10.pdf](http://www.mca.gov.in/Ministry/notification/pdf/AS_10.pdf)

#### Reference Books:

[R1]: S.N. Maheswari ,S.K. Maheshwari,sharad k Maheshwari Financial Accounting, Vikas Publishing House, 6<sup>th</sup> Edition, 2018.

[R2]: Ramchandran N,Ramkumar Kakani:***“Financial Accounting for Management”***,

Tata McGraw Hill, 4<sup>th</sup> Edition, 2017.

[R3]: Stice & Stice: “***Financial Accounting Reporting and Analysis***”, Cengage Learning, New Delhi, 7<sup>th</sup> Edition, 2012.

[R4]: Amberish Gupta, “***Financial Accounting for Management***”, Pearson Education,. 3<sup>rd</sup> Edition, 2008.

[R5]: Paresh Shah “***Financial Accounting for Management***”, Oxford University Press, New Delhi, 3<sup>rd</sup> Edition, 2019.

[R6]: R. Narayanaswamy, “***Financial Accounting***”, – *A Management Perspective.*, PHI, New Delhi: 5<sup>th</sup> Edition, 2014.

**19MBA1005**  
**PRODUCTION AND OPERATIONS MANAGEMENT**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project:</b>	1hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes</b>	[CO1]: Understand concepts strategically and critically review current Developments in the area of Production and operations management. [CO2]: Solve operational problems in the areas of scheduling and Sequencing for production and operations. [CO3]: Recognize the importance of managing organizational resources for Decision Making. [CO4]: Development of core operations management skills and Competencies in areas of materials management. [CO5]: Appraise how production and Operations are integrated with Aspects of Quality management.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H				M
CO2		H			M
CO3			M		M
CO4	H	H			M
CO5	H			M	M
<b>UNIT - I Introduction</b>					
Overview and Definition of Production and Operations Management (POM) – Objectives and Scope of production and operations Management-Evolutionary Milestones-Production cycle-Types of Production Systems - Factors influencing Product and Process Design.					
<b>UNIT - II Production Planning and Control (PPC)</b>					
Phases of PPC- Capacity planning. Plant Location and Layout Planning: Factors affecting plant location - Types of Layouts-Optimal production strategies: Scheduling and Sequencing of Operations.					
<b>UNIT – III Work Design</b>					
Method Study - Work measurement - Work Sampling-Ergonomics. Maintenance Management concept: Types of Maintenance –Bath Tub Curve Analysis.					
<b>UNIT – IV Materials Management</b>					
An Overview of Materials Management –Materials Handling --Value Analysis- Purchase Procedure - Stores Management –Inventory costs - Types of Inventory- Inventory control					

## Quality management

Deming's Cycle and Juran's Quality Trilogy- -Quality Circles- Six Sigma- ISO-Control charts for variables and control charts for attributes: X-chart, R-Chart, np-Chart, P-Chart, C-chart- Acceptance Sampling plans.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### LEARNING RESOURCES:

[T1]: R.Panneerselvam: “***Production and Operations Management*** “, PHI Learning Private Limited, New Delhi, Third Edition, 2012.

[T2]: P.Ram Murthy: “***Production and Operations Management***”, New Age International Publishers, New Delhi, second Edition, 2015.

[R1]: SN Chary: “***Production and Operations Management***”, Tata McGraw Hill, New Delhi, Fifth Edition, 2012.

[R2]: Elwood S.Buffa and Rakesh K.Sarin: “*Modern Production/Operations Management*”, Wiley India, New Delhi, Eighth Edition, 2019.

[R3]: K.Aswathappa, K.Shridhara:“*Production and Operation Management*”, Himalaya Publishing House, Mumbai, Second Edition, 2018.

[R4]: Kaushal: “*Case studies solutions in Production and operations Management*”, MacMillan, New Delhi, Second Edition, 2011.

[R5]: Upendra Kachru: “***Production and Operations Management-Text and Cases***”, Excel Books, New Delhi, Second Edition, 2010.

[R6]: Alan Muhlemann, Johnnoalland, JastiKatyayani: “***Production and Operations Management***”, Pearson, New Delhi, Sixth Edition, 2007.

## E-resources and other digital material

**[E1]:** <https://www.wisdomjobs.com/e-university/production-and-operations-management-tutorial-295/historical-evolution-of-production-and-operations-management-9434.html>

**[E2]:**[http://www.zeepedia.com/read.php?deming\\_cycle\\_and\\_quality\\_trilogy\\_jurans\\_three\\_basics\\_steps\\_to\\_progress\\_total\\_quality\\_management\\_tqm&b=59&c=15](http://www.zeepedia.com/read.php?deming_cycle_and_quality_trilogy_jurans_three_basics_steps_to_progress_total_quality_management_tqm&b=59&c=15)

**[E3]:** <http://dl.icdst.org/pdfs/files/7effc92a3136bc02d3041ab3399edce4.pdf>



## 19MBA1006 STATISTICS FOR MANAGERS

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	CO1: Understand the importance of statistics in decision making and how to represent different types of data sets in the form of tables & graphs. CO2: Learn how to apply statistical tools in research and decision making areas of management. CO3: Understand the basic principles of probability including the laws for addition, multiplication, Bayes theorem and use these principles in problem solving situations. CO4: Acquire the knowledge on how to apply discrete and continuous probability distributions to various business problems. CO5: Understand how to present the reasonably solid base data for day to day business decisions.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H			H	
CO2	M	M	H		
CO3		H		M	
CO4		H	H		
CO5	H		H		
<b>UNIT - I</b>					
<b>Introduction:</b> Definition-Concepts- Uses-Meaning of Descriptive &Inferential statistics- How can we arrange dada-examples of raw data-Primary and Secondary data-Arranging data using data array & the frequency distribution-Constructing a frequency distribution- Graphing frequency distributions.					
<b>UNIT - II</b>					
<b>Measures of Central Tendency:</b> Arithmetic Mean, Median, Mode. Measures of dispersion – Range, Quartile, Mean Deviation, Standard Deviation and Coefficient of Variance. Skewness and Kurtosis.					
<b>UNIT – III</b>					
<b>Probability and Probability distributions:</b> Basic concepts of probability – addition, multiplication and Baye’s Theorems – Binomial, Poisson and normal distributions.					

**UNIT - IV**

**Sampling and Testing of Hypothesis:** Sampling methods – testing of hypothesis – Z-test, t-test and Chi-Square test.

**UNIT - V**

**Forecasting Methods:** Business forecasting – Correlation, regression (two variables only) – time series – components, measures of Trend, least squares method.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

**Learning Resources:****Text Book:**

[T1]: Quantitative Techniques for Decision Making, Anand Sharma, Himalaya Publishing House, third edition, 2010

[T2] Statistics for Management by Richard Levin and David Rubin, Pearson Education, Seventh Edition.

**Reference Books:**

[R1] S.P. Gupta: “*Statistical Methods*”, Sultan Chand & Sons (2012)

[R2] Levin R: “*Statistics for Management*”, PHI, New Delhi, 1984.

[R3] Selvaraj R. Logandhan: “*Quantitative Methods in Management*”, Excel Publications, New Delhi.

[R4] Narag, A S. “*Linear Programming and Decision Making*”. New Delhi, Sultan Chand, 1995.

**19MBA1007**  
**ORGANIZATIONAL COMMUNICATION**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	<b>CO1:</b> Be aware of the salient features of English language for authentic communication <b>CO2:</b> Attain proficiency in making academic and business presentations <b>CO3:</b> Develop linguistic and conceptual resourcefulness in the process of communication <b>CO4:</b> Enhance competence in technology enabled communication <b>CO5:</b> Acquire considerable insights into corporate etiquette and rhetoric				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	M			H	
CO2	M			H	M
CO3	H			M	H
CO4				H	M
CO5	M			M	
<b>UNIT – I: Introduction</b>					
Basic features of English Language Role of organizational Communication– Processes and Channels of organizational communication – Aspects of Communication in the Managerial Roles- Informational Role- Interpersonal Role- Decisional Role- Causes for poor organizational communication Principles of effective organizational communication					
<b>UNIT – II: Functional Listening &amp; Spoken Skills</b>					
Types of listening and the processes involved Speech acts- Extending Invitation, Reciprocation, Acceptance, Concurrence, Disagreeing without being disagreeable Presentation skills –Seminar Talk, Power point Presentation & Video conferencing Elements of Non-verbal communication Cross cultural communication Phrasal Collocations					
<b>UNIT – III: Professional Affirmation and Soft Skills</b>					
Goal setting, Self Affirmation & Personal Mission statement, Select Life Skills (50) Fundamentals of Syllogisms, Résumé Preparation, Types and processes of Interviews					
<b>UNIT – IV: Professional Writing skills</b>					

Professional Letter- Business, Complaint, Explanation and Transmittal

Administrative Drafting –Memos & Minutes

E-mail Etiquette and Web notes

Executive summary- written and spoken

Fundamentals of Thesis writing

### **UNIT – V: Corporate writing & Basics of Business Research Documentation**

Business Proposal writing

Abstract

Report writing – Types and the processes

Elements of Case study

### **UNIT – VI: Case Study**

Important cases have to be discussed in each unit.

### **Learning Resources:**

#### **Text Books:**

- 1 Effective Business communication, (ed.)Sudershan Banerjee et al., CEGR, New Delhi, I edition, 2016
- 2 Rayudu C S, Communication , Himalaya Publishing House, Mumbai IX edition,2010
- 3 ‘Krishna’, English Language Communication Skills, I Edition, Duvvuri Publications, 2008
- 4 Corporate Employability Skills, Lokesh Mehra et al., CEGR, I edition 2016
- 5 Ashraf Rizvi, Effective Technical Communication, TMI, I edition 2005
- 6 Stephen R Covey, The 7 Habits of Highly Effective people, II edition, (Pocket Books) Simon & Schuster UK Ltd, 2004
- 7 B.S .Sarma, Structural Patterns & Usage in English, IV Edition, Poosha Series, , 2008

#### **Reference Books:**

- 1 Business and Professional Communication, Quintanilla,M Kelly, II print, Swage Publications, New Delhi, 2012
- 2 Martin Cutts, Oxford Guide to Plain English, 7<sup>th</sup> Impression, OUP, 2011
- 3 Khera Shiv, Living with Honour, Macmillan, I edition (Reprinted) 2003
- 4 Daniel Goleman, Working with Emotional Intelligence, Bantam Books, I edition ( Export Edition) 1999.
- 5 William W Hewitt, Art of Developing Personal Power, Jaico, Third Impression, 2003

## 19MBA1051 IT FOR MANAGERS

<b>Lectures :</b>	1 hr/week	<b>Internal Assessment:</b>	40
<b>Mini Project :</b>	--	<b>Final Examination:</b>	60
<b>Practicals :</b>	5 hrs/ week	<b>Credits:</b>	3
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Improve the knowledge to send mail to multiple ids using MS-WORD.</li> <li>• Introduce the concept of Databases using MS-ACCESS</li> <li>• Introduce spreadsheet as a financial modeling tool to understand its capabilities and limitations using MS-EXCEL</li> <li>• Improve the understanding of software systems in business, improve communication and presentation skills using MS Power Point</li> </ul>		
<b>Learning Outcomes:</b>	<ul style="list-style-type: none"> <li>• Prepare Documentation &amp; Presentations</li> <li>• Create Databases and Create pie charts to analyze Business issues</li> </ul>		

### LIST OF PROGRAMS

#### MS – OFFICE:

#### LAB CYCLE – I (MS-Word & MS-PowerPoint)

##### **MS-Word Practical**

1. Create a document With Not More than 150 words consisting of 10 spelling mistakes and grammar mistakes. Then correct those using spell check and grammar check.
2. Create your college time table in MS-Word for 7 subjects, for 5 days, with 50 minutes duration, lunch interval 40 minutes and each subject should have 5 periods in a week.
3. Create a visiting card for a Marketing Manager of a software company as per the following specifications using MS-Word. Size of the visiting card is 3 ½ " × 2 " , Office and Residence address separated by a line along with the company's logo.
4. Create a bio-data using MS-Word using formatting features.
5. Create a letter with New Year greetings and describe new features offered by a bank in the coming year to the customers. Send this letter to at least ten customers using the mail-merge feature.

**LAB CYCLE-II****MS-Access Practical**

Create a student table in MS-Access with following fields for 10 records.

- a. Roll-Number
  - b. Student Name
  - c. Class
  - d. Marks in Subject1, Subject2, Subject3, Subject4 and Subject5.
  - e. Total
  - f. Average
  - g. Result
- (i) Generate a Form and Report out of this. The data is entered through the form.
  - (ii) Create a query to display the students who have “Passed” and who have “Failed” Report out of this.
  - (iii) Generate the report to display the students grouped by the result.

**LAB CYCLE-III****MS-Excel Practical**

- Excel for Beginners: Exercises 1-28 (excel\_xp\_beginners\_exercises.pdf)
  - Presenting Data in Tables and Charts
    - Tables and Charts for categorical Data
    - Organizing Numerical Data
    - Tables and Charts for Numerical Data
    - Cross Tabulation, Scatter Plot and Time Series plots
1. Create a worksheet with fields Employee Name, Basic pay, HRA, DA, and Total Salary. HRA is 20% of salary. DA is 10% of the salary. Find out the Net Salary (giving deductions of Insurance which is 10% of Basic Pay and P.F. which is 5% of the Basic Pay). Net Salary = Total Salary – Deductions.
  2. The heights of a group of persons are 164, 169, 163, 160, 165, 168, 162, 167, 170, 166 and 161 centimeters. Calculate Arithmetic Average, Maximum, Minimum of Height, and Count no. of persons.
  3. (a) Create a bar-chart, column chart and line chart for the following data using MS-Excel.

Age Groups	No. of persons
0-5	30
6-12	10
13-20	15
21-35	15
36-60	20
60 & Above	10

(b) Create a Pie-Chart for the following data.

Year	2010	2011	2012	2013	2014
Sales	10000	30000	20000	45000	17000

4. Calculate the marks report in Excel for 5 students, with 5 subjects, and total, average, & result. The result should be displayed as “Distinction”, “1<sup>st</sup> Class”, “2<sup>nd</sup> Class”, “3<sup>rd</sup> Class”, and “Fail”.

Conditions:

- If Average  $\geq 70$  then “Distinction”
  - If Average  $\geq 60$  and Average  $< 70$  then “1<sup>st</sup> Class”
  - If Average  $\geq 50$  and Average  $< 60$  then “2<sup>nd</sup> Class”
  - If Average  $< 50$  and Average  $\geq 40$  then “3<sup>rd</sup> Class” Else “Fail”.
5. Create a worksheet which contains weights of 15 students and sort them in the descending order of their weights.

#### LAB CYCLE-IV

##### MS-Excel Practical

- Working with Functions
- Using formulas in Excel;
- Using Functions in excel;
- Pivot Tables
- Introduction to Macros

**Learning Resources**

1. Curtis D Frye, Step by Step MS Excel, Microsoft Press
2. David Whigham, Business Data Analysis Using Excel, Oxford Press
3. Levine Stephan, Krehbiel Bereson, Statistics for Manages Using MS Excel
4. Simon Benninga, Financial Modeling, MIT press
5. Alexis Leon. Enterprise Resource Planning, McGraw Hill
6. Alastair L. Day, Mastering Financial Modeling in MS Excel, Pearson.
7. Shelly, Cashman: 'Microsoft Copies 2007", Cengage Learning, New Delhi
8. Courter, Mastering Microsoft Office for Business Professional, Techmedia, 2003.
9. Alexis Leon, Introduction to Computers with MS Office 2000, TMH, New Delhi, 2000.
10. Groff, SQL 2/e, The Complete Reference, TMH, 2003.
11. Sanders, D.H. Computers In Business--An Introduction Mc-Graw-Hill, Tokyo, 1983
12. Efraim Turban, R. Kelly Rainer, Jr., Richard E. Potter, Introduction to Information
13. Technology, Second Edition, John Wiley & Sons, Inc., 2003.



**19MBA2001**  
**FINANCIAL MANAGEMENT**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3

**Learning Outcomes:**

**CO1:** Demonstrate the applicability of the concept of Financial Management and their necessities for Managerial Decisions;

**CO2:** Estimate TVM, cash flows from a project, including operating, net working capital, capital budgeting, capital spending and knowledge on Current assets and liabilities;

**CO3:** Analyse the complexities associated with management of cost of funds in the capital Structure;

**CO4:** Apply the Leverage and EBIT-EPS Analysis associate with Financial Data in the corporate;

**CO5:** Apply financial management concepts and tools to the financing decisions and dividend decisions faced by the firm.

Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H			
CO3			M		
CO4				H	
CO5					H

**UNIT – I INTRODUCTION TO FINANCIAL MANAGEMENT**

**Financial Management:** Introduction to Financial Management, Finance objectives and Goals; Agency Problem; Time Value of Money; Present value, Future value of money, Annuities, Perpetuities..

**UNIT – II MANAGEMENT of WORKING CAPITAL & CURRENT ASSETS**

**Working Capital Management:** Components of working capital, gross vs. net working capital, Factors influencing working capital needs/requirements, the operating cycle approach (calculation).

**Management of current assets:** Cash Management, – need for cash management, cash budget, cash management process. Working Capital Financing: Accruals, Trade Credit, working capital advances, public deposits etc. Management of receivables – Credit Management – credit policies.

**UNIT III INVESTMENT DECISIONS**

**Investment decisions:** Nature and importance of Capital Budgeting decisions - techniques of capital budgeting: Non-Discounting and Discounting Criteria (calculation);

#### **UNIT IV COST OF CAPITAL & CAPITAL STRUCTURE DECISIONS**

**Cost of Capital:** Concept and measurement of cost of capital, Debt vs. Equity, Cost of Debt (calculations), cost of equity (calculations), preference shares (calculations), equity capital (calculations) and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**Capital structure Decisions:** Capital structure vs financial structure - leverage. EBIT-EPS Analysis, leverages, Capital structure theories with examples.

#### **UNIT – V DIVIDEND DECISIONS**

**Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models and (calculations based on dividend models of Walter and Gordon). Declaration and payment of dividends. Bonus shares; Rights issue, share-splits.

#### **Learning Resources:**

##### **TEXT BOOKS:**

- T1. Chandra, Prasanna: Fundamentals of Financial Management, McGraw Hill Publications, 2014
- T2. Pandey, I.M: Financial management, Vikas Publications, 2015
- T3. Besley. S & Brigham. E.R: Essentials of Managerial Finance, Thomson(South-Western), 2010

##### **REFERENCE BOOKS**

- R1. Brealey. R, Myers. S.C,: Principles of Corporate Finance, McGraw Hill Publications, 2014.
- R2. Chandra, Prasanna: Financial Management, McGraw Hill Publications, 2014

**19MBA2002**  
**MACROECONOMICS**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment :</b>	40
<b>Mini Project :</b>	1hr/week	<b>Final Examination :</b>	60
<b>Practical :</b>	-	<b>Credits :</b>	3
<b>Course Outcomes:</b>	CO1: Gaining knowledge on the importance of macroeconomics and its key factors. CO2: Understanding the unemployment and prominent theories relating to it. CO3: Having a concrete knowledge on the consumption function and investment function. CO4: Thorough with the functions of the money and its supply and demand. CO5: Awareness on Fiscal and Monetary Policies.		

Contribution of Course Outcomes towards achievement of Program Outcomes  
(L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	H		M		
CO2		H		H	
CO3	M				H
CO4		H		M	
CO5			H		M

**UNIT – I:**

An overview of macro economics – Objectives and Instruments of Macro Economics – Micro Vs Macro Economics – Concept of National Income – Aggregate supply and demand – Measuring the economic activity: GDP, GNP, NNP – Economic cycles.

**UNIT – II:**

Unemployment – Causes and consequences of Unemployment – New Classical Model – Say's law of market – Kenesian theory – Kenesian macroeconomics – Labour market issues.

**UNIT – III:**

Consumption & Investment: Components of consumption – Determinants of consumption – Consumption function – Investment - Components of Investment – Determinants of Investment – Marginal efficiency of capital.

**UNIT – IV:**

Money in modern economy – Evolution of money – Functions of money – Demand for money – Determinants of money demand – Supply of money – Instruments of Monetary Policy.

**UNIT – V:**

Macroeconomic policies of Government: Fiscal policy – Fiscal instruments – Fiscal reforms -

Monetary policy – Central Banking - Role of RBI – Role of Commercial Banks - Monetary policy reforms.

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

### **LEARNING RESOURCES:**

#### **Text Books:**

[T1]: Economics, Paul A Samuelson, William D Nordhaus, Indian Adaptation by: Sudip Chaudhuri, Anindya Sen, Mc Graw Hill, 19<sup>th</sup> Edition, 2012.

[T2]: Macroeconomics: Theory and Applications, G.S. Gupta, Mc Graw Hill Education, Chennai, Fourth Edition, 2017.

[T3]: Principles of Macroeconomics, C.Rangarajan & B.H. Dholakia, Mc Graw Hill Education, Chennai, 2018.

#### **Reference Books:**

[R1]: D.N. Dwivedi, Macronomics- Theory and Policy, Tata Mcgraw Hill, Newdelhi, 2010

[R2]: G.S. Gupta, Macroeconomics – Theory and Applications, Tata Mcgraw Hill, 2006

[R3]: Robert, J Barro, Macroeconomics- A modern approach, Thomson learning, NY, 2008

[R4]: Chandana Ghosh, Amber Ghosh, Macroeconomics, PHI, Newdelhi, 2011

[R5]: Bimal Jalan, India – Priorities for the Future, Random house India Pvt limited, 2017

**19MBA2003**  
**MARKETING MANAGEMENT-II**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	CO1	To equip the student with basic required understanding on the Environment, research and Decision Making with information technology techniques for successfully Planning and Organizing marketing process			
	CO2	To make Students develop an appreciation for the influence consumer behavior has on marketing activities. Students apply psychological, Social and cultural concepts to marketing decision making.			
	CO3	To give the deeper Insight of new emerging marketing concept and make them analyze importance of relationship marketing in modern marketing			
	CO4	The objective of this chapter is to familiarize the students with conceptual understanding of Rural Marketing and development Practices in Indian context.			
	CO5	To equip the students with new approaches of marketing communication with social media , viral marketing and Green Marketing			
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H			H	
CO2				H	H
CO3	H				
CO4	H				
CO5	H			H	
<b>UNIT - I</b>					
Marketing Environment- Marketing Research-Marketing Planning-Marketing Information System					
<b>UNIT - II</b>					
Consumer Behavior- Factors Influencing Consumer Behaviour - buying behaviour models-buying motives- buying behaviour-buyer decision making- Environmental Factors influencing consumer					

behaviour

### UNIT – III

Relationship Marketing-influences- development of Relationship Marketing: Customer service and market mix; 4P's to 4 C's Transaction Vs Relationship marketing, Relationship Marketing programs.

### UNIT - IV

Rural Marketing – Introduction, Environment- Characteristics, Challenges and Opportunities, Factors contributing to the growth of Rural Marketing , Problems related to rural marketing , rural consumer - promotional strategies.

### UNIT - V

Latest Trends In Marketing- **Green Marketing:** challenges, strategies - **Social Media:** infrastructure, foundations of Marketing Communications, Types of media- **Viral Marketing** - Importance, Impact in India, illustrations of successful campaigns.

### UNIT - VI

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### Learning Resources:

#### Text Books:

[T1]: Karunakaran K, **Marketing Management- Text and cases in Indian Context**, Himalaya Publishing House, 2010

[T2]: S.H.Kazmi, Marketing Management- Text & Cases, Excel Books, 2013

[T3]: Jhon Egan, Relational Marketing – exploring relational strategies in Marketing , financial times prentice hall, fourth edition

T4: Tracy L Tuten, Michael R. Solomon, social Media Marketing, Sage Publications , 3<sup>rd</sup> Edition

#### Web Resources

[W1] <https://www.slideshare.net/ravneetubs/customer-relationship-marketing-69548190>

[W2]...[https://www.researchgate.net/publication/329707882\\_INDIAN\\_RURAL\\_MARKET\\_OPPORTUNITIES\\_AND\\_CHALLENGES](https://www.researchgate.net/publication/329707882_INDIAN_RURAL_MARKET_OPPORTUNITIES_AND_CHALLENGES)

[W3] : <https://hbr.org/2016/12/how-unilever-reaches-rural-consumers-in-emerging-markets> & <https://economictimes.indiatimes.com/how-companies-are-using-technology-to-boost-rural-marketing/articleshow/46594199.cms>

[W4] [https://shodhganga.inflibnet.ac.in/bitstream/10603/132672/10/10\\_chapter%202.pdf](https://shodhganga.inflibnet.ac.in/bitstream/10603/132672/10/10_chapter%202.pdf)

[W5] <https://dsim.in/blog/2016/11/05/11-marketing-campaigns-became-viral-hits/>

**Reference Books**

1. Philip Kotler and Gary Armstrong, Principles of Marketing, Pearson Education, New Delhi ,2017
2. Ramaswamy V.S and Nama kumari S, Marketing Management- Indian Context Global Perspective, McGrawHill, NewDelhi, 2018
3. Stann Rapp, Thomas L Collins, Maximarketing: The New Orientation in Advertising Promotion and marketing Strategy, New American Library , 1989
4. Jayachandran S Marketing Management Text and Cases, Excel Books, New Delhi ,2006
5. Neelamegam S Marketing in India- Cases and Readings, Vikas publishing House, New Delhi, 2009
6. Al Ries, Jack Trout, Positioning- The battle for Your Mind, Tata McGraw Hill, New Delhi, 2008

**19MBA2004**  
**HUMAN RESOURCE MANAGEMENT**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	<b>CO1:</b> To familiarize with basic HRM concepts. <b>CO2:</b> To impart techniques in the areas of recruitment, selection, and training. <b>CO3:</b> To undertake performance evaluation of employees and follow it up with counseling. <b>CO4:</b> To design employee compensation structure. <b>CO5:</b> To manage industrial relations and improve employee productivity.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	M	H			
CO2		H			H
CO3	H			H	H
CO4		M		H	
CO5	H				H
<b>UNIT - I</b>					
<b>Introduction of HRM:</b> Definition, Significance, Objectives and Functions – evolution – Scope of HRM – HRM Principles - HR policies and practices - Role and challenges of HR manager in organization.					
<b>UNIT - II</b>					
<b>Planning:</b> HR Planning - Job Analysis – Recruitment and Selection–Placement and Orientation. Employee Training - training methods – Training Vs Development.					
<b>UNIT – III</b>					
<b>Performance Management:</b> Importance – methods of performance appraisal – Latest trends in performance appraisal. Employee Counseling - Employee retention. Career planning and development.					
<b>UNIT - IV</b>					
<b>Compensation Administration:</b> Compensation - Influencing Factors- Job Evaluation – Types HR Audit: significance, process and problems–HRIS.					
<b>UNIT - V</b>					
<b>Industrial Relations-</b> Concept of Trade Unions - Collective Bargaining. Concept of Grievances -model grievance redressal procedure. Employee Health, Safety and welfare:					



statutory and non-statutory welfare measures, Stress management.

**Important cases have to be discussed in each unit.**

**Learning Resources**

**Text Books:**

[T1] T.N.Chhabra, Human Resource Management-Concepts and Issues, DhanpatRai & Co., 2018.

[T2] B.B.Mahapatro, Human Resource Management New Age International (P) Limited, 2010.

[T3] P.Subba Rao, Essentials of Human Resource Management and Industrial Relations-Text, Cases and Games, Himalaya Publishing House, 2018.

**Reference Books:**

[R1] Decenzo& Robbins, Personnel/Human Resource Management, PHI, 2010.

[R2] Raymond Andrew Noe, John R. Hollenbeck., **Fundamentals of Human Resource Management.** McGraw Hill Pub. Ltd., 2015.

**19MBA2005**  
**COST AND MANAGEMENT ACCOUNTING**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project:</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	[CO1] Understand the basic concepts and applications to establish the cost and Management accounting practices. [CO2] Develop an understanding on costing of Elements and Activity Based Costing. [CO3] Acquire the ability to apply cost and management information for Cost ascertainment, Planning, Control and Decision making. [CO4] Analyze cost-volume-profit techniques to determine optimal Managerial decisions. [CO5] Estimate and prepare budgets for planning and control purposes.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1		M		H	H
CO2		M		M	
CO3	M	H	M		
CO4		H			
CO5	M				
<b>UNIT - I Introduction to Cost and Management Accounting</b>					
<b>Cost Accounting:</b> Evolution- Meaning- Objectives and Scope- Concepts of Costs- Classification of costs -Elements of Cost- Cost Centre and Cost Unit -Methods of Costing- Installation of a Costing System-Practical Difficulties in Installing a Costing System-Role of Cost Accountant in Decision Making.					
<b>Management Accounting:</b> Evolution- Meaning- Objectives and Scope-Tools and Techniques of Management Accounting-Differences between Cost Accounting, Financial Accounting and Management Accounting-Role of Management Accountant in Decision Making					
<b>UNIT – II Elements Cost and Activity Based Costing</b>					
<b>Materials Cost–</b> Concept and Methods of Pricing of Material Issues: Specific price Method- FIFO- LIFO- Simple Average-Weighted Average Method.					
<b>*Labour Cost:</b> Meaning -Classification of Labour Cost.					
<b>*Direct Expenses:</b> Direct and Indirect Expenses: Meaning- Nature.					
<b>*Overheads:</b> Meaning- Collection of overheads- Classification of overheads.					

**\*Activity Based Costing (ABC):** Meaning- Importance- objectives- Distinction between Traditional Absorption costing and Activity Based costing- stages in developing Activity Based Costing system- Uses and limitations of ABC.(\* No Problems)

### **UNIT – III Unit Costing, Standard Costing and Variance Analysis**

Determination of Product cost: Components of Total Cost-Preparation of Cost sheet under different cost heads. (Unit or output product Costing).

**Standard Costing:** Meaning- Definition- Steps in Standard Costing-Types of Standards- Setting the standards.

Variance Analysis: Material cost variance-Labour variance- Overheads variance- Sales variance.

### **UNIT - IV Cost Behaviour and Decision Making**

**Marginal Costing:** Meaning- Advantages-Limitations -Cost Behaviour and Decision Making: Cost Volume Profit analysis and decision making Break even analysis- P/V Ratio- Margin of Safety-Key factor distribution and analysis-Optimization of product mix-Make or Buy Decisions-Capacity utilization-Plant Shutdown.

### **UNIT - V Budget-Budgetary Control**

Introduction and Meaning of Budget, Budgeting & Budgetary Control-Requisites for a Successful Budgetary Control System -Essentials of Budgetary control - Advantages and Limitations of Budgetary control - \*Classification and Types of Budgets-Current Developments in Budgeting. (\* No Problems)

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

#### **Learning Resources**

##### **Text Book:**

[T1] S.P. Jain & K.L. Narang “*Cost and Management Accounting*”;Kalyani Publishers, New Delhi Nineteenth Revised Edition.

[T2] R.K.Sharma , Shashi K. Gupta “*Management Accounting*”- *Principles and Practice*; Kalyani Publishers, New Delhi, 13<sup>th</sup> Edition.

##### **Reference Book:**

[R1] C.T. Horngren “*Cost and Management Accounting - A Managerial Emphasis*”; Pearson Education, New Delhi 11<sup>th</sup> Edition.

[R2] Robert N.Antony, David F.Hawkins E.tal., “*Accounting Text and Cases*”, Tata Mc Graw Hill Education, India, 13<sup>th</sup> Edition.

[R3] S.N. Maheshwari “*Cost and Management Accounting*” Sultan Chand & Sons, New Delhi,14<sup>th</sup> Edition

- [R4] M.N. Arora “*Cost and Management Accounting (Theory and Problems)*”; Himalaya Publishing House, Mumbai, 12<sup>th</sup> Edition
- [R5] Drury Colin “*Management and Cost Accounting*”; International Thomson Business Press, London, 8<sup>th</sup> Edition.
- [R6] M.Y. Khan & P.K. Jain “*Theory and Problems of Management and Cost Accounting*”; McGraw-Hill Education (India) Ltd, Noida, 4<sup>th</sup> Edition.
- [R7] N.S. Zad “*Cost & Management Accounting*”; Taxmann Publications Pvt. Ltd, 7<sup>th</sup> Edition.

**E-resources and other digital material**

- [E1] “Cost and Management Accounting,” The Institute of Company Secretaries of India  
[https://www.icsi.edu/media/webmodules/publications/FULL\\_BOOK\\_PP-CMA-2017-JULY\\_4.pdf](https://www.icsi.edu/media/webmodules/publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf)
- [E2] NPTEL videos “Cost Accounting”, “Management Accounting”

**19MBA2006**  
**BUSINESS RESEARCH METHODS**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment :</b>	40
<b>Mini Project :</b>	1hr/week	<b>Final Examination :</b>	60
<b>Practical :</b>	-	<b>Credits :</b>	3
<b>Course Outcomes:</b>	<p>[CO1]: Develop understanding on various types of research, objectives of doing research, research process and research designs.</p> <p>[CO2]: Have adequate knowledge on sampling design process &amp; scaling techniques as well as methods of data collection.</p> <p>[CO3]: Have basic awareness of hypothesis testing procedures.</p> <p>[CO4]: Demonstrate knowledge and understanding of data preparation and analysis in relation to the research process.</p> <p>[CO5]: Have adequate knowledge on data interpretation and well preparation of research reports.</p>		

Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	M		M	M	
CO2			H	M	
CO3	M		H		
CO4	M		H	H	
CO5			M	H	

**UNIT – I: Introduction**

Meaning, objectives and significance of Research - Types of Research – Research methods verses Methodology - Research Process –Criteria of Good Research – Business Research – Role of Research in Business and Industry - Research Problem – Selecting Research Problem –Techniques involved in defining Research Problem –Research Design: Meaning and Need – Types of Research Design.

**UNIT – II: Sampling Design, Scaling Techniques and Data Collection**

Sample Design – Steps in Sampling Design –Types of Sampling Designs –Measurement Scales – Scaling – Comparative and Non-comparative Scaling Techniques - Types of Data - Primary Data Collection Methods - Secondary Data Collection Methods–Collection of Data through Questionnaire –Constructing Questionnaire.

**UNIT – III: Testing of Hypotheses**

What is a Hypothesis? – Characteristics of Hypothesis – Basic concepts concerning testing of Hypothesis – Procedure for Hypothesis Testing–Testing of Hypotheses: Hypothesis Testing with Small Sample ( $n < 30$ ): T-test and Hypothesis Testing with Large Sample ( $n > 30$ ): Z-test – Chi

Square test - ANOVA test (One-way ANOVA only).

#### **UNIT – IV: Data Preparation and Data Analysis**

Data Preparation Process: Questionnaire Checking - Editing –Coding –Classification – Tabulation– Graphic Presentation–Data Cleaning – Data Adjusting –Data Analysis: Factor analysis - Cluster analysis - Discriminant analysis - Conjoint analysis.

#### **UNIT – V: Interpretation and Report Writing**

Meaning of Interpretation - Technique of Interpretation - Precautions in Interpretation - Significance of report writing – Different steps in Report Writing – Layout of the Research Report - Types of Reports –Mechanics of writing a Research Report – Precautions for writing a Research Report – Oral presentation.

#### **UNIT - VI**

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

### **LEARNING RESOURCES:**

#### **Text Books:**

[T1]: C.R. Kothari and Gaurav Garg, “**Research Methodology: Methods and Techniques**”, New Age International Publishers, Fourth Edition, 2019.

[T2]: Dr.Priti R.Majhi and Dr.Prafull K.Khatua, “**Research Methodology: Concepts, Methods, Techniques and SPSS**”, Himalaya Publishing House, Mumbai, Second Revised Edition, 2018.

#### **Reference Books:**

[R1]: Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.

[R2]: S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.

[R3]: Uma Sekhran: “**Research Methods for Business –A skill Building Approach**”, Wiley Publishers, India Edition, 2007.

[R4]: Sachdeva: “**Business Research Methods**”, Himalaya Publishing House, Mumbai, 2011

[R5]: Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2011.

[R6]: Deepak Chawla, Neena Sondhi: “**Research Methodology, Concepts and Cases**” Vikas Publishing House, New Delhi, 2011.

#### **E-resources and other digital material**

[E1]: <https://www.sxccal.edu/TwinningProgramme/downloads/MBA-ResearchMethodology-1stYear.pdf>

[E2]: <https://www.modares.ac.ir/uploads/Agr.Oth.Lib.17.pdf>

**MBA2007**  
**OPERATIONS RESEARCH**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Learning Outcomes:</b>	Upon successful completion of the course, the student will be able to: <b>CO1:</b> Learn OR techniques and tools used in business decision making. <b>CO2:</b> Understand the lowest-cost plan for distributing stocks of goods or supplies from multiple origins to multiple destinations that demand the goods in business. <b>CO3:</b> Know optimal strategies formulated in conflict and competitive environment <b>CO4:</b> Identify and examine situations that generate queuing problems. <b>CO5:</b> Understand the role and application of PERT/CPM for project scheduling.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H		M		
CO2		H		M	
CO3		H	M		
CO4	M			H	
CO5	H	H			
<b>UNIT - I</b>					
<b>INTRODUCTION TO OR AND LINEAR PROGRAMMING:</b> Introduction to operations research, Basic concepts, Linear programming, Graphical method, Simplex method, Big-M method, Concept of Duality and dual Simplex (Theory).					
<b>UNIT - II</b>					
<b>TRANSPORTATION MODELS:</b> Definition and Applications of the Transportation model, Solution of the Transportation problem, the assignment model.					
<b>UNIT – III</b>					
<b>GAME THEORY:</b> Introduction-Two person zero sum games, pure& mixed strategies, Game with saddle point, Rules of Dominance, Solution methods of Games without Saddle point-Algebraic, Matrix and Arithmetic methods.					
<b>UNIT - IV</b>					
<b>QUEUING THEORY:</b> Introduction-The structure of a Queuing theory, Queue discipline,					

Applications of Queuing theory, Classification of Queuing models.

## UNIT - V

**PERT and CPM:** Drawing Networks, identifying Critical path-Probability of completing the project within given time-Project crashing.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### Learning Resources:

#### **Text Book:**

[T1]: Operations Research, Theory & Applications, JK SHARMA, MACMILLAN INDIA LTD. Third edition.

[T2]: Quantitative Techniques for Decision Making, Anand Sharma, Himalaya Publishing House, third edition, 2010.

#### **Reference Books:**

[R1] S.P.Gupta: “*Statistical Methods*”, Sultan Chand & Sons (2012)

[R2] Levin R: “*Statistics for Management*”, PHI, New Delhi, 1984.

[R3] Narag, A S. “*Linear Programming and Decision Making*”. New Delhi, Sultan Chand, 1995.



**19MBA2051**  
**INTRODUCTION TO R FOR DATA ANALYSIS**

<b>Lectures :</b>	1 hr/week	<b>Internal Assessment:</b>	40
<b>Mini Project :</b>	--	<b>Final Examination:</b>	60
<b>Practicals :</b>	5 hrs/ week	<b>Credits:</b>	3
<b>Objectives:</b>	<ul style="list-style-type: none"> <li>• Introduce different data types, mathematical operations, control statements in R</li> <li>• Introduce descriptive statistics and central tendency of data in R</li> <li>• Introduce statistical graphics to analyze data in R</li> <li>• Introduce correlation coefficients and multiple regression in R</li> </ul>		
<b>Learning Outcomes:</b>	<ul style="list-style-type: none"> <li>• Able to manipulate basic data in R</li> <li>• Able to find distribution tables and central tendency of the data in R</li> <li>• Able to perform basic data visualization in R</li> <li>• Able to analyze regression analysis and correlation in R</li> </ul>		

**LIST OF PROGRAMS**

**LAB CYCLE – I**

**(Introduction to R software)**

1. Installing R, Packages and Libraries
2. Cleaning up the windows, How to quit in R
3. Basics and R as calculator
4. Calculations with data vectors
5. Built-in commands and missing data handling
6. Operations with matrices
7. Data frames, Lists and Arrays

**LAB CYCLE-II**

**(Introduction to descriptive statistics)**

1. Variables and types of data
2. Absolute frequency, Relative frequency and Frequency distribution
3. Cumulative frequency distribution
4. Arithmetic mean for ungrouped data and grouped data

5. Median
6. Quantiles
7. Mode, Geometric mean and Harmonic mean.
8. Skewness and Kurtosis

**LAB CYCLE-III**  
**(Statistical graphics)**

1. Histograms
2. Scatterplot
3. Boxplots
4. 3D pie diagram

**LAB CYCLE-IV**  
**(Association of two variables)**

1. Coefficient of correlation
2. Rank correlation coefficient
3. Simple linear regression
4. Multiple regression

**Learning Resources**

1. R for Everyone, Advanced Analytics and Graphics – Jared P. Lander, Pearson
2. An introduction to R - W. N. Venables, D. M. Smith and the R Core Team
3. [https://onlinecourses.nptel.ac.in/noc18\\_cs52/course](https://onlinecourses.nptel.ac.in/noc18_cs52/course)

## 19MBA3001 STRATEGIC MANAGEMENT

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3

**Course Outcomes:**

[CO1]: The students will be able to apply analytical tools and techniques in understanding business processes..

[CO2]: They will be able to formulate a business strategy and implement the same.

[CO3]: Appraise the resource and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.

[CO4]: Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.

[CO5]: Analyze dynamics in competitive rivalry including competitive action and response, first-mover advantage, competition and winner-take-all and make appropriate recommendations for acting both proactively and defensively. At the same time one can formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.

Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H			
CO3			M		
CO4				H	
CO5					M

### UNIT – I INTRODUCTION TO STRATEGIC MANAGEMENT

Introduction to Strategic management: Concepts in Strategic Management, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies– Factors that shape a company's strategy – Crafting a strategy - Strategic management styles.

*HBR Case Study:* Benihana of Tokyo (673057) by W. Earl Sasser and John R. Klug

### UNIT – II ENVIRONMENTAL ANALYSIS AND DIAGNOSIS

Strategic Position: Evaluating a Company's External Environment, Relevant components of External Environment, Creating the Environmentally Aware Organization; Industry Analysis- Threats, Industry Competition, Sources of Competition-Competitor Analysis; Porter's Diamond Model, Porter's Five Forces Model; Internal environment, Strategic Capability, Evaluating a Company's Resources and Competitive Position, Value-Chain Analysis, Resources, Capabilities and Core Competencies.

*HBR Article: The Five Competitive Forces That Shape Strategy -Michael E Porter*

*HBR Case Study: Sandlands Vineyards (718438) by Benjamin C. Esty, Greg Saldutte*

### **UNIT III STRATEGY FORMULATION**

Corporate Level Strategy – Stability, Growth, Retrenchment strategies, Strategic alliances, Combination and portfolio restructuring, Business level Strategy Cost Leadership, differentiation, Focus – Offensive and Defensive strategies and competitive advantage, Operational & Functional Level Strategy - Production – Marketing – Financial – Human Resource – Research and Development – Matching strategy to situation.

*HBR Article: How to Evaluate Corporate Strategy-Seymour Tilles*

*HBR Case Study: Strategy and Strategic Decisions (712500) by Eric Van Den Steen*

### **UNIT IV STRATEGIC ANALYSIS AND CHOICE**

Criteria for evaluation of Strategic alternatives, Process of Strategic Choice, Business level strategic analysis, Subjective factors and Strategic choice, Factors affecting Strategic Choice.

*HBR Article: Strategic Choice Need to be Made Simultaneously, Not Sequentially- Roger L. Martin*

*HBR Case Study: Go Global or No? (R0106X) by Walter Kuemmerle*

### **UNIT – V STRATEGY IMPLEMENTATION AND EVALUATION AND CONTROL**

Strategy Implementation: Inter-relationship between formulation and implementation; Issues in strategy implementation, Resource Allocation, Budgets- Behavioral Issues – Strategic Leadership - Corporate culture and values power Social Responsibilities;

Strategy Evaluation & Control: Importance, Overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, Operational Control.

*HBR Article: 1. What makes Strategic Decisions Different- Phil Rosen*

2. Strategic Leadership: The Essential Skills - Paul J H Schoemaker, Steve Krupp and Samantha Howland.

3. The Real Leadership Lessons of Steve Jobs- Walter Isaacson.

*ICMR India Case Study: Apple, Inc.: Steve Jobs Strategic Leadership (LDEN081)*

### **Learning Resources:**

#### **TEXT BOOKS:**

T4. Kazmi. A: Strategic Management and Business Policy, Tata McGraw Hill, 2009

T5. Crafting and Executing Strategy Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, McGraw Hill Education Private Limited, New Delhi.

T6. Charles W. L. Hull & G.R. Jones, Strategic Management, Cengage Publications, 2017.

T7. Hussey D, Strategic Management from theory to implementation, B,H Publications.

T8. David R. F, Strategic management, Prentice Hall Publications, 13th edition

T9. Thompson. J, Strategic Management: Awareness & Change, Thomson publications, 5th edition.

**REFERENCE BOOKS**

**R1.** Miller Alex, Strategic Management, Irwin McGraw-Hill Publications, 3rd edition

**R2:** Thompson & Strickland: Strategic Management, Concepts and Cases. Tata McGraw-Hill, 12/e, New Delhi

**19MBA3002****INTERNATIONAL BUSINESS ENVIRONMENT AND MANAGEMENT**

Lecture	3 Hrs/Week	Internal Assessment		40	
Mini Project	1 Hr/Week	Final Examination		60	
Practical	- -	Credits		3	
Course Outcome	CO1: Having awareness on world business environment and the key aspects of environment; CO2: Knowledge on globalization and the opportunities and challenges in global business. CO3: Understanding the important theories of international trade and also about regional grouping of countries; CO4: Enrich on Foreign Direct Investment and the Foreign Exchange Market; CO5: Getting knowledge on international business strategies and marketing operations.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	M			H	
CO2		M		M	
CO3			H		M
CO4		M		M	
CO5			M		H
UNIT – I : WORLD BUSINESS ENVIRONMENT:					
Introduction: Types of World business environment: International Environment – External Environment – Economic Environment – Socio cultural Environment – Competitive Advantage – Risks in International Business.					
UNIT – II : INTERNATIONAL BUSINESS MANAGEMENT:					
The concept of international business – Related terms – Definition – Domestic Vs International business – Globalization of the World economy: Meaning – Factors influencing globalization – Aspects of Globalization: Economic, Financial, Cultural, Political – Is Globalization Boon or Bane? - Changing nature of international business: COVID – 19 impact on international business – Opportunities and Challenges in international business.					
UNIT – III : GLOBAL TRADE AND INVESTMENT ENVIRONMENT:					
An overview – International Trade Theories : The Theory of Merchantilism, Absolute Advantage theory, Factor Endowment Theory (Hecksher – Ohlin), New Trade Theory, Comparative Advantage (Porter’s Diamond), W.T.O and the development of World Trade – Multilateral trading system – Regional grouping of countries and its impact – BRICS – ASIAN					

Countries – Trading of International Trade.

#### **UNIT – IV : FOREIGN DIRECT INVESTMENT :**

An overview of FDI – Concept of FDI, Different categories of FDI : On the basis of Investment, Type of Activity, Investment Objectives, Entry Modes, Sectorwise, Strategic Mode – Positive and Negative aspects of FDI – Promotion of FDI in India. Global Monetary System – Foreign Exchange Market : Introduction – Functions of Foreign Exchange Market.

#### **UNIT – V : INTERNATIONAL BUSINESS STRATEGIES :**

Introduction – Trade Policy options for developing countries – International business expansion : Modes of expansion – International Strategic Alliances : Advantages of Limitations – International Marketing Operations : Exports – Imports – Export Import Finance – India's EXIM Policy.

#### **LEARNING RESOURCES**

##### **Text Books :**

- [T1] Rakesh Mohan Joshi, “International Business”, Oxford University Press, 13<sup>th</sup> Impression 2015.
- [T2] Francis Cherunilam, “ International Business Environment“, Himalaya Publishing House 2003.
- [T3] Justin Paul, “International Business”, PHI 2009

##### **Reference Books :**

- [R1] Pradip Kumar Sinha, Sanchari Sinha, “International Business Management”, Excell Books, 2008
- [R2] Ehud Menipaz and Amit Menipaz, “International Business” Sage publications, 2012.
- [R3] Hill, Charles W.L. “International Business”, Mc Graw Hill, New York 2000.
- [R4] Bhattacharya B. “Going International Response Strategies of the Indian Sector”, Wheeler Publishing, New Delhi, 1966.
- [R5] Danoes, John D and Radabough, Lee H.. “International Business: Environment and operations, 8<sup>th</sup> end., Addison Weekey, Reading 1988.

## 19MBA3003(M1) RETAIL MARKETING

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	By the end of this course the student able <b>CO1:</b> To understand the importance of Retailing and its changes <b>CO2:</b> To understand & Analyse the need of strategic approach in retailing accordingly, the necessity of effective segmentation to make necessary decisions. <b>CO3:</b> To understand and able to assess the importance of location, layout designing, Merchandising Management to cope up with external and internal environment CO4: To understand and Analyse pricing strategies and different communication tools in promoting the retail sales. <b>CO5:</b> To identify and learn swift changes of technology and how it impacting the market demand.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H		M	H	M
CO2	H		M	H	H
CO3	H			M	M
CO4	H		M	H	H
CO5	H		M	H	H
<b>UNIT – I: Introduction to Retail Marketing</b>					
Definition- functions of retailer- factors leading growth of the retailer-Challenges in retail-classification of retail- major formats of In store Retailing- retail marketing environment-Retail consumer behaviour-Organised Vs Unorganized retail sectors.					
<b>UNIT – II: Retail Marketing Strategies</b>					
Introduction-strategy at different level business – strategic retail planning process-Retail profitability - strategy for Retail profitability					
<b>UNIT – III: Store Location, Layout &amp; Merchandising</b>					
<b>Location:</b> Introduction- types of locations-retail location decision & Planning - <b>retail layout</b> – types of layout – <b>Merchandising</b> : objectives-process- Evaluating performance- <b>category management</b> : types- benefits- issues.- visual merchandising.- Private label.-retailers branding process of private label.					
<b>UNIT – IV: Retail Pricing Strategies &amp; IMC tools</b>					



Retail Pricing: - Factors affecting Pricing Decisions- pricing approaches – strategies – role of pricing in sales promotion – IMC in retailing- IMC tools

### **UNIT – V: Future Retailing**

Etailing types-strategies for online retailing – luxury retailing – green retailing – RIFD application in retailing .

#### **Learning Resources:**

**T1:** Srini Srinivasan, Strategic Retail Management, Biztantra publications, 2015

**T2:** David Gilbert, Retail Marketing Management, Prentice Hall of India, 5 Edition, 2016

**T3:** Venkatesh Ganapathy, Modern day Retail Marketing Management, Book boon eBook co, 1<sup>st</sup> Edition, 2017.

#### **Reference Books**

**R1:** David Walters, David White, Retail Marketing Management, Macmillan Press Ltd, 1<sup>st</sup> Edition, 2017.

**R2:** Swapna Pradhan, Retailing Management –Text And Cases, TMH, 2017

**R3:** KVS Madan, Fundamentals of Retailing, TMH 2009.

**19MBA3003(M2)**  
**CONSUMER BEHAVIOUR**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	By completion of this course the student can have broad understanding of CO1: Able to rationalize the consumer approach to conduct study on consumer Behavior and helps to rationalize the decision making process. CO2: Identify and explain factors which influence consumer behavior. CO3: Able to demonstrate how the knowledge of consumer behavior can be applied to marketing and make successful the products life CO4: Able to identify the underlying factors that are root cause for consumer to behave (society, culture) and parallel success CO5: Able to use appropriate communication tools and strategies to develop the commercial lines on international platforms				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H		M	M	
CO2	H			M	H
CO3	H		M	M	H
CO4	H		M	H	M
CO5	H		M	M	
<b>UNIT – I</b>					
Consumer Behavior and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models					
<b>UNIT – II</b>					
Environmental influences on Consumer Behaviour - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.					
<b>UNIT – III</b>					
Consumer buying behavior - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic					
<b>UNIT – IV</b>					
Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping Behavior - In-Store stimuli, store image and loyalty -					

Consumerism - Consumer rights and Marketers' responsibilities.

## UNIT – V

The Global Consumer Behaviour and Online buying behavior - Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

### **Learning Resources:**

1. Bennet and Kassarian, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi
2. Michael R. Solomon, Consumer Behaviour, PHI Learning Private Limited, New Delhi, 2011
3. Ramanuj Majumdar, CONSUMER BEHAVIOUR, Prentice Hall of India, New Delhi, 2011
4. Loudon and Della Bitta, CONSUMER BEHAVIOUR: CONCEPTS AND APPLICATIONS, Tata McGraw Hill. New Delhi, 2007.

**19MBA3004(M1)**  
**ADVERTISING AND BRAND MANAGEMENT**

Lecture :	3 hrs/ Week	Internal Assessment :	40		
Mini Project :	1hr/week	Final Examination :	60		
Practical :	-	Credits :	3		
Course Outcomes	<b>Upon successful completion of the course, the student will be able to:</b> <b>CO1:</b> To understand the concept, role, types, objectives, functions of advertising and coordinate with advertising agencies <b>CO2:</b> To decide ad budget and deploy a media mix, schedule and conduct media research for effective ad campaign <b>CO3:</b> To design an ad copy through combining layout, artwork, words, visuals, creative elements and copy testing methods <b>CO4:</b> To analyze and create brand strategy by enhancing brand identity, personality, equity, image and build brand customer relationships <b>CO5:</b> To evaluate and apply alternative brand strategies like product, line, range, umbrella, source, endorsements, extensions, revitalization and valuation of brands. <b>CO6:</b> To Undertake Minor project and conduct Case Analysis				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1			M	M	
CO2		M	M		
CO3			H		M
CO4			H		M
CO5		M		M	
CO6			H		
<b>UNIT – I: Introduction</b>					
Advertising definition, concept and role of advertising in competitive business. Classification of advertising, Advertising department objectives and functions - Role of advertising agencies in India, agency skills , Development of client agency relationship, cases					
<b>UNIT – II: Media and Budget</b>					
Types of media, determining advertising expenditure, communication state, competitive share , Media selection, media scheduling, media research- Sources of themes: Adapting presentation to media campaign, USP, brand positioning, cases					
<b>UNIT – III: Ad copy</b>					
Creativity in communication, Visual layout, art work, production traffic copy, effective use of words, Advertising effectiveness: Pre-testing, post testing, experimental design, cases					
<b>UNIT – IV: Brand Management</b>					
Concept of Brand- Brand Strategy, Brand identity Prism, Brand Personality -- Brand equity – Brand Image, Brand customer relationship. Successful Brands today- Cases					
<b>UNIT – V: Brand Strategy</b>					

Product, Line, Range, Umbrella, Source, Endorsement Brand Strategies, Brand Revitalization and Elimination ,Corporate Branding , Brand valuation methods, cases

**LEARNING RESOURCES:**

**Text Books :**

[T1]: SH Kazmi , Batra: Advertising and sales promotion, Excel Books, New Delhi, 2018

[T2]: YLR Moorthy: Brand Management the Indian Context, Vikas Publishing House, New Delhi, 2016

**Reference Books:**

[R1]: S.A. Chunawalla: Foundations of Advertising,. Himalaya Publishing House, New Delhi,2019

[R2]: Sangeetha Sharma, Raghuvir Singh: Advertising Planning and Implementation PHI Learning, New Delhi,2015

[R3]: S.L. Gupta: Brand Management, Himalaya Publishing House, New Delhi, 2018

**19MBA3004(M2)**  
**MARKETING RESEARCH**

Lecture :	3Hrs/ Week	Internal Assessment:	40		
Mini Project :	1Hr/ Week	Final Examination:	60		
Practical :	-	Credits:	3		
<b>Course Outcomes</b>	Upon successful completion of the course, the student will be able to: CO1: To understand the marketing research and its applications in marketing function. CO2: To study different types of research and its application to a research problem. CO3: To formulate research problem and frame hypothesis CO4: To grasp process of research methodology CO5: To prepare a research report as per research objectives CO6: To undertake Minor project and conduct Case Analysis				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1		M		M	
CO2		M			M
CO3		M			
CO4				H	M
CO5			M		
CO6			H		
UNIT – I Introduction					
Introduction, Research and Marketing strategy, Definition of Marketing research, MR as a profession, relation between data, information and knowledge, Scope of marketing research, guidelines for ethical research, role of consultancy agencies in MR projects.					
UNIT – II Research Process					
Research question, sources of information, research approaches, descriptive, exploratory, casual research, research methods, quantitative and qualitative methods.					
UNIT – III Formulation of Problem					
Determining research question, critical thinking process, challenging assumptions, generating new ideas, using internal data for making assumptions, internal interviews, deciding on research question ,writing the question.					
UNIT – IV Methodology					
The research proposal, reasons and Objectives of proposal, components of proposal, the problem, the methodology, sampling methods, analysis, using quantitative techniques for analysis, data collection methods, online surveys.					
UNIT – V Report Writing					

Report writing, objectives, components of report, Introduction, methodology, data analysis, tabulation, inferences, using visuals, diagrams, charts, findings and recommendations.

UNIT - VI

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. David A aaker, V Kumar, Marketing Research, John Wiley & sons, New Delhi 2012
2. G C Beri, Marketing Research Tata Mcg raw Hill New Delhi, 2016
3. Hair, Essentials of Marketing Research, McGraw Hill New Delhi 2017
4. G Scot Ericson, New Methods of Market Research and Analysis, Edward Elagar Publishing, USA 2017
5. 5.Nigel Bradley, Marketing Research: Tools and Techniques, Oxford Univ press, UK 2013

**19MBA3005(M1)**  
**SALES AND DISTRIBUTION MANAGEMENT**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project:</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	[CO1]: Understand the role of sales and distribution management in providing better customer services. [CO2]: Assess Personal selling and Sales Forecasting. [CO3]: Manage and Evaluate the Sales force. [CO4]: Apply knowledge of Distribution Channel Management [CO5]: Analyse the Channel Systems.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1				H	M
CO2	H	H			
CO3	H		M	H	
CO4	H	H			
CO5	H	H			
<b>UNIT – I Introduction to Sales Management</b>					
Introduction–Definition of sales management- Objectives of Sales Management –Functions of Sales Executive and Roles Played by sales Manager-Responsibilities and Duties of Sales Manager–Emerging Trends in Sales Management-Different Sales Strategies and Selling methods-Case					
<b>UNIT – II Personnel Selling and Sales Forecasting</b>					
Introduction-Steps in Personal Selling-Theories of Personal Selling-Sales Organisation-Sales Forecasting: Sales Quotas – Sales Territory Management - Sales Budget- Case.					
<b>UNIT – III Sales Force Management</b>					
Recruitment and Selection of Sales Personnel –Training of Sales Personnel – Compensation of Sales Personnel- Motivating Sales Personnel –Managing Expenses of sales Personnel- Evaluation of Sales Personnel-Case.					
<b>UNIT – IV Distribution Channel Management</b>					
Introduction, Need and Meaning of Distribution Channel–Functions of Distribution Channels- Channel Flows-Classification of Distribution Channels-Types of Distribution Networks- Patterns of Distribution-Types of Channel Intermediaries-Factors affecting the Design of Marketing Channels-Factors affecting the selection of Channel Partners-Case.					



**UNIT – V****Channel Systems**

Channel Formats-Types of Marketing Channel Systems-Factors affecting Channel Design-Steps in channel Design-Channel Design Process-Selection of Channel Systems: Evaluation Criteria-Managing Channel Partners-Case

**Learning Resources****Text Book:**

[T1] Dr. S.L.Gupta., *Sales & Distribution Management* (Text and Cases An Indian Perspective), Trinity Press, New Delhi 3<sup>rd</sup> Edition 2018.

[T2] Richard R.Still, Edward W.Cundiff, Norman A.P.Govani and Sandeep Puri., *sales and Distribution Management Decisions, strategies and cases*, Pearson India Education services,6<sup>th</sup> edition,2017.

**Reference Book:**

[R1] Krishna K Havaldar, & Vasant M Cavale., *Sales and Distribution Management: Text and Cases*. The McGraw-Hill Education (India) Pvt Ltd.,3rd Edition,2017.

[R2] Panda.T and sahaddev.S., *Sales and Distribution Management*, Oxford University press, 2012.

[R3]S.A.Chunawala., *Sales and Distribution Management*, Himalaya Publishing House, New Delhi 3<sup>rd</sup> Edition 2012.

[R4] DonaldJ.Bowersox,M.Bixby cooper., *Strategic Marketing Channel Management* McGraw-Hill,1992

[R5] Pingali Venugopal: “Sales and Distribution Management An Indian Perspective”, Sage Publications India Pvt.Ltd, New Delhi, 2008

**E-resources and other digital material**

[E1] NPTEL videos “sales and Distribution Management”

[E2]Course era Videos “Sales Management”

**19MBA3005(M2)**  
**DIGITAL AND SOCIAL MEDIA MARKETING**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project:</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	[CO1] Understand the applications of digital marketing in the globalized market. [CO2]Acquire knowledge on Channels of Digital Marketing [CO3] Analyse digital marketing plan [CO4] Understand Search engine marketing and Online Advertising [CO5] Understand Social Media Marketing				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H			
CO3				H	
CO4			M	H	
CO5				H	
<b>UNIT – I Introduction to Digital Marketing</b>					
Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends-Case Study.					
<b>UNIT – II Channels of Digital Marketing</b>					
Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels-Case Study.					
<b>UNIT – III Digital Marketing Plan</b>					
Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan-Case Study.					
<b>UNIT - IV Search Engine Marketing and Online Advertising</b>					
Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising –					

Understanding Social Media, Social Networking with Face book, LinkedIn, Blogging as a social medium, Micro blogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance-Case Study.

**Text Books:**

[T1]Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.

[T2]Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

### Reference Books:

[R1] Vandana Ahuja, Digital marketing, Oxford University Press 2015.

**[R2]** Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.

**[R3]** Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.

[R4] Chuck Hemann & Ken Burbary, Digital Marketing Analytics, Pearson, 2019.

## 19MBA3006(F1) INVESTMENT MANAGEMENT

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment :</b>	40
<b>Mini Project :</b>	1hr/week	<b>Final Examination :</b>	60
<b>Practical :</b>	-	<b>Credits :</b>	3
<b>Course Outcomes:</b>	<p>[CO1]: Gives an in-depth understanding of the investments, how securities are traded and calculation of risk &amp; return of individual securities.</p> <p>[CO2]: Students will know about fundamental analysis, technical analysis and how to evaluate the equity and bond securities.</p> <p>[CO3]: Gives knowledge on analysis of portfolios and how to select the optimal portfolio.</p> <p>[CO4]: Students will able to get knowledge on equilibrium in capital markets concepts of CAPM and APT.</p> <p>[CO5]: Gives an in-depth understanding of the portfolio revision strategies and different portfolio performance measures.</p>		

Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	M		M	H	
CO2		H			
CO3	H		M	H	
CO4					
CO5		H	H	M	

### UNIT – I: Introduction

**Investment:** Meaning, Objectives and Characteristics of Investment – Real Assets Vs Financial Assets – The Investment Process – Investment versus Speculation and Gambling – Investment Alternatives.

**Securities Trading Mechanism:** Issue of Securities – Securities Trading – The Rise of Electronic Trading – New Trading Strategies – Globalization of Stock Markets – Trading Costs – Buying on Margin – Short Sales – Regulation of Securities Markets.

**Risk and Return:** Concept of Risk and Return – Types of Risk – Measuring Expected Return and Risk – Measuring Systematic Risk.

**Case Study:** Calculation of expected return and risk (variance / standard deviation and beta) of individual securities.

### UNIT – II: Security Analysis and Valuation

**Macroeconomic and Industry Analysis:** The Global Economy – Central Government Policy –

Macroeconomic Analysis – Industry Analysis.

**Company Analysis:** Strategy Analysis – Accounting Analysis – Financial Analysis – Estimation of Intrinsic Value.

**Technical Analysis:** Basic Premises - Charting Techniques – Elliot Wave Theory - Mathematical Indicators – Market Indicators.

**Equity Valuation:** Intrinsic Value versus Market Price – Dividend Discount Models – The Price-Earnings Ratio.

**Bond Valuation:** Bond Characteristics – Bond Pricing – Bond Yields: Yield to Maturity (YTM) and Yield to Call (YTC) – Risks in Bonds – Bond Duration.

**Case Study:** Calculations on valuation of equity shares and bond yields.

### UNIT – III: Portfolio Analysis and Selection

Phases of Portfolio Management – Evolution of Portfolio Management – Role of Portfolio Management.

**Portfolio Analysis:** Expected Return and Risk of a Portfolio – Reduction in Portfolio Risk through Diversification – Portfolio with more than two securities – Risk Return calculations of Portfolio with more than two securities.

**Portfolio Selection:** Efficient set of Portfolios – Efficient Frontier - The Markowitz Portfolio Optimization Model – Limitations of Markowitz Model - The Single Index Model.

**Case Study:** Calculation of portfolio return and risk (variance / standard deviation) with two or more than two securities.

### UNIT – IV: Equilibrium in Capital Markets

The Capital Asset Pricing Model (CAPM) – Assumptions and Extensions – Efficient Frontier with Riskless Lending and Borrowing – The Capital Market Line (CML) – The Security Market Line (SML) – Pricing of Securities with CAPM.

**Arbitrage Pricing Theory (APT):** Arbitrage Pricing Theory – Multifactor Models - A Multifactor APT.

**Efficient Market Hypothesis (EMH):** Random Walks and the Efficient Market Hypothesis (EMH) – Implications of the EMH – Forms of Market Efficiency.

**Case Study:** Calculations on CAPM and APT concepts.

### UNIT – V: Portfolio Revision and Evaluation

**Portfolio Revision:** Meaning and Need for Portfolio Revision – Constraints in Portfolio Revision – Portfolio Revision Strategies – Formula Plans: Constant Rupee Value Plan, Constant Ratio Plan and Dollar Cost Averaging.

**Performance Evaluation:** Meaning and Need for Portfolio Evaluation – Performance Measures: Sharpe Measure, Treynor Measure, Jensen Measure and The  $M^2$  Measure – Decomposition of

Performance.

**Case Study:** Calculations on portfolio performance measurement.

### **LEARNING RESOURCES:**

#### **Text Books:**

[T1]: Bodie, Kane and Marcus, “Investments”, Mc Graw Hill Education, New York, Eleventh Edition, 2018.

[T2]: Prasanna Chandra, “Investment Analysis and Portfolio Management”, 5th Edition, Mc Graw Hill, New Delhi, 2017.

#### **Reference Books:**

[R1]: Fisher DE and Jordon RJ, “Security Analysis and Portfolio Management”, PHI, New Delhi, 1995.

[R2]: V.A.Avadhavi, “Security Analysis and Portfolio Management”, Himalaya Publishing House, Mumbai, Twelfth Revised Edition, 2016.

[R3]: V.K. Bhalla, “Investment Management: Security Analysis and Portfolio Management”, S.Chand, New Delhi, 2016.

[R4]: S.Kevin, “Security Analysis and Portfolio Management”, PHI Learning Pvt Limited, New Delhi, Second Edition, 2015.

[R5]: Punithavathy Pandian, “Security Analysis and Portfolio Management”, Vikas Publishing House Pvt. Ltd., 2016.

#### **E-resources and other digital material**

[E1]: [http://www.pondiuni.edu.in/storage/dde/downloads/finiv\\_sapm.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/finiv_sapm.pdf)

[E2]: [https://www.bcci.bg/projects/latvia/pdf/8\\_IAPM\\_final.pdf](https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf)

**19MBA3006(F2)**  
**MARKETING OF FINANCIAL SERVICES**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40
<b>Mini Project:</b>	1hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3
<b>Course Outcomes:</b>	<p>[CO1]: Give fundamental knowledge on the various financial services and regulatory bodies of financial services in India.</p> <p>[CO2]: Students will understand the importance of lease financing, hire purchase, factoring and forfaiting.</p> <p>[CO3]: Gain new insights on securitization of debts and credit card operations of banks in India.</p> <p>[CO4]: Gives knowledge on operations of merchant and investment banking in India.</p> <p>[CO5]: Students will understand the significance of housing finance and venture capital financing.</p>		

Contribution of Course Outcomes towards achievement of Program Outcomes  
(L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	M	H	H	H	
CO2			M	H	
CO3		M		H	
CO4	H	M	M		
CO5				H	

**UNIT – I: Introduction**

Financial Services: Meaning and Importance – Essentials of an Ideal Financial Services Industry – Various Financial Services – Constituents of the Financial Services Sector – Activities of the Financial Services Sector – Financial Services in India: Difficulties of the Financial Services Sector and Regulation of Financial Services: Government, Reserve Bank of India and Securities and Exchange Board of India.

**UNIT – II: Fund Based Services**

Lease Financing: Introduction, Significance & Theoretical and Regulatory Framework of Leasing, Hire Purchase Finance: Introduction, Characteristics, Hire Purchase vs. Instalment Purchase, Hire Purchase vs. Leasing, Parties to a Hire Purchase Contract and Hire Purchase Agreement, Factoring and Forfaiting: Introduction, Functions of a Factor, Types of Factoring, Factoring in India.

**UNIT – III: Fund Based Services**

Securitization of Debts: Meaning, Purpose, Features and Benefits – Securitization in India – Credit Card: Origin and Meaning – Salient Features – Types of Cards – Credit Card Operations of Banks

in India - Banking: Introduction, Reserve Bank of India (RBI), Deposit Products – Loan Products and Other Instruments, Retail Banking Products – Money Market Products.

#### **UNIT – IV: Fee Based Services**

Investment Banking: Meaning and Activities – Investment Banking vs. Merchant Banking - Merchant Banking: Meaning and Origin – Merchant Banking in India – Role of Merchant Bankers in the Capital Market – Regulation of Merchant Banks - Credit Rating: Origin, Types of Securities which need Credit Rating, Objectives, Benefits, Credit Rating Agencies and Rating Methodology.

#### **UNIT – V: Fee Based Services**

Housing Finance: Introduction, National Housing Bank (NHB), NHB's Housing Finance Companies Directions and Housing Finance Agencies – Venture Capital Financing: Introduction, Features and Indian Venture Capital Scenario – Stock Broking – Custodial Services – Depositories.

### **LEARNING RESOURCES:**

#### **Text Books:**

[T1]: M Y Khan, “Financial Services”, McGraw Hill Education (India) Private Limited, Chennai, 10<sup>th</sup> Edition, 2019.

[T2]: Clifford Gomez, “Financial Markets, Institutions and Financial Services”, Prentice Hall of India Private Ltd, New Delhi, 2018.

#### **Reference Books:**

[R1]: Sandeep Goel, “Financial Markets, Institutions and Services”, PHI Learning Private Ltd, Delhi, 2019.

[R2]: Vasant Desai, “Financial Markets and Financial Services”, Himalaya Publishing House, Mumbai.

[R3]: Madhu Vij and Swati Dhawan, “Merchant Banking and Financial Services”, McGraw Hill Education, 2<sup>nd</sup> Edition, 2017.

[R4]: Rajesh Kothari, “Financial Services in India: Concept and Application”, SAGE Publications India Pvt Ltd, 2010

#### **E-resources and other digital material**

[E1]: <http://sigc.edu/departments/commerce/studymet/FinancialServices.pdf>

[E2]: [http://164.100.133.129:81/econtent/Uploads/Management\\_Financial\\_Services.pdf](http://164.100.133.129:81/econtent/Uploads/Management_Financial_Services.pdf)

[E3]: [http://www.pondiuni.edu.in/storage/dde/downloads/finiii\\_mfc.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/finiii_mfc.pdf)



**19MBA3006(H1)**  
**HRD STRATEGIES AND SYSTEMS**

Lecture	3 Hrs/ Week	Internal Assessment	40		
Mini Project	1 Hr / week	Final assessment	60		
Practical	-	Credits	03		
Course Outcomes	Upon successful completion of the course, the student will be able to: <b>CO1:</b> To be proficient in the objectives, functions, systems, organization and climate of HRD. <b>CO2:</b> To Analyze and deign HRD Policy, strategy and systems by implementing HRD principles. <b>CO3:</b> To define and solve worker related HRD problems in the area of empowerment, work life balance, dislocation, counselling, competency development and teambuilding. <b>CO4:</b> To apply change management techniques and design change interventions for organization development. <b>CO5:</b> To critically Analyze the HRD trends, technologies and toolkit for HRD system effectiveness. <b>CO6:</b> To Undertake Minor project and conduct Case Analysis.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1		M		M	
CO2		M			M
CO3		M			
CO4				H	M
CO5			M		
CO6			H		
<b>UNIT – I Introduction</b>					
Definition of HRD, Historical development of HRD, HRD and HRM, Challenges, HRD Functions and objectives, HRD Systems, HRD Organization, Attributes of HRD Manager, HRD Climate in India, Cases.					
<b>UNIT – II HRD Strategy</b>					
Communication, Learning Organisation, Quality of Working Life , HRD system Design, Training Strategy, Job Enrichment, Role Efficacy, HRD Trends in Indian Industry, HRD trends and Challenges in Asia, Cases.					
<b>UNIT – III HRD for Workers</b>					
Socialisation and Induction, Role Development, Potential Appraisal, performance appraisal, career counselling, Mentoring, Competency Development, Person Development, Team Building, Cases.					
<b>UNIT – IV Change management</b>					

Coping with Organizational changes, Drivers of Change, Change Management Approaches, Resistance to Change in Indian context, Organisation Development, Process , Principles, Interventions, Cases.

#### **UNIT – V HRD Trends**

HRD in India, HRD in KPO era, Future HRD Technologies, Toolkit for HRD, Best HRD Practices, HRD Audit Scope and Methodology, Cases.

#### **Learning Resources:**

##### **Text Book:**

T1. UdaiPareek, T.V. Rao, Designing and Managing Human Resource systems, Oxford IBH New Delhi, 2015

##### **Reference Books:**

R1. Santosh Gupta , Sachin Gupta, Human Resource Development- Concept and Practices, Deep and Deep Publishers, 2008

R2. T. V. Rao, HRD HRD Audit, Sage books , 2014

R3. SrinivasKandula, HRD in Competitive Business Environment, ICFAI Books, 2012

R4 Maheswari, B.L. , Sinha, Dhami P. Management of Change Through HRD. New Delhi, TataMcGraw Hill, 1991.

## 19MBA3006(H2) GLOBAL HRM

Lecture :	3 hrs/ Week	Internal Assessment:	40		
Mini Project :	1 Hr/ Week	Final Examination:	60		
Practical :	-	Credits:	3		
<b>Course Outcomes</b>	Upon successful completion of the course, the student will be able to: CO1: To study the scope of global HRM CO2: To acquire skills of framing global HRM strategy and understanding problems in global HRM CO3: To undertake procurement of human resources for global assignments CO4: To manage mergers and acquisitions at global level CO5: To equip with global HR interventions to manage change CO6: To undertake minor project and analyze cases.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1		M		M	
CO2		M			M
CO3		M			
CO4				H	M
CO5			M		
CO6			H		
UNIT – I Introduction					
Global HR Perspective in New Economy-Challenges of Globalization Implications of Managing People and Leveraging Human Resource- Cross Culture Skills and Conflicts - Managing Across Culture- Globalization and HR Issues and Concerns-Dynamics of Change Management.					
UNIT – II Global HRM					
Global Human Resource Management : Strategic role of International HRM – Global HR Planning – Staffing policy – International Labor relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.					
UNIT – III Procurement of HR					
Managing International Assignments: Significance – Selection methods- Positioning Expatriate – Repatriate – factors of consideration - Strategies – International assignments for women - Problems. Cross Culture Management: Importance – Concepts and issues – theories-considerations - Problems – Cross Culture Communication and Negotiation – Cross Culture Teams.					
UNIT – IV Strategic HR					

Mergers and Acquisitions: Importance – Issues- Role of HRM – HR Interventions-Diversity Management – Problems and Strategies.

UNIT – V HR Interventions

Globalization Strategic Advantages through HRD: Measures for Creating HRD Climate – Strategic Framework of HRD and Challenges - Globalization and Quality Working Life and Productivity –Role of HR Audit – Challenges of Creation of New Jobs through Globalization- HR interventions in Y2K- New Corporate Culture

*UNIT- VI Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

Learning Resources:

1. S K Bhatia, HRM in Global Scenario, Deep nd Deep Publishers, New Delhi, 2009
2. E Parry, Stavrou, Lazorova, Global Trends in HRM, Springer, 2013
3. Srinivaskandula, International HRM, Sage, New Delhi, 2018
4. Peter Holland, Contemporary HRM Issues in The 21<sup>st</sup> Century, Emerald Publishing London, 2019
5. CatherineBailey , David Mankin, Strategic HRM, Oxford Univ Press, UK, 2018

**19MBA3007(F1)**  
**FINANCIAL DERIVATIVES**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3

**Course Outcomes:**

On successful completion of Financial Derivatives students will be able to:  
**[CO1]:** Be able to describe and explain the fundamental features of a range of key financial derivative instruments and their operations in the financial world.  
**[CO2]:** Understand acquire knowledge and demonstrate on how forward contracts, futures contracts, swaps and options work, how they are used and how they are priced.  
**[CO3]:** Analyse and price diverse derivatives products to generate an optimal risk management strategy.  
**[CO4]:** Be able to decide and implement different strategies for hedging/speculative purpose.  
**[CO5]:** Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.

Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H			
CO3			M		
CO4				H	
CO5					H

**UNIT – I INTRODUCTION TO FINANCIAL DERIVATIVES**

Introduction to Financial Derivatives – Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Need for Derivatives - Critiques on Derivatives – Financial Derivatives Market in India – Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta & J.R Varma Committees – Emerging Structure of Derivatives Markets in India.

*Case Study:* Development of Financial Derivatives Market in India- A Case Study by A. Vashishta and Satish Kumar.

**UNIT – II FORWARDS AND FUTURES**

Forwards and Futures – Pricing and Trading Mechanism Forward Contract concept – Features of forward Contract - Forwards Vs Futures – Pricing mechanism – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism – Specification of the Future Contract –Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts – Other Futures concepts, Hedging and Risk Management.

*Case Study:* Metallgesellschaft by John A Dutton.

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Introduction to Options and Options market – Options types and features –Options quotes – Options market in India – Mechanics of Option Markets – Determinants of Option Prices – Option payoffs – Index and Stock options –Put-Call parity - Option Trading Strategies.

## Case Study: Wrapping it all! From ZERODHA Varsity

Building blocks for option valuation - Option valuation models - Binomial Model - Black-Scholes Model – Option Greeks - Option strategies – Lognormal Property of Stock Prices - Volatility - Causes of Volatility.

### Case Study: Black-Scholes Option Pricing Model (BSOPM)

Introduction to Swap Market –FRA, Interest Rate Futures- Types of Swaps – Currency Swaps;  
Interest Rate Swaps; Equity Credit Derivatives; Credit Default Swaps Caps and Floors.

## Case Study: Swaps

**TEXT BOOKS:**

**T1: John C. Hull: Options, Futures and Other Derivatives, Prentice Hall of India, New Delhi.**

**T2: Kumar S .S., Financial Derivatives, Prentice Hall of India, New Delhi.**

**T3:** Gupta S L., **Financial Derivatives: Theory, Concepts and Problems**, Prentice Hall of India, New Delhi.

**R1.** CFA MATERIAL Level-1

**19MBA3007(F2)**  
**BANKING AND INSURANCE**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40
<b>Mini Project:</b>	1hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3
<b>Course Outcomes:</b>	<p>[CO1]: It helps students to gain knowledge on Indian Banking System and evolution of banking in India.</p> <p>[CO2]: This course enables the students to understand the different types of the banking sectors, customer accounts and banker-customer relationship.</p> <p>[CO3]:It provides adequate basic understanding about the understanding of the segments of insurance, types of insurance and insurance regulation in India.</p> <p>[CO4]: It helps students to gain knowledge on principles of Life Insurance and General Insurance.</p> <p>[CO5]:Gain knowledge on role of insurance in personal financial planning and management techniques and process of insurance.</p>		

Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	H	M	M		
CO2				H	
CO3	H		H		
CO4		H		M	
CO5	M		H		

**UNIT – I:Introduction**

Evolution of Banking in India, Types of Banks, Roles of Banks (viz. Intermediation, Payment system, and financial services), Banking Regulations: BASEL Norms - Banking Products:Fee based and Fund based - Bank Management: Liquidity Management, Investment Management, Loan Management, Liability Management, Risk Management - Introduction to Indian Banking System: Financial Market and its segmentation, Financial System overview, Recent developments in Indian Financial System, Role and Functions of RBI;

**UNIT – II: Historical aspects of Banking in India**

Commercial & Co-operative Banks: Structure of Commercial Banks, Private Sector Banks, Public Sector Banks, Foreign Banks, Categories & Features of Co-operative Banks, Introduction to Regional Rural Banks - Banking Sectors in India: Types of Banking Sectors, Introduction to Retail

Banking, Retail Banking Products, Introduction to Wholesale Banking & International Banking, Wholesale Banking Products, Financial Intermediaries - Accounts: Types of Customer Accounts, Procedure for opening an account, Risks in account opening and closure - Loans and Advances: Principles of lending, Different types of loans, Credit appraisal techniques, Credit management and credit monitoring -

### **UNIT – III: Insurance**

Introduction of Insurance: Concept and nature of insurance, Purpose and need of insurance, working of insurance, insurance as security tools, insurance and economic development, Role of bancassurance in Indian Scenario. History of Insurance: Segments of insurance – life insurance, non-life insurance, history of life insurance, history of non-life insurance, Recent trends in Insurance in India - Basics of Insurance: Indemnity, Insurable interest, Materiality of facts, Uberrima Fides and implications, Duty of disclosure - Types of Insurance: Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Reinsurance - Principles governing marketing of insurance products - Insurance Regulation and Role of IRDA.

### **UNIT – IV: Life Insurance**

Principles of Life Insurance: Utmost good faith (Uberrima Fides), Principle of Insurable interest, Principle of Indemnity, Subrogation Clause, Contribution Clause, Warranties, Proximate Cause. Life Insurance Products: Introduction, Traditional insurance products - Term, Endowment, Whole life, Various Life Insurance Policies of different Insurance Companies. ULIPs: Linked Life Insurance Products, Types, recent trends, ULIP as a tool for financial planning - Principles of General Insurance: Utmost good faith (Uberrima Fides), Principle of Insurable interest, Principle of Indemnity, Subrogation clause, Contribution Clause, Warranties, Proximate Cause.

### **UNIT – V: Risk Management for Insurance Companies**

Definition of Risk, Classification of Pure Risks: Personal Risks, Property Risks, Liability Risks, Failure of Others, Overlapping Risks; Rules of Risk Management, Risk Management Technique, Risk Management Process: under writing TPA basic assessment, claim management of claim settlement - Role of insurance in personal financial planning: Insurance as an investment tool - Essentials of Commercial Contracts: Offer & Acceptance, Features of offer & acceptance.

### **LEARNING RESOURCES:**

#### **Text Books:**

[T1]: Padmalatha Suresh & Justin Paul, “**Management of banking and Financial Services**”, Pearson India Ltd, New Delhi, 2017.

[T2]: M N Mishra & S B Mishra, “**Insurance: Principles and Practices**”, S.Chand Publishers, 22<sup>nd</sup> Edition, 2016.



**Reference Books:**

[R1]: [R2]: Varshney and Malhotra, “**Principles of Banking**”, Sultan Chand & Sons, 2005.

[R2]: P.K. Gupta “**Insurance and Risk Management**”, Himalaya Publishing House, 2019.

[R3]: Reddy P N & Appannaiah H R, “**Theory & Practice of Banking**”, Himalaya Publishing House, 2004.

**E-resources and other digital material**

[E1]: [http://ebooks.lpude.in/management/bba/term\\_5/DMGT303\\_BANKING\\_AND\\_INSURANCE.pdf](http://ebooks.lpude.in/management/bba/term_5/DMGT303_BANKING_AND_INSURANCE.pdf)

[E2]: [http://14.139.185.6/website/SDE/Banking\\_on19May2016.pdf](http://14.139.185.6/website/SDE/Banking_on19May2016.pdf)

[E3]: [http://cbseacademic.nic.in/web\\_material/Curriculum/Vocational/2018/Banking%20and%20Insurance/Banking\\_and\\_Insurance\\_updated\\_IX.pdf](http://cbseacademic.nic.in/web_material/Curriculum/Vocational/2018/Banking%20and%20Insurance/Banking_and_Insurance_updated_IX.pdf)

**19MBA3007(H1)**  
**PERFORMANCE MANAGEMENT**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	<b>CO1:</b> To familiarize with performance management concepts. <b>CO2:</b> To impart knowledge in the areas of performance management systems and performance planning. <b>CO3:</b> To undertake performance evaluation of employees and follow it up with understanding common pitfalls in appraising the performance of employees. <b>CO4:</b> To design and implement employee performance management system. <b>CO5:</b> To understand the role of HR Professionals in performance management.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H				M
CO2			H		H
CO3	H			H	H
CO4			H	M	
CO5	H			H	
<b>UNIT – I</b>					
<b>Introduction to Performance Management:</b> Introduction - Definition - Concepts and Perspectives – Pre-requisites of performance management – Importance, Characteristics and Objectives of Performance management – Principles and Benefits of Performance management – Case Study.					
<b>UNIT – II</b>					
<b>Performance Management System &amp; Performance Planning:</b> Introduction to Performance Management System (PMS) – Objectives and Characteristics of PMS - Competency-based PMS – Process of Performance Management. Performance Planning: Introduction – Objectives, importance, Process of Performance Planning - Barriers to Performance Planning – Case Study.					
<b>UNIT – III</b>					
<b>Performance Managing &amp; Appraising:</b> Performance Managing - Definition – Importance - Characteristics and Objectives – Process of Performance Managing. Performance Appraising: Definition – Importance – Principles – Process – Methods – Common Pitfalls of Performance Appraisal – Case Study.					
<b>UNIT – IV</b>					
<b>Performance Monitoring &amp; Implementing:</b> Performance Monitoring: Definition -					

Importance – Objectives – Process – Performance Management Documentation. Performance Management Implementation – Bottlenecks in the implementation of Performance Management – Strategies for Effective Implementation – Concept of High-Performance Teams– Case Study.

## UNIT – V

**Role of HR Professionals & Ethics in Performance Management:** Role of HR Professionals in Performance Management – Seven sins of HR Professionals – Seven Rules of Excellence for HR Professionals - Performance Counseling. Ethical Issues and Dilemmas – Developing Code of Ethics in Performance Management – Case Study.

### Learning Resources

#### **Text Books:**

- [T1] A.S. Kohli, T. Deb, Performance Management, Oxford University Press, 2008.
- [T2] Srinivas R. Kandula, Performance Management, PHI Learning Private Limited, 2014.
- [T3] T.V. Rao, Performance Management: Toward Organizational Excellence – 2nd Edition – Sage Publications India, 2016.

#### **Reference Books:**

- [R1] T.V. Rao, “Appraising and Developing Managerial Performance”, TV Rao Learning Systems Pvt Limited, Excel Books, 2004.
- [R2] B.D. Singh, “Performance Management System: a holistic approach”, Excel Books, New Delhi, 2010.

**19MBA3007(H2)**  
**MANAGEMENT OF INDUSTRIAL RELATIONS**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/Week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	<p><b>CO1:</b> To familiarize the basic concepts of Industrial Relations.</p> <p><b>CO2:</b> To understand how the state and other institutions can assist in the prevention and resolution of industrial unrest.</p> <p><b>CO3:</b> To gain an understanding of the express and implied terms which bind the employer/employee relationship, an employer’s exposure where they fail to meet their legal obligations and the circumstances in which the employer is obliged to consult with the employee.</p> <p><b>CO4:</b> To impart knowledge of the prevailing social security laws.</p> <p><b>CO5:</b> To gain knowledge of the types of disputes handled by the Labor court and other IR Institutions.</p>				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H			H	
CO2			M		H
CO3	H			H	
CO4				M	H
CO5	H		H		
<b>UNIT – I</b>					
<b>Industrial Relations Management</b> – Concept- Scope –Background of IR in India- Key actors in IR - Influencing factors of IR in enterprise and the consequences- Wider approaches to IR– Case Study.					
<b>UNIT – II</b>					
<b>Trade Unions-</b> Introduction-Definition and objectives-growth of Trade Unions in India – Trade Unions Act , 1926 Legal framework governing trade unions-Union recognition-Union Problems- Labour Market. Employees Association– Case Study.					
<b>UNIT – III</b>					
<b>Quality of Work Life:</b> Workers’ Participation in Management - Collective bargaining concepts & Characteristics-Nature & Significance of wage, salary Administration- wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India– Case Study.					

**UNIT – IV**

**Social Security:** Introduction and types –Social Security in India, concept of Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act– Case Study.

**UNIT – V**

**Employee Grievances** – Concept of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances - Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes – Consequences of Industrial Disputes – Prevention and Settlement of industrial disputes in India– Case Study.

**Learning Resources****Text Books:**

1. Sinha: Industrial Relations, Trade Unions and Labour Legislation, 3rd Edition, Pearson Education, New Delhi, 2017.
2. C.S Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2017

**Reference Books:**

1. Ratna Sen: Industrial Relations, MacMillan Publishers, New Delhi, 2010
2. B.D. Singh: Industrial Relations, Excel Books, New Delhi, 2009.

## 19MBA4001 ENTREPRENEURSHIP AND SMALL BUSINESS ENTERPRISES

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	CO1: Understand the entrepreneurship and the characteristics of the entrepreneurs CO2: Acquire broad knowledge of the supportive Institutions to promote the entrepreneurship in the external environment CO3: Assess and acquire the knowledge to identify the new and innovative small business forms. CO4: Understand the basic motivations, problems and strategies of starting a new enterprise, sick enterprises etc and be able to apply this information to themselves and others that may be part of an entrepreneurial team. CO5: Develop a feasible business plan to choose the distinctive career paths.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1			H	H	M
CO2		H		M	M
CO3			H	H	M
CO4			H	H	M
CO5			H	M	H
<b>UNIT – I Introduction to Entrepreneurship</b>					
Entrepreneur- entrepreneurship- entrepreneurial motivation- ED in India- Characteristics- Qualities & Competencies - Functions- -types- Women Entrepreneurs.- role of Innovation and Creativity in Entrepreneurship- case discussion					
<b>UNIT – II MSME Role &amp; Supporting Institutions</b>					
Role and Importance- Growth & Development of MSME in India –Problems : <b>Institutions supporting MSME: Central Level Institutions:</b> National Board for Micro, Small, and Medium Enterprises (NBMSME), National Small Industries Corporation (NSIC), National Science and Technology Entrepreneurship Development Board (NSTEDB),Entrepreneurship Development Institute of India (EDI), <b>State level institutions-</b> State Directorate of Industries and Commerce, District Industries Centres (DIC), State Financial Corporation (SFC), State Industrial Development Corporation (SIDC), State Industrial Area Development Board (SIADB). <b>Other Institutions.:</b> National Bank for Agriculture and Rural Development (NABARD), Small Industries Development Bank of India (SIDBI), Export Promotion Councils (EPCs), Industry Associations, Non-Governmental Organization (NGOs), Business Incubators- case discussion.					
<b>UNIT – III Introduction to Small Business</b>					
Nature & Scope- Small business Concept- establishing a small enterprise- forms of ownership - Sole Proprietorship- Partnership- Joint Stock Company-- Corporate Governance- Cooperative Society- Franchising- case discussion.					
<b>UNIT – IV Business Organizations Issues &amp; policy Support</b>					

Introduction- **Specific** management Problems- Small business Financing & its problems- - Industrial Sickness, Symptoms & Rehabilitation in India – Policy support small scale organisations- case discussion.

#### **UNIT – V**

Business Plan: Introduction-Purpose-Contents –Presenting – Reasons to b-plan fail-procedure to setting up of an enterprise- case discussion.

#### **Learning Resources:**

T1: Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises, Pearson Publications, New Delhi, 2016.

T2: Vasant Desai, Fundamentals of Entrepreneurship and Small Business Management, Himalaya Publishing House, 2015

#### **Reference Books**

R1: Entrepreneurship, A South – Asian Perspective, D. F. Kuratko and T.V. Rao, 3e, Cengage, 2012.

**R2:** Entrepreneurship, Arya Kumar, 4 e, Pearson 2015.

**R3:** Entrepreneurial Development- Potential Beyond boundaries , Vasant Desai , 2016

**19MBA4002**  
**BUSINESS LAW AND ETHICS**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40		
<b>Mini Project:</b>	1 hr/week	<b>Final Examination:</b>	60		
<b>Practical :</b>	-	<b>Credits:</b>	3		
<b>Course Outcomes:</b>	[CO1] Understand Legal aspects in Contracts Formation. [CO2] Acquire Knowledge in concepts of Sale of Goods and Consumer Protection. [CO3] Understand the laws relating to Information Technology and Intellectual property. [CO4] Assess knowledge of business law to analyze legal issues of a company and Partnership Firms. [CO5]Apply Business Ethics in organisations for Prospective Managers.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H- High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H			M	H
CO2	H			M	H
CO3	H			M	H
CO4	H			M	H
CO5	H			M	H
<b>UNIT – I The Indian Contract Act</b>					
<b>The Indian Contract Act 1872:</b> Introduction to Act -Classification of Contracts- Essentials of a Valid Contract- Performance of Contract-Void Agreements-Discharge of a Contract- Breach of a Contract and Remedies-Quasi Contracts-Cases.					
<b>UNIT – II Sale of Goods Act &amp; Consumer Protection Act</b>					
<b>Sale of Goods Act 1930:</b> Introduction to Act-General Principles of Contract of Sale -Distinction between Sale and Agreement to Sell– Kinds of Goods— Performance of Contract of Sale- Conditions and Warranties-Rights of an Unpaid Seller-Cases.					
<b>Consumer Protection Act 2019:</b> Introduction and Meaning of Consumer- Consumer Rights- Consumer Protection Councils-Central Consumer Protection Authority-Proactive Steps to curb misleading Advertisements- Unfair Contracts- Data protection- Product liability-Disputes Redressal Mechanism- Appeals-Cases.					
<b>UNIT – III Information Technology Act &amp; Intellectual Property Laws</b>					
<b>Information Technology Act 2000:</b> Introduction & Definition-Objectives-Features -Exceptions					



of IT Act- Digital signature and Electronic signature- Electronic Governance- Attribution, Acknowledgement and Dispatch Of Electronic Records - Regulations of certifying Authorities- Offences & Penalties -The cyber Appellate Tribunal-Cases.

**Intellectual property Laws:** Introduction- Aim and Objectives of Intellectual Property laws- Classification of Intellectual Property Rights- Emerging Issues in Intellectual Property-Cases.

#### **UNIT – IV Companies Act & Indian Partnership Act**

**Companies Act 2013:** Introduction to Act- Essential Characteristics of Company-Kinds of Companies-Incorporation of a Company- Management and Administration-Appointment and Qualifications of Directors-Meetings of Board and its Powers-Winding-up of Company-Cases.

**Indian Partnership Act 1932:** Meaning and Essentials of Partnership- Registration –Kinds of Partners-Duties and Rights of Partners – Dissolution of Partnership-Cases.

#### **UNIT - V Business Ethics**

**Business Ethics:** Introduction and Meaning of Business Ethics- Need and Significance of Business Ethics- Principles of Professional Ethics-Code of Ethics for Managers-Ethical Dilemma for Business Managers-Criteria for Ethical Decision Making-Ethical Challenges-Benefits from Managing Ethics in workplace-Case.

#### **Learning Resources**

##### **Text Book:**

[T1]S.N.Maheshwari, S.K.Maheshwari, “*A Manual of Business Laws*”, HPH, Mumbai, 6<sup>th</sup> Edition Revised and Enlarged 2016.

[T2]P.P.S.Gogna, “*Business Laws*”, S.Chand, 11<sup>th</sup> Revised Edition 2018.

##### **Reference Book:**

[R1] Akileshwar Pathak., “*Legal aspects of Business*”, Tata Mc Graw Hill Ltd. New Delhi, 7<sup>th</sup> Edition, 2019.

[R2]MC Kuchhal, VivekKuchhal, Business Legislation for Management,Vikas, Publishing House, 5e, 2018.

[R3]N.D. Kapoor., “*Elements of Business Law*”, Sultan Chand. New Delhi, Kindle Edition, 2018.

[R4]Ravinder Kumar, “*Legal Aspects of Business*”, Cenage Learning, 4e, New Delhi, 2016.

[R5]Chawla, Garg&Sarin, Mercantile Law, Kalyani Publishers, 544 Edition 2014.

[R6]Nina Godbole&SunitBelapure, “*Cyber Security*”, Wiley India, 2012

[R7]A.C.Fernando “*Business Ethics, An Indian Perspective*”, Pearson Education 2<sup>nd</sup> Edition 2010.

##### **E-Resources**

**[E1]:**E-Gazette of India on Consumer Protection Act 2019

<http://egazette.nic.in/WriteReadData/2019/210422.pdf>

**[E2]** E-book on Companies Act 2013,ICAI

[http://taxclubindia.com/simple/companies%20act/icai\\_e\\_book\\_on\\_the\\_companies\\_act\\_2013\\_and\\_rules\\_thereon.pdf](http://taxclubindia.com/simple/companies%20act/icai_e_book_on_the_companies_act_2013_and_rules_thereon.pdf)

**19MBA4003(M1)**  
**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

<b>Lecture</b>	3 hrs/week	<b>Internal Assessment</b>	40
<b>Mini Project</b>	1 hr/week	<b>Final Examination</b>	60
<b>Practical</b>	-	<b>Credits</b>	3

<b>Course Outcomes</b>	Upon successful completion of the course, the student will be able to:	
	<b>CO1</b>	To familiarize with logistics and supply chain management concepts.
	<b>CO2</b>	To gain an understanding of the tools and techniques useful in measuring logistics costs and supply chain performance.
	<b>CO3</b>	To impart knowledge of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain.
	<b>CO4</b>	To design and decide the distribution channels of a company.
	<b>CO5</b>	To understand the global logistics and SCM and grab the professional opportunities in the field of logistics and supply chain management.

Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium H- High)		<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
	<b>CO1</b>	H			M	
	<b>CO2</b>		H		H	
	<b>CO3</b>	H		M		
	<b>CO4</b>		H	H		
	<b>CO5</b>	M		H		

**UNIT – I**

**Logistics and Competitive strategy:** Gaining Competitive advantage through logistics – Logistics Management - Integrated supply chains –Supply Chain and Competitive performance - Focus areas in Supply Chain Management- The marketing and logistics interface – Service-driven logistics systems– Customer satisfaction and success.

**UNIT – II**

**Measuring logistics costs and performance:** The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer profitability analysis –direct product profitability – cost drivers.

**UNIT – III**

**Logistics and Supply chain relationships:** Benchmarking the logistics process and SCM

operations –Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities –identifying logistics performance indicators –Channel structure – channel relationships –logistics service alliances.

#### UNIT – IV

**Sourcing, Transporting and Pricing Products:** sourcing decisions in supply chain – transportation in the supply chain – transportation infrastructure – suppliers of transport services – transportation documentation - pricing and revenue management in the supply chain.

#### UNIT – V

**Managing global Logistics and global Supply Chains:** The global supply chains -Global supply chain business processes –Global strategy –Global purchasing –Global logistics – Channels in Global logistics – Role of IT in the supply chain – Internal supply chain management.

#### UNIT – VI: Case Study

Important cases have to be discussed in each unit.

#### Learning Resources:

##### Text Books:

[T1]K.Shridhara Bhat, Logistics and Supply Chain Management, Himalaya Publishing House, 2012.

[T2]D.K.Agrawal, Logistics and Supply Chain Management, MacMillan Publishers, 2010.

##### Reference Books:

[R1]Sunil Chopra and Peter Meindl: *Supply chain Management: Strategy, Planning and Operation*, 2/e, Pearson Education, New Delhi 2009

[R2]Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009

[R3]Anurag Sexena: Logistics and Supply Chain Management, Jaico Publishing House, New Delhi, 2009

**19MBA4003(M2)**  
**PRODUCT MANAGEMENT**

Lecture	3 hrs/week	Internal Assessment		40		
Mini Project	1 hr/week	Final Examination		60		
Practical	-	Credits		3		
Course Outcomes	Upon successful completion of the course, the student will be able to:					
	CO1	To acquire knowledge on product market and the concepts in product development.				
	CO2	To design products suitable in Indian markets.				
	CO3	To gain a deep understanding on product planning and maintenance.				
	CO4	To familiarize the basic concepts of brand management.				
	CO5	To analyze the market demand for new products.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium H- High)		PO1	PO2	PO3	PO4	PO5
	CO1	H			H	
	CO2		H	H		
	CO3	M	H			
	CO4	H			M	
	CO5			H	H	
UNIT – I						
Product Market and Product Development: Developing successful products, General trends in new product development, issues and problems in New Product development, Product market complexity, modeling development process, Strategy for new product development process – Case Study.						
UNIT – II						
Product Design and Process:Product design process, Product functionality and usability in Indian markets, The changing design process, design paradigms, developing products for the bottom of the Pyramid requirements for design, the design process, incorporating high quality in designs, designing technology products, design review – Case Study.						
UNIT – III						
Product Planning and Product Maintenance: Production planning, Product Mix,						

manufacturing significance, globalization and manufacturing, some basic concepts, global sourcing, flexible assembly, Just in Time inventory, cost control, Product maintenance, elements of maintenance, Corrective and preventive maintenance, prediction models for maintenance, design for maintenance methodology, customer involvement in maintenance, time management – Case Study.

#### **UNIT – IV**

**Brand Management:** Developing Product plan, Brand management Issues, Role of Brand Manager, Competitive analysis, SWOT analysis of the product, Strategic analysis and choice, Brand strategy, Management of Product Life cycle, Distribution channels and promotion – Case Study.

#### **UNIT – V**

**Demand Management:** Demand management, assessing market demand for new product, methods for assessing initial demand, seasonal fluctuations, cost estimation, cost and price structure, product pricing methods, Pricing products with short life cycles. Market development – Case Study.

#### **Learning Resources:**

##### **Text Books:**

1. Ramanuj Majumdar, Product Management in India, PHI Learning, Delhi, 2007
2. C Anandan, Product Management, TMH, Delhi 2009
3. R K Srivastava, Product Management and New Product Development, Excel Books, 2007

##### **Reference Books:**

1. Troy Strader, Digital Product management Technology and Practices, Business science reference, 2011
  2. Anil Mital, Anoop Desai, Product Development, Elsevier, Singapore 2014
  3. Barclay, Dann, Holroyd, New Product Development, Butterworth Heinemann, Oxford 2010
- [R2] B.D. Singh, “Performance Management System: a holistic approach”, Excel Books, New Delhi, 2010.

**19MBA4004(M1)**  
**SERVICES MARKETING**

Lecture	3 hrs/week	Internal Assessment	40			
Mini Project	1 hr/week	Final Examination	60			
Practical	-	Credits	3			
Course Outcomes	Upon successful completion of the course, the student will be able to:					
	CO1	Understand fundamental knowledge of the various services and importance of services in real life.				
	CO2	Impart knowledge of customer relationship marketing and how marketer to maintain proper relations with customers.				
	CO3	Gain knowledge on how to release new services and also know about promotional channels.				
	CO4	Learn how to set price for new services and also strategies required for success of new services in the market.				
	CO5	Acquired the knowledge on the role and importance of communication in services marketing.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H-High)		PO1	PO2	PO3	PO4	PO5
	CO1	H			H	
	CO2			H		M
	CO3	H			M	H
	CO4			H		H
	CO5	M			H	
UNIT – I						
Understanding services marketing: Introduction, services in the modern economy, Classification of services, marketing services Vs. Physical services, services as a system, Service Gap models.						
UNIT – II						
Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, Strategic responses to the Intangibility of service performances.						
UNIT – III						
Creating value in a competitive market: Positioning a service in the market, value addition to the service product, planning and branding service products, new service development,						

creating and maintaining valued relations, customer loyalty.

#### UNIT – IV

**Pricing strategies for services:** Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Services market segmentations: The process of market segmentation, selecting the appropriate customer portfolio.

#### UNIT – V

**Service promotion:** The role of marketing communication. Implication for communication strategies, setting communication objectives. Planning and managing service delivery: Creating delivery systems in price, cyberspace and time. The physical evidence of the service space. The role of intermediaries, Marketing plans for services: The marketing planning process.

#### UNIT – VI

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit

#### Learning Resources

1. Rajendra Nargundkar: Services Marketing, TMH, New Delhi 2010.
2. Christian Gronroos: Service Management and Marketing, Wiley India, New Delhi, 2010
3. Govind Apte: Services Marketing, Oxford University Press, New Delhi, 2009
4. Vasanthi Venugopal: Services Marketing, Himalaya Publishing House, 2010
5. Nimith Chowdhary: Marketing of Services, MacMillan Publishers, New Delhi, 2009
6. Douglas Hoffman K: Marketing of Services, Cengage learning, New Delhi, 2010
- 7 Harsh V. Verma: Services Marketing, Pearson Education, New Delhi. 2009
8. Ravi Shanker: Services Marketing, Excel Books, New Delhi, 2010
9. Audrey Gilmore: Services Marketing and Management, Sage Publication, New Delhi, 2008.



**19MBA4004(M2)**  
**CUSTOMER RELATIONSHIP MANAGEMENT**

Lecture	3 hrs/week			Internal Assessment		40
Mini Project	1 hr/week			Final Examination		60
Practical	-			Credits		3
Course Outcomes	Upon successful completion of the course, the student will be able to:					
	CO1	Gain fundamental knowledge on customer relationship management.				
	CO2	Understand the importance of customer relationship marketing and also know how to maintain the long-term relations with customers in real market.				
	CO3	Acquired knowledge on elements and models of CRM.				
	CO4	Gain knowledge on planning and implementation of CRM in real market.				
	CO5	Learn the real trends in CRM.				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium, H-High)		PO1	PO2	PO3	PO4	PO5
	CO1		M	H	H	
	CO2			H	H	
	CO3		M	H	H	
	CO4			H	H	
	CO5			H	H	M
UNIT – I						
CUSTOMER RELATIONSHIP MANAGEMENT :Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM. Transactional Vs Relationship Approach						
UNIT – II						
UNDERSTANDING CUSTOMERS: Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer’s - Customer life time value – Selection of Profitable customer segments.						
UNIT – III						
CRM STRUCTURE: Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for						

business applications.

#### **UNIT – IV**

**CRM PLANNING AND IMPLEMENTATION :** Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers. CRM development Team – Scoping and prioritizing - Development and delivery – Measurement.

#### **UNIT – V**

**TRENDS IN CRM** – e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

#### **UNIT – VI**

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit

#### **Text Books:**

[1] G. Shainesh, Jagdish, N. Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2005.

[2] Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra, 2008.

#### **Reference Books:**

[R1] H. Peeru Mohamed and A. Sahadevan, Customer Relation Management, Vikas Publishing 2010.

[R2] Jim Catheart, The Eight Competencies of Relationship Selling, Macmillan India, 2005.

[R3] Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2012

[R4] Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2008

[R5] Mohammed Hp/Sagadevan. A Customer Relationship Management-A Step by Step Approach, 1st Edition, 2003.

[R6] G. Shainesh, J. Jagdish N Seth. Customer Relationship Management, Macmillan, 2005

#### **E-resources**

[E1]: <http://www.sasurieengg.com/e-course-material/MBA/II-Year-Sem-3/>

[E2]: <https://www.ncertbooks.guru/customer-relationship-management-notes/>

**19MBA4005(M1)**  
**INTERNATIONAL MARKETING**

Lecture	3 hrs/week		Internal Assessment			40
Mini Project	1 hr/week		Final Examination			60
Practical	-		Credits			3
Course Outcomes	Upon successful completion of the course, the student will be able to:					
	CO1	To analyze the need, significance, environment, trends and barriers in IM				
	CO2	To evaluate and devise suitable market entry strategies in foreign markets				
	CO3	To manage Product development, Life cycle, branding, positioning and geographic expansion strategies in global markets				
	CO4	To devise an International distribution strategy and decide distribution structure, channels, retailing and logistics				
	CO5	To acquire competencies in the areas of pricing, advertising, export policies, incentives, procedures and documentation				
	CO6	To Undertake Minor project and conduct Case Analysis				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium H- High)		PO1	PO2	PO3	PO4	PO5
	CO1	L		M		
	CO2			M	M	
	CO3		M		M	
	CO4	L	M			M
	CO5			M	M	
	CO6			H		

**UNIT – I Introduction**

Definition Scope and Significance of International Marketing, Need for international trade, trends in foreign trade. International marketing environment, VUCA Challenges , Barriers of international trade, Emerging protectionism in Global markets

**UNIT – II Market Entry**

Market Entry Strategies: Marketing in transitional economies and third world countries, international market segmentation and targeting - Indirect Exporting, Domestic Purchasing, Direct Exporting , Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies With Direct Investment. Internet Selling, Entry Strategies of Indian Firms.

**UNIT – III Product Management**

International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. Latest products and

services in International Markets, Cult products and brands, Successful brands in International Market.

#### **UNIT – IV Distribution and Logistics**

International Marketing Channels, Distribution Structures, Challenges, Distribution Patterns, Challenges in Managing an international Distribution Strategy, Selecting Foreign Country Market intermediaries, International retailing, Management of Logistics and physical distribution.

#### **UNIT – V Pricing and Promotion**

Environmental influences on Pricing Decisions, Transfer pricing, Global Pricing Policy Alternatives. Global Advertising and branding, EXIM policy of India. Export Incentives and interventions from state, Export costing and pricing, Export procedures and documentation

#### **UNIT – VI**

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

#### Learning Resources:

1. Czinkota: International Marketing, Cengage Learning, New Delhi, 2017
2. Philip R. Cateora, John L. Graham, International Marketing, Tata McGraw-Hill New delhi., 2018.
3. R.Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2015
4. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2018
5. Sunil Gupta: International Marketing, Kalyani Publishers, New Delhi, 2017
6. Raja Gopal: International Marketing, Vikas Publishing House, New Delhi, 2016

**19MBA4005(M2)**  
**E – MARKETING**

Lecture	3 hrs/week		Internal Assessment			40
Mini Project	1 hr/week		Final Examination			60
Practical	-		Credits			3
Course Outcomes	Upon successful completion of the course, the student will be able to:					
	CO1	To understand the scope and importance of E marketing				
	CO2	To develop a marketing mix to implement E marketing				
	CO3	To analyze different types of business models				
	CO4	To study customer behavior relevant to E marketing				
	CO5	To manage transformation from traditional marketing to e marketing				
	CO6	To Undertake Minor project and conduct Case Analysis				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium H- High)		PO1	PO2	PO3	PO4	PO5
	CO1	L		M		
	CO2			M	M	
	CO3		M		M	
	CO4	L	M			M
	CO5			M	M	
	CO6			H		
UNIT – I Introduction						
Introduction to E Marketing, Internet Connectivity in the world, Internet usage in India, B2B, B2C, C2C, Sell, Serve, Speak, Save, Sizzle, Internet as Brand Building Tool, E Marketing Strategy						
UNIT – II Marketing Mix						
Remix, Beyond Marketing Mix, Product, Price, Place, Promotion, People, Process, Physical Evidence, Partnerships						
UNIT – III Business Models						
E Models, Online Revenue Models, Intermediary models, Attribution Models, Communication Models, Customer Information Processing models, Customer buying Models, Loyalty Models, Social Media Models, Social Business models						
UNIT – IV E- Customer Profile						
E- Customers, Understanding Generation Z, Motivations, Expectations, phobias, Online Information Processing, Online Buying processing, Online relationships and Loyalty,						

Communities and social networks, customer profiles, Researching online customer.

### **UNIT – V Management of Change**

Managing Digital Marketing, Transformation of E marketing, Budgeting for Digital marketing, Selection of suppliers, Implementing new systems, Digital Analytics, Automation, E security, Planning 3 Ms, Men, Money, Minutes

### **UNIT – VI**

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

#### Learning Resources:

1. Stephen Dann Susan Dann, E Marketing Theory and Application, Palgrave Macmillan , UK 2016
2. Dave Shaffey, P R Smith, E Marketing Excellence- Planning and Optimizing your Digital Marketing, Routledge New York 2017
3. Noman Rana, E Marketing Intelligence Transforming Brand and Increasing Sales using Digital Channels, Self help Publishers, Canada, 2015
4. Irvine Clarke III Theresa Flaherty, Advances in Electronic Marketing, Idea Group Publishing Singapore, 2015
5. Patric Loh, E Marketing to China - A Cultural Approach, Knowledge Works Consultants Singapore, 2018
6. Sandeep Krishnamurthy, Contemporary Research in E Marketing, , Idea Group Publishing Singapore, 2018

**19MBA4006(F1)**  
**INTERNATIONAL FINANCIAL MANAGEMENT**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3

**Course Outcomes:**

Upon successful completion of this course students will be able to:

[CO1]: To introduce the environment of international finance, its implications on international business and international fund flows.

[CO2]: To understand the evolution of monetary system and functioning of different exchange rate systems.

[CO3]: Demonstrate an integrative understanding of the foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates.

[CO4]: To define forecast and measure foreign exchange risks and to identify risk associated with foreign exchange.

[CO5]: To describe and analyze differences across international equity and debt markets, FDI and managing capital flows.

Contribution of course outcomes towards achievement of program outcomes (L-Low, M-Medium H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H			
CO3			M		
CO4				H	
CO5					H

**UNIT – I Overview of International Financial Management & Fund Flow**

Introduction to International Financial management, Finance Decisions for Multinationals Corporations, Why firm's pursue and engage in international Business/trade, Risks involved in international business/trade.

International Fund Flow: Balance of Payment, Structure of Balance of payment, Factors affecting International Trade Flow, Correcting Balance of Payment.

**UNIT – II International Monetary System and Exchange Rate System**

Introduction to IMS, evolution of the monetary system-Gold Standards-Bretton woods system, European Monetary system and beyond, Exchange Rate Systems-Fixed exchange rates system and Flexible exchange rate system.

**UNIT III Foreign Exchange Markets**

Introduction to Foreign Exchange markets-Structure and features, Foreign Exchange Rates, Measuring Exchange rates, Exchange rates Equilibrium, Factors influencing Exchange rates, Government influence on Exchange rate Behaviour, International Arbitrage and Interest Rate Parity, Relationship among Inflation-interest Rates and Exchange Rates.

**UNIT IV Foreign Exchange Risk Management**

Forecasting Exchange Rates, Measuring and Management of Transaction Exposure- Translation Exposure and Economic Exposure, Political and Country Risk.

**UNIT – V International Financial markets and Control**

International Debt Market, international equity Investment, FDI and Managing Capital Flows.

**Learning Resources:**

**TEXT BOOKS:**

**T1.** Madura Jeff, International Financial management, Thomson-South-Western, 2015

**T2.** Srivastava Rajiv, International Finance, Oxford University Press, New Delhi, 2015

**T3.** Apte P.G, “International Financial Management”, TMH, New Delhi, 2009.

**T4.** Connolly M, International Business Finance, Routledge Publication.

**T5.** Geert B, Hodrick R, International Financial Management, Prentice Hall, 2012

**T6.** Levi D Maurice, International Finance, Routledge,

**REFERENCE BOOKS**

**R1.** Paul Krugman, Maurice Obstfeld, International Economics: Theory and Policy, Pearson, 10th edition.

**R2.** Alan C Shapiro, “Multinational Financial Management”, Wiley India, New Delhi, 2010.



**19MBA4006(F2)**  
**FINANCIAL ENGINEERING AND MODELING**

<b>Lecture :</b>	3 hrs/week	<b>Internal Assessment:</b>	40
<b>Mini Project :</b>	1 hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3

**Course Outcomes:**

On completion of this course, the student will be able to:

[CO1]: Explain and critically discuss the concepts behind financial engineering and financial modeling.

[CO2]: Understand how derivatives are used by financial practitioners to address problems in finance and investment.

[CO3]: Formulate and explain the approaches used in current methodologies used to price derivatives, and be able to price a variety of options using both analytical and numerical methods.

[CO4]: Have an understanding of the theory and practice of engineering of new financial products.

[CO5]: Explain and be able to apply option pricing to deal with the special nature of different types of underlie.

Contribution of course outcomes towards achievement of program outcomes (L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H			
CO3			M		
CO4				H	
CO5					H

**UNIT – I INTRODUCTION TO FINANCIAL ENGINEERING**

Introduction to Stochastic Calculus Martingales; Brownian motions; Ito processes; Diffusions and stochastic differential equations; Ito's lemma. Girsanov's theorem.

The Fundamental Theorem of Asset Pricing Arbitrage, numeraires and martingale measures. The martingale property of asset prices. The martingale property of forward and futures prices. The risk-neutral martingale measure and the forward martingale measure.

Martingale Pricing and Monte Carlo Simulation; The martingale approach to derivative pricing. Examples: Black-Scholes and Black formulas. Monte Carlo simulation; Euler discretization; Choleski decomposition; Estimating the Greeks through Monte Carlo simulation.

**UNIT – II ADVANCED DERIVATIVES & MODELLING**

Introduction to Equity Derivatives Key features of empirical volatility surfaces for equity derivatives; Implications for price distributions; Time-series evidence from the VIX.

Advanced Topics in Equity Derivatives Volatility derivatives; Variance swaps: pricing and synthetic replication; The construction of the VIX; Quantos, Hedging with stochastic volatility

and jumps.

Modeling Volatility Local volatility models; the constant elasticity of variance (CEV) model and the implied volatility function (IVF) model; Stochastic volatility models, the Heston model; Calibration and Monte Carlo implementation of stochastic volatility models.

Modeling Jumps the need for jumps; The Poisson process; The Merton jump-diffusion model; The affine stochastic volatility jump (ASVJ) model; Calibration and Monte Carlo implementation of jump models.

### **UNIT III                      FIXED INCOME DERIVATIVES AND MODELLING**

Introduction to Fixed Income Derivatives Basic instruments (swaps, caps and floors, swaptions). The market pricing formulas and quoting conventions. Empirical volatility surfaces for fixed income derivatives. Pricing caps, floors and swaptions as bond options.

Modeling Spot Rates One-factor models: The extended Vasicek (Hull-White) model and the extended Cox-Ingersoll-Ross (CIR++) model; Pricing swaptions in one-factor models: the Jamshidian decomposition; Limitations of one-factor models; Factors in bond returns and principal component analysis; Multi-factor spot-rate models: the extended two-factor Gaussian (G2++) model.

### **UNIT IV                      MODELING FORWARD RATES**

Modeling Forward Rates Modeling forward rates: key advantages; The Heath-Jarrow-Morton (HJM) approach. Example: building a model with level and slope factors using the HJM approach; Limitations of the HJM approach. The Brace-Gatarek-Musiela (BGM) approach. Standard LIBOR market models. Parametric volatilities and correlations versus non-parametric calibration. Choosing the number of factors. Simulation of market model. Non-standard market models.

### **UNIT – V                      CREDIT DERIVATIVES**

Introduction to Credit Derivatives Key instruments; Basic pricing relations, Hazard rates and credit spreads, Hazard rate curves implied by Credit Default Swaps; Calibration of intensity models. Modeling correlated defaults; Dynamic copula-based models; Stochastic Recovery, Monte Carlo implementation.

#### **Learning Resources:**

#### **TEXT BOOKS:**

- T1.** John C. Hull, Options, Futures, and Other Derivatives, 6th edition, Prentice Hall, 2015.
- T2.** Marek Capinski, Tomasz Zastawniak, Mathematics for Finance, Springer Publications.
- T3.** Sheldon M Ross, An Elementary Introduction to Mathematical Finance, Cambridge University Press.

- T4.** Paul Wilmott, S. Howison and J. Dewynne, The Mathematics for Financial Derivatives, Cambridge University Press.
- T5.** Robert J. Elliott and P. Ekkehard Kopp, Mathematics of Financial Markets, Springer Publications, 2nd edition.
- T6.** Paul Glasserman, Monte Carlo Methods in Financial Engineering, 1st edition, Springer, 2004.
- T7.** Riccardo Rebonato, Volatility and Correlation, 2nd edition, Wiley, 2004.
- T8.** Damiano Brigo and Fabio Mercurio, Interest Rate Models - Theory and Practice, 2nd edition, Springer, 2006.
- T9.** Riccardo Rebonato, Modern Pricing of Interest-Rate Derivatives: The LIBOR Market Model and Beyond, 1st edition, Princeton University Press, 2002.
- T10.** Philipp J. Schönbucher, Credit Derivatives Pricing Models, 1st edition, Wiley, 2003.

#### **REFERENCE BOOKS**

- R2.** Marshall, Bansal: Advanced Finance Financial Engineering, P.H.I
- R3.** David Dubofsky and Thomas Miller: Derivatives-Valuation and Risk management. Oxford University Press.
- R4.** Don Chance: An introduction to Derivatives and Risk Management Cengage Press, Delhi
- R5.** James A. Overdahl: Financial Derivatives: Pricing and Risk Management John Wiley & Sons, Delhi
- R6.** Andrew M. Chislohm: Derivatives Demystified: A Step-by-Step Guide to Forwards, Futures, Swaps and Options John Wiley & Sons, Delhi

**19MBA4006(H1)**  
**ORGANIZATIONAL LEADERSHIP**

Lecture	3 hrs/week		Internal Assessment			40
Mini Project	1 hr/week		Final Examination			60
Practical	-		Credits			3
Course Outcomes	Upon successful completion of the course, the student will be able to:					
	CO1	To master organizational leadership roles, traits, ethics and attitudes				
	CO2	To analyze and apply motivation theories to create leadership process				
	CO3	To develop competencies of team structure, dynamics, theories and management towards effective team leadership				
	CO4	To provide strategic leadership styles such as Charismatic, transformational, stewardship and servant leadership and create high performance cultures				
	CO5	To apply leadership development skills through self-awareness, discipline, education, experience, mentoring, succession and leadership development.				
	CO6	To Undertake Minor project and conduct Case Analysis				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium H- High)		PO1	PO2	PO3	PO4	PO5
	CO1				M	H
	CO2		M	L		
	CO3		M		M	
	CO4		M			M
	CO5				M	M
	CO6			H		

**UNIT – I Introduction**

Definition, Importance of leadership through the ages, Organizational leadership, Roles, traits and ethics: Personality traits and leadership, traits of effective leaders, Leadership attitudes.

**UNIT – II Leader Motivation**

Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory.

**UNIT – III Team Leadership**

Team leadership in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet's team effectiveness leadership model, virtual and self managed teams - Leader follower relations: Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict.

**UNIT – IV Organizational Leadership**

Organizational Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership

**UNIT – V Leadership Development**

Development through self awareness and self discipline, Leadership development, Development through education, experience, Mentoring, succession - Evaluation of leadership development efforts.

**UNIT – VI**

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

**Learning Resources:**

1. Peter G North House, Leadership Theory and Practice, Sage Publications New Delhi, 2018
2. Warren Bennis Gold Smith, Learning to Lead A work book, Basic Books New york, 2010,
3. Peter Drucker, Practical leadership, Harvard Business Press, 2020
4. Lussier, Achus ,Effective Leadership-, Thomson South Western, 2012.
5. Hughes, Ginnet, Curphy,Leadership-Enhancing the Lessons of experience, Tata McGraw Hill, 2012.
6. Richard L Daft , The Leadership Eperience, Cengage, 2012

**19MBA4006(H2)**  
**TRAINING AND DEVELOPMENT**

Lecture	3 hrs/week		Internal Assessment			40
Mini Project	1 hr/week		Final Examination			60
Practical	-		Credits			3
Course Outcomes	Upon successful completion of the course, the student will be able to:					
	CO1	To understand the need for training in the context of HRD				
	CO2	To assess the need for training and develop training program				
	CO3	To analyze different approaches to training				
	CO4	To evaluate and apply different methods of training				
	CO5	To create an environment for organizational learning				
	CO6	To Undertake Minor project and conduct Case Analysis				
Contribution of Course Outcomes towards achievement of Program Outcomes (L-Low, M-Medium H- High)		PO1	PO2	PO3	PO4	PO5
	CO1				M	H
	CO2		M	L		
	CO3		M		M	
	CO4		M			M
	CO5				M	M
	CO6			H		

**UNIT – I Introduction**

Human resource training – Concept, challenges in HR, Competency building the Japanese experience, Need for training, Context in different organizations, trainees, trainers, employers ,Phases of training.

**UNIT – II Need Assessment**

Need for Training, assessment phase , Stake holders requirements, Training strategy, Designing the training program me, Evaluation training effectiveness, Survey of Participants.

**UNIT – III Approaches to Training**

Training aids – Traditional instructional approach, Classroom methods – On the job training, Simulation, Self directed training, Team training.

**UNIT – IV Training Methods**

Emerging methods – Computer base learning, Distance learning, Intelligent tutorial system, Virtual reality training, Blended learning, Mobile technologies, Out Board learning, Adventure learning, Embedded learning, Performance support system, Action learning.

**UNIT – V Learning Culture**

Organizational Learning, Developing learning organization, Self Learning, Peer learning, Team Training, Special issues in training, Post training support , Future of training.

**UNIT – VI**

*Case Study:* Compulsory. Relevant cases have to be discussed in each unit.

**Learning Resources:**

1. Gold stein , Ford: Training for Development, Prentice Hall, New Delhi,2012
2. UdaiPareek , TV Rao: Designing & Managing Human Resource Systems with Special Emphasis on HRD ,Oxford & IBH, 2016
3. Rolf P Lynton ,UdaiPareek: Training for Development, Vistaar, New Delhi, 2015
4. Blanchard, Nick: Effective Training: System Strategies and Practices ,Pearson, 2016
5. PanduNaik, G: Training and Development , Test Research and Cases ,Excel, 2012

**19MBA4007(F1)**  
**FINANCIAL INSTITUTIONS AND MARKETS**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40
<b>Mini Project:</b>	1hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3
<b>Course Outcomes:</b>	<p>[CO1]: Give fundamental knowledge on the structure, function and role of the Indian financial system</p> <p>[CO2]: Understand the Indian banking system and describe the role of regulatory bodies in regulating how banks manage their capital.</p> <p>[CO3]: Students will understand the functioning of Non-banking institutions and distinction between bank and Non-banking financial institutions.</p> <p>[CO4]: Students will understand the structure of the Indian Money Market and also availability of different instruments in India.</p> <p>[CO5]: Gain knowledge on recent trends Indian Capital Market and Foreign Exchange Market.</p>		

Contribution of course outcomes towards achievement of program outcomes  
(L-Low, M-Medium, H- High)

	PO1	PO2	PO3	PO4	PO5
CO1	H		M	H	
CO2		H			
CO3			H		
CO4			M		
CO5	H	M		H	

**UNIT – I: Financial System**

Nature and Scope – Evolution of Indian Financial System – Organization of Indian Financial System – Indian Financial Institutions – Financial Markets in India – Financial Instruments: Assets in India – Concept of Financial Services – Financial Services in India – Key innovations in the Indian Financial System – Regulatory framework of Indian Financial System.

**UNIT – II: Financial Institutions: Banking**

Concept of Bank – Principles of Banking – Growth of Banking in India – Structure of Indian Banking Industry – Role and Functions of RBI – Tools of Monetary Control – Functions of Commercial Banks – Types of Banking – Risk Management in Banks – Basel Norms – Key Banking Applications.

**UNIT – III: Financial Institutions: Non-Banking**

Introduction – Non-Banking Financial Company: Concept and Scope – Distinction between Bank and Non-Banking Financial Company – Financial Institutions in India – Rationale of Non-Banking Financial Companies – Classification of Non-Banking Financial Companies - Regulation of Non-



Banking Financial Companies – Issues and Challenges for Non-Banking Financial Companies.

#### **UNIT – IV: Financial Markets: Money Market**

Composition of the Money Market – Structure of the Indian Money Market – Money Market Instruments: Treasury Bills, Bills of Exchange, Finance Bills or Usance Promissory Notes, Commercial Papers and Certificates of Deposits – Reasons for Non-Development of Bill Market in India – Bill Market Scheme – Defects of the Indian Money Market – Unorganised Money Market.

#### **UNIT – V: Financial Markets: Capital Market**

Indian Capital Market – Capital Market Instruments - Regulation of Capital Market – The Primary Market – Secondary Market – Stock Exchange – Trading Mechanism of Stock Exchange – Recent Trends in Indian Capital Market – Government Securities Market – Foreign Exchange Market.

#### **LEARNING RESOURCES:**

##### **Text Books:**

[T1]: Sandeep Goel, “Financial Markets, Institutions and Services”, PHI Learning Private Ltd, Delhi, 2019.

[T2]: Clifford Gomez, “Financial Markets, Institutions and Financial Services”, Prentice Hall of India Private Ltd, New Delhi, 2018.

##### **Reference Books:**

[R1]: Madura, “Financial Institutions and Markets”, Thomson South-Western, India Edition, 2017.

[R2]: Bhole&Mahakud, “Financial Institutions and Markets”, Tata McGraw Hill, New Delhi, 2009.

[R3]: Vasant Desai, “Financial Markets and Financial Services”, Himalaya Publishing House, Mumbai, 2010.

[R4]: Maureen Burton, Reynold Nesiba and Bruce Brown, “An introduction to Financial Markets and Institutions”, Routledge, 2<sup>nd</sup> Edition, 2015.

##### **E-resources and other digital material**

[E1]: [http://www.kadamaee.ir/payesh/books-tank/19/Mishkin%20&%20Eakins%20-%20Financial%20Markets%20and%20Institutions,%207e%20\(2012\).pdf](http://www.kadamaee.ir/payesh/books-tank/19/Mishkin%20&%20Eakins%20-%20Financial%20Markets%20and%20Institutions,%207e%20(2012).pdf)

[E2]: [https://kamayanti.files.wordpress.com/2016/09/the-mcgraw-hill\\_irwin-series-in-finance-insurance-and-real-estate-anthony-saunders-marcia-millon-cornett-financial-markets-and-institutions-mcgraw-hill-education-2011.pdf](https://kamayanti.files.wordpress.com/2016/09/the-mcgraw-hill_irwin-series-in-finance-insurance-and-real-estate-anthony-saunders-marcia-millon-cornett-financial-markets-and-institutions-mcgraw-hill-education-2011.pdf)

## 19MBA4007(F2) PROJECT MANAGEMENT

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>		40	
<b>Mini Project :</b>	1 hr/ Week	<b>Final Examination:</b>		60	
<b>Practical :</b>	-	<b>Credits:</b>		3	
<b>Course Outcomes:</b>	Upon completion of the subject, students will be enabled with following outcomes, [CO1]: Implement the key steps involved in managing a project [CO2]: Organize the project into manageable components [CO3]: Successfully lead project teams and work with stakeholders [CO4]: Use effective tools to oversee and monitor complex projects [CO5]: Make them capable to analyze, apply and appreciate contemporary project management tools and methodologies in delivering quality and value.				
Contribution of course outcomes towards achievement of program outcomes (L- Low, M- Medium, H-High)					
	PO1	PO2	PO3	PO4	PO5
CO1	H				
CO2		H			
CO3			M		
CO4				H	
CO5					H
<b>UNIT – I INTRODUCTION TO PROJECT MANAGEMENT</b>					
Introduction, Need for Project Management, Project Management Knowledge Areas and Processes, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles.					
<b>UNIT – IIPROJECT IDENTIFICATION AND SELECTION</b>					
Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point  Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)  Organisational Structure and Organisational Issues: Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management					
<b>UNIT – IIIPROJECT SCOPE MANAGEMENT</b>					
Defining project scope, creating work break down structure (WB S), project roll up, process					

break down structure, responsibility matrix.

Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts

#### **UNIT – IV PROJECT APPRAISAL**

Time Value of Money; Project Appraisal Techniques – Playback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Benefit Cost Ratio; Social Cost Benefit Analysis; Effective Rate of Protection. Risk Analysis: Measures of Risk; Sensitivity Analysis; Stimulation Analysis; Decision Tree Analysis.

#### **UNIT – V PROJECT QUALITY MANAGEMENT AND VALUE ENGINEERING**

Introduction, Quality, Quality Concepts, Value Engineering, Purchasing and Contracting for Projects: Introduction, Purchase Cycle, Contract Management, Procurement Process

Project Performance Measurement, Evaluation, Execution & Control: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects.

Introduction to Execution & Control, Project Execution, Project Control Process, Purpose of Project Execution and Control.

**Case Study:** Compulsory. Relevant cases have to be discussed in each unit.

#### **Learning Resources:**

##### **TEXT BOOKS:**

**T1:** Harold R. Kerzner: Project Management, A systems Approach to Planning, Scheduling and Controlling, Wiley publications, 11th edition.

**T2.** Prasanna Chandra: Projects - Planning , Analysis, Selection, Implementation and Review, Tata McGraw Hill.

**T3.** M. Patel: Project Management-Strategic Financial Planning Evaluation and Control, Vikas Publishing.

**T4.** Robert K. Wysocki, Robert, Bick and David B, Crane: Effective Project Management, John Wiley and Sons.

**T5.** E.C. Benjamin: Modern Project Finance-A case book, John Wiley and Sons.

##### **REFERENCE BOOKS:**

**R1.** S. Gatti: Project Finance in Theory and Practice-Designing, Structuring and Financing Private and Public Projects, Academic Press.

**R2.** I.M.D. Little and J.A. Mirrlees: Project Appraisal and Planning for Developing Countries, Oxford and IBH Publishing Co.

**R3.** P.K. Nevitt and F.J. Fabozzi: Project Financing, Euromoney Books.

**19MBA4007(H1)**  
**MANAGING CHANGE IN ORGANIZATIONS**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40
<b>Mini Project:</b>	1hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3

<b>Course Outcomes:</b>	<p>[CO1]: Understand managing change in organizations and the dynamics involved in it.</p> <p>[CO2]: Appreciate on the organizational culture, organizational structures in the process of change management.</p> <p>[CO3]: Enlighten on turnaround management, mergers and acquisitions, organizational diagnosis, managing resistance to change and the role of leadership in managing change.</p> <p>[CO4]: To get awareness on turnaround management and the reasons for process change.</p> <p>[CO5]: To understand the change in organizations and the skills and leadership qualities needed for managing change.</p>
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Contribution of course outcomes towards achievement of program outcomes (L- Low, M- Medium, H-High)

	PO1	PO2	PO3	PO4	PO5
CO1	H		M		
CO2		M		H	
CO3	M			M	
CO4			H		H
CO5		H			M

**UNIT – I:**

**Understanding Change:** Introduction – Some key change themes – Triggers of change – Types of change: Turnaround management, planned change – Factors of critical change – Humanistic philosophy in management of change in organizations – Facilitation of planned change – Change Management in Indian Organizations.

**UNIT – II:**

**Organization Culture and Change:** Meaning and definition of organizational culture – Organizational culture and organizational change – The need for and emergence of indigenization and the change process – Complexity of managing change – Strategic development in organizations – Closing cultural gaps – Characterization of environments of developed and developing countries.

**UNIT – III:**

**Emerging Organizational Forms and Structures:** Introduction – 21<sup>st</sup> Century organizational trends – organizational design – Organizational structure: Types – Amoeba shaped, Vertical, Horizontal, Inverted pyramid, Orchestra, Cluster, Virtual, Matrix, Functional and Product Organization Structures. **Mergers and Acquisitions:** Concept – Types – Reasons – Legal Provisions – Purpose of mergers and acquisitions.

**UNIT – IV:**

**Turnaround Management:** Concept – Kinds – Steps involved – Categories – Different contexts of Turnaround Management. Process based change: Reasons – Process – Group based approaches to the change.

**UNIT – V:**

**Organizational Diagnosis:** Concept – The domain – The need – Process and Methods of organizational diagnosis. Evaluation of organizational change – Skills for managing change – Managing resistance to change – Role of leadership in managing change.

**UNIT – VI**

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

**LEARNING RESOURCES:****Text Books:**

[T1]: Ratan Raina, “Change Management and Organizational Development”, SAGE Publications, 2019.

[T2]: Collin Carnell, Rune Todnemby, “Managing change in Organizations”, Pearson Education Ltd., 2014.

[T3]: Deepak Kumar Bhattacharya, “Organizational Change and Development”, Oxford University Press, India, 2011.

**Reference Books:**

[R1]: Marvin Nelson and Nicholas, “Managing Change in Organizations – A practice guide”, PMI, 2013.

[R2]: Dr. Bruke, “Organizational Development – A process of learning and changing”, Pearson Education, 2015.

[R3]: Armstrong M, “Organizational Development, Change and Transformation: A Hand Book of Human Resource Management Practices”, Kogan Page Ltd., 2006.

[R4]: Beer. M, “Organizational Change and Development: A systems view”, Good Year Publishing, 1980.

**19MBA4007(H2)**  
**TALENT MANAGEMENT IN ORGANIZATIONS**

<b>Lecture :</b>	3 hrs/ Week	<b>Internal Assessment:</b>	40
<b>Mini Project:</b>	1hr/week	<b>Final Examination:</b>	60
<b>Practical :</b>	-	<b>Credits:</b>	3
<b>Course Outcomes:</b>	[CO1]: Visualize the talent management practices in organizations. [CO2]: Awareness on the concept of talent and its management in organizations. [CO3]: Analysing the talent management strategies and approaches. [CO4]: To gain knowledge on talent planning and talent acquisition process. [CO5]: To understand about the compensation and reward management for effective talent management.		

Contribution of course outcomes towards achievement of program outcomes  
(L- Low, M- Medium, H-High)

	PO1	PO2	PO3	PO4	PO5
CO1	H			M	
CO2		H	M		
CO3				H	M
CO4	M		H		
CO5		M			H

**UNIT – I:**

**Talent Management in Organizations:** Introduction, History and Scope of Talent Management – Need for Talent Management – Key processes – Source – Talent Vs Knowledge People – Consequences of Failure in managing talent – Tools for managing talent – Building blocks for talent management – Effective talent management system.

**UNIT – II:**

**Talent Management System:** Introduction – Critical Success Factors – Unique Talent Management Approach Factors – Key elements – Life cycle of talent management: Linkage between talent management and work force – Process of talent management: The essentials.

**UNIT – III:**

**Approaches to Talent Management:** Introduction – Developing a talent management strategy – Mapping business strategies and talent management strategies – Post reforms challenges of talent management in India.

**UNIT – IV:**

**Talent Management and Organizational Environment:** An overview – Shaping talent planning and developing values – Promoting ethical behaviour. Talent Planning: Objectives – Steps – Innovative Talent Planning – Strategic Talent Planning. Talent acquisition: Recruiting process -

Strategic trends in talent acquisition.

**UNIT – V:**

**HR in Talent Management:** An overview of HRM – Role of HR in Talent Management – Compensation and Reward Strategies for Talent Management – Principles of Compensation Plans – Designing integrated rewards – Contemporary talent management issues and challenges.

**UNIT - VI**

Case Study: Compulsory. Relevant cases have to be discussed in each unit.

**LEARNING RESOURCES:**

**Text Books:**

[T1]: Ravinder Shukla, “Talent Management – Process of Developing and Integrating Skilled Workers”, Global India Publications, 2009.

[T2]: Stephen Taylor, “Resourcing and Talent Management”, Kongan Page Publishers, 2019.

[T3]: Marshall Goldsmith and Louis Carter, “Best Practices in Talent Management”, BPI, 2009.

**Reference Books:**

[R1]: Lance. A. Berger, “The Talent Management Handbook”, McGraw Hill, 2003.

[R2]: Ram Charan, Bill Conate, “The Talent Masters”, Random House Business, 2011.

[R3]: William A Shieman, “Talent Managemnt: How to maximize performance in the new market place”.