ACADEMIC REGULATIONS, COURSE STRUCTURE AND DETAILED SYLLABUS

Master of Business Administration

FOR
MBA TWO YEAR PG COURSE
(Applicable for the batches admitted from 2014-2015)

School of Business Management
ANURAG GROUP OF INSTITUTIONS
(AUTONOMOUS)
Venkatapur, Ghatkesar, Hyderabad – 500 088
ANURAG GROUP OF INSTITUTIONS
(AUTONOMOUS)
(Permanently Affiliated to JNTUH, Approved by AICTE, New Delhi and Accredited by NBA)

ACADEMIC REGULATIONS
MBA Regular Two Year Post-Graduate Program
(For the batches admitted from the academic year 2014-16)

For pursuing two year degree program of study in Master of Business Administration (MBA) offered by Anurag Group of Institutions an Autonomous institution and herein after referred to as AGI:

1.0 APPLICABILITY
   All the rules specified herein after and approved by the Academic Council shall be in force and applicable to the students admitted from the academic year 2014 - 2016 onwards. Any reference to “college” in these rules and regulations stands for Anurag Group of Institutions.

2.0 EXTENT
   All the rules and regulations, specified herein after shall be read as a whole for the purpose of interpretation and as and when a doubt arises, the interpretation of the Academic Council is final.

3.0 PROGRAMME OFFERED
   Anurag Group of Institutions, an autonomous college affiliated to JNTUH, offers Master of Business Management (MBA) programme of study leading to the award of MBA post-graduate degree under the autonomous scheme.

4.0 ELIGIBILITY FOR ADMISSIONS
   Admission to the above programme shall be made subject to the eligibility, qualification and specialisations prescribed by the University from time to time.

   Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at ICET examination or at an Entrance Test conducted by the University subject to reservations prescribed by the university from time to time.
5.0 AWARD OF MBA DEGREE

A student shall be declared eligible for the award of the MBA Degree if he/she fulfils the following academic regulations:

5.1 Pursued a course of study for not less than two academic years and not more than four academic years.

5.2 A student, who fails to fulfil all the academic requirements for the award of the degree within 4 academic years from the year of their admission, shall forfeit his/her seat in MBA course.

5.3 The minimum clear instruction days for each semester shall be 90 days

5.4 A student must register for 88 credits and secure 88 credits

6.0 ATTENDANCE

6.1. A candidate shall be deemed to have eligibility to write end semester examinations if he/she has put in a minimum of 75% of attendance in the aggregate of all the subjects.

6.2. Condonation of shortage of attendance in aggregate up to 10% (on genuine medical grounds) in each semester may be granted by the College Academic Council on the basis of recommendation by the principal.

6.3. Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.

6.4 Shortage of attendance below 65% shall in NO case be condoned and he/she will be detained.

6.5 A candidate shall not be promoted to the next semester unless he/she fulfils the attendance requirements of the previous semester. They may seek re-admission for that semester when offered next.

6.6 A stipulated fee decided by the Academic Council shall be payable towards condonation of shortage of attendance.
### 7.0 EVALUATION & ACADEMIC REQUIREMENTS:

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 50 marks for practical subject, on the basis of Internal Evaluation and End Examination.

7.1 The performance of a student in each semester shall be evaluated subject–wise with a maximum of 100 marks for theory and 50 marks for practical subject. In addition, Industry Oriented Mini-Projects, Business Best Practices Report, Entrepreneurship Seminar, Project Seminar I & II and Project Work shall be evaluated for 50, 50, 50, 25, 25 and 50 marks respectively.

7.2 For the theory subjects 60 marks shall be awarded based on the performance in the end examination, 40 marks shall be awarded based on the internal evaluation. Internal evaluation shall be made based on the average of the marks secured in the two mid-term examinations of instruction.

7.3 Each midterm examination consists of Part-A (Short Answer Type) for 10 marks (5 Questions) and Part-B (Subjective Paper) for 20 marks with duration of 120 minutes. Subjective paper shall contain 5 questions out of which 3 questions have to be answered. First midterm examination shall be conducted for 1 to 2.5 units of syllabus and second mid-term examination shall be conducted for 2.5 to 5 units. Assignment carries 10 marks.
First assignment should be submitted before the conduct of the first mid and the second assignment should be submitted before the conduct of the second mid.

7.4 For BC Lab 30 marks shall be awarded based on the performance in the internal lab examinations, 10 marks shall be awarded for the assignment.

7.5 Computer Applications for Business (CAB): For practical subject CAB, there shall be a continuous evaluation during the semester for **100 marks**. Out of the **40 marks for internal**, day-to-day work in the laboratory shall be evaluated for 10 marks and internal examination for practical shall be evaluated for 30 marks conducted by the concerned laboratory teacher. The end examination shall be conducted for **60 marks** with an external examiner and the laboratory teacher. The external examiner shall be appointed from the panel of examiners as decided by the Chief Superintendent.

7.6 A candidate shall be deemed to have secured the minimum academic requirements in a subject if he/she secures a minimum of 40% of marks in the end examination and a minimum aggregate of 50% of the total marks in the end-semester examination and internal evaluation taken together.

7.7 Industry Analysis Report (IAR): An industry-oriented mini-project to be taken up during the I year II semester and report should be submitted by the end of the semester. This project has to include all the Marketing, HR and Finance areas, GDP Contributions, SWOT, PESTEL, etc. of the selected companies of an industry being studied. The report shall be submitted and presented before the committee, which shall be evaluated for **50 marks**. The committee consists of Head of the Department, the supervisor of the IAR and a senior faculty member of the department. A candidate has to secure a minimum of 50% to be declared as passed. There shall be no external examination for IAR.

7.8 Business Best Practices (BBP): A business-oriented mini-project should be taken up during the III semester and the report should be submitted by the end of the semester. This project has to include any best practices implemented by selected companies of an industry. The report shall be submitted and presented before the committee, which shall be evaluated for **50 marks**. The committee consists of Head of the Department, the supervisor of the BBP and a senior faculty member of the department. A candidate has to secure a minimum of 50% to be declared as passed. There shall be no external examination for BBP.
7.9 There shall be a seminar presentation in IV semester on Success Story of an Entrepreneur. The seminar shall be evaluated by the Seminar Review Committee consisting of the Head of the Department, Seminar Supervisor and a senior faculty member. The seminars shall be evaluated for 50 marks each. A candidate has to secure a minimum of 50% to be declared as passed. There shall be no external examination for the seminar.

7.10 In case the candidate does not secure the minimum academic requirement in any subject he/she has to reappear for the end examination in that subject. A candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are less than 50% and he/she has failed in the end examination. In such a case the candidate must re-register for the subject(s) and secure required minimum attendance. The attendance of re-registered subject(s) shall be calculated separately to decide upon the eligibility for writing the end examination in those subject(s). In the event of taking another chance, the internal marks and end examination marks obtained in the previous attempts are nullified.

**Conditions to avail the benefit of improvement of internal marks:**

i. The candidate should have completed the course work in the college.

ii. The candidate should pass all the subjects

iii. The candidate will be given only one chance for each subject for improvement of internal marks for a maximum of three subjects

iv. In the event of availing improvement of internal marks, the internal marks and the end examination marks, secured in the previous attempt are cancelled.

v. A student shall be allowed to submit the project report only after fulfilling the attendance requirements of all semesters. The viva-voce examination shall be conducted at the end of the course work and after the completion of the end semester examination of the final semester.

vi. Laboratory examination for MBA course must be conducted with two examiners. One of them being the laboratory class teacher and the second examiner shall be the external examiner appointed by the CS (Chief Superintendent).
vii. A student shall register and put up minimum attendance in all 88 credits and earn the 88 credits. Marks obtained in all 88 credits shall be considered for the calculation of the percentage of marks.

viii. Students who fail to earn 88 credits as indicated in the course structure within four academic years from the year of their admission, shall forfeit their seat in MBA course and their admission shall stand cancelled.

8.0. EVALUATION OF PROJECT WORK:

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

8.1 The Project Review Committee (PRC) shall be constituted with Principal as Chairperson, Head of the Department and two other senior faculty members.

8.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirements of all the subjects (Theory and Practical Subjects) upto III Semester. The work on the project shall be initiated in the beginning of the fourth semester and the duration of the project is for one semester.

8.3 After satisfying 5.2, a candidate has to submit, in consultation with his project supervisor, the title, objective and plan of action of his project work to the PRC for its approval. Only after obtaining the approval of PRC the student can initiate the project work.

8.4 If a candidate wishes to change his supervisor or topic of the project can do so with approval of PRC. However, the PRC shall examine whether the change of topic / supervisor leads to a major change of his initial plans of project proposal. If so, his date of registration for the project work starts from the date of change of supervisor or topic as the case may be.

8.5 A Candidate shall submit status report in two stages at least with a gap of 2 months between them. The two Project Seminars shall be submitted and presented before the PRC, which shall be evaluated for 25 marks each. A candidate has to secure a minimum of 50% to be declared as passed.

8.6 A candidate is permitted to submit Project Thesis only after successful completion of fourth semester course with the approval of PRC. For the approval of PRC the
candidate shall submit the draft copy of thesis to the Principal (through Head of the Department) and shall make an oral presentation before the PRC.

8.7  Three copies of the Project Thesis certified by the supervisor shall be submitted to the college/institute.

8.8  The thesis shall be adjudicated by one examiner selected by the college/institutions. For this, the Head of the Department of the college shall submit a panel of 5 examiners, who are eminent in that field with the help of the concerned guide.

8.9  If the report of the examiner is not favourable, the candidate shall revise and resubmit the project report, in the time frame as described by PRC. If the report of the examiner is unfavourable again, the thesis shall be summarily rejected.

8.10 If the report of the examiner is favourable, viva-voce examination for 50 marks shall be conducted by a board consisting of the supervisor, senior faculty member, Head of the Department and the examiner who adjudicated the project report. There are no internal marks for the comprehensive viva-voce. A candidate has to secure a minimum of 50% to be declared as passed.

The Head of the Department shall coordinate and make arrangements for the conduct of viva-voce examination.

If the report of the viva-voce is unsatisfactory, the candidate will retake the viva-voce examination after three months. If he/she fails to get a satisfactory report at the second viva-voce examination, he/she will not be eligible for the award of the degree.

9.0. AWARD OF CLASS:

After a student has satisfied the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree he/she shall be placed in one of the following four classes:

<table>
<thead>
<tr>
<th>Class Awarded</th>
<th>% of marks to be secured</th>
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</thead>
<tbody>
<tr>
<td>First Class with Distinction</td>
<td>70% and above</td>
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<tr>
<td>First class</td>
<td>Below 70% but not less than 60%</td>
</tr>
<tr>
<td>Second class</td>
<td>Below 60% but not less than 50%</td>
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</tbody>
</table>

(The marks in internal evaluation and end examination shall be shown separately in the marks memorandum)
10.0 WITHHOLDING OF RESULTS:
If the candidate has not paid any dues to the college/institution or if any case of indiscipline is pending against him/her, the result of the candidate will be withheld and he/she will not be allowed into the next semester. The issue of degree is liable to be withheld in such cases.

11.0 TRANSITORY REGULATIONS:
Candidates who have discontinued or have been detained for want of attendance or who have failed after having undergone the course are eligible for admission to the same or equivalent subjects as and when subjects are offered.

12.0 GENERAL:

12.1 The academic regulations should be read as a whole for the purpose of any interpretation.

12.2 In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the academic council are final.

12.3 The college/institution may change or amend the academic regulations and syllabus at any time and the changes and amendments made shall be applicable to all the students with effect from the date notified by the college/institution.

12.4 Wherever the word he, him or his occurs, it will also include she, her and hers.
MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

<table>
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<tr>
<th>Nature of Malpractices/Improper conduct</th>
<th>Punishment</th>
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<tbody>
<tr>
<td><strong>If the candidate</strong></td>
<td></td>
</tr>
<tr>
<td>1. (a) Possesses or carries accessible in the examination hall, any paper, note book, programmable calculators, cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)</td>
<td>Expulsion from the examination hall and cancellation of the performance in that subject only.</td>
</tr>
<tr>
<td>(b) Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.</td>
<td>Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.</td>
</tr>
<tr>
<td>2. Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.</td>
<td>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester. The hall ticket of the candidate is to be cancelled.</td>
</tr>
<tr>
<td>3. Impersonates any other candidate in connection with the examination.</td>
<td>The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated,</td>
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<td>4.</td>
<td>Smuggles in the answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.</td>
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<tr>
<td>5.</td>
<td>Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.</td>
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<tr>
<td>6.</td>
<td>Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk-out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or</td>
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</tbody>
</table>

shall be cancelled in all the subjects of the examination (including practical and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case will be registered against him.
outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.

7. Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall. **Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.**

8. Possesses any lethal weapon or firearm in the examination hall. **Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat.**

9. If student of the college, who is not a candidate for the particular examination or any person not that semester. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case will be registered against them.
connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.

performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat.

Person(s) who do not belong to the college will be handed over to the police and, a police case will be registered against them.

| 10. | Comes in a drunken condition to the examination hall. | Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. |
| 11. | Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny. | Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester examinations. |
| 12. | If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the PRINCIPAL/DIRECTOR for further action to award suitable punishment. |  |
# ANURAG GROUP OF INSTITUTIONS  
(AUTONOMOUS)

## I YEAR I SEMESTER

<table>
<thead>
<tr>
<th>Code</th>
<th>Subjects</th>
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**TOTAL CREDITS AND MARKS**

**23**  **800**

## I YEAR II SEMESTER

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## II YEAR I SEMESTER

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<td>TOTAL</td>
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<td>24</td>
<td>9</td>
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<td>290</td>
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<td>TOTAL CREDITS AND MARKS</td>
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<td></td>
<td>20</td>
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## II YEAR II SEMESTER

<table>
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<tr>
<th>Code</th>
<th>Subjects</th>
<th>Approach</th>
<th>Th</th>
<th>T/P</th>
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<th>Marks</th>
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<th>External</th>
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<tr>
<td>A94001</td>
<td>Entrepreneurship Concepts and Cases</td>
<td>Concepts and Cases</td>
<td>4</td>
<td>1</td>
<td>3</td>
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<td>Concepts and Cases</td>
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<td>1</td>
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<td>A94201</td>
<td>Success Story of an Entrepreneur- Seminar</td>
<td>Field Visit</td>
<td>3</td>
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### Main Project Work

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<tr>
<th>Code</th>
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<th>Marks</th>
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<tbody>
<tr>
<td>A94202</td>
<td>Stage-I: Research Methodology for the main project work &amp; collection of main project related data from CMIE Prowess database or any source, or data collected from the field – Seminar</td>
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<td>A94203</td>
<td>Stage-II : Statistical analysis of main project data using Excel and SPSS, - Seminar</td>
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<tr>
<td>A94204</td>
<td>Stage-III: Main project report &amp; viva</td>
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| TOTAL | 16 | 7 | 22 | 260 | 290 |

| TOTAL CREDITS AND MARKS | 22 | 550 |

Th= Theory; T/P= Tutorial/ Practicals; C= Credits

Total Credits=88 (66 credits for 22 theory subjects + 22 Credits for 2 practicals, 7 seminars and main project)

Total Marks = 2750

### INTERNALS:
- For theory Subjects (Total 40 Marks): Written Test - 30 Marks
- Assignments - 10 Marks

### EXTERNALS:
- For theory subjects (Total 60 Marks): Short Answers (Compulsory) - 20 Marks
- Essay Questions (Internal Choice)- 40 Marks
CHOOSE TWO SUBJECTS FROM EITHER FINANCE ELECTIVES OR MARKETING ELECTIVES OR HR ELECTIVES AND ONE SUBJECT FROM OTHER ELECTIVE

<table>
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<tr>
<th>MARKETING ELECTIVES</th>
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<tr>
<td>Elective 1</td>
<td>II Year I Semester</td>
<td>A93004/M</td>
<td>Consumer Behaviour</td>
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<td>Elective 2 &amp; Elective 3 (for Finance (or) HR)</td>
<td>II Year I Semester</td>
<td>A93005/M</td>
<td>Services and Retailing Marketing</td>
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<td>Elective 4</td>
<td>II Year II Semester</td>
<td>A94002/M</td>
<td>International Marketing</td>
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<tr>
<td>Elective 5 &amp; Elective 6 (for Finance (or) HR)</td>
<td>II Year II Semester</td>
<td>A94003/M</td>
<td>Sales and Distribution Management</td>
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<tr>
<td>Elective 1</td>
<td>II Year I Semester</td>
<td>A93004/F</td>
<td>Management of Derivatives</td>
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<td>Elective 2 &amp; Elective 3 (for Marketing (or) HR)</td>
<td>II Year I Semester</td>
<td>A93005/F</td>
<td>Security Analysis and Portfolio Management</td>
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<td>Elective 4</td>
<td>II Year II Semester</td>
<td>A94002/F</td>
<td>Strategic Investment and Financing Decisions</td>
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<td>Elective 5 &amp; Elective 6 (for Marketing (or) HR)</td>
<td>II Year II Semester</td>
<td>A94003/F</td>
<td>International Financial Management</td>
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<tr>
<th>HR ELECTIVES</th>
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<td>II Year I Semester</td>
<td>A93004/H</td>
<td>Performance &amp; Reward Management</td>
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<td>II Year I Semester</td>
<td>A93005/H</td>
<td>Learning and Development</td>
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<td>Elective 4</td>
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<td>A94002/H</td>
<td>Management of Industrial Relations</td>
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<tr>
<td>Elective 5 &amp; Elective 6 (for Marketing (or) Finance)</td>
<td>II Year II Semester</td>
<td>A94003/H</td>
<td>Leadership and Change Management</td>
</tr>
</tbody>
</table>
MBA PROGRAM EDUCATIONAL OBJECTIVES (PEO's):

1. To teach the fundamentals of the key elements of a business organization.
2. To provide a critical perspective on theoretical knowledge and practical approach to various functional areas of management and decision making.
3. To develop analytical skills to identify the link between the management practices in the functional areas of an organization and business environment.
4. To establish and realize a creative research culture among the student community.
5. To provide insights on latest technology, business communication, management concepts and to build team work and leadership skills within them.
6. To inculcate the habit of inquisitiveness and creativeness aimed at self actualization and realization of ethical practices.

PROGRAM OUTCOMES (PO’s)

On completion of this course, the graduate should be able:

a. To have the knowledge on various concepts of business management and approaches.
b. To understand and analyze the interconnections between the development of key functional areas of business organization and the management thought process.
c. To recognize and adapt to the opportunities available and face the challenges in the national and global business environments.
d. To possess analytical skills to carry out research in the field of management.
e. To acquire team management skills and to become a competent leader, who possesses complex and integrated real world skills.
f. To be ethically conscious and socially responsible managers, capable of contributing to the development of the nation and quality of life.
ANURAG GROUP OF INSTITUTIONS
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MBA I YEAR I SEMESTER

A91001 PRINCIPLES OF MANAGEMENT

Course Aim: Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

Unit-I:

Unit-II:
Creative Problem Solving And Decision Making: Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze alternatives and select the most feasible Plan, Implement the decision and control, Vroom's Participative Decision Making Model.

Case: The Coca-Cola Company (Robert N Lussier Page no: 117)

Unit-III:

Case: Dunkin’s Donuts (Robert N Lussier Page no: 151)

Unit-IV:

Case: Hitachi (Robert N Lussier Page no: 197)
Case: Steve Jobs, Apple (Robert N Lussier Page no: 348)
Unit-V:


Case: Well Point (Robert N Lussier Page no: 384)
Case: Chen Clothes Manufacturing (Robert N Lussier Page no: 488)

Text Book:

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

Business Game:

References:
- Dr. Vandana Jain, Management Theory & Practice (With case studies), IBH, 2012.
ANURAG GROUP OF INSTITUTIONS
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MBA I YEAR I SEMESTER

A91003: FINANCIAL ACCOUNTING AND ANALYSIS

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

Unit-I:

Unit-II:

Unit-III:

Unit-IV:

Unit-V:
Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Valuation of Fixed Assets. Tangible vs Intangible assets and Methods of Depreciation. Depreciation concept–
Depreciation of Fixed Assets - Methods of Depreciation–their impact on measurement of Business Accounting.

**Text Book:**

**Journals:**
Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance.

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

Unit-I:

Case: Dabur India Limited Growing Big and Global (Geetika, 2nd Edition Page no 64)
Case: Profits in the personal computer industry (Dominick Salvatore Page no 19)
Case: Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore Page no 44)

Unit-II:

Case: Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore Page no 195)
Case: Price Elasticity’s of Demand in the Real World (Dominick Salvatore Page no 110)
Case: Northern Turkey (Craig H.Petersen Page no 172-173)
Case: Income Elasticity of Demand (H.Kaushal Macmillan Page no 39-41)
Case: Cross Demand (H.Kaushal Macmillan Page no 48)
Case: The Demand for sweet potatoes in the United States (Dominick Salvatore Page no 100)

Unit-III:
Production Analysis: Production Function, Production function with one/two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of Scale- Innovations and global Competitiveness.
Case: Labor productivity and total compensation in the United States and abroad (Dominick Salvatore Page no 253)

Case: Naveen Construction Companies (Craig H. Petersen Page no 293)

Case: Substitutability between gasoline consumption acid driving time (Dominick Salvatore Page no 265)

Case: How Xerox lost and regained international competitiveness and became a leader in information technology (Dominick Salvatore Page no 278)

Unit-IV:


Case: Outsourcing to India: Way to Fast Track (Geetika Page no 272)

Case: The Shape of the Long –Run Average Cost Curves in Various Industries (Dominick Salvatore page no 265)

Case: BLP Corporation (Sumitrapal, Macmillan Page no 203)

Case: Mr. Martin Gets Chewed out by the Boss (W. Bruce Allen Page no 150)

Unit-V:


Case: Pricing of Innovative Product (H. Kaushal Macmillan Page no 78)

Case: Pacific Copper enterprises (W. Bruce Allen)

Case: Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan Page no 240)

Case: Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore Page no 369)

Text Book:

References
9. H.L. Ahuja, Managerial Economics, S. Chand, 2012
12. Yogesh Maheshwari, Managerial Economics, PHI, 2012
18. Ivan PNG Managerial Economics, Routledge,2013
A91005 MARKETING MANAGEMENT

Course Aim: The aim is to understand the basic marketing concepts through case studies.

Unit-I:  

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

Unit-II:  

Case: Small New Phones (Adrian palmer- Page no: 296).

Unit-III:  

Case: (Segmentation) Zee TV (lamb, Hair Page no 212).  
Case: (Targeting) Kellogg’s (lamb, Hair Page no 300)  
Case: (Positioning) Nimbooz (S. Neelamegham Page no 225).  
**Unit-IV:**

**Distribution Channels and Promotion:** Marketing Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotion Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Marketing Communication-Communication Process, Communication Mix, Factors effecting the Promotion Mix.

**Case:** Barista (Arun Kumar – Page no: 33).
**Case:** Nano Car (lamb, Hair – Page no: 52)
**Case:** Indigo (lamb, Hair – Page no: 356).
**Case:** Hero Motor Corp (lamb, Hair Page no: 446)
**Case:** Avon Cosmetics (lamb, Hair Page no: 497).
**Case:** Eureka (Arun – Page no: 711).
**Case:** Home Shop (Arun – Page no: 639).

**Unit-V:**


**Case:** Coca Cola (Lamb, Hair – Page no: 112).
**Case:** I Phone (Lamb, Hair – Page no: 534).
**Case:** Akash Tablet (Lamb, Hair – Page no: 557).
**Case:** Nokia (Neelamegham Page no: 645).
**Case:** Shakti (Rajendra .P Maheswari – Page no: 408).
**Case:** Airtel (Arun – Page no: 901)

**Text Books:**

**Journals:** Indian Journal of Marketing, MICA Communications Review.

**References for Cases:**

References:

5. Rajan Saxena, Marketing Management, 4/e, TMH, 2013
A91002: BUSINESS ENVIRONMENT

Course Aim: The aim of this course is to make students understand different types of business environments and related law concepts to help in managerial decision-making.

Unit-I:

Unit-II:

Unit-III:

Case: Tapping the Opportunities in Environment: A Case Study of Yes Bank, (Dr. Vivek Mittal. Page no.662)
Case: Gas Authority of India Limited (GAIL) (Justin Paul, page no.102)
Case: India to allow FDI in Food Retail, (Raj Kumar, page no.208)

Unit-IV:

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

Case: Water Thief (K. Aswathappa, Page no.59)
Case: RBI Slaped Rs. 125 Crore on Reliance Infrastructure. A Case Study on FEMA, (Dr. Vivek Mittal, Page no.655)
Case: China as an Expert Base, (David W. Conklin, Page no.574)

TEXT BOOK

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

References:
A91006 RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

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

Unit – I:

Unit – II:

Unit – III:

Unit – IV:
Parametric vs Non-parametric: Definition, Importance, Sign Test, Sign Rank Test, Run Test, Median Test, McNemar's Test, Kruskal-Wallis Test.

Unit – V:
Time Series and Index Numbers: Time Series, utility of Time Series, Components, Measurement of Trend through Method of Least Squares, Moving Averages, and Graphical
Methods. Index Numbers: Laspeyres’s Index, Paasche’s Index, Fischer’s Ideal index, Time Reversal and Factor Reversal tests.

**Text Book**

**References:**
1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, TMH, 2009.
A91007: BUSINESS COMMUNICATIONS

Aim: Aim is to enable students understand how to write business letters and improve written communication.

Unit-I:

Case Study: Communication Complication in English (Meenakshi...).

Unit-II:

Case Study: Missing Briefcase (Meenakshi...).

Unit-III:
Management Presentations: Management Presentations, Types of Presentations, Group Discussions, Meetings, Chairing Sessions (Team Presentations), Telephone Etiquette.

Unit-IV:

Case: Handling Unsolicited Proposals for private Infrastructure Projects (Meenakshi...).
Case: The key board syndrome (Meenakshi...).

Unit-V:
Careers and Resumes: Introduction, Career Building, Understanding Yourself, Setting a Career Goal, Job Search / Looking at Various Options, Preparing your Resume, Resume Formats, Traditional, Electronic and Video Resumes, Online recruitment Process. Write your Resume to Market Yourself. Interview Skills
Case: Recruitment Drive at SOBER. (Meenakshi...).

Text Book:

REFERENCES:
2. Globerena or any other Soft Skills Software/Database.
8. GRE & TOEFL, Kalpan and Baron’s, Kalpan Publishers, 2013.
15. Sailesh Sengupta, Business and Managerial Communications, PHI, 2011
Course Aim: The course aim is to understand MS Word, MS Excel and MS Power POINT Presentation for applying statistical tools learnt in RMSA.

Unit-I:

MS Word and MS Power Point Presentation


MS Power Point Presentation: Introduction, Home, Insert, Design, Animation, Slideshow, Review, View and Developer

Unit-II:


Unit III:

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

Unit V:
**Statistical Tools for Execution Using EXCEL**
1. Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, Measure of Central Tendency: Mean, Median, Mode, Measure of Dispersion: Variance, Standard Deviation, Coefficient of Variation. Correlation, Regression Lines.
2. t-test, F-test, ANOVA one way classification, Chi Square Test, Independence of Attributes.

**Text Book**

**References**
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MBA I YEAR II SEMESTER

A92001: HUMAN RESOURCE MANAGEMENT

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

Unit-I:

Case: Social Surveyors in flood-hit Areas (Gary Dessler Page no 160)
Case: Finding people who are passionate about what they do (Gary Dessler Page no 195)
Case: HR, Culture and Business Results Success at Google, Scripps and UPS (Robert L Mathis Page no. 35)
Case: Religious Accommodation (Robert L Mathis Page no. 118)
Case: Mitsubishi Believes in EEO- Now (Robert L Mathis Page no. 119)

Unit-II:

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

Case: Training Crucial for Hotels (Robert L Mathis P. No. 307)
Case: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No.393)
Case: Just Another Job (Robert L Mathis P. No. 647)
Case: The Dilemma Within (Robert L Mathis P. No. 667)
Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671)
Case: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

Unit-IV:

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

Unit-V:

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

Text Book:

Journals:
Indian Journal of Industrial Relation; NHRD Journal of Career Management; Management and Labour Studies; Personnel Today; Leadership Excellence; Indian Journal of Training & Development.
References for Cases:

References:
ANURAG GROUP OF INSTITUTIONS
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MBA I YEAR II SEMESTER

A92002 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

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

Unit-I:

Unit-II:
Simplex Method: Solution Methodology of Simplex Algorithm, Artificial Variables (Big-M, Two Phase), Duality Principle, Definition of the Dual Problem, Primal – Dual Relationships, Dual Simplex Method.

Unit-III:
Transportation and Assignment Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, The Assignment Model, Traveling Salesman Problem.

Unit-IV:

Unit-V:
Queuing Theory: Basic Elements of the Queuing Model, Poisson Arrivals and Exponential Service times; Different Queuing models with FCFS Queue discipline: Single Service Station and Infinite Population, Single service station and finite population, Multi service station models with infinite population.
**Text Books:**

**References**
1. Render, Quantitative Analysis for Management, Pearson, 2009
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MBA I YEAR II SEMESTER

A92003: FINANCIAL MANAGEMENT

The students need Discounting Table and Annuity tables for the examination

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

Unit-I: 

Unit-II: 

Unit-III: 

Unit-IV: 

Unit-V:


Text Book

Journals:
Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting and Finance.

REFERENCES:
MBA I YEAR II SEMESTER

A92004 MANAGEMENT INFORMATION SYSTEM

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

Unit-I:

Case: IS in hospitals, hotels, banks

Unit-II:

Unit-III:

Unit-IV:
Unit-V:

**ERP Implementation and Maintenance:** Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to attain success, User Training, Maintaining ERP & IS.

**Text Books:**

**References**
7. Vaman, ERP in Practice, TMH, 2009
11. Olson: Managerial Issues of ERO, TMH, 2009
A92005: ORGANISATIONAL BEHAVIOUR

Course Aim: To understand the dynamics of organizational behaviour.

Learning outcome: To understand how employees behave in organizations, correct the individual behaviour and group behavior motivate and lead employees towards achievement of organizational mission and objectives.

Unit-I:
Introduction: Foundation of O.B., Conceptual Model for O.B., Organization System in Global Environment, Importance of Interpersonal Skills, Challenges & Opportunities for O.B., Developing O.B. Model, Approaches to O.B.

Case: Work Force Diversity

Unit-II:

Unit-III:

Unit-IV:
Unit-V:

**Foundations of Organizational Structure**: Conflicts and Negotiations, Types of Conflict, Conflict Resolution Strategies, Organization Structure, Types of Organization Structures, Organization Change and Stress Management, Self Management, Managing Careers.

**Case**: Boundary less Organization (Stephen P. Robbins page no 529)
**Case**: The Stress of Caring (Stephen P. Robbins page no 595)
**Case**: Organizational Behaviour ABC.
**Case**: Understanding Market Research Company (Stephen P. Robbins)
**Case**: Team Management: The Leo Burnet Company Virtual Team Management (Gerard H.Seijts Page no 161)

**Text Book**:

**Journals**:

**References for Cases**
1. Mirza S Saiyadain, Cases in Organizational Behavior , TMH, 2011

**References**
Course Aim: The aim of this subject is to inculcate the need for business ethics to ensure sustained business stability.

Unit-I:
Introduction: Meaning, Levels of Business Ethics, Five Myths about Business Ethics, Stages of Moral Development, Kohlberg’s Study- Carol Gilligan’s Theory, Principles of Ethics.

Case: The BHEL Disinvestment (CSV Murthy: Page no.590)

Unit-II:

Case: How unethical practices almost destroyed world com. (A.C.Fernando Page no.218)
Case: Ethical Dilemma (CSV Murthy Page no: 594)

Unit-III:

Unit-IV:
Corporate Governance I: Meaning, Importance of Corporate Governance, Corporate Governance in India, Board Structures Processes and Evaluation, Independent Directors, Women Directors, Board Committees, Indian Model of Corporate Governance.

Unit-V:
**Case:** Infosys Technologies: The Best Among India Corporate (A.C Fernando Page no;33)
**Case:** TATA Steel: A Company That Also Makes Steel (A.C Fernando Page no:69)

**Text Book**
1. SK Mandal, Ethics in Business and Corporate Governance, TMH, 2/e, 2012.

**Journal:**
Journal of Human Values: IIM Calcutta. SAGE.

**References:**
11. V Balachandram, V Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI, 2011
A92007: PRODUCTION AND OPERATIONS MANAGEMENT

Course Aim: The course aims to introduce the concepts of Production and Operations Management in an organization and expose the students to analytical methods.

Unit-I:

Unit-II:

Unit-III:

Unit-IV:
Unit-V: 
**Project Management:** Project Management, Project Planning and Controlling Techniques- PERT&CPM, Drawing Networks, Identifying Critical Path, Probability of Completing the project within the given time, Project Crashing, Optimum Cost and Optimum Duration.

**Text Book:**

**Journal:**
Udyog Pragati: The Journal for Practising Managers, NITIE, Mumbai. SAGE.

**REFERENCES:**
ANURAG GROUP OF INSTITUTIONS
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PROGRAM OUTCOMES

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MBA II YEAR I SEMESTER

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A92201 INDUSTRY ANALYSIS REPORT – (Seminar Presentation-50 Marks)


Course aim: The aim is to show the annual reports of different companies to students so that they use the knowledge gained in Financial Accounting and analysis and Financial Management for analysis of the performance of organizations on multiple dimensions.

Exercises:
1. Analyse the balance sheet of an organization.
2. Analyse the ratios of the companies.
3. SWOT and PEST of an organization
4. To study the Marketing mix of the organization
5. The HR policies of the organisation
6. Forecast the future gaps in terms of the changing objectives of the organization.

Reference:
And
A93001: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course aim: The course aims to provide an exposure to the concepts of Logistics, Supply Chain Drivers in an organization

Unit-I: Introduction to Supply Chain: Definition, Objectives and Importance of Supply Chain. Process View of Supply Chain - Competitive Supply Chain Strategies, Achieving Strategic Fit, Expanding Strategic Scope. Drivers for Supply Chain Performance, Framework for Structuring Drivers. Facilities, Inventory, Transportation, Information, Sourcing and Pricing, Obstacles to Achieving Fit, Supply Chain Performance in India.

Case: Quality in Logistics at P&G (L&SCM, K.Sridhar Bhat, Pg No. 574)


Case: Chrysler (L&SCM, K.Sridhar Bhat, Pg No. 577)

Unit-III: Managing Supply Chain: Sourcing of Material, Global Sourcing, Issues and Problems, E-Procurement, Group Purchasing, Reverse Auctions, Creating and managing Supplier Relations, Supplier Partnerships, Multi-tier Supplier partnerships. Managing Economies of Scale in Supply Chain, Managing Uncertainty in a Supply Chain, and Determining Optimal level of Product Inventory. Designing and Planning Transportation Networks: Transportation in a Supply Chain. Inventory policies, JIT, VMI. Role of Stores Management in SC, Inventory as an Element of Customer Service.

Case: CEMEX (L&SCM, K.Sridhar Bhat, Pg No. 584)
Case: Cool Air (L&SCM, K.Sridhar Bhat, Pg No. 575)
Unit-IV:
**Managing Cross Functional Drivers in a Supply Chain:** Sourcing Decisions in a Supply Chain and Procurement Strategies, Pricing and Revenue Management in a Supply Chain, Information Technology and Coordination in a Supply chain, Lean manufacturing, Integration of Lean manufacturing and SCM, Bench Marking, Re-engineering of Supply Chain Management.

**Case:** GSK (L&SCM, K.Sridhar Bhat, Page No. 577)

Unit-V:

**Case:** FEDEX (L&SCM, K.Sridhar Bhat Page No. 576)

**References:**

7. Leenders, Michiel R and others, “Purchasing and Supply Chain Management”, 2010, TMH.
MBA II YEAR I SEMESTER

A93002: STRATEGIC MANAGEMENT

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

Unit-I:

Case: Bharti Airtel (Hitt & Ireland, Page No. 4)
Case: ITC Limited (Hitt & Ireland, Pg no. 30)

Unit-II:

Case: Bajaj Auto Ltd (Hitt & Ireland, PG No 80)
Case: Coca Cola Vs Pepsi in India (Hitt & Ireland, No. 108)

Unit-III:

Case: Entry into India & China by foreign firms and Indian/ Chinese firms reaching for global markets (Hitt & Ireland Pg no 176)

Unit-IV:
Corporate Strategies: Turnaround Strategy, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Diversification Strategy: Reasons for Diversification, Different types of

**Case:** Foster’s Group Diversification into the Wine Business (Hitt & Ireland Pg 130)
**Case:** Merger & Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland Pg 154)

**Unit-V:**
**Strategy Evaluation and Control:** Establishing Strategic Controls - Techniques. Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International context.

**Case:** CISCO’s evolution of strategy and structure (Hitt & Ireland Pg 256)
**Case:** Selecting a new CEO (Hitt & Ireland Pg no 282)

**References:**
5. P.Subbarao: Business Policy and Strategic management, Himalaya, 2e, 2012

**Journals:**
A93003: COST AND MANAGEMENT ACCOUNTING

The objective of the course is to enable the students the components of product cost their calculation methods, and their control. Prerequisite for the course is Knowledge of Financial Accounting and Analysis taught in First Semester of the Programme.


Unit 2: Costing for specific industries: Unit costing, Job Costing, cost sheet and tender and process costing and their variants, treatment of Normal losses and abnormal losses, Inter-process profits, costing for by-products and equivalent production.

Unit 3: Marginal Costing: Introduction, Application of Marginal costing in terms of Cost control, profit planning, Closing down a plant, dropping a product line, charging General and specific fixed costs, fixation of selling price, make or buy decisions, key or Limiting factor, selection of suitable product mix, desired level of profits, diversification Of products, closing down or suspending activities, level of activity planning. Breakeven-analysis: Application of BEP for various business problems. Inter-firm comparison: Need for Inter-firm Comparison, types of comparisons, advantages.

Unit 4: Budgetary Control: Budget, budgetary control, Steps in Budgetary control, Flexible budget, different types of budgets: Sales budget, Cash budget, Production Budget, Master budget, Performance budgets, Material vs. Purchase Budgets, Zero Based Budgeting, An Introduction to Cost Audit and Management Audit.


References

• Colin Drury, Management and Cost Accounting, Cengage, 2009
• Bhahatosh Banerjee, Cost Accounting Theory and Practice, PHI, 2006
• M. N. Arora, Cost and Management Accounting, Himalaya, 2009.
• Charles T. Horngren, Cost Accounting, PHI, 2009
• James Jiambalvo, Managerial Accounting, John Wiley, 2009.
• Allen, Cases In Management Accounting & Control System, Pearson, 2009
• Bamber, Managerial Accounting, Pearson, 2009.
• Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2008
• Blocher, Chen, Cookins, Lin, Cost Management a Strategic Emphasis, TMH,3/e 2009
• Thukaram Rao, Cost and Management Accounting, New Age International, 2008.
Course Aim: The aim of this course is to enable MBA students to take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

Unit-I:

Case: Amazon.com, Consumer Behaviour and Marketing Strategy (J. Paul Peter page no: 514-515)

Unit-II:
Social and Cultural Environment: Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family Influences, Personal Influence.

Case: Fashion label- ‘Gini & Jony’ (Suja R.Nair, Page no 351-352)
Case: Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, Page no 293-297)
Case: Nescafe Instant Coffee (Ramanuj Majumdar, Page no 311-316)

Unit-III:

Case: Titan Watches (Ramanuj Majumdar, page no 303-306)
Case: Handling of down-age syndrome (Suja R.Nair, page no 227-228)

Unit-IV:
Consumer Decision Process: High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behaviour.
Case: Mac Vs. Pc (Michael R.Solomon page no 330-331)
Case: The story of innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

Unit-V:

Case: Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, Page no 400-401)

Text Book

References
4. Suja R Nair, Consumer Behaviour in Indian perspective, 2e, HPH, 2013.

Journals:
Indian Journal of Marketing, MICA Communications Review.
A93004/F: MANAGEMENT OF DERIVATIVES
(FINANCE ELECTIVE)

Aim: To give an understanding about the derivatives in stock, Commodity and Forex Markets.

Unit-I:

Unit-II:

Unit-III:
Futures Markets: Meaning, Mechanics of Futures Contract, Forwards vs Futures, Hedging Strategies using Futures, Determination of Future Prices, Interest Rate Futures, Currency Futures.

Unit-IV:

Unit-V:

Text Books:
Journals:
Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting and Finance.

References:
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MBA II YEAR I SEMESTER

A93004/H: PERFORMANCE AND COMPENSATION MANAGEMENT
(HR ELECTIVE)

Course Aim: To give an understanding about performance management and reward system linked with performance.

Unit-I:

Case: Performance Management at Network Solutions, Inc (Herman Aguinis Page no 26)

Unit-II:

Case: Accountabilities, Objectives and Standards (Herman Aguinis page no 113)

Unit-III:

Case: Implementation of 360 Degree Feedback System at Ridge Intellectual (Herman Aguinis Page no 204)

Unit-IV:

**Case:** Team Performance Management at Duke University Health Systems. (Herman Aguinis Page no 283)

**Unit-V:**

**Case:** BHEL, EVA Incentive Schemes: (B D Singh Page no 589)
**Case:** The TCS Approach and experience (B D Singh Page no 601)

**References**
Course Aim: To make the students aware about the concepts of Services Marketing and Retail Management through cases.

Unit-I:
Introduction to Services: Definition, Importance, Characteristics. Classification of Services, Services in the Modern Economy, Marketing Services Vs. Physical Services, Services Marketing Mix, Services as a System - Strategic Responses to the Intangibility of Service Performances.

Case: The United Indian Bank (Govind Apte Page no 55-56)
Case: Online Air Travel: Expedia, Orbitz and Travelocity Lead the pack (John E.G.Bateson Pg. no 82-83)

Unit-II:

Case: The Crestwood Inn, (John E.G.Bateson Page no 320-321)
Case: Population Growth and the Urban Poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

Unit-III:

Case: Physical evidence a case of KF. (Vinnie Jauhari Page 236-238).
Case: IT Trainers Limited. (Govind Apte Page no 186).

Unit-IV:
Retailing Management: Introduction, Functions of Retailing, Types of Retailing, Retailing Strategy, Target Market & Retail format, Growth Strategies, Strategic Retail Planning Process,
and Factors to be considered for Retail Planning, Retail Organization Structures, Retail pricing Strategies, and Approaches for Setting Pricing, Pricing Adjustments, Promoting the Merchandise, Implementing an Advertising Plan.

**Unit-V:**

**Store Management:** Objectives of a Good Store Design, Store Design, and Store Layout – Space Planning, Merchandise Presentation Techniques and Atmospherics. Location strategies: Shopping Centers, Freestanding Sites, Location and Retail Strategies, E-tailing, Retailing Opportunities in India. CRM in Retail Management

**Text Books:**


**Journals:**

Indian Journal of Marketing, MICA Communications Review

**References**

2. R. Srinivasan, Services Marketing the Indian Context, 3e, PHI, 2012.
12. Dr. B. Balaji, Services Marketing and Management, S. Chand, 2012.
A93005/F: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Aim: To Understand the Investment Alternatives, Process and Portfolio Management

   b) Security Analysis: Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis (EMH)


Unit-IV Bond Analysis, Valuation and Management: Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Holding Period Return, Bond Pricing Theorems, Bond Duration, Active and Passive Bond Management Strategies, Bond Immunization, Bond volatility, Bond Convexity.

Unit-V (a) Equity Valuation: Equity Analysis and Valuation, Balance Sheet Analysis Equity Valuation Models, Intrinsic Value and Market Price, The P/E Ratio and Earnings Multiplier Approach, CAGR, Price/Book Value, Price/ Sales ratio, Economic Value Added (EVA) and MVA.
Text Books:

Journals:
Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting and Finance.

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

Unit-I:

Case: Training and Development as a Strategy for Growth- Siemens
Case: The Wilderness Training Lab

Unit-II:
Designing the Program: Designing the Successive Approximations, Five Steps in Program Design, Outlining Programme Sequences and Themes, Composing the Detailed Syllabus, Modular Approach to Programme Design, Building in Flexibility, Monitoring and Improving Training during the Programme, Training Schedules and Time tables.

Case: Training and Development in Nestle.
Case: Developing a Training Package at Westcan

Unit-III:

Case: Case at XYZ Company
Unit-IV:

Case: Training and Development in Godrej Industries Ltd (GIL)
Case: Jack goes to training.

Unit-V:
Training Instruments: Exercises on Self-Assessment, Self Awareness Questionnaires, Fundamental Interpersonal Relations Orientation – Behavior (FIRO-B),Setting Goals for Subordinates, Coaching, Counseling and Mentoring, Empowering People through Delegation, Working with Teams, Creative Problem Solving.

Case: Training and Development in Heavy construction Equipment Company.
Case: The Competent Employee.

References
MBA II YEAR I SEMESTER

A93201: Business Best Practices (Seminar Presentation 50 Marks)

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

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

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

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

Journals: Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.
A94001 ENTREPRENEURSHIP CONCEPTS AND CASES

Course Aim: The aim of this subject is to inspire students to become entrepreneurs so that they emerge as job-providers rather than job-seekers.

Unit-I:

Case: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),
Case: Henry Ford, (B. Janakiram, M. Rizwana, page 214)
Case: From Candle Seller to CEO (Arya Kumar P.No. 48)

Unit-II:

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

Unit-III:

Case: Pets.com (Arya Kumar P.No. 88)
Case: Creativity in Start-Ups (Arya Kumar P.No. 166)
Case: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)
**Unit-IV:**


**Case:** Victoria, Tomlinson; Network. (Richard Blundel, Page 99).
**Case:** Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128).
**Case:** Google (Arya Kumar P.No. 248)
**Case:** Tata Motors – Nano (Arya Kumar P.No. 279)

**Unit-V:**

**Strategic Perspectives in Entrepreneurship:** Strategic Planning-Strategic Actions- Strategic Positioning- Business Stabilization- Building the Adaptive Firms-Understanding the Growth Stage-Unique Managerial Concern of Growing Ventures.

**Case:** To Lease or Not: A Cash flow Question (David H.Holt, Page 452).
**Case:** Public Sector - Address Seed Capital (David H.Holt, Page 453).

**Text Book:**

**Case References:**

**Journals:**
1. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad,

**References:**
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MBA II YEAR II SEMESTER

A94002/M: INTERNATIONAL MARKETING
(MARKETING ELECTIVE)

Course Aim: To enable the student understand the global markets, formulation of global marketing strategies and their implement.

Unit-I:

Case: Starbucks –Going Global Fast. (Philip, John, Prashant Text)

Unit-II:

Case: IKEA Catalogue. (Svend & Madhumita -Pearson page no 242)
Case: Mc. Donalds and Obesity. (Philip John Prashant Text)

Unit-III:

Case: Reliance Entertainment (Svend & Madhumita, Pearson page no 312)
Case: Mahindra & Mahindra (Svend & Madhumita, Pearson page no 356)
Case: IMAX Corporation (Svend & Madhumita, Pearson page no 412)

Unit-IV:
Case: Harley-Davidson: Price Level (Svend & Madhumita, Pearson - Page no 510)
Case: McDonald's Great Britain – The Turnaround (Text page no 793)

Unit-V:

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

Text Book

Journals:
Indian Journal of Marketing, MICA Communications Review.

References
2. Rajagopal, International Marketing, 2e, Vikas, 2011
4. Dr. Gajender Sharma, International Marketing, 1e, Excel Books, 2010
9. Rathor, Jani, Rathor, International Marketing, 4e, HPH, 2011
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MBA II YEAR II SEMESTER  
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A94002/F: STRATEGIC INVESTMENT AND FINANCING DECISIONS  
(FINANCE ELECTIVE)

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

Unit-I  

Unit-II  

Unit-III  

Unit-IV  

Unit-V  
Text Books:

Journals:
Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting & Finance.

References:
2. Prasanna Chandra, Financial Management, 8/e, TMH, 2012
A94002/H: MANAGEMENT OF INDUSTRIAL RELATIONS  
(HR ELECTIVE)

Course Aim: The aim of the course is to give a good understanding of the dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.


Case: Trade Union Democracy


Case: Code of Discipline in Industry


Unit-V:
Labour Legislations-II: Industrial Disputes Act, 1948, Grievance Handling Employee
Grievances, Causes of Grievances, Conciliation, Arbitration and Adjudication Procedural
Aspects for Settlement of Grievances, Standing Orders, and Code Discipline.
Industrial Disputes: Meaning, Nature and Scope, Cases and Consequences of Industrial
Disputes, Prevention and Settlement of Industrial disputes in India. Employee Participation,
Quality of Work Life- Managing Good Industrial Relations

Case: Coolers as Basins

References for Cases:


References

2. Memoria and Gauskar, Dynamics of Industrial Relations, Himalaya, 2009
3. Arun Monappa, Industrial Relations, TMH, 2009
4. Tapamoy Deb, Managing Human Resources & Industrial Relations, Excel, 2009
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MBA II YEAR II SEMESTER

A94003/M: SALES AND DISTRIBUTION MANAGEMENT
(MARKETING ELECTIVE)

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

Unit-I:


Unit-II:
Sales Planning and Budgeting: Strategic Planning, Role of Marketing & Sales, Marketing & Personal Selling Strategies, Sales Strategy, Developing Sales Forecast, Forecasting Approaches, Sales Budget, Defining Sales Territories, Procedures, Assigning Territories, Managing Territories, Sales Quotas.

Case: Augsberg Wiesel Ltd., Manufacturer of Tableware, Establishment of Sales Territories (Richard R. Still Page no. 603-605)
Case: Midland Office Engineering, Establishment of Sales Budgeting Program (Richard R. Still Page no. 588-589)

Unit-III:
Sales Force Management: Concepts of Sales Organization, Types of Sales Organization Structures, Specialization within Sales Organization, Sizing and Staffing the Sales Force, Training and Motivating Sales Force, Compensating and Leading Sales Force, Sales force Expenses, Marketing Audit, Sales Force Audit, Evaluation of Sales Organizations, Evaluating and Controlling the performance of Sales Force.
Case: Adjusting Compensation Plan to Motivate Sales Representatives (K. Sridhara Bhatt, Pg No. 576-577)
Case: Sales Force Strategy at LIC (K. Sridhar Bhatt, Pg No. 579)

Unit-IV:
**Distribution Management:** Definition, Need for Distribution Management, Need for Distribution Channels, Value Addition of Distribution Management, Marketing Channels, Channel Formats, Relationship of Flows to Service Levels, Channel Levels, Service Channels-Retailer as a Salesman, Trading/Retail Formats, E-Tailing, Wholesale – Functions & Classification, Major Wholesaling decisions, Distributors, Dealers / Stockists.

Case: Fed Ex’s Value Chain Solutions (K. Sridhar Bhatt, Pg No. 618-620)

Unit-V:

Case: Success Stories of Two Intermediaries; Kinetic Engineering Company Ltd – Handling Channel Conflict (Krishna K. Havaldar, Vasant, Pg No. 461)

**Text Book:**

**References**
1. Tapan K. Panda, Sunil Sahadev, Sales and Distribution Management, 2e, Oxford
2. S.L Gupta, M K Rampal, Cases in Sales and Distribution Management, HPH, 2009
3. K. Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011
4. Still, CUndiff, Govoni, Sales Management, 5e, Pearson, 2013
5. Dinesh Kumar, Marketing Channels, Oxford, 2012
7. Spiro Stanton, Rich, Management of Sales Force, 13e, TMH, 2010
8. Dr S.L. Gupta, Sales and Distribution Management, 2e, Excel Books, 2010
A94003/F: INTERNATIONAL FINANCIAL MANAGEMENT
(FINANCE ELECTIVE)

Course Aim: To give an understanding about MNC financial management.

Unit-I
Introduction: An Overview, Importance, Nature and Scope, International Business Methods, Recent Changes and Challenges in IFM

Unit-II

Unit-III

Unit-IV

Unit-V
International Trade, Trade Finance Methods, Export – Import Bank of India, Recent Amendments in EXIM Policy, Regulations and Guidelines.

Text Books:

Journals:
Chartered Accountant; Finance India; Human Capital; Management Accountant; Journal of Accounting and Finance.

References:
5. S. Eun Choel and Risnick Bruce, International Financial Management, TMH, 2012
6. Reid. W. Click & Joshua D. Coval, PHI 2012
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MBA II YEAR II SEMESTER

A94003/H: LEADERSHIP AND CHANGE MANAGEMENT
(HR ELECTIVE)

Course Aim: The course enables the student to understand the concept of Change Management. This will help them to emerge as leaders in the organizations.

Unit-I:

Unit-II:
Change Management: Introduction, An Overview of Change, Forces of Change, Types of Change, Change Models, and Change Programmes, Change Levers, Change as Growth, Change as Transformation, Change as Turnaround, Value-Based Change

Case: A Kodak Change Story: Provoking Reactions.

Unit-III:

Case: Chipping Away at Intel.

Unit-IV:

Case: The Old Family Bank.
Unit V:  
**Implementing Change:** Organization Development - Meaning, Nature and Scope of OD, Dynamics of Planned Change – Person-Focused and Role-Focused OD Interventions – Planning OD Strategy – Implementing Change through OD.

**Case: Remaking ABX Company.**

**References**

A94201 SUCCESS STORIES OF ENTREPRENEURS (Seminar Presentation 50 Marks)

Aim: The aim of this mini project is to understand how entrepreneurs are become successful. This is to inspire students to become job-providers rather than job-seekers.

Exercises:
1. Procedure to start a company
2. Choose the product and estimate the demand for the product.
3. The problems of procurement of raw materials.
4. The marketing, HR and finance problems of the entrepreneur.
5. Growth alternatives available to the entrepreneur.

Report: A brief report of the understanding and observation should be submitted and presented in the class.

Reference:
A G Krishnamurthy, Dhirubhaism, TMH, 2011.

Journals:
1. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad.
FINAL PROJECT GUIDELINES

THE FINAL PROJECT IS DIVIDED INTO STAGE I; STAGE II AND MAIN PROJECT REPORT AND VIVA.

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

A940202: Stage I: RESEARCH METHODOLOGY (Chapter I of the Main Report) – 25 Marks -Seminar Presentation.

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing STAGE I of the project.

Topic:
Chapter I
Brief Introduction:
Review of Literature:
Research Gaps:
Research Questions:
Objectives of the Study:
Hypotheses:
Scope of the Study:
Period of the Study:
Sample:
Data Collection:
Primary Data:
Secondary Data:

A94203: Stage II: Statistical Analysis - 25 Marks (Chapter II of the main report) Seminar.

Approach: Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools using
Excel, SPSS, and make a **Seminar Presentation. This will the** CHAPTER II : Data Analysis of the main report.

**A94204: Stage III: Main Project Report and Viva-Voce** (Chapter III of the Main Report)-50 Marks

In addition to the above two stages the students should write the third chapter on Data Interpretation, Conclusion & Suggestions and submit the final report by including the following.

**References:**
Appendix I: Questionnaire (if any).
Appendix II: Definition of concepts, models, formulas used in the report.

NOTE: FACULTY SHOULD ADVISE STUDENTS TO GIVE ONLY REFERENCES TO THE WEBSITES AND JOURNALS AND NOT TO DIRECTLY DOWNLOAD THEM IN THE PROJECT REPORT. MAXIMUM 30% CAN BE DOWNLOADED AND REST SHOULD BE ORIGINAL.

After the submission of the report by consolidating the work done in stage 1, 2 and 3, an external viva will be held by the university to give the grade as per the university guidelines.