

**ACADEMIC REGULATIONS,  
COURSE STRUCTURE  
AND DETAILED SYLLABUS**

**Master of Business Administration**

**FOR  
MBA TWO YEAR PG COURSE  
(Applicable for the batches admitted from 2015-2016)**



**ANURAG GROUP OF INSTITUTIONS  
(AUTONOMOUS)  
Venkatapur, Ghatkesar, Hyderabad – 500 088**

## **R 15 - ACADEMIC REGULATIONS (CBCS) FOR MBA (REGULAR) DEGREE PROGRAMME**

Applicable for the students of Master of Business Administration (MBA) (Regular) programme from the Academic Year **2015-16** and onwards

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

### **1 ELIGIBILITY FOR ADMISSIONS**

Admission to the above programme shall be made subject to eligibility and qualification as prescribed by the University from time to time.

Admissions shall be made on the basis of merit/rank obtained by the candidate qualified at ICET or Entrance Test conducted by the University or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. from time to time.

### **2 AWARD OF MBA DEGREE**

2.1 A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study in not less than two and not more than four academic years. However, he is permitted to write the examinations for two more years after four academic years of course work, failing which he shall forfeit his seat in MBA programme.

2.2 The student shall register for all 88 credits and secure all the 88 credits.

2.3 The minimum instruction days in each semester are 90.

### **3 COURSE REGISTRATION**

3.1 A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.

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

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

- 3.4 If the Student submits ambiguous choices or multiple options or erroneous entries - during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.
- 3.5 Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices will also not be considered. However, if the Subject/ Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the Student shall be allowed to have alternate choice - either for a new Subject (subject to offering of such a Subject), or for another existing Subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class work for that semester.

#### **4 ATTENDANCE :**

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

- 4.1 Attendance in all classes (Lectures/Laboratories etc.) is compulsory. The minimum required attendance in each theory / Laboratory etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the End Semester examination. A student shall not be permitted to appear for the Semester End Examinations (SEE) if his attendance is less than 75%.
- 4.2 Condonation of shortage of attendance in each subject up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee.
- 4.3 Shortage of Attendance below 65% in each subject shall not be condoned.
- 4.4 Students whose shortage of attendance is not condoned in any subject are not eligible to write their end semester examination of that subject and their registration shall stand cancelled.
- 4.5 A prescribed fee shall be payable towards condonation of shortage of attendance.
- 4.6 A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present Semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission into the same class.

## 5 EVALUATION :

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

5.1 For the theory subjects 60 marks shall be awarded for the performance in the Semester End Examination and 40 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid Term-Examinations conducted, one in the middle of the Semester and the other, immediately after the completion of Semester instructions. Each mid-term examination shall be conducted for a total duration of 120 minutes with Part A as compulsory question (10 marks) consisting of 5 sub-questions carrying 2 marks each, and Part B with 3 questions to be answered out of 5 questions, each question carrying 10 marks. The details of the Question Paper pattern for End Examination (Theory) are given below:

- The Semester End Examination will be conducted for 60 marks. It consists of two parts. i).Part-A for 20 marks, ii). Part-B for 40 marks for a total duration of 180 minutes.
- Part-A is a compulsory question consisting of 5 questions, one from each unit and carries 4 marks each.
- Part-B to be answered 5 questions carrying 8 marks each. There will be two questions from each unit and only one should be answered.

5.2 For practical subjects, 60 marks shall be awarded for performance in the Semester End Examinations and 40 marks shall be awarded for day-to-day performance as Internal Marks.

5.3 The practical end semester examination shall be conducted with an external examiner and the laboratory teacher. The external examiner shall be appointed by the Principal from the panel of examiners recommended by Chairman, Board of Studies in respective Branches.

5.4 There shall be four seminar presentations each on IAR, BPP, SSE and a project seminar during MBA program. For seminar, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, Supervisor and two other senior faculty members of the department.

5.5 **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.

- 5.6 ***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.
- 5.7 ***Success Story of an Entrepreneur (SSE)*** : 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.
- 5.8 There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Principal from the panel of 3 examiners recommended by Chairman, Board of Studies in respective Branches. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.
- 5.9 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 5.4) he has to reappear for the Semester End Examination in that subject.
- 5.10 A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within four weeks of commencement of the class work. In such a case, the candidate must re-register for the subjects and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the Semester End Examination in those subjects. In the event of the student taking another chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stands cancelled.
- 5.11 In case the candidate secures less than the required attendance in any subject, he shall not be permitted to write the Semester End Examination in that subject. He shall re-register for the subject when next offered.

## 6 Examinations and Assessment - The Grading System

6.1 Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practicals, or Seminar, or Project, etc., based on the % marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 6 above, and a corresponding Letter Grade shall be given.

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

% of Marks Secured (Class Intervals)	Letter Grade (UGC Guidelines)	Grade Points
80% and above ( $\geq 80\%$ , $\leq 100\%$ )	O (Outstanding)	10
Below 80% but not less than 70% ( $\geq 70\%$ , $< 80\%$ )	A <sup>+</sup> (Excellent)	9
Below 70% but not less than 60% ( $\geq 60\%$ , $< 70\%$ )	A (Very Good)	8
Below 60% but not less than 55% ( $\geq 55\%$ , $< 60\%$ )	B <sup>+</sup> (Good)	7
Below 55% but not less than 50% ( $\geq 50\%$ , $< 55\%$ )	B (Above Average)	6
Below 50% ( $< 50\%$ )	F (Fail)	0
Absent	Ab	0

6.3 A student obtaining F Grade in any Subject shall be considered 'failed' and is required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered. In such cases, his Internal Marks (CIE Marks) in those Subjects will remain the same as those he obtained earlier.

6.4 A student not appeared for examination then 'Ab' Grade will be allocated in any Subject shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered.

6.5 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.

6.6 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of 'Grade Improvement' or 'SGPA/ CGPA Improvement'.

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

$$\text{Credit Points (CP)} = \text{Grade Point (GP)} \times \text{Credits} \dots \text{For a Course}$$

6.8 The Student passes the Subject/ Course only when he gets  $\text{GP} \geq 6$  (B Grade or above).

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

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

where ‘i’ is the Subject indicator index (takes into account all Subjects in a Semester), ‘N’ is the no. of Subjects ‘REGISTERED’ for the Semester (as specifically required and listed under the Course Structure of the parent Department), C is the no. of Credits allotted to the i<sup>th</sup> Subject, and G represents the Grade Points (GP) corresponding to the Letter Grade awarded for that i<sup>th</sup> Subject.

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

$$\text{CGPA} = \left\{ \sum_{j=1}^M C_j G_j \right\} / \left\{ \sum_{j=1}^M C_j \right\} \dots \text{for all S Semesters registered}$$

(ie., upto and inclusive of S Semesters,  $S \geq 2$ ),

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

6.11 For Calculations listed in Item 6.6 – 6.10, performance in failed Subjects/ Courses (securing F Grade) will also be taken into account, and the Credits of such Subjects/ Courses will also be included in the multiplications and summations.

## 7. EVALUATION OF PROJECT/DISSERTATION WORK

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

- 7.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 7.2 **Registration of Project Work:** A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical upto third semester. The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester.
- 7.3 After satisfying 7.2, 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 approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 7.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 7.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- 7.6 A candidate is permitted to submit Project dissertation only after successful completion of all theory and practical courses with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC(Pre-submission seminar). It is internally evaluated for 50 marks. The candidate has to secure minimum of 50% marks to be declared successful.
- 7.7 For Project Evaluation (Viva Voce) there is an internal marks of 40, the evaluation should be done by the PRC for 25 marks and Supervisor will evaluate for 15 marks. The Supervisor and PRC will examine the Problem Definition, Objectives, Scope of Work, Literature Survey in the same domain.
- 7.8 Three copies of the dissertation certified by the supervisor shall be submitted to the College/School/Institute.
- 7.9 If the report of the examiner is not favourable, the candidate shall revise and resubmit the Dissertation. If the report of the examiner is unfavourable again, the dissertation shall be summarily rejected.



- 7.10 If the report of the examiner is favourable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the dissertation.
- 7.11 For Project Evaluation (Viva Voce) there is an external marks of 60 and the same evaluated by the External examiner appointed by the Institution. The candidate has to secure minimum of 50 marks out of 100 marks in the Project Evaluation (Viva-Voce) examination.
- 7.12 If he fails to fulfill as specified in 7.11, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfill, he will not be eligible for the award of the degree.
- 7.13 The dissertation shall be adjudicated by one examiner selected by the Institution. For this, Chairman, BOS of the respective departments shall submit a panel of 3 examiners, who are eminent in that field with the help of the concerned guide and senior faculty of the department.
- 7.14 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

## **8. AWARD OF DEGREE AND CLASS**

- 8.1 A Student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of 88 Credits (with CGPA  $\geq 6.0$ ), shall be declared to have 'QUALIFIED' for the award of the MBA Degree as he admitted.

### **8.2 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 shall be placed in one of the following three classes based on the CGPA:

<b>Class Awarded</b>	<b>CGPA</b>
First Class with Distinction	$\geq 7.75$
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

- 8.3 A student with final CGPA (at the end of the PGP)  $< 6.00$  will not be eligible for the Award of Degree.

## 9. WITHHOLDING OF RESULTS

If the student has not paid the dues, if any, to the University or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester. His degree will be with held in such cases.

## 10. GENERAL

- 1      **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 2      **Credit Point:** It is the product of grade point and number of credits for a course.
- 3      Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”.
- 4      The academic regulation should be read as a whole for the purpose of any interpretation.
- 5      In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Academic Council is final.
- 6      The Academic Council may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the Academic Council.

## MALPRACTICES RULES

### DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	<b>Nature of Malpractices/Improper conduct</b>	<b>Punishment</b>
	<i>If the candidate</i>	
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)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester.  The hall ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated,

		shall be cancelled in all the subjects of the examination (including practical 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.
4.	Smuggles in the answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. 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.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk-out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of

	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.	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.
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	Student of the college expulsion from the examination hall and cancellation of the

	connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	<p>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.</p> <p>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.</p>
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**

**COURSE STRUCTURE**

Code	Subjects	Approach	Th	T/P	C	Marks	
						Internal	External
A91001	Principles of Management	Concepts and Cases	4	1	3	40	60
A91002	Business Environment	Concepts and Cases	4	1	3	40	60
A91003	Financial Accounting & Analysis	Concepts & Problem Solving	4	1	3	40	60
A91004	Managerial Economics	Concepts and Cases	4	1	3	40	60
A91005	Marketing Management	Concepts and Cases	4	1	3	40	60
A91006	Research Methodology & Statistical Analysis	Concepts & Problem Solving	4	1	3	40	60
A91007 A91008 A91009 A91010	<b>Open Elective-I</b> Business Communications WTO & IPR Total Quality Management Project Management	Theory	4	0	3	40	60
A91201	Computer Applications for Business	MS Office (Lab)	0	3	2	40	60
<b>TOTAL</b>			<b>28</b>	<b>9</b>	<b>23</b>	<b>320</b>	<b>480</b>
<b>TOTAL CREDITS AND MARKS</b>					<b>23</b>	<b>800</b>	

**I YEAR II SEMESTER**
**COURSE STRUCTURE**

Code	Subjects	Approach	Th	T/P	C	Marks	
						Internal	External
A92001	Human Resource Management	Concepts and Cases	4	1	3	40	60
A92002	Quantitative Analysis for Business Decision Making	Concepts & Problem Solving	4	1	3	40	60
A92003	Financial Management	Concepts Cases & Problem Solving	4	1	3	40	60
A92004	Management Information System	Concepts and Cases	4	1	3	40	60
A92005	Organizational Behavior	Concepts and Cases	4	1	3	40	60
A92006	<b>Open Elective-II</b> Business Ethics & Corporate Governance	Concepts and Cases	4	1	3	40	60
A92008	Foreign Trade						
A92009	Banking, Insurance & Risk Management						
A92010	MSME Management						
A92007	Production & Operations Management	Concepts, Cases & Problem Solving	4	1	3	40	60
A92201	Industry Analysis Report - <b>Seminar</b>	Using CMIE Prowess Database / Annual Reports of Companies, Industry SWOT, PEST and contribution to various areas like GDP etc. & MS-Excel and working in any organisation during summer	0	3	2	50	
<b>TOTAL</b>			<b>28</b>	<b>12</b>	<b>23</b>	<b>330</b>	<b>420</b>
<b>TOTAL CREDITS AND MARKS</b>					<b>23</b>	<b>750</b>	



**II YEAR I SEMESTER**
**COURSE STRUCTURE**

Code	Subjects	Approach	Th	T/P	C	Marks	
						Internal	External
A93001	Logistics & Supply Chain Management	Concepts and Cases	4	1	3	40	60
A93002	Strategic Management	Concepts and Cases	4	1	3	40	60
A93003	Cost and Management Accounting	Concepts and Cases	4	1	3	40	60
Core Elective	Elective 1	Concepts and Cases	4	1	3	40	60
Core Elective	Elective 2	Concepts and Cases	4	1	3	40	60
Core Elective	Elective 3	Concepts and Cases	4	1	3	40	60
A93201	Business Best Practices - Seminar	Internet & Interaction with Executives		3	2	50	
<b>TOTAL</b>			<b>24</b>	<b>9</b>	<b>20</b>	<b>290</b>	<b>360</b>
<b>TOTAL CREDITS AND MARKS</b>					<b>20</b>	<b>650</b>	

**II YEAR II SEMESTER**
**COURSE STRUCTURE**

Code	Subjects	Approach	Th	T/P	C	Marks	
						Internal	External
A94001	Entrepreneurship Concepts and Cases	Concepts and Cases	4	1	3	40	60
Core Elective	Elective 4	Concepts and Cases	4	1	3	40	60
Core Elective	Elective 5	Concepts and Cases	4	1	3	40	60
Core Elective	Elective 6	Concepts and Cases	4	1	3	40	60
A94201	Success Story of an Entrepreneur- Seminar	Field Visit		3	2	50	
<b>Main Project Work</b>							
A94202	<b>Stage-I</b> :Pre submission project seminar				2	50	
A94203	<b>Stage-II</b> : Main project report & viva				4	40	60
A94204	Comprehensive Viva-Voce				2		100
<b>TOTAL</b>			<b>16</b>	<b>7</b>	<b>22</b>	<b>300</b>	<b>400</b>
<b>TOTAL CREDITS AND MARKS</b>					<b>22</b>	<b>700</b>	

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

**CHOOSE TWO SUBJECTS FROM EITHER FINANCE ELECTIVES OR MARKETING ELECTIVES OR HR ELECTIVES AND ONE SUBJECT FROM OTHER ELECTIVE**

<b>MARKETING ELECTIVES</b>			
<b>Core Elective</b>	<b>Semester</b>	<b>Code</b>	<b>Subjects</b>
Elective 1	II Year I Semester	A93004/M	Consumer Behaviour
Elective 2 & Elective 3 (for Finance (or) HR)	II Year I Semester	A93005/M	Services and Retailing Marketing
Elective 4	II Year II Semester	A94002/M	International Marketing
Elective 5 & Elective 6 (for Finance (or) HR)	II Year II Semester	A94003/M	Sales and Distribution Management
<b>FINANCE ELECTIVES</b>			
<b>Core Elective</b>	<b>Semester</b>	<b>Code</b>	<b>Subjects</b>
Elective 1	II Year I Semester	A93004/F	Management of Derivatives
Elective 2 & Elective 3 (for Marketing (or) HR)	II Year I Semester	A93005/F	Security Analysis and Portfolio Management
Elective 4	II Year II Semester	A94002/F	Strategic Investment and Financing Decisions
Elective 5 & Elective 6 (for Marketing (or) HR)	II Year II Semester	A94003/F	International Financial Management
<b>HR ELECTIVES</b>			
<b>Core Elective</b>	<b>Semester</b>	<b>Code</b>	<b>Subjects</b>
Elective 1	II Year I Semester	A93004/H	Performance & Reward Management
Elective 2 & Elective 3 (for Marketing (or) Finance)	II Year I Semester	A93005/H	Learning and Development
Elective 4	II Year II Semester	A94002/H	Management of Industrial Relations
Elective 5 & Elective 6 (for Marketing (or) Finance)	II Year II Semester	A94003/H	Leadership and Change Management

### **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 built 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  
(AUTONOMOUS)**

<b>PROGRAM OUTCOMES</b>					
<b>a</b>	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>
x	x				

**MBA I YEAR I SEMESTER**

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**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:**

**Introduction:** Definition, Importance, Classical Theory-Scientific Management, Administrative Theory, Behavioral Theory, Management Science, Integrative Perspective – Systems Theory, Socio-technical Theory, Contingency Theory, Comparing Theories.

**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:**

**Strategic And Operational Planning:** Nature and Elements of Planning, Planning Types and Models, Planning in Learning ORGANIZATIONS, Types, MBO, MBE, Developing the Mission, Analyzing the Environment, setting Objectives, Corporate Strategies, Business Strategies, Operational Planning, Implementing and Controlling Strategies, Time Management.

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

**Unit-IV:**

**Organizing and Delegating Work:** Line and Staff, Establishing vs. Decentralization, Basic Issues in Organizing, Principles of Organizing, Authority, Organizational Design, Job Design Work Specialization, Chain of Command, Span of Management, Organizing Yourself and Delegating. Relation between Authority, Power and Influence. Leadership and Trait Theory, Behavioral Leadership Theories, Situational Approaches to Leadership, Handling Complaints.

**Case:** Hitachi (Robert N Lussier Page no: 197)

**Case:** Steve Jobs, Apple (Robert N Lussier Page no: 348)

**Unit-V:**

**Communication and Controlling:** Organizational Communication and Information Technology, Interpersonal Communication Process and Communication Barriers, Message Transmission Channels. Organizational and Functional Area, Control Systems, Establishing Control Systems.

**Case:** Well Point (Robert N Lussier Page no: 384)

**Case:** Chen Clothes Manufacturing (Robert N Lussier Page no: 488)

**Text Book:**

1. Robert N Lussier, Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012.
2. L M Prasad, Principles of Management, Sultan Chand.

**Journals:**

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

**Business Game:**

Mikes Bikes – Intro: (Principles of Management Simulation Game), TMH, 2013.

**References:**

- Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
- Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.
- V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
- K.Anbuvelan, Principles of Management, University Science Press, 2013.
- Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
- Deepak Kumar Bhattacharyya, Principles of Management-Text and Cases, Pearson, 2012.
- Andrew DuBrin, Management Essentials, Cengage Learning, 2012.
- Stephen P.Robbins, Sanghamitra Bhattacharyya, David A. Decenzo, Madhushree Nanda Agarwal, Fundamentals of Management Essential Concepts and Application, 6th Edition, Pearson, 2011.
- Rajeesh Viswanathan, Principles of Management Concepts & Cases, Himalaya Publishing House (HPH), 2010.
- Dr. Vandana Jain, Management Theory & Practice (With case studies), IBH, 2012.
- Sachin S Vernekar, Venkatasubramanian, Preety Wadhwa, Case Studies in Management, HPH, 2012
- R.Sarya Raju, & A.Parthasarathy, Management Text & Cases, PHI, 2010.
- Maheswari, Business Organization and Management, IBH, 2011.

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<b>PROGRAM OUTCOMES</b>					
<b>a</b>	<b>b</b>	<b>c</b>	<b>d</b>	<b>E</b>	<b>f</b>
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**MBA I YEAR I SEMESTER**

**T P C  
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**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:**

**Law of Contract -1872:** Nature of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object, Unlawful and Illegal Agreements, Contingent Contracts, Performance and Discharge of Contracts, Remedies for Breach of Contract.

**Unit-II:**

**Consumer Protection Law:** Introduction to Consumer Protection Law in India, Consumer Councils, Redressal Machinery, Rights of Consumers, Consumer Awareness. Competition Law, Cyber Law Arbitration and Conciliation

**Unit-III:**

**Industrial Policy and Regulatory Structure:** Industrial Policy, Industrial Licensing Policy, Industrial Policy 1991, Small Scale Industries (SSI), Industrial Finance, Foreign Direct Investment (FDI).

**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:**

**Banking System & Economic Policies:** Types of Banking, Functions, Organized and Unorganized Banking System, RBI, NBFCs, Innovative Instruments in Banking System. Fiscal Policy, Latest Union Budget, Reforms Undertaken, Role of Government. Monetary Policy, Basic Concepts, Monetary Policy in the 21st Century. Banking Sector Reforms.

**Case:** Indus (Budget Game), (Justin Paul, page no.179)

**Case:** Prof Tom and Monetary Policy, (Justin Paul. Page no.200)

**Unit-V:**

**Trade & EXIM Policies:** Policy Changes and Issues- Sector-wise Trade Policies, Recent Developments, GATT, WTO, Agreements and Implications. India's new EXIM policy, Legal framework, Initiatives, FEMA, Multi National Companies.

**Case:** Water Thief (K. Aswathappa, Page no.59)

**Case:** RBI Slapped Rs. 125 Crore on Reliance Infrastructure. A Case Study on FEMA, (Dr. Vivek Mittal, Page no.655)

**Case:** China as an Export Base, (David W. Conklin, Page no.574)

**TEXT BOOK**

1. Justin Paul "Business Environment: Text & Cases" TMH, 3/e,2012.

**Journals:**

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

**References:**

1. Dr.Vivek Mittal, "Business Environment: Text & Cases" Excel Books, 2011.
2. Rajkumar, "International Business Environment: Text & Cases" Excel Books, 2012.
3. K.Ashwathappa, "Essentials of Business Environment: Text, Cases& Exercises" HPH, 2011.
4. Francis Cherunilam,"Business Environment: Text & Cases" HPH, 2012.
5. David W Conklin, "Cases in the Environment of Business" Sage, 2009.
6. Misra and Puri, "Indian Economy" 30E, Himalaya Publishing, 2012.
7. K.Aswathappa, "Essentials of Business Environment", 11<sup>th</sup> Edition, HPH, 2011.
8. Misra and Puri, "Economic Environment of Business", 7<sup>th</sup> Edition, HPH, 2012.
9. N. D. Kapoor, Mercantile Law, Sultan Chand & Sons, 2009.
10. S. N. Maheshwari & S. K. Maheshwari, "Business Law and Regulation", Himalaya,2008
11. S. S. Gulshan, "Business Law", 2/e, Excel Books, 2006
12. K.R. Bulchandani, "Business Law for Management", 5/e, Himalaya, 2008

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<b>PROGRAM OUTCOMES</b>					
<b>a</b>	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>
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**MBA I YEAR I SEMESTER**

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**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:**

**Introduction to Accounting and Accounting Process:** Importance, Objectives and Principles, Accounting Concepts and Conventions, and The Generally Accepted Accounting Principles (GAAP), Their Implications on Accounting System; Double Entry System—recording business Transactions—Classification of Accounts—Accounting Cycle. Books of Original Record, Journal and Subsidiary Books, Ledger, Trail Balance.

**Unit-II:**

**Final Accounts:** Meaning of Financial statements, Classification of Income, Expenditure and Receipts, Income Statement, Final Accounts with Adjustments, Ratio Analysis- Liquidity, Leverage, Solvency and Profitability ratios– Du Pont Chart.

**Unit-III:**

**Financial Analysis-I:** Objectives of Financial Statements, Meaning and Interpretation, Types of Financial Statements Analysis, Comparative and Common size Statement Analysis. Funds Flow and Cash Flow statements. Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid costs. Distinction between Cash Profits and Book profits.

**Unit-IV:**

**Financial Analysis-II:** Analysis and Interpretation of Financial Statements from Investor and Company Points of View, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Accounting Standards Issued by ICAI (Focus on importance of standards to give a general view on Financial Accounting practices), – their rationale and growing importance in global accounting environment, IAS-IFRS-US -Creative Financial Practices and issues related to quality of disclosures in Reported Earnings.

**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:**

Dhanesh K.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2012.

**Journals:**

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

**References:**

1. Paresh Shah, “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2012.
2. Narayana Swamy, “Financial Accounting & Analysis” PHI, 2012.
3. Aryasri, “Accounting and Financial Management”, McGraw-Hill, 2011.
4. V.Rajasekharam, “Financial Accounting & Analysis”, Pearson Education, New Delhi, 2012
5. Ranjan Kumar Bal, “Financial Accounting & Analysis”, S.Chand, New Delhi.2012
6. N.Ramachandran, “Financial Accounting & Analysis”,Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
7. Maheswari, “Financial Accounting”, IBH, 2012.
8. Ashish K .Bhattacharya, “Financial Accounting & Analysis” PHI, 2012.

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<b>PROGRAM OUTCOMES</b>					
<b>a</b>	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>
X	X	X	X		

**MBA I YEAR I SEMESTER**

**T P C  
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**A91004: MANAGERIAL ECONOMICS**

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

**Unit-I:**

**Introduction:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations Research, The Role of Managerial Economist, Basic Economic Principles, The concept of Opportunity Cost, Incremental Concept, Scarcity, Marginalism, Equi-marginalism, Time Perspective, Discounting Principle, Risk and Uncertainty.

**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:**

**Theory of Demand:** Demand Analysis, Elasticity of Demand, Types and Significance of Elasticity of Demand. Demand Estimation – Marketing Research Approaches to Demand Estimation. Need for Forecasting, Forecasting Techniques. Supply Analysis – Supply Function, the Law of Supply, Elasticity of Supply.

**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 and 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:**

**Cost theory and estimation:** Cost concepts, Determinants of Cost, Cost-Output Relationship in the Short Run and Long Run, Short Run vs. Long Run Costs, Average Cost Curves, Overall Cost Leadership, Break Even Analysis.

**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:**

**Market Structure and Pricing Practices:** Features and Types of different competitive Situations, Price- Output Determination in Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly - Both the Long Run and Short Run. Pricing philosophy.

**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:**

Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, “Managerial Economics”, 14<sup>th</sup> Edition Pearson, 2012.

#### **References**

1. Dominick Salvatore, Managerial Economics, 7<sup>th</sup> Edition, Oxford 2012.
2. W.Bruce Allen, Managerial Economics Theory, Applications, and Cases, Viva, 7<sup>th</sup> Edition 2011.
3. Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
4. Geetika, Managerial Economics 2<sup>nd</sup> Edition, TMH, 2012,
5. G S Gupta, Managerial Economics, 2<sup>nd</sup> Edition, TMH, 2012.
6. Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
7. A.R.Aryasri, Managerial Economics and Financial Analysis, McGraw-Hill, 2011.
8. H Kaushal & L Palsreve , Managerial Economics Macmillan, 2012
9. H. L. Ahuja, Managerial Economics, S. Chand, 2012
10. D.N. Dwivedi, Managerial Economics, Vikas, 2012.

11. Chaturvedi, Business Economics (Theory & Application), IBH, 2012.
12. Yogesh Maheshwari, Managerial Economics, PHI, 2012
13. Mc Guigam, Moyer, Harris, Managerial Economics, Cengage, 2012
14. Mark Hisschey, Managerial Economics, Cengage, 2011.
15. D.M.Mithani, Managerial Economics, HPH, 2012.
16. Atmanand, Managerial Economics, Excel, 2012.
17. Justin Paul, Leena, Sebastian, Managerial Economics, Cengage, 2012
18. Ivan PNG Managerial Economics, Routledge,2013
19. Palle Krishna Rao, "WTO Text & Cases", PSGIM, Coimbatore, 2009.
20. A.C.Fernando-Business Environment -1st Edition-Pearson-2011.
21. Pailwar, Economic Enironmnt of Business, PHI, 3/e, 2012.
22. Joshi & Kapoor, Business Environment, Kalyani Publishers,2012
23. Justin Paul, Business Environment, TMH, 2010

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PROGRAM OUTCOMES					
a	b	c	d	e	f
X	X	X	X		X

**MBA I YEAR I SEMESTER**

**T P C  
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**A91005 MARKETING MANAGEMENT**

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

**Unit-I:**

**Introduction:** Definition, Importance, Scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Global Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

**Case:** Bata (Rajendra.P Maheshwari Page no: 03)

**Case:** Mahindra Scooters (Arun Kumar Page no: 89).

**Case:** Ready Meal Manufactures (Adrian palmer, Page no: 70).

**Case:** Santoor – (Lamb Hair– Page no : 238).

**Case:** Drawing on data, Searching for Insight (Adrian palmer – Page no: 175).

**Unit-II:**

**Analyzing Markets:** Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets, Consumer Behavior, Cultural, Social & Personal Factors, Developing Products & Brands, Product levels, Classifying Products, Product Range, Line & Mix, PLC, New Product Development.

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

**Unit-III:**

**Designing Strategy:** Market Segmentation- Segmentation of Consumer Markets, Business Market, Requirement for Effective Segmentation, Market Targeting, Evaluating Market Segmentation, Positioning, Positioning Maps, Positioning strategy.

**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).

**Case:** ( Positioning) Dalda (Arun Kumar Page no:195).

#### **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:**

**Pricing Decisions & Personal Communication** - Importance of Price, Cost Determinant of Price, Markup Pricing, Profit Maximization Pricing, Break-Even Pricing, Pricing Strategy, Ethics of Pricing Strategy, Product Line Pricing, WOM, Rural Marketing, Relationship Marketing, Digital marketing, Social Marketing, Post Modern Marketing, Market Sustainability and Ethics, Marketing Organization and Control.

**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:**

1. Lamb, Hair, Sharma, Mc Daniel, MKTG, A South-Asian Perspective, Cengage Learning, 2012.
2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha, Marketing Management, 13/e, Pearson Education, 2012

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

#### **References for Cases:**

1. Arun Kumar & N. Meenakshi, Marketing Management, Vikas, 2012.
2. Rajendra P Maheshwari, Marketing Management Text and Cases, An Indian Perspective, International Book House 2012.
3. Prof. M.V. Kulkarni, Practical Solutions to Cases in Marketing Management, 19<sup>th</sup> Everest Publishing House, 2012.
4. Adrian Palmer: Introduction to Marketing, Theory and Practice, 2<sup>nd</sup> Edition, Oxford, 2011.

5. Dilip M. Sarwate, Indian Cases in Marketing Management, Everest Publishing House, 2012.
6. S. Neelamegham, Marketing in India Text & Cases, 4<sup>th</sup> Edition, Vikas, 2013.

**References:**

1. Ramaswamy Namakumari, "Marketing Management", TMH 5<sup>th</sup> Edition 2013.
2. Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford, 2013.
3. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, Principles of Marketing, South-Asian Perspective, 13<sup>th</sup> edition, Pearson Education, 2012.
4. K.Karunakaran, Marketing Management (Text and Cases), 2/e, Himalaya Publishing House, 2012.
5. Rajan Saxena, Marketing Management, 4/e, TMH, 2013
6. Sidharth Balakrishna, Case Studies in Marketing, Pearson, 2011.
7. Czinkota Korable, "Marketing Management", Indian Edition, Cengage Learning, 2012.
8. S.A.Sherlekar, R.Krishnamoorthy, Marketing Management Concept and Cases, HPH, 2012.
9. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South-Asia Edition, 2012.
10. Maheswari, Principles of Marketing, IBH, 2012.
11. Marilyn A Stone & John Desmond, Fundamentals of Marketing, Routledge, 2011

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PROGRAM OUTCOMES					
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	x		x		

**MBA I YEAR I SEMESTER**

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**A91006 RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

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

**Unit – I:**

**Introduction:** Nature and Importance of Research, The Role of Business Research, Aims and Types of Social Research. Research Design: Meaning of Research Design. Functions and Goals of Research Design, Pilot Study and Developing a Case Study. Mechanics of Report Writing, Preliminary Pages, Main Body and Appendices Including Bibliography. Primary Data and Secondary data collection techniques, Sampling Design and Sampling Procedures. Tabulation of data and General Rules of Tabulation. Measurement Concepts: Measurement and Scaling Concepts, Attitude Measurement, Questionnaire Design, Levels of Measurement and Types of Scales. Criteria for Good Measurement.

**Unit – II:**

**Central Tendency, Correlation and Regression:** Measures of Central Tendency, Measures of Dispersion, Measures of Skewness and Interpretation. Diagrammatic and Graphical Presentation of Data. Correlation and Regression Analysis, Method of Least Squares. Types of Correlation and their Specific Applications.

**Unit – III:**

**Statistical Inference:** Introduction to Null Hypothesis vs. Alternative Hypothesis, Tests of Hypothesis, Procedure for Testing of Hypothesis, Tests of Significance for Small Samples, Application, t-test, ANOVA – One Way and Two-Way Classifications and Chi-Square Test, Association of Attributes and Inferences.

**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**

1. J.K.Sharma "Business Statistics -Problems and Solutions" Pearson,2010.

**References:**

1. Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, TMH, 2009.
2. Gaur: Statistical Methods for Practice and Research, Sage Publication,2009
3. Bhandarkar & Wilkinson: Methodology and Techniques of Social Research, Himalaya, 2009
4. Bajpai: Business Statistics, Pearson, 2009.
5. William G. Zikmund: Business Research Methods, Cengage, 2006.
6. Alan Bryman & Emma Bell: Business Research Methods, 2/e, Oxford, 2008.
7. Shajahan: Research Methods for Management,3/e. Jaico, 2009
8. Richard I Levin & David S.Rubin: Statistics for Management, 7/e. Pearson, 2008.
9. C.R Kothari: Research Methodology Methods & Techniques, 2/e, Vishwa Prakashan, 2009.
10. J.K.Sachdeva: Business Research Methodology, Himalaya,2009
11. Nargundkar: Marketing Research Tests and Cases, TMH, 3/e,2009

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<b>PROGRAM OUTCOMES</b>					
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**MBA I YEAR I SEMESTER**

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**A91007: BUSINESS COMMUNICATIONS  
(Open Elective-I)**

**Aim:** Aim is to enable students understand how to write Business Letters and improve Written Communication.

**Unit-I:**

**Business Writing:** Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Features of Effective Writing, Practice Exercises.

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

**Unit-II:**

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

**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:**

**Business Reports and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

**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:**

Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.

**REFERENCES:**

1. Lesikar, Basic Business Communication, TMH, 2013.
2. Globarena or any other Soft Skills Software/Database.
3. Stephen Bailey, Academic Writing for International Students of Business, Routledge, 2013.
4. David Irwin, Effective Business Communications, Viva-Thorogood, 2013.
5. Rajendra Pal, J S Korlaha Hi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013
6. Sehgal, Business Communication, Excel, 2013.
7. Krishnamachryulu, Lalitha Ramakrishnan, Business Communications, HPH, 2013
8. GRE & TOEFL, Kalpan and Baron's, Kalpan Publishers, 2013.
9. Business English Dictionary, Pearson, 2013.
10. Subba Rao, B. Anitha Kumar, C. Hima Bindu, "Business Communication", Cengage, 2012.
11. Kathleen Fearn-Banks, Crisis Communication-A case book approach, Routledge, 2011.
12. Lehman and Dufrene Sinha, BCOM (Business Communication) 2nd edition, Cengage, 2012.
13. Anjali Ghanekar, Business Communication Skills, Everest, 2011
14. John X Wang, Business Communication, CRC Press, 2009
15. Sailesh Sengupta, Business and Managerial Communications, PHI, 2011

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<b>PROGRAM OUTCOMES</b>					
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**MBA I YEAR I SEMESTER**

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**A91008: WTO & IPR  
(Open Elective –I)**

**Unit -I:**

**Introduction-** General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration – WTO Agreements including TRIPS & TRIMS.

**Unit -II:**

**WIPO** – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hauge Agreement – UPOV.

**Unit -III:**

**IPR-1 Patents:** Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects –Management of IP Assets and IP portfolio – Commercial exploitation of IP.

**Unit -IV:**

**IPR – 2: Designs and Geographical Indication (GI)** – Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

**Unit -V:**

**IPR-3: Trademarks and Copy rights:** Definitions – Classification of Trademarks – Classifications of goods and services – Vienna classification – Trademarks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright- Assignment of copy right – Copyright infringement – Remedies.

**References**

1. P. K. Vasudeva, World Trade Organization: Implications on Indian Economy, Pearson Education, 2015
2. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.
3. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
5. Carlos M.Correa- Intellectual property rights, The WTO and Developing countries-Zed books

6. Peter-Tobias stoll, Jan busche , Katrian arend- WTO- Trade –related aspects of IPR- Library of congress
7. Surendra Bhandari- World Trade Organization (WTO) and Developing Countries- Vikas Publishing House

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**MBA I YEAR I SEMESTER**

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**A91009: TOTAL QUALITY MANAGEMENT  
(Open Elective – I)**

**Course Aim:** The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

**UNIT-I:**

**Principles and Practices-I:** Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils-Strategic Planning- Customer Satisfaction-Customer perception of Quality-service Quality,- Customer Retention-Employee Involvement-Employee survey-Empowerment-Gain sharing-Performance Appraisal.

**UNIT-II:**

**Principles and Practices-II:** Continuous process Improvement,- the Juran trilogy,- The PDCA Cycle- Kaizen- Reengineering. Supplier Partnership- Partnering-Sourcing-Supplier Selection-Supplier rating- Performance Measures-Basic concept-Strategy-Quality cost- Bench marking-reasons for bench marking-Process-Understanding current performance-Pitfalls and criticism of benchmarking.

**Unit-III:**

**Tools and Techniques-I:** Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality- QFD Process.

**UNIT-IV:**

**Tools and Techniques-II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance-promoting the Philosophy and Training- Improvements and needs- Autonomous Work groups.

**UNIT-V:**

**Management Tools:** Management Tools,-Introduction-Forced field Analysis-Tree diagram-Process decision Program Chart-Statistical Process Control-Cause and Effect diagram-Histogram-state of control – Process Capability- Experimental Design-Hypothesis-Orthogonal Design-Two factors and Full factors- Quality Strategy for Indian Industries-Quality Management in India.

**REFERENCES :**

1. Joel E Ross : Total Quality Management, 3rd Edition,CRC press,2015

2. Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2015
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M charantimath Total Quality Management, Pearson Education, 2015
5. Kanishka Bedi: Quality Management, Oxford, 2015.
6. Dr.S.Kumar , Total Quality Management, University Science Press ,2015

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**MBA I YEAR I SEMESTER**

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**A91010: PROJECT MANAGEMENT  
(Open Elective – I)**

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

**UNIT-I**

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

**UNIT-II:**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**REFERENCES**

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



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**MBA I YEAR I SEMESTER**

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**A91201: COMPUTER APPLICATIONS IN BUSINESS (LAB)**

**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 Word:** Introduction, Uses of Word document, New Functions and Features of Word 2007, getting started with Word: Opening a Blank or New Page, General Organization, Highlights and Main functions: Home, Insert, Page Layout, References, Mailings, Review, View, Developer, Using the Word Help function.

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

**Unit-II:**

**MS Excel:** Introduction, Uses of Excel, New Functions and Features of Excel 2007. Getting started with Excel: Opening a Blank or New Workbook, General Organization. Highlights and Main Functions: Home, Insert, Page Layout, Formulas. Data, Review, View, Add-ins. Using the Excel Help function.

**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.
3. Time Series: Forecasting Method of Least Squares, Moving Average Method. Inference and Discussion of Results.

### **Text Book**

1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.

### **References**

1. David Whigham, “Business Data Analysis Using Excel” Oxford University Press, 2012.
2. Winston “Excel 2010 Data Analysis and Business Modeling” PHI Learning Private Limited.
3. Bajpai, “Business Statistics” Pearson, 2013.
4. D P Apte, Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
5. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2013.
6. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
7. Shelly, MS Office, 2007, Cengage, 2009.
8. Robert H Carver, Doing Data Analysis with SPSS, Cengage, 2013.
9. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods for Practice and Research, Response, 2009.

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**MBA I YEAR II SEMESTER**

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**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:**

**Introduction:** Introduction, Evolution, Line Managers, HR Duties, New Approaches to Organizing HR, Globalization and Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, HRM in India, High Performance Work Systems, Labor Legislation in India, Equal Employment Opportunity 1990-1991, HR Score Card developed by TVRLS India.

**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:**

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

**Case:** Reinventing the wheel at apex door Company (Gary Dessler Page no 309)

**Case:** Xerox Focuses on HR (Robert L Mathis P. No. 79)

**Case:** where do you find the Bodies? (Robert L Mathis P. No. 79)

**Case:** The Reluctant Receptionist (Robert L Mathis P. No. 159)

**Case:** Accenture – Retaining for Itself (Robert L Mathis P. No. 193)

**Case:** Recruiting at Kia (Robert L Mathis P. No. 231)

**Case:** Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267)

### **Unit-III:**

**Performance Appraisal and Training and Development of Employees:** Concept of Performance, Management Appraisal, Techniques for Performance Appraisal, Career Management, Employer Life Cycle, Career Management and Talent Management, Analyzing Training needs and Designing the Program, Implementing different Training program, Implementing Management Development Programs, Evaluating the Training Programs.

**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:**

**Compensation:** Basic Factors in Determining Pay Structure, Establishing Pay Rates, Pricing Managerial and Professional Jobs, Special Topics in Compensation Benefits, Insurance, Retirement Benefits, Personal Services and Family Friendly Benefits, Salient features of Workmen Compensation Act and Minimum Wages Act.

**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:**

**Introduction to Industrial Relations:** Quality of Work Life, Quality Circles, Industrial Relations, Industrial Disputes and Causes, Remedial Measures, Collective Bargaining, the Management of Conflict, Sources of Grievances, The Grievance Procedure. Guidelines for handling Grievances, Maintenance of HR, Benefits and Services, Security, Responsibility, Global HRM.

**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:**

1. Gary Dessler, Human Resource Management, 12th Edition, Pearson- 2012.

### **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:**

1. Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective”, Cengage Learning 2012.
2. Shyamkant Gokhale, “Personal Management”, Everest Publishing House, 2012.
3. Dr.M.A.Kahok, “Illustrated Case Studies in Indian Management, Everest Publishing House, 2012.
4. Ravi Dharma Rao, HRM Case Studies, Excel, 2013.
5. Saiyadain. Mirza, Cases in OB & HRM, TMH, 2011.

**References:**

1. C.B.Mamoria & V.S.P.Rao, “Personnel Management”, HPH, 2012.
2. K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.
3. Dennis R. Briscoe et al, “International HRM”, Routledge, 2013.
4. Dr. Anjali Ghanekar, “Essentials of Human Resource Management”, Everest Publishing House, 2010.
5. Indranil Mutsuddi, “Essentials of Human Resource Management”, Newage publishers, 2011.
6. Wayne. F. Cascio, Ranjeet Nambudiri, “Managing Human Resource Management”, 8<sup>th</sup> Edition, TMH, 2010.
7. Seema Sanghi, “ Human Resource Management” Macmillan, 2012
8. Narendar Singh, “Human Resource Management”, Colonel (Dr.) Laxmi Publications, 2011.
9. Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
10. Uday Kumar Haldar, Juthika Sarkar, “ Human Resource Management”, Oxford, 2012
11. Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.
12. V S P Rao, “ Human resource Management Text and Cases”, Excel Books, 2011
13. R. Wayne Mondy, “Human Resource Management” Pearson, 2009.
14. Chris Rowley and Keith Jackson, “Human Resource Management”, Routledge, 2011

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<b>PROGRAM OUTCOMES</b>					
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**MBA I YEAR II SEMESTER**

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**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:**

**Introduction:** Nature and Scope of Operation Research, Origin of OR, Applications of Operations Research in different Managerial areas; Linear Programming: Application Areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for Different Areas, Solving LPP by Graphical Method.

**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:**

**Game Theory and Decision Analysis:** Introduction, Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed Strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, Arithmetic methods.

**Decision Analysis:** Introduction, Ingredients of decision problems. Decision-making- under Risk and Uncertainty.

**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:**

1. J. K. Sharma, Operations Research: Theory and Applications, Macmillan.
2. Hillier/Lieberman, Introduction to Operations Research, TMH, 2008.

**References**

1. Render, Quantitative Analysis for Management, Pearson, 2009
2. Sridharabhat, Quantitative Analysis for Business Decisions, HPH, 2009.
3. R. Panneerselvam, Operations Research, PHI, 2008.
4. Hamdy, A. Taha, Operations Research: An Introduction, PHI, 2007.
5. Gupta and Khanna, Quantitative Techniques for Decision Making, PHI, 2009.
6. Ravindran, Phillips, Solberg, Operations Research, Wiley, 2009.
7. Sivarethinamohan, Operations Research, TMH, 2008.

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**MBA I YEAR II SEMESTER**

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**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:**

**The Finance Function:** Definition, Nature and Scope; Evolution of Finance Function, Its new role in the contemporary Scenario, Goals of Finance function, Maximizing vs. Satisfying, Profit vs. Wealth vs. Welfare, The Agency Relationship and Costs; Risk-Return trade off, Concept of Time Value of Money – Future Value and Present Value and the Basic Valuation Model.

**Unit-II:**

**The Investment Decisions:** Investment Decision Process- Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow, Data for New Projects, Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate, Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty. Cost of Capital, Concept and Measurement of Cost of Capital, Debt vs. Equity, Cost of Equity, Preference Shares, Cost of Retained Earnings, Weighted Average Cost of Capital and Marginal Cost of Capital. Importance of Cost of Capital in Capital Budgeting Decisions.

**Unit-III:**

**Capital Structure Decisions:** Capital Structure vs. Financial Structure - Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Break Even Analysis of Financial Leverage, Capital Structure Theories –The Modigliani Miller Theory, NI Approach, NOI Approach and Traditional Theory –A critical appraisal.

**Unit-IV:**

**Dividend Decisions:** Dividends and Value of the firm - Relevance of Dividends, Factors determining Dividend Policy-Dividends and Valuation of the firm-The Basic models. Declaration and Payment of Dividends. Bonus Shares, Rights Issues, Share-Splits, and Major



Forms of Dividends. Major Theories of Dividends: MM Model, Gordon Model, Walter Model and LITNER Model. Dividend Policies of Indian companies.

**Unit-V:**

**Working Capital Management:** Definition, Net Working Capital, Gross Working Capital, Components of Working Capital, Importance, Determinants of Working Capital Need, Operating Cycle, Planning of Working Capital, Financing of Working Capital through Bank Finance and Trade Credit

**Management of Current Assets:** Management of cash, Basic strategies for Cash Management, Cash Budget, Cash Management techniques/processes. Marketable Securities Analysis: Characteristics, Selection Criterion, Marketable Security alternatives; Management of Receivables and Management of Inventory.

**Text Book**

1. IM Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas, 2013.

**Journals:**

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

**REFERENCES:**

1. M.Y Khan, P K Jain: "Financial Management-Text and Problems", 6<sup>th</sup> Edition, TMH, 2012.
2. P.C.Tulsian,C.A. Bharat Tulsian , "Financial Management" S.Chand Publications,2012
3. Prasanna Chandra, "Financial Management Theory and Practice", 8<sup>th</sup> Edition, TMH ,2012
4. Shashi K.Gupta, R.K.Sharma, "Financial Management" Kalyani Publishers, 2012
5. Rajiv Srivastava, Anil Mishra, "Financial Management" Oxford University Press, New Delhi, 2012
6. James C Van Horne, Sanjay Dhamija, "Financial Management and Policy" Pearson Education, 2012.
7. IM Pandey, "Cases in Financial Management", TMH, 2/e, 2012.
8. Chandra & Iyer, "Financial Management", IBH, 2012.

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**MBA I YEAR II SEMESTER**

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**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:**

**Organisation and Information Systems:** The Organisation Structure, Managers and Activities - Data, Information and its Attributes, The Level of People and their Information, Introduction to IS Models and Types of Information Systems, Nolan Stage Hypothesis, IS Strategic Grid, Critical Success Factors, Socio-Technical Systems Approach (Mumford), Prototype and End User Computing, Application Packages, Outsourcing.

**Case:** IS in hospitals, hotels, banks

**Unit-II:**

**Building of Information Systems:** SDLC - System Development Stages, Approaches, System Analysis and Design – Requirement Determination, Strategies, Structure Analysis Tools. System Design- Design Objectives, Conceptual Design, Design Methods.

**Unit-III:**

**IS Security and Control:** System Vulnerability and Abuse Business Value of Security and Control Need for Security, Computer Crime – Hacking, Cyber Theft, and Unauthorized use at work. Piracy – Software and Intellectual Property. Privacy – Issues and the Internet Privacy, Challenges – Working Condition, Individuals, Health and Social Issues

**Unit-IV:**

**ERP and benefits of ERP:** Overview of ERP, MRP, MRPII Evolution of ERP, Integrated Management Systems, Reasons for the Growth of ERP, Business Modeling Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT ERP Market- ERP Modules Finance, Accounting Systems Manufacturing and Production Systems, Sales and Distribution Systems, Human Resource Systems, Plant Maintenance System, Materials Management System, Quality Management System, ERP System Options and Selection, ERP Proposal Evaluation, ERP benefits.

**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:**

1. C.S.V.Murthy: Management Information System, Himalaya,2009
2. Alexis Leon: ERP (Demystified), 5/E, Tata McGraw-Hill, 2009.

**References**

1. Gordon B. Davis & Margrethe H.Olson: Management Information Systems, TMH, 2009.
2. C Laudon and Jane P.Laudon, et al: Management Information Systems, Pearson Education, 2009.
3. D P Goyal, Management Information Systems – Managerial Perspective, Macmillan, 3/E, 2010.
4. James A. Obrein: Management Information Systems, TMH, 2009
5. David L Olson: Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, International Edition-2009.
6. Rainer, Turban, Potter: Introduction to Information Systems, WILEY-India, 2009.
7. Vaman, ERP in Practice, TMH, 2009
8. Dharminder and Sangeetha: Management Information Systems, Excel, 2009
9. Gerald V.Post, David L Anderson: Management Information Systems, Irvin McGraw Hill, 2009.
10. Monk: Concepts in ERP, Cengage, 2009
11. Olson: Managerial Issues of ERO, TMH, 2009
12. Motiwala : Enterprise Resource Planning, Pearson 2009
13. Miller: MIS—Cases, Pearson, 2009

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<b>COURSE OBJECTIVES</b>					
<b>a</b>	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>
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**MBA I YEAR II SEMESTER**

**T    P    C**  
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**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:**

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

**Unit-III:**

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

**Unit-IV:**

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

**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 Burnett Company Virtual Team Management (Gerard H.Seijts Page no 161)

**Text Book:**

1. Stephen P. Robbins, Timothy, “Organizational Behaviour”, Pearson 14th Edition, 2012.

**Journals:**

Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI; 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**

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

**References**

1. P.G. Aquinas: Organizational Behaviour Concepts, Realities, Application & Challenges, 2<sup>nd</sup> Edition, Excel Books 2012.
2. Laurie Mullins, “Management and Organizational Behaviour”, Pearson, 2013.
3. Fred Luthans, Organizational Behaviour, 12<sup>th</sup> Edition, TMH, 2013.
4. Nelson, ORGB, Cengage, 2<sup>nd</sup> Edition, 2012.
5. Chandra Sekhar Dash, “Organizational Behaviour” International Book House, 2013.
6. Jennifer M George, Gareth R Jones “Understanding and Managing Organizational Behaviour” Pearson, 2009.
7. Moorhead, Griffin “Managing Organizational Behaviour” Cengage, 2013.
8. K Aswathappa, “Organizational Behaviour” HPH, 2012.
9. Dash, Organizational Behaviour, IBH, 2012.
10. Sushma Khanna “Udai Pareek’s Understanding Organizational Behaviour” Oxford, 2012.
11. Avinash K Chitale, Rajendra Prasad Mohanty, Nishith Rajaram Dubey, “Organizational Behaviour” PHI, 2013.
12. Dr. Mousumi S Bhattacharya: Emotional Intelligence, Excel, 2013.
13. Richard Pettinger, Organizational Behaviour – Performance Management in Practice, Routledge, 2011.
14. Jai B.P.Sinha, Culture and Organizational Behaviour, Sage, 2008.

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<b>PROGRAM OUTCOMES</b>					
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**MBA I YEAR II SEMESTER**

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**A92006: BUSINESS ETHICS AND CORPORATE GOVERNANCE  
(Open Elective II)**

**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:**

**Professional Ethics:** Meaning, Nature, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Introduction to Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics, Proactive Steps, The Software Challenge.

**Case:** How unethical practices almost destroyed world com. (A.C.Fernando Page no.218)

**Case:** Ethical Dilemma (CSV Murthy Page no: 594)

**Unit-III:**

**Cyber Crimes and Cyber Terrorism:** Social, Political, Ethical and Psychological, Dimensional, Intellectual Property in the Cyberspace, Ethical Dimensions of Cyber Crimes, The Psychology, Mindset & Skills of Hackers & Other Cyber Criminals, Sociology of Cyber Criminals, Information Warfare.

**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:**

**Corporate Governance-II:** Information Communication and Disclosure, Irani Committee Report, OECD Principles of Corporate Governance, Risk, Internal Control and Assurance-Banks and Corporate Governance.

**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:**

1. A.C.Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
2. C.S.V.Murthy, Business Ethics, Himalaya Publishing House, 2012.
3. Nina Godbole & Sunit Belapure, "Cyber Security" Wiley India 2012.
4. N.Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.
5. Geethika, RK Mishra, Corporate Governance Theory and Practice, Excel, 2011.
6. Dr.S.S.Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.
7. Archie. B Carroll, Business Ethics-Brief Readings on Vital Topics, Routledge, 2013.
8. K.Praveen Parboteeach, Business Ethics, Routledge, 2013.
9. Praveen B Malla, Corporate Governance, Routledge, 2010.
10. H.C.Mruthyunjaya, Business Ethics and Value Systems, PHI, 2013
11. V Balachandram, V Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI, 2011
12. Khanka, Business Ethics and Corporate Governance, S.Chand, 2013

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<b>PROGRAM OUTCOMES</b>					
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**MBA I YEAR II SEMESTER**

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**A92008: FOREIGN TRADE  
(Open Elective-II)**

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

**Unit-I:**

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

**Unit-II:**

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

**Unit-III:**

**Incoterms:** Background and objectives of Incoterms, Types of Incoterms- General guidance that are used in Incoterms – Terminology of Incoterms- Tariffs, Quantitative restrictions– Export-Import Procedures and documentation.

**Unit-IV:**

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

**Unit-V:**

**Assessment of Prospects- Products and Markets:** Identification of new markets for Indian products. African Market, potential to enter into the SOUTH AFRICA, GHANA, KENYA,



NIGERIA, UGANDA, MAIRITIOUS and TANZANIA- Export potential of India, Latin America, an Analysis of US commercial office on India for investing in selected sector. Trade Blocks and Regional Economic Cooperation.

### **References**

- ♣ Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
- ♣ Bhagvati J (ed), International Trade , Penguin Books , 2007.
- ♣ India's Trade statistics, published by CMIE and DGCIS.
- ♣ RBI Annual Reports,
- ♣ Annual Reports of Ministry of Commerce.
- ♣ CA. Virendra K.Pamecha-A Guide to International Trade and Export Management-JAIN BOOK AGENCY,2014-15

Note: All six references have equal weigthage and students can buy / refer according to their choice

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**MBA I YEAR II SEMESTER**

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**A92009: BANKING, INSURANCE AND RISK MANAGEMENT  
(Open Elective-II)**

**Unit I:**

**Introduction to Banking Business:** Introduction to Banking sectors-History of banking business in India, Structure of Indian banking system: Types of accounts, advances and deposits in a bank New Dimensions and products- E-Banking, Mobile-Banking, Net Banking, CRM, cheque system and KYC system.

**Unit II:**

**Banking Reforms and Regulations:** Banking regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and credit control system; Role of commercial banks and its functions. Banking sector reforms in India and deficiencies in Indian banking including problems accounts and NonPerforming Assets.

**Unit III:**

**Introduction to Insurance:** Introduction to insurance, Need and importance of Insurance, principles of Insurance, characteristics of insurance contract, branches of insurance and types of insurance; life insurance and its products: Role of Agents and brokers.

**Unit IV:**

**Insurance Business Environment:** Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.

**Unit V**

**Introduction to Risk Management:** Introduction to Risk, meaning and types of risk in business and individual, Risk management process, methods: Risk identification and measurement, Risk management techniques; Non insurance methods.

**Suggested Readings:**

- Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons, New Delhi.
- Mark S. Dorfman: Risk Management and Insurance, Pearson, 2009.
- Reddy K S and Rao R N: Banking and Insurance, Paramount publishers, 2013
- Scott E. Harringam Gregory R. Nichanus: Risk Management & Insurance, TMH, 2009.
- Geroqe E. Rejda: Principles of risk Management & Insurance, 9/e, pearson Education. 2009.

- G. Koteswar: Risk Management Insurance and Derivatives, Himalaya, 2008.

**Note:** All six references have equal weightage and students can buy / refer according to their choice

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**MBA I YEAR II SEMESTER**

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**A92010: MICRO SMALL MEDIUM ENTERPRISES MANAGEMENT  
(Open Elective-II)**

**Unit I:**

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

**Unit II:**

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

**Unit III:**

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

**Unit IV:**

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

**Unit V:**

**MSME Policies and Emerging Trends in SMEs:** Central Government policies SME - and export promotion policy - the MSME development act, 2006. - Institutional Support mechanism in India.

**Reference Books:**

- Small Business Entrepreneurship: Paul Burns & Jim Dew hunt, palgrave macmillan publishers.2010 edition.
- Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives) Abha Jaiswal, 2010, Jain book agency.
- "Financing Micro, Small & Medium Enterprises 1st Edition" is written by K. Sudarsan. This book was published in the year 2010. This book has total of pp. xxii + 445 (Pages). The publisher of this title is Associated Publishers
- Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects Stefano Gatti, Academic Press, 07-Nov-2007 - Business & Economics - 440 pages
- Micro Small and Medium Enterprises in India Hardcover – 2013 by Suman Kalyan Chaudhury (Author) Publisher: Raj Publications (2013)
- “Small and medium enterprises in transitional economies”, challenges and opportunities, by Aneet Monika Agarwal, Published by DEEP and DEEP pvt Ltd.

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**MBA I YEAR II SEMESTER**

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**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:**

**Introduction:** Overview of Production and Operations Management, Functions of POM, Historical Development of POM, Today’s Scenario of POM – Product and Process Design: Phases in Product Design and Process Development, Manufacturing Process Technology, Value Analysis.

**Unit-II:**

**Facilities Management & Aggregate Planning:** Location of Facilities: Need and Steps of Location Decision, Layout of Facilities, Optimization of Product/Process Layout. Aggregate Planning: Preparation of Aggregate Demand Forecast, Specification of Organizational Policies for Smoothing Capacity Utilization, Determination of Feasible Production Alternatives.

**Unit-III:**

**Scheduling:** Scheduling Job Shop Type Production, Shop- Loading, Sequencing, Scheduling Mass Production, Line of Balance, Methods of Production Control, World Class Production. Materials Management, Materials Requirement Planning, Sources of Supply Materials, Determinants of Vendor Rating.

**Unit-IV:**

**Work Study & Quality Management:** Method Study, Work measurement, Work Design, Job Design, Work Sampling, and Industrial Engineering Techniques. Quality Management: Economics of Quality Assurance Inspection and Quality Control, Control Charts for variables and Control charts for Attributes, Acceptance Sampling, Total Quality Management and ISO 9000 Series Standards, Six Sigma.

**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:**

1. Panneerselvam “ Production and Operations Management” PHI, 2012

**Journal:**

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

**REFERENCES:**

1. H.Kaushal, Production / Operations Management, Case Study Solutions, MacMillan, 2012.
2. Ajay K Garg, Production and Operations Management, TMH, 2012
3. B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
4. Danny Samson “Operations Management: Integrated Approach”, Cambridge, 2012.
5. Kenneth K. Boyer, Rohit Verma, Operations Management, Cengage Learning, 2011.
6. Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
7. Prof. L.C. Jhamb: Production Operations Management, 18<sup>th</sup> Edition, Everest Publishing House, 2013.
8. J.K, Sharma: Operations Research, Macmillian, 2013.
9. Richard B. Chase, Ravi Shankar, Operations and Supply Management, 12<sup>th</sup> Edition, TMH, 2010.
10. K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012.
11. Scott,T. Young, Essentials of Operations Management, SAGE, 2009.
12. Normen Gaither & Greg Frazier, Operations Management, Cengage, 2012

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**MBA II YEAR I SEMESTER**

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

**Approach: CMIE Prowess Database/Annual Report Of Companies & MS-Excel.**

**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:**

John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.

And

Refer books under Financial Accounting and Analysis, Financial Management, Marketing Management and Human Resource Management.



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**MBA II YEAR I SEMESTER**

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**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)

**Unit-II:**

**Designing the Supply:** Planning Demand and Supply in a Supply Chain: Demand Forecasting in Supply Chain: Components of Forecast and Forecasting methods, Aggregate Planning in Supply Chain Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Developing the Logistics Organization for Effective Supply Chain Management, Development of Integrated Logistics Strategy, Logistics in Maximizing Profitability and Cash Flow, 3PL, 4PL, International Logistics, Reverse Logistics, The Logistical Value Proposition.

**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:**

**Supply Chain Management-Global Perspective:** Identifying Logistics Performance Indicators –Channel Structure – Economics of Distribution –Channel Relationships – Logistics Service Alliances. Managing Global logistics and Global Supply Chains: Logistics in a Global Economy – Views of Global Logistics- Global Operating Levels – Interlinked Global Economy - The Global Supply Chains , Supply Chain Management in Global environment–Global Strategy – Global Purchasing – Global Logistics–Global Alliances – Issues and Challenges in Global Supply Chain Management

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

**References:**

1. Shah, J, “Supply Chain Management”, 2009, 1st Ed. Pearson.
2. Sunil Chopra and Peter Meindl: Supply Chain Management: Strategy, Planning and Operations, 3<sup>rd</sup> Edition, Pearson.2009
3. Crandall, Richard E, “Principles of Supply Chain Management”, 2010, CRC Press.
4. Mohanty, R.P and Deshmukh, S.G, “Essentials of Supply Chain Management”, 2009, 1<sup>st</sup> Edition, Jaico
5. Chandrasekaran. N, “Supply Chain Management Process, System and Practice”, 2010, Oxford, 1<sup>st</sup> Edition.
6. Altekar, V. Rahul, “Supply Chain Management”, 2005, PHI.
7. Leenders, Michiel R and others, “Purchasing and Supply Chain Management”, 2010, TMH.
8. Rangaraj, “Supply Chain Management for Competitive Advantage”, TMH,2009
9. Kachru, “Logistics and Supply Chain Management”,Excel,2009.
10. Donald J.Bowersox and David J.Closs, “Logistical Management: The Integrated Supply Chain Process”, TMH, 2006
11. K. Sridhar Bhat, “Logistics and Supply Chain Management”, 2009, HPH.

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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR I SEMESTER**

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**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:**

**Introduction:** Concepts in Strategic Management, Strategic Management Process, Developing a Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company's Strategy, Environmental Scanning, Industry and Competitive Analysis, Methods. Evaluating Company Resources and Competitive Capabilities, SWOT Analysis, Value Chain Analysis and Competitive advantage.

**Case:** Bharti Airtel (Hitt & Ireland, Page No. 4)

**Case:** ITC Limited (Hitt & Ireland, Pg no. 30)

**Unit-II:**

**Tools and Techniques for Strategic Analysis:** Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, and the Experience Curve, Generic Strategies, Model of Competitive Rivalry, Strategy Formulation, Types of Strategies – Offensive strategy, Defensive Strategy, Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.

**Case:** Bajaj Auto Ltd (Hitt & Ireland, PG No 80)

**Case:** Coca Cola Vs Pepsi in India (Hitt & Ireland, No. 108)

**Unit-III:**

**Strategy Implementation:** Strategic Leadership, Functions of Leadership, Culture Change, Operationalizing and Institutionalizing Strategy. Global Strategies, Global Expansion Strategies and Entry Strategies, Cost and Risks.

**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

Diversification Strategies, The Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation.

**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:**

1. Hitt & Ireland and Manikutty : Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2012
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
3. Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009.
4. Adrian and Alisan- Strategic Management: Theory & Application, Oxford University Press, 2010.
5. P.Subbarao: Business Policy and Strategic management, Himalaya, 2e, 2012
6. VSP Rao, V.Hari Krishna: Strategic Management, 1<sup>st</sup> Edition, Excel Books, 2012.
7. Johnson: Exploring Corporate Strategy, Pearson, 2009
8. Fred R.David: Strategic Management Concepts and Cases, PHI, 2009
9. Hill, Jones – Strategic Management, 9e, Cengage, 2012
10. Azhar Kazmi: Business Policy & Strategic Management: TMH,3e, 2013.
11. Ajit Prasad: Extremely Short cases in Strategic Management, Excel-2009
12. Wheelen & Hunger: Concepts & Cases in Strategic Management and Business Policy, Pearson 2009.
13. Saloner: Strategic Management, Wiley 2009
14. Mital; Cases in Strategic Management; 3rd Edition, TMH, 2013.
15. Mason A Carpenter et al.”Strategic Management: A Dynamic Perspective” Pearson, 2e, 2012.
16. A Nag” Strategic Management: Analysis, Implementation & Control “Vikas Publishing house, 2012.
17. Upendra Kachru; Strategic Management, 1st Edition, Excel Books, 2012

#### **Journals:**

Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI. Journal of Human Values: IIM Calcutta.

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**MBA II YEAR I SEMESTER**

<b>PROGRAM OUTCOMES</b>					
<b>a</b>	<b>b</b>	<b>c</b>	<b>d</b>	<b>e</b>	<b>f</b>
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**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 1: Introduction:** Management accounting Vs. Cost accounting vs. Financial Accounting, role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs. The management process and accounting – Cost Analysis and control: Direct and Indirect expenses, allocation and apportionment of Overheads, calculation of machine hour rate. An Introduction to activity based costing and Life Cycle Costing.

**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.

**Unit 5: Standard Costing:** Standard Cost and Standard costing, Standard costing vs. Budgetary control, Standard Costing vs. Estimated cost, Standard costing and Marginal Costing, Analysis of variance, Material variance, Labor variance, Sales and Profit Variance.

## *References*

- S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani, 2008.
- M. N. Arora, Cost Accounting, Vikas, 2009.
- 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.

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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR I SEMESTER**

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**A93004/M CONSUMER BEHAVIOR  
(MARKETING ELECTIVE)**

**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:**

**Introduction:** Definition, Importance, Evolution of Consumer Behaviour, Understanding Consumers and Market Segments, Consumer Behaviour and Marketing Strategy. Psychographic Dimensions, Consumer Motivation, Perception, Personality, Information Processing, Attitude Formation and Attitude Change.

**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:**

**Communication and Consumer Behaviour:** Components of Communications Process, Designing Persuasive Communication and Diffusion of Innovations. Models of Buyer Behavior- Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model.

**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:**

**Consumerism:** The Roots of Consumerism, Consumer Safety, Consumer Information, Environmental Concerns, Consumer Privacy, Legislative Responses to Consumerism and Marketer Responses to Consumer Issues. Consumer Protection Act 1986, Consumer Disputes Redressal Agencies and Commission.

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

**Text Book**

David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.

**References**

1. Schiffman, L.G and Kanuk L.L: Consumer Behaviour, 8/e, Pearson, 2009
2. Kazabi Batra: Consumer Behaviour, Excel, 2009
3. S. Ramesh Kumar, Cases in Consumer Behaviour, Pearson, 2011.
4. Suja R Nair, Consumer Behaviour in Indian perspective, 2e, HPH, 2013.
5. Ramneek kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
6. Michael R.Solomon Consumer Behaviour, 10e, PHI, 330-331.
7. Leon G. Schiffman, Leslie lazer Kanuk, S.Ramesh Kumar, Consumer Behaviour Pearson, 10e, 2011.
8. Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, Excel Books, 2e, 2011.
9. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
10. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
11. Suja R Nair, Consumer Behaviour in the Indian Perspective, 2e, HPH, 2013.
12. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 2013.
13. Dr. Shri Prakaash, Consumer Behaviour, Vikas, 2010.
14. S. A. Chunawalla, Commentary on Consumer Behaviour, 3e, HPH, 2012.
15. S H H Kazmi, Consumer Behaviour and Marketing Communication, Excel, 2011.
16. J.Paul Peter, Jerry.C. Olsan, Consumer Behaviour and Marketing Strategy, 7e, TMH, 2011.

**Journals:**

Indian Journal of Marketing, MICA Communications Review.



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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR I SEMESTER**

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**A93004/F: MANAGEMENT OF DERIVATIVES  
(FINANCE ELECTIVE)**

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

**Unit-I:**

**Introduction:** Definition, Features, Its Importance, Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between Spot & Derivative Markets, The Role of Derivatives Market, Uses and Misuses of Derivatives, Derivative Markets in India.

**Unit-II:**

**Forward Markets:** Forwards Market Concept, Meaning, Features, and Structure of Forward Markets, Managing Risks using Forwards, Commodity Price Risk, Interest Rate Risks, Foreign Exchange Risk and Determination of Forward Prices.

**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:**

**Options:** Meaning, Structure of Options Market, Distinction between Options and Futures, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model. Basic Option Strategies: Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

**Unit-V:**

**Swaps:** Concept, Nature, Evolution of Swap Market and Features of Swaps, Major types of Swaps-Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, Using Swaps to Manage Risk, Pricing and Valuing Swaps.

**Text Books:**

John C Hull, Options, Futures and Other Derivatives, Pearson, 2012.

**Journals:**

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

**References:**

1. M.Ranganatham & R.Madhumathi, Derivatives and Risk Management, Pearson, 2012
2. Robert A Strong, Derivatives – An Introduction, Thomson, 2012
3. Gupta, Financial Derivatives, PHI 2012
4. Dubofsky, Miller, Derivatives Valuations and Risk Management, Oxford. 2012
5. Don M. Chance, Robert Brooks, Derivatives and Risk Management Basic, Cengage. 2012.
6. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR I SEMESTER**

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**A93004/H: PERFORMANCE AND REWARD MANAGEMENT  
(HR ELECTIVE)**

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

**Unit-I:**

**Introduction:** Meaning and Importance of Performance Management, Planning Performance for Role Clarity, Accountability and Effectiveness, Aligning People to Business Goals, Increasing Self Awareness and Understanding: Self Appraisal, Performance Analysis.

**Case:** Performance Management System in Titan.

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

**Unit-II:**

**Performance Management and Employee Development:** Performance Review Discussion, Using Performance Management Systems, Data for HR Decision and Performance Improvements, Performance Management Systems, Personal Development Plans, Direct Supervisor role, Performance Management Systems and Appraisal Practices in India, Performance Management Systems and Appraisal Practices in some Asian Countries.

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

**Unit-III:**

**Performance Management System:** Making Performance Management Systems and Appraisals Work, Monitoring Performance Planning Analysis and Development Systems, Competency Mapping, Benchmarking, 360 Degree or Multirater Assessment Performance Management System in National Stock Exchange, Performance Planning Development Review and Management System: NOCIL.

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

**Unit-IV:**

**Implementing Performance Management System:** Performance Ratings, Rating-Less Appraisals for the Future of Performance Management Systems, Performance Management:

From Systems to Spiritual Approach, Implementing Performance Management Systems. Focusing on Team Performance for Better Results.

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

**Unit-V:**

**Performance Management & Compensation Management:** Defining Competitiveness, Designing Pay Levels, Mix and Pay Structures, Pay for Performance. The evidence Pay for Performance Plans. Reward Management, Components of Reward Management, Linkage of Performance Management to Reward & Compensation Management and Performance Management and the Law. Statutory benefits including Health Care, Employee Welfare and Retirement Benefits. International Pay Systems, Government and Legal issues in Compensation and Public Sector Pay Management.

**Case:** BHEL, EVA Incentive Schemes: (B D Singh Page no 589)

**Case:** The TCS Approach and experience (B D Singh Page no 601)

**References**

1. T.V.Rao, Performance Management and Appraisal Systems, Response, 2008.
2. Herman Aguinis, Performance Management, Pearson Education, 2009.
3. T.V.Rao, 360 Degree Feedback and Assessment and Development Centres, Excel, 2005.
4. Kandula, Performance management, PHI, 2009.
5. Michael Armstrong, Performance Management, Kogan Page, 2007.
6. A.S.Kohli, T.Deb, Performance Management, Oxford Higher Education, 2008.
7. Dinesh K Srivastava, Strategies for Performance Management, Excel, 2005.
8. Prem Chedda, Performance Management Systems, MacMillan, 2008.

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PROGRAM OUTCOMES					
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**MBA II YEAR I SEMESTER**

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**A93005/M: SERVICES AND RETAILING MARKETING**

**(MARKETING ELECTIVE)**

**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:**

**Service Marketing Mix I:** The Process of Market Segmentation, Selecting the Appropriate Customer Portfolio, Positioning a Service, Planning and Branding Service Products, New Service Development. Service Pricing, Service Pricing Strategies. The Role of Marketing Communication. Setting Communication Objectives, Marketing Communication Mix.

**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:**

**Services Marketing Mix II:** Creating Delivery Systems in Price, Cyberspace and Time. Gaps Model of Service Quality, The Role of Intermediaries, Enhancing Value by Improving Quality and Productivity. Physical Evidence and Servicescape, Employees Role in Services.

**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 Atmospheric. Location strategies: Shopping Centers, Freestanding Sites, Location and Retail Strategies, E-tailing, Retailing Opportunities in India. CRM in Retail Management

#### **Text Books:**

1. Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating Customer Focus Across the Firm, TMH, Fifth edition, 2011.
2. Levy & Weitz: Retailing Management, TMH, 2009.

#### **Journals:**

Indian Journal of Marketing, MICA Communications Review

#### **References**

1. John E.G. Bateson, K. Douglas Hoffman, Services Marketing, Cengage Learning, 4e, 2012.
2. R. Srinivasan, Services Marketing the Indian Context, 3e, PHI, 2012.
3. Harsh V. Varma, Services Marketing Text and Cases, Pearson, 2e, 2012.
4. Ravi Shanker, Services Marketing - The Indian Perspective, Excel Books, 2011.
5. Vinnie Jauhari, Kirti Dutta, Services- Marketing, Operations and Management, Oxford University Press, 2012.
6. Govind Apte, Services Marketing, Oxford Press, 2011.
7. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7e, Pearson 2013.
8. K. Rama Mohan Rao, Services Marketing, 2e, Pearson, 2011.
9. Dr. S. Shajahan, Services Marketing, 2e, HPH, 2012.
10. Ramneek Kapoor, Justin Paul, Biplab Halder, Services Marketing Concepts and Practices, TMH, 2011.
11. Rajendra Nargundkar, Services Marketing, 3e, TMH, 2012.
12. Dr. B. Balaji, Services Marketing and Management, S. Chand, 2012.
13. M.K. Rampal & S.L. Gupta, Service Marketing, Paragon International, 2009.
14. Sivakumar, Retail Management, Excel, 2009

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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR I SEMESTER**

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**A93005/F: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

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

**Unit-I:**

**Introduction:** a) Investment Environment in India, Overview of Indian Financial System Securities Trading in Stock Markets, Investment Alternatives, The Investment Management Process.

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

**Unit-II**

**Financial and Securities Markets:** Structure and Functions of Call Money Market, Government Securities Market, T-bills Market, Commercial Bills market, Commercial Paper and Certificate of Deposits, Securities Markets, Organization and Structure, Listing, Trading and Settlement Procedures. Regulation of Primary and Secondary Markets-SEBI

**Unit-III**

**Portfolio Analysis:** The Returns and Risks from Investing- Markowitz Portfolio Theory, Mean-variance Approach, Portfolio Selection-Efficient Portfolios, The Single Index Model-Capital Asset Pricing Model, Arbitrage Pricing Theory.

**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.

**(b) Mutual Funds:** Types of Mutual Funds Schemes, Structure, NAV (Net Asset Value), Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition. Trends in Indian Mutual Funds.

**Text Books:**

1. William. F.Sharpe, Gordon J Alexander and Jeffery V Bailey, Fundamentals of Investments, Prentice Hall, 2012.

**Journals:**

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

**References:**

1. Reilly, Brown, "Analysis of Investment and Management of Portfolios", 10<sup>th</sup> Edition, Cengage, 2012.
2. ZVI Bodie, AlexKane, Alan J Marcus, "Investments", TMH, 2012.
3. Donald E Fischer, Ronald J Jordan, "Security Analysis and Portfolio Management", 6<sup>th</sup> Edition, Pearson, 2012.
4. Prasanna Chandra, "Investment Analysis and Portfolio Management" 4<sup>th</sup> Edition, TMH, 2012.
5. Punithavathi Pandian, "Security Analysis and Portfolio Management", Vikas, 2012.
6. Jones, "Invest Analysis and Management", Wiley.
7. M. Ranganatham, R. Madhumathi, "Security Analysis and Portfolio Management", 2<sup>nd</sup> Edition, Pearson, 2012.
8. Edwin J Elton, Martin J Gruber, Stephen J Brown, William N.Goef Z Mann, "Modern Portfolio Theory and Investment Analysis", 2013.
9. Kevin, "SAPM", PHI, 2011.



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<b>PROGRAM OUTCOMES</b>					
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**A93005/H: LEARNING & DEVELOPMENT  
(HR ELECTIVE)**

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

**Unit-I:**

**Training Choices and Dynamics:** Define Training, Scope and Importance of Training, Methods of Training, Assumption for Prevailing and Alternative Concepts of Training, Training Needs Analysis, Action through Training or Action through Force, Culture and other Contexts, Training Strategy, Overview of Training Process. Establishing the Objectives and Preparing the Partners, Organizational Collaboration through Clarifying Needs, Two Dilemmas of Development, Clarifying Individual Motivation for Training, Seven System Functions with Candidates for Training.

**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:**

**Training Methods:** Two Faulty Juxtapositions, Events-Reflection-Experience, Learning on the Job, Nine Training Requirements Methods, Training Methods Compared with Objectives, Learning Process and Facilities, Developing Group and the Climate: The Social Process – Three Aspects, Indicators of Group Development, The training Climate, Trainers And Training Style: Personal needs of Trainers, Power and Influence, Trainers Realness under Pressure, Trainers Role, Trainers Style, Post training Support for Improved Performance at Work.

**Case:** Case at XYZ Company

#### **Unit-IV:**

**Evaluation of Training:** Issues for Evaluation, Role of the Training System with Evaluators from other Constituencies, Training And Training System Development System Goals and Approaches to System Development, Tasks of the Training System, The Dynamics of Developing Training Systems, Training Centre and like Institutions-Characteristics, Dilemmas, Consistent Learning Environment for Participants, Institutional Climate for Trainers, Trainers language of Resistance, Crises Dilemmas and Resolution in Institution Development, The Training centre in its environment, Action Research for better Training- Action Research by Trainers, Some questions for Trainers to Study, Trainers-Researchers

**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**

1. Raymond A Noe, Employee Training and Development, TMH, 4/e, 2008.
2. Rolf P Lynton, Udai Pareek, Training for Development, Vistaar Publications, 2008.
3. P.Nick Blanchard, James Thacker, Effective Training, Pearson Education, 3/e, 2009.
4. G Pandu Naik, Training and Development, Excel Books, 2007.
5. Stephen P. Robins, Training in Interpersonal Skills, PHI, 4/e, 2008.
6. R K Sahu, Training for Development: Excel Books, 2006.

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**MBA II YEAR I SEMESTER**

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**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.

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<b>PROGRAM OUTCOMES</b>					
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**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:**

**Introduction:** Understanding Entrepreneurial Mindset, the Evolution of Entrepreneurship- Approaches to Entrepreneurship, Process Approach, Twenty First Century trends in Entrepreneurship.

**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:**

**Individual and Corporate Entrepreneurship:** The Individual Entrepreneurial Mind-set and Personality, The Entrepreneurial Journey, Stress and the Entrepreneur, The Entrepreneurial Ego, Entrepreneurial Motivations. Corporate Entrepreneurial Mind set, the Nature of Corporate Entrepreneur- Conceptualization of Corporate Entrepreneurship Strategy, Sustaining Corporate Entrepreneurship.

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

**Unit-III:**

**Launching Entrepreneurial Ventures:** Opportunities Identification- Entrepreneurial Imagination and Creativity, the Nature of the Creativity Process, Innovation and Entrepreneurship. Methods to Initiate Ventures, Creating new ventures, Acquiring an Established Entrepreneurial Venture, Franchising, Hybrid Disadvantage of Franchising.

**Case:** Water, Water Everywhere: But Not A Drop To Drink, (Richard Blundel , Page 48).

**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:**

**Legal Challenges of Entrepreneurship:** Intellectual Property Protection-Patents, Copyrights, Trademarks and Trade Secrets, Avoiding Trademark Pitfalls. Formulation of the Entrepreneurial Plan, The Challenges of New Venture Start-ups, Poor Financial Understanding, Critical factors for New Venture Development, The Evaluation Process, Feasibility Criteria Approach.

**Case:** 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:**

D F Kuratko and T V Rao “Entrepreneurship- A South-Asian Perspective “Cengage Learning, 2012

#### **Case References:**

1. Arya Kumar “Entrepreneurship- Creating and Leading an Entrepreneurial Organization” Pearson 2012.
2. Richard Blundel” Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
3. David H Holt” Entrepreneurship: New Venture Creation” PHI,2013.

#### **Journals:**

1. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad,
2. Journal of Human Values: IIM Calcutta.

#### **References:**

1. Vasant Desai, Small Scale Industries and Entrepreneurship, HPH, 2012.
2. Rajeev Roy, Entrepreneurship, 2e, Oxford, 2012.
3. B.Janakiram and M.Rizwana, Entrepreneurship Development: Text & Cases, Excel Books, 2011.
4. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
5. Robert Hisrich et al “Entrepreneurship” 6e, TMH, 2012.
6. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013
7. Shejwalkar, Entrepreneurship Development, Everest, 2011
8. Khanka, Entrepreneurship Development, S.Chand, 2012

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(AUTONOMOUS)**

PROGRAM OUTCOMES					
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**MBA II YEAR II SEMESTER**

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**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:**

**Introduction to International Marketing:** Definition, Scope, Features, Difference between Domestic and International Marketing, Need for Going International, International Marketing Theories, Types of Economics & Markets.

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

**Unit-II:**

**Environment of Global Markets:** Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and Its Barriers Trade in Goods & Services.

**Case:** IKEA Catalogue. (Svend & Madhumita -Pearson page no 242)

**Case:** Mc. Donalds and Obesity. (Philip John Prashant Text)

**Unit-III:**

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

**Case:** 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:**

**Developing Global Market strategies:** Segmentation Product & Services Decisions for Consumers and Business, Marketing Channels and Distribution, Promotion Strategies, Pricing Strategies.

**Case:** Harley-Davidson:-Price Level (Svend & Madhumita, Pearson - Page no 510)

**Case:** Mc Donalds Great Britain –The Turnaround (Text page no 793)

**Unit-V:**

**Implementing Global Marketing Strategies:** Negotiation with Customers and Selection Method, E-Marketing Channels Organization & Controlling of the Global Marketing Programme.

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

**Text Book**

1. Philip R. Cateora, John L. Graham, Prashant Salwan, International Marketing, 13e, TMH, 2011.

**Journals:**

Indian Journal of Marketing, MICA Communications Review.

**References**

1. Svend Hollensen, Madhumita Benerjee, Global Marketing, 4e, Pearson, 2010.
2. Rajagopal, International Marketing, 2e, Vikas, 2011
3. P.K.Vasudeva, International Marketing, 4e, Excel Books, 2012
4. Dr.Gajender Sharma, International Marketing, 1e, Excel Books, 2010
5. Justin Paul, International Marketing - Text and Cases, TMH, 2013.
6. Kiefer Lee, Steve Carter-Global Marketing Management, 3e, Oxford, 2011.
7. Warner J.Keogan, Naval K.Bghargava, Global Management, 7e, Pearson, 2011
8. Francis Cherunilam, International Marketing, 12e, HPH, 2012.
9. Rathor, Jani,Rathor, International Marketing, 4e, HPH, 2011
10. Sreeramulu, Neelakantam Tatikonda, International Marketing, Paramount Publishing House,2013

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PROGRAM OUTCOMES					
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x		x		x	

**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**

**Introduction:** Concepts of Risk and Uncertainty. Risk Analysis in Investment Decisions. Risk Adjusted Rate of Return, Certainty Equivalents, Probability Distribution of Cash Flows, Decision Trees, Sensitivity Analysis and Monte Carlo Approach to Simulation. Investment Decisions under Capital Constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and Diversified Projects.

**Unit-II**

**Types of Investments and Disinvestments:** Project Abandonment Decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, Simple and Mixed Investments. Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions.

**Unit-III**

**Critical Analysis of Appraisal Techniques:** Discounted Pay Back, Post Pay Back, Surplus Life and Surplus Pay Back, Bail-out Pay Back, Return on Investment, Equivalent Annual Cost, Terminal Value, Single Period Constraints, Multi-Period Capital Constraint and an Unresolved Problem, NPV Mean Variance Analysis Hertz Simulation and Hiller Approches. Significance of Information and Data Bank in Project Selections.

**Unit-IV**

**Strategic Analysis of Selected Investment Decisions:** Lease Financing, Leasing Vs. Operating Risk, Borrowing vs. Procuring. Hire Purchase and Instalment Decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in Practice.

**Unit-V**

**Financing Decisions:** Mergers and Acquisitions Basic Issues, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government Guidelines for Takeover, Problems on Mergers and Acquisitions & Cases



**Text Books:**

1. Ravi M Kishore “Strategic Financial Management, Taxman 2012.

**Journals:**

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

**References:**

1. Nikiforos T. Laopodis, Understanding Investments-Theories and Strategies, Routledge, 2013.
2. Prasanna Chandra, Financial Management, 8/e, TMH, 2012
3. Prasanna Chandra, Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
4. I.M. Pandey, Financial Management, Vikas 2012.
5. Brigham & Ehrhardt, Financial Management, Text and Cases, Cengage, 2012.
6. G.V.Satya Sekhar, Strategic Financial Management, Himalaya Publishing House 2012
7. MY Khan and PK Jain, Financial Management: Text, Problems & Cases, TMH, 2012.

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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR II SEMESTER**

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**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.

**Unit-I:**

**Industrial Relations:** Introduction to Industry Relations, Scope of Industrial Relations, Economy and the Labour Force in India – Approaches to Industrial Relations – Industrial Relations in Comparative Framework- Management and Employer Organizations – Introduction – Origin and Growth. Trade Unions- Introduction-Definition and Objectives-Growth and Structure of Trade Unions in India-Trade Unions Act , 1926 and Legal Framework-Union Recognition-Union Problems- Non-Union firms –Management of Trade Unions in India.

**Case:** Trade Union Democracy

**Unit-II:**

**Collective Bargaining:** Nature and Legal Framework of Collective Bargaining, Levels of Bargaining and Agreements, Change in the Labor-Management Relations in the Post-Liberalized India, Changes in the Legal Framework of Collective Bargaining, Negotiated Flexibility, Productivity Bargaining, Improved Work Relations, Public Sector Bargaining and Social Security, Negotiating Techniques and Skills, Drafting of an Agreement.

**Case:** Code of Discipline in Industry

**Unit-III:**

**Tripartism and Social Dialogue:** Types and Levels of Tripartism, Social Dialogue and the Reform Process, Strengthening Tripartite Social Dialogue, Role of Government in Industrial Relations.

**Unit-IV:**

**Labour Legislations-I:** Factories Act, 1948, Workmen’s Compensation Act, 1923, ESI Act, 1948- The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National Wage Policy, Contemporary Issues in Wage Systems.

**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:**

1. C S Venkataratnam, Management of Industrial Relations, Oxford University Press, 2009.

**References**

1. C S Venkataratnam, Management of Industrial Relations, Oxford University Press, 2009.
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
5. B D Singh, Industrial Relations & Labour Laws, Excel, 2009.
6. Sinha, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.
7. P.K.Padhi, Labour and Industrial Laws, PHI, 2009.
8. B D Singh, Industrial Relations, Excel, 2009

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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR II SEMESTER**

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**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:**

**Introduction:** Evolution of Sales Management, Nature and Importance , Roles, Types and Skills of Sales Managers, Sales Objectives, Strategies and Tactics, Emerging Trends, Linking Sales and Distribution Management, Buying Decision, Sales Knowledge and Sales Related Marketing Policies, Sales Process, Transactional and Relationship Selling.

**Case:** Plastic Industries Inc., The Role of Personal Selling in Creating Market. (Richard R. Still Page no. 104, 105)

**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:**

**Designing Channel Systems:** Channel Design Factor, Channel Planning Process, Ideal Channel Structure, Training, Motivating & Evaluating Channel members, Channel Design Comparison, Implementation, Vertical Integration, Channel Management, Power & Conflict, Principles of Channel Management, Channel Information System, International Sales and Distribution Management.

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

#### **Text Book:**

1. Krishna K Havaldar & Vasant M Cavale: Sales and Distribution Management, 2e, TMH, 2011

#### **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
6. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
7. Spiro Stanton, Rich, Management of Sales Force, 13e, TMH, 2010
8. Dr S.L. Guptha, Sales and Distribution Management, 2e, Excel Books, 2010
9. Pingali Venugopal, Sales and Distribution Management, Sage, 2012

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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR II SEMESTER**

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**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**

**International Flow of Funds:** Balance of Payments (BoP), Fundamentals of BoP, Accounting Components of BOP, Factors Affecting International Trade Flows, Agencies that Facilitate International Flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's System, The Flexible Exchange Rate Regime, Evaluation of Floating Rates, The Current Exchange Rate Arrangements, The Economic and Monetary Union (EMU).

**Unit-III**

**Foreign Exchange Market:** Function and Structure of the Forex markets, Major Participants, Types of Transactions and Settlements Dates, Foreign Exchange Quotations. Process of Arbitrage, Speculation in the Forward Market - Currency Futures and Options Markets, Overview of the Other Markets – Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Market.

**Unit-IV**

**(a)Exchange Rates:** Measuring Exchange Rate Movements, Factors Influencing Exchange Rates. Government Influence on Exchange Rates – Exchange Rate Systems. Managing Foreign Exchange Risk International Arbitrage and Interest Rate Parity.

**(b)Relationship between Inflation, Interest Rates and Exchange Rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.**

**Unit-V**

**Asset-liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital Structure and Cost of Capital. International Portfolio Management. International Financing: Equity, Bond Financing, Parallel Loans - International Cash Management, Accounts Receivable Management, Inventory Management. Payment Methods of

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

**Text Books:**

Jeff Madura, International Corporate Management, Cengage, 2012.

**Journals:**

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

**References:**

1. Alan C.Shapiro, Multinational Financial Management, John Wiley, 2012
2. Sharan.V, International Financial Management 5<sup>th</sup> Ed.PHI2012
3. Ephraim Clark, International Finance, Second Edition, Thomson.
4. P.G.Apte, International Financial Management, TMH 2012.
5. S.Eun Choel and Risnick Bruce, International Financial Management, TMH, 2012
6. Reid. W.Click & Joshua D.Coal, PHI 2012

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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR II SEMESTER**

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**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:**

**Introduction:** Leadership Definitions and Components, Types of Leadership, Ways of Conceptualizing Leadership, Trait versus Process Leadership, Leadership and Management. Trait Approach: Description, Five-Factor Personality Model and Leadership, Emotional Intelligence. Strengths, Criticisms, Applications. Transformational Leadership Definition, Model. Team Leadership Model, Women and Leadership, Culture and Leadership.

**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:**

**Mapping and Diagnosing Change:** The Role of Diagramming in System Investigation – A review of Basic Flow Diagramming Techniques –Systems Relationships –Systems Diagramming and Mapping, Influence Charts, Multiple Cause Diagrams- A Multidisciplinary Approach.

**Case:** Chipping Away at Intel.

**Unit-IV:**

**Change Diagnosis & Resistance to Change:** Diagnosis Models and Component Analysis – Diagnosing Readiness to Change- Resistance to Change: Factors Contributing to Resistance, Cognitive and Affective Processes, Recognizing Resistance, Methods for dealing with Resistance to Change. Managers as Resistors to Change - Suggestions to Manage Resistance. Consolidating Change.

**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**

1. Palmer, Dunford, Akin, Managing Organisational Change-A Multiple Perspective Approach, TMH, 2009.
2. Mike Green, Change Management, Kogan Page, 2009.
3. V.Nilakant and S.Ramnarayan, Managing Change, Response Books, New Delhi, 2009.
4. Radha R Sharma, Change Management—Concepts and Applications, TMH,2009
5. Robert A Paton and James McCalman, Change Management, A Guide to Effective Implementation 2/e, Response 2009.
6. Harvard Business Essentials, Managing Change and Transition, HBS Press, 2007.
7. Thorn Hill, Managing Change, Pearson, 2009.
8. Joseph W. Weiss, Organisational Behaviour and Change-Managing Diversity, Cross Cultural Dynamics and Ethics. Cengage, 2009.
9. Harvard Business Essentials, Coaching and Mentoring, HBS Press, 2009.
10. Passmore, Stefan, Appreciative Inquiry for Change Management, Kogan Page, 2009
11. French, Organizational Development and Transformation, 6/e, TMH, 2009

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<b>PROGRAM OUTCOMES</b>					
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**MBA II YEAR II SEMESTER**

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**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:**

Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012.  
A G Krishnamurthy, Dhirubhaism, TMH, 2011.

**Journals:**

1. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad.
2. Journal of Human Values: IIM Calcutta.

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PROGRAM OUTCOMES					
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	x	x	x	x	x

**MBA II YEAR II SEMESTER**

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**FINAL PROJECT GUIDELINES**

**THE FINAL PROJECT IS DIVIDED IN TO 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 be** 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.**