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 SEE(s) (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:

<table>
<thead>
<tr>
<th>% of Marks Secured (Class Intervals)</th>
<th>Letter Grade (UGC Guidelines)</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% and above</td>
<td>O (Outstanding)</td>
<td>10</td>
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<tr>
<td>(≥ 80%, ≤ 100%)</td>
<td></td>
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</tr>
<tr>
<td>Below 80% but not less than 70%</td>
<td>A+ (Excellent)</td>
<td>9</td>
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<tr>
<td>(≥ 70%, &lt; 80%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 70% but not less than 60%</td>
<td>A (Very Good)</td>
<td>8</td>
</tr>
<tr>
<td>(≥ 60%, &lt; 70%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 60% but not less than 55%</td>
<td>B+ (Good)</td>
<td>7</td>
</tr>
<tr>
<td>(≥ 55%, &lt; 60%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 55% but not less than 50%</td>
<td>B (Above Average)</td>
<td>6</td>
</tr>
<tr>
<td>(≥ 50%, &lt; 55%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 50%</td>
<td>F (Fail)</td>
<td>0</td>
</tr>
<tr>
<td>(&lt; 50%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Absent</td>
<td>Ab</td>
<td>0</td>
</tr>
</tbody>
</table>

6.3 A student obtaining F Grade in any Subject shall be considered ‘failed’ and is be 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.

**Credit Points (CP) = Grade Point (GP) x Credits …. 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 (ΣCP) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

\[
\text{SGPA} = \frac{\sum_{i=1}^{N} CG_i}{\sum_{i=1}^{N} C_i}
\]

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\(^{th}\) Subject, and G represents the Grade Points (GP) corresponding to the Letter Grade awarded for that i\(^{th}\) 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

\[
\text{CGPA} = \frac{\sum_{j=1}^{M} CG_j}{\sum_{j=1}^{M} C_j} \ldots \text{for all } S \text{ Semesters registered}
\]

(i.e., upto and inclusive of S Semesters, \( S \geq 2 \)),

where ‘M’ is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has ‘REGISTERED’ from the 1\(^{st}\) 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\(^{th}\) Subject, and G represents the Grade Points (GP) corresponding to the Letter Grade awarded for that j\(^{th}\) Subject. After registration and completion of I Year I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

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:

<table>
<thead>
<tr>
<th>Class Awarded</th>
<th>CGPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Class with Distinction</td>
<td>( \geq 7.75 )</td>
</tr>
<tr>
<td>First Class</td>
<td>( 6.75 \leq \text{CGPA} &lt; 7.75 )</td>
</tr>
<tr>
<td>Second Class</td>
<td>( 6.00 \leq \text{CGPA} &lt; 6.75 )</td>
</tr>
</tbody>
</table>

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 withheld 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

<table>
<thead>
<tr>
<th>Nature of Malpractices/Improper conduct</th>
<th>Punishment</th>
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<tbody>
<tr>
<td><strong>If the candidate</strong></td>
<td></td>
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<tr>
<td>1. (a) Possesses or carries accessible in the examination hall, any paper, note book, programmable calculators, cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)</td>
<td>Expulsion from the examination hall and cancellation of the performance in that subject only.</td>
</tr>
<tr>
<td>(b) Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.</td>
<td>Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.</td>
</tr>
</tbody>
</table>
| 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.

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<tbody>
<tr>
<td>4.</td>
<td>Smuggles in the answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.</td>
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<tr>
<td>5.</td>
<td>Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.</td>
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<tr>
<td>6.</td>
<td>Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk-out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or</td>
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</tbody>
</table>
outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.

| 7. | Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall. | Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. |
| 8. | Possesses any lethal weapon or firearm in the examination hall. | Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat. |
| 9. | If student of the college, who is not a candidate for the particular examination or any person not | 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.

| 10. | Comes in a drunken condition to the examination hall. |
| 11. | Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny. |
| 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. |

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

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

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.

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.
## ANURAG GROUP OF INSTITUTIONS
*(AUTONOMOUS)*

### I YEAR I SEMESTER

<table>
<thead>
<tr>
<th>Code</th>
<th>Subjects</th>
<th>Approach</th>
<th>Th</th>
<th>T/P</th>
<th>C</th>
<th>Marks</th>
</tr>
</thead>
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<tr>
<td>A91001</td>
<td>Principles of Management</td>
<td>Concepts and Cases</td>
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<td>Concepts and Cases</td>
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## I YEAR II SEMESTER

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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

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MBA PROGRAM EDUCATIONAL OBJECTIVES (PEO's):

1. To teach the fundamentals of the key elements of a business organization.
2. To provide a critical perspective on theoretical knowledge and practical approach to various functional areas of management and decision making.
3. To develop analytical skills to identify the link between the management practices in the functional areas of an organization and business environment.
4. To establish and realize a creative research culture among the student community.
5. To provide insights on latest technology, business communication, management concepts and to build teamwork 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.
MBA I YEAR I SEMESTER

**A91001 PRINCIPLES OF MANAGEMENT**

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

Unit-I:  

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

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

Unit-III:  

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

Unit-IV:  

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


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

Text Book:

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

Business Game:

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

MBA I YEAR I SEMESTER

A91002: BUSINESS ENVIRONMENT

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

Unit-I:

Unit-II:

Unit-III:

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

Unit-IV:

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

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

TEXT BOOK

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

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

Unit-I:

Unit-II:

Unit-III:

Unit-IV:

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

**Text Book:**

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

**References:**
A91004: MANAGERIAL ECONOMICS

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

Unit-I:

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

Unit-II:

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

Unit-III:
Production Analysis: Production Function, Production function with one/two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of Scale- Innovations and global Competitiveness.
Case: Labor productivity and total compensation in the United States and abroad (Dominick Salvatore Page no 253)
Case: Naveen Construction Companies (Craig H.Petersen Page no 293)
Case: Substitutability between gasoline consumption acid driving time (Dominick Salvatore Page no 265)
Case: How Xerox lost and regained international competitiveness and became a leader in information technology (Dominick Salvatore Page no 278)

Unit-IV:

Case: Outsourcing to India: Way to Fast Track (Geetika Page no 272)
Case: The Shape of the Long –Run Average Cost Curves in Various Industries (Dominick Salvatore page no 265)
Case: BLP Corporation (Sumitrapal, Macmillan Page no 203)
Case: Mr. Martin Gets Chewed out by the Boss (W.Bruce Allen Page no 150)

Unit-V:

Case: Pricing of Innovative Product (H.Kaushal Macmillan Page no 78)
Case: Pacific Copper enterprises (W.Bruce Allen)
Case: Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan Page no 240)
Case: Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore Page no 369)

Text Book:

References
9. H. L. Ahuja, Managerial Economics, S. Chand, 2012
12. Yogesh Maheshwari, Managerial Economics, PHI, 2012
18. Ivan PNG Managerial Economics, Routledge, 2013
Course Aim: The aim is to understand the basic marketing concepts through case studies.

Unit-I:  

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

Unit-II:  

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

Unit-III:  

**Case:** (Segmentation) Zee TV (lamb, Hair Page no 212).  
**Case:** (Targeting) Kellogg’s (lamb, Hair Page no 300)  
**Case:** (Positioning) Nimbooz (S. Neelamegham Page no 225).  
**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 (Arum – Page no: 711).
**Case**: Home Shop (Arun – Page no: 639).

Unit-V:

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

**Text Books**:  

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

**References for Cases**:  

References:
5. Rajan Saxena, Marketing Management, 4/e, TMH, 2013
ANURAG GROUP OF INSTITUTIONS
(AUTONOMOUS)

MBA I YEAR I SEMESTER

A91006 RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

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

Unit – I:

Unit – II:

Unit – III:

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

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

Text Book

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

**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:**

**REFERENCES:**
2. Globerena or any other Soft Skills Software/Database.
8. GRE & TOEFL, Kalpan and Baron’s, Kalpan Publishers, 2013.
15. Sailesh Sengupta, Business and Managerial Communications, PHI, 2011
A91008: WTO & IPR
(Open Elective –I)

Unit -I:

Unit -II:

Unit -III:

Unit -IV:

Unit -V:

References
7. Surendra Bhandari- World Trade Organization (WTO) and Developing Countries- Vikas Publishing House
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:

UNIT-II:

UNIT-III:

UNIT-IV:

UNIT-V:

REFERENCES:
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MBA I YEAR I SEMESTER

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
ANURAG GROUP OF INSTITUTIONS
(AUTONOMOUS)

MBA I YEAR I SEMESTER

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

Unit-II:


Unit III:


Unit IV:

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

Text Book

References
ANURAG GROUP OF INSTITUTIONS
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MBA I YEAR II SEMESTER

A92001: HUMAN RESOURCE MANAGEMENT

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

Unit-I:

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

Unit-II:

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

**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:**

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

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

References
1. Render, Quantitative Analysis for Management, Pearson, 2009
The students need Discounting Table and Annuity tables for the examination

Course Aim: To give an overview of the problems facing a Financial Manager in the Commercial World. It will introduce you to the concepts and theories of Corporate Finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of Financial Manager’s problems.

Unit-I:

Unit-II:

Unit-III:

Unit-IV:

**Unit-V:**


**Text Book**

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

**REFERENCES:**
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.


Case: IS in hospitals, hotels, banks


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

**Text Books:**

**References**
A92005: ORGANISATIONAL BEHAVIOUR

Course Aim: To understand the dynamics of Organizational Behaviour.

Learning outcome: To understand how Employees behave in Organizations, correct the Individual Behaviour and Group Behavior Motivate and Lead Employees towards Achievement of Organizational Mission and Objectives.

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

Case: Work Force Diversity

Unit-II:

Unit-III:

Unit-IV:
Unit-V:


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

Text Book:

Journals:

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

References
Course Aim: The aim of this subject is to inculcate the need for Business Ethics to ensure sustained Business Stability.

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

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

Unit-II: 

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

Unit-III: 

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


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

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

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

References:
11. V Balachandram, V Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI, 2011
ANURAG GROUP OF INSTITUTIONS
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MBA I YEAR II SEMESTER

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:

Unit-III:
Incoterms: Background and objectives of Incoterm, Types of Incoterm- 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% EOU. 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

- India’s Trade statistics, published by CMIE and DGCIS.
- RBI Annual Reports,
- Annual Reports of Ministry of Commerce.

Note: All six references have equal weightage and students can buy / refer according to their choice.
MBA I YEAR II SEMESTER

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.

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

Unit III:

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:
**Reference Books:**

- **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.
MBA I YEAR II SEMESTER

A92007: PRODUCTION AND OPERATIONS MANAGEMENT

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

Unit-I:

Unit-II:

Unit-III:

Unit-IV:
Unit-V:

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

**Text Book:**

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

**REFERENCES:**
ANURAG GROUP OF INSTITUTIONS
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MBA II YEAR I SEMESTER

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


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

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

Reference:
And
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:

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

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

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

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

Unit-V:

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

**References:**

7. Leenders, Michiel R and others, “Purchasing and Supply Chain Management”, 2010, TMH.
A93002: STRATEGIC MANAGEMENT

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

Unit-I:

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

Unit-II:

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

Unit-III:

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

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

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

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

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

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

**Journals:**
ANURAG GROUP OF INSTITUTIONS
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MBA II YEAR I SEMESTER

A93003: COST AND MANAGEMENT ACCOUNTING

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


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

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

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

References

- Colin Drury, Management and Cost Accounting, Cengage, 2009
- Bhahatosh Banerjee, Cost Accounting Theory and Practice, PHI, 2006
- Charles T. Horngren, Cost Accounting, PHI, 2009
- Allen, Cases In Management Accounting & Control System, Pearson, 2009
- Blocher, Chen, Cookins, Lin, Cost Management a Strategic Emphasis, TMH, 3/e 2009
Course Aim: The aim of this course is to enable MBA students to take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

Unit-I:

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

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

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

Unit-III:

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

Unit-IV:
**Consumer Decision Process:** High and Low Involvement, Pre-purchase Processes, Purchase, Post Purchase processes, Consumption and Evaluation, Brand Loyalty and Repeat Purchase Behaviour.
Case: Mac Vs. Pc (Michael R. Solomon page no 330-331)

Case: The story of innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

Unit-V:

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

Text Book


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

Journals:
Indian Journal of Marketing, MICA Communications Review.
MBA II YEAR I SEMESTER

A93004/F: MANAGEMENT OF DERIVATIVES
(FINANCE ELECTIVE)

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

Unit-I:

Unit-II:

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

Unit-IV:

Unit-V:

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

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

Unit-I:

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

Unit-II:

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

Unit-III:

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

Unit-IV:

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

**Unit-V:**

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

**References**
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PROGRAM OUTCOMES

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MBA II YEAR I SEMESTER

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:

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

Unit-III:

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

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

**Unit-V:**

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

**Text Books:**


**Journals:**

Indian Journal of Marketing, MICA Communications Review

**References**

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

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

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

Unit-II

Unit-III

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

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

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

**References:**
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MBA II YEAR I SEMESTER

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:

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

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

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

Unit-III:

Case: Case at XYZ Company
Unit-IV:

**Case:** Training and Development in Godrej Industries Ltd (GIL)

**Case:** Jack goes to training.

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

**Case:** Training and Development in Heavy construction Equipment Company.

**Case:** The Competent Employee.

**References**
A93201: Business Best Practices (Seminar Presentation 50 Marks)

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

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

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

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

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

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

Unit-I:

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

Unit-II:

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

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

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

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

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

**Text Book:**

**Case References:**

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

**References:**
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MBA II YEAR II SEMESTER
A94002/M: INTERNATIONAL MARKETING
(MARKETING ELECTIVE)

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

Unit-I:

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

Unit-II:

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

Unit-III:

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

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

Unit-V:

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

Text Book

Journals:
Indian Journal of Marketing, MICA Communications Review.

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

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

Unit-I

Unit-II

Unit-III

Unit-IV

Unit-V
**Text Books:**

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

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

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

Unit-I:

Case: Trade Union Democracy

Unit-II:

Case: Code of Discipline in Industry

Unit-III:

Unit-IV:
Unit-V:
Industrial Disputes: Meaning, Nature and Scope, Cases and Consequences of Industrial Disputes, Prevention and Settlement of Industrial disputes in India. Employee Participation, Quality of Work Life- Managing Good Industrial Relations

Case: Coolers as Basins

References for Cases:


References

2. Memoria and Gauskar, Dynamics of Industrial Relations, Himalaya, 2009
3. Arun Monappa, Industrial Relations, TMH, 2009
4. Tapamoy Deb, Managing Human Resources & Industrial Relations, Excel,2009
A94003/M: SALES AND DISTRIBUTION MANAGEMENT
(MARKETING ELECTIVE)

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

Unit-I:


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

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

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

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

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

Unit-V:

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

Text Book:

References
1. Tapan K. Panda, Sunil Sahadev, Sales and Distribution Management, 2e, Oxford
2. S.L Gupta, M K Rampal, Cases in Sales and Distribution Management, HPH, 2009
3. K. Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011
4. Still, CUndiff, Govoni, Sales Management, 5e, Pearson, 2013
5. Dinesh Kumar, Marketing Channels, Oxford, 2012
7. Spiro Stanton, Rich, Management of Sales Force, 13e, TMH, 2010
8. Dr S.L. Gupta, Sales and Distribution Management, 2e, Excel Books, 2010
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MBA II YEAR II SEMESTER

A94003/F: INTERNATIONAL FINANCIAL MANAGEMENT
(FINANCE ELECTIVE)

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

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

Unit-II

Unit-III

Unit-IV


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

Text Books:

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

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

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

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

Unit-I:

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

Case: A Kodak Change Story: Provoking Reactions.

Unit -III:

Case: Chipping Away at Intel.

Unit-IV:

Case: The Old Family Bank.
Unit V:

**Implementing Change**: Organization Development - Meaning, Nature and Scope of OD, Dynamics of Planned Change – Person-Focused and Role-Focused OD Interventions –Planning OD Strategy – Implementing Change through OD,

**Case: Remaking ABX Company.**

**References**

11. French, Organizational Development and Transformation, 6/e, TMH, 2009
A94201 SUCCESS STORIES OF ENTREPRENEURS (Seminar Presentation 50 Marks)

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

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

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

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

Journals:
1. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad.
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MBA II YEAR II SEMESTER

FINIAL PROJECT GUIDELINES

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

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

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

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

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

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

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

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

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

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

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

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