



Choice Based Credit System (CBCS)

MBA PROGRAMME

Syllabus

(with effect from 2016-2017)

Chaitanya Bharathi Institute of Technology
(Autonomous)
Chaitanya Bharathi (P.O), Gandipet
Hyderabad-500 075, Telangana, India



SCHEME OF INSTRUCTION AND EXAMINATION

MBA COURSE I SEMESTER

S. No.	Course Code	Title of the Course	Scheme of Instruction		Duration in Hour	Scheme of Examinations		Credits
			Hours per week			Maximum Marks		
			L/T	P/D	CIE	SEE		
1.	16MB C101	Principles of Management	3	-	3	30	70	3
2.	16MB C102	Managerial Economics	3	-	3	30	70	3
3.	16MB C103	Financial Accounting and Analysis	3	-	3	30	70	3
4.	16MB C104	Marketing Management	3	-	3	30	70	3
5.	16MB C105	Statistics for Management	3	-	3	30	70	3
6.	16MB C106	Business Communication	3	-	3	30	70	3
7.	16MB C107	Business Law	3	-	3	30	70	3
8.	16MB C108	Information Technology Applications for Business	3	-	3	30	70	3
9.	16MB C109	Information Technology (IT) Lab		2	2	15	35	1
10.	16EG C103	Soft Skills Lab	-	2	2	15	35	1
			24	4	28	270	630	26

L:Lecture

T:Tutorial

D:Drawing

P:Practical

CIE- Continous Internal Evaluation

SEE:Semester End Examination

16MB C101

PRINCIPLES OF MANAGEMENT

Instruction	3 Hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

- To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.
- Enable the students to analyze and understand environment of the organization and significance of Decision-Making process.
- To educate students on different structures in an organisation and delegation of authority.
- To describe staffing and direction as a management function.
- To discuss significance of Co-ordination in organizations.
- To discuss and apply the control processes.

Course Outcomes: After completion of the course, students will be able to:

- Practice the process of management functions and understand how management evolution affects future managers.
- Explain why planning is needed in organizations, why objectives are necessary for successful planning and identify essential characteristics of decision-making.
- Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.
- Differentiate between the various types of organizational structures and patterns, and explain the importance of delegation in organizations.
- Analyze the requirement of human resource and effective direction.
- Recognize the link between planning and controlling and understand how to control by comparing performance with objectives.

Unit-I

Introduction to Management

Concept of Management, Nature and Functions of Management, Difference between Management and Administration, Evolution of Management Thought: Scientific Management-Frederick W.Taylor - Henry Fayol's Principles - Human Relations Approach -Elton Mayo's Hawthorne experiments - Douglas McGregor's Theory 'X' and Theory 'Y' and William Ouchi's Theory 'Z' - The Behavioural Approach - Contingency Approach.

Managerial Roles, Levels of Management - Managerial Skills, Social Responsibilities of Business, Contemporary management issues and challenges.

Unit-II

Planning

Nature and Purpose of Planning, Planning Process, Types of Plans, Environmental Scanning – SWOT and PEST analysis, Objectives, Managing by Objectives (MBO), Strategies – Types of Strategies, The Strategic Planning Process, The TOWS (Threats, Opportunities, Weaknesses and Strengths) Matrix, The Portfolio Matrix, Three Generic Competitive, Strategies by Porter, Effective Implementation of Strategies. Policies- Types. Decision Making – Types of Decision, Decision Making Process, Rational Decision Making Process, Decision Making under different Conditions.

Unit-III

Organizing

Importance and Principles of Organizing, Organization Structure – Functional Structure, Product Structure, Geographical Structure, Entrepreneurial Structure, De-centralised Structure, Strategic Business Structure, Matrix Structure, Team Structure, Virtual Structure, Line and Staff Structure. Departmentation, Span of Control, Centralization and Decentralization, Delegation of Authority.

Unit-IV

Staffing and Directing

Nature and scope of Staffing, Manpower Planning, Selection and Training, Performance Appraisal. Principles and elements of direction, Requirement of Effective Direction – Functions of Direction – Supervisor and his Qualities – Supervisor's Role and Functions – Effective Supervision.

Unit-V

Controlling

Concept, Process of Controlling, Types of control – Budgetary and non-budgetary control techniques – Requirements for effective control.

Significance of Co-ordination in Organizations, Co-ordination versus Co-operation, Barriers in Co-ordination, ways to achieve effective co-ordination.

Text Books:

1. Andrew J. Dubrin, "Essentials of Management", 9th edition, Thomson Southwestern, 2012.

2. Harold Koontz and Heinz Weihrich, "Essentials of management: An International & Leadership Perspective", 9th edition, Tata McGraw-Hill Education, 2012.
3. Charles W.L Hill and Steven L McShane, "Principles of Management", Special Indian Edition, McGraw Hill Education, 2007.

Suggested Readings:

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, "Management- A competency-based approach", 11th edition, Thomson South Western, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, "Management- A global entrepreneurial perspective", 12th edition, Tata McGraw Hill, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, "Fundamentals of management", Prentice Hall of India, 2012.

16MB C102**MANAGERIAL ECONOMICS**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To integrate the basic concepts of managerial economics and their role in decision making.
2. To focus on the demand and supply functions and analyse the concepts of elasticity of demand.
3. To execute the least cost combination of inputs through production function.
4. To analyse the role of cost, revenue and profit in decision making and Compute break even point.
5. To test price-output determination under different market conditions.
6. To apply Pricing methods and contemporary practices.

Course Outcomes: After completion of the course, students will be able to:

1. Defend the role of basic concepts of managerial economics in decision making.
2. Recommend the demand and supply functions and assess the elasticity of demand.
3. Conclude on the least cost combination of inputs through production analysis.
4. Compare different cost concepts and Predict the breakeven point.
5. Examine pricing decisions under different market conditions.
6. Formulate the Price for a given product or service.

Unit – I**Introduction**

Nature and Scope of Managerial Economics, Definition, Fundamental Concepts of Economics: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Theories of firm- profit maximization theory, Baumol's sales revenue maximizing model, Berle-Means-Galbraith model of corporate power structure, Penrose's theory of firm, Simon's model of satisficing behaviour. Economics of information: Risk, Uncertainty, Asymmetry of information, Adverse Selection, Market Signalling. Economic optimization: profit maximization by the total revenue and total cost approaches, optimization by marginal analysis, optimization by substitution.

Unit – II**Demand and Supply Analysis**

Definitions, Determinants of demand and supply, Demand and supply functions, demand and supply curves, Market equilibrium. Consumer behaviour and rational choice: cardinal and ordinal approaches of consumer utility. Maximization of consumer utility: technique of indifference curves and budget lines. International convergence of tastes.

Demand Sensitivity Analysis: Price, Income and cross elasticity's of demand. Managerial applications of elasticity of demand. (with simple numerical problem)

Unit – III**Production Analysis**

Meaning of Production, Production Function; Laws of diminishing returns to a factor. Isoquants: meaning, types and properties, isoquant map, ridge lines, input prices and isocost line, Optimal combination of input factors; Expansion path and Returns to scale, Estimation of production function: Cobb Douglas and CES Production functions, Economies and Diseconomies of scale.

Unit- IV**Cost Analysis**

Concepts of costs, theory of cost, cost-output function, determinants of cost function, relationship between production and cost, short run cost function, long run cost function, relationship between short run and long cost curves; Cost Volume Profit Analysis. (with simple numerical problem)

Unit – V**Market Structure and Modern Pricing Practices**

Different types of market structure and its importance. Price determination under: perfect competition. Monopoly, Oligopoly and Monopolistic competition; sophisticated market pricing: price discrimination—using coupons and rebates, Peak load pricing, Pricing of multiple products; Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing, Pricing of Multiple products.

Text Books:

1. Dominik Salvatore, "Managerial Economics", 7th edition, Oxford University Press, 2014
2. P.L.Mehta., "Managerial Economics-Analysis, Problems and Cases", 13th edition Sulthan Chand & Sons, 2014.
3. V.L.Mote, S.Paul and G.S.Gupta, "Managerial Economics Concepts and Cases", 11th edition, Tata Mc Graw Hill Pvt. Ltd., 49th Reprint 2010.

Suggested Readings:

1. Geethika, Piyoli Ghosh, and P.R. Chaudhary "Managerial Economics", 2nd edition McGraw Hill, 2015
2. R.L.Varshney &K.L.Maheswari, "Managerial Economics",22nd Edition, Sultan Chand & sons, 2014.
3. Barry Keating & J.Holten Wilson, "Managerial Economics", 2nd Edition, Bizmantra, 2009.

16MB C103**FINANCIAL ACCOUNTING AND ANALYSIS**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To generate the basic inputs on maintaining books of accounts and to monitor and test the accuracy of books of accounts through Trial Balance.
2. To construct the financial statements.
3. To critically evaluate financial statements through Ratio Analysis and interpretation.
4. To judge the flow of funds/cash through funds flow and cash flow statements.
5. To focus on IAS-IFRS-USGAAP.
6. To identify how to value the human resources in an organisation.

Course Outcomes: After completion of the course, students will be able to:

1. Maintain books of accounts.
2. Construct the financial statements.
3. Analyse and interpret financial statements through Ratio Analysis.
4. Critically identify sources and application of funds or cash.
5. Apply accounting standards while preparing the financial statements.
6. Carryout valuation of human resources of an organisation.

Unit-I**Introduction to Financial Accounting**

Meaning and Definition of Financial Accounting - Accounting as a business information system; Parties interested in accounting information; Accounting Concepts and Conventions, their implications on accounting system; Double entry system: Recording of business transactions-classification of accounts-Accounting process-accounting cycle-primary entry (Journal Proper) – Ledger posting - preparation of Trial Balance, Suspense account.

Unit- II**Preparation and presentation of financial statements**

Distinction between Capital and Revenue Expenditure - Measurement of business income, Preparation of Profit and Loss account, and Balance Sheet.

Concept of Depreciation - Methods of providing depreciation and its impact on measurement of business income.

Unit –III:**Financial Statement Analysis**

Meaning of Financial statement analysis- tools of financial statement analysis- Ratio analysis-meaning, uses and limitations of ratio analysis-calculation and interpretation of ratios- Liquidity ratios-Profitability ratios-Solvency ratios- Leverage and Turn over ratios.

Unit-IV:**Funds flow and Cash flow analysis.**

Concept of Fund- meaning of Funds flow, preparation of statement of changes in Working Capital, Funds from operations, statement of sources and applications of Funds. Funds Flow Statement. Cash flow statement-cash from operations- preparation of cash flow statement. Difference between funds flow and cash flow statements.

Unit-V:**Contemporary issues in Accounting**

Accounting standards: Meaning and definition of accounting standards-their importance in accounting environment-IAS-IFRS-USGAAP.

Human Resources Accounting: concept and importance, objectives of HR accounting- Methods of Valuation.

Text Books:

1. Ambarish Gupta, “Financial Accounting for Management- An Analytical Perspective”, Pearson, 2015
2. S.N Maheshwari and S.K. Maheswari: “Financial Accounting”, Vikas, 2016.
3. Grewal T. S., “Introduction to Accounting”, S. Chand, 2016.

Suggested Readings:

1. Earl k Stice and James. D. Stice, “Financial accounting- Reporting and Analysis”, Cengage Learning, 2015
2. Carl S Warren, James. M. Reeve, Jonathan. E. Duchac, “Financial accounting, concepts, Methods and Applications”, Cengage Learning, 2014
3. Alic C Lee, John C Lee, “Financial analysis, Planning & Forecasting”, Cambridge, 2014.

16MB C104**MARKETING MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To provide an understanding of marketing evolution, concepts, environment and marketing strategy.
2. To enable students to identify and select effective segmentation, targeting and positioning strategies.
3. To focus on how a marketer can effectively utilize the marketing mix elements to attract and retain the customer.
4. To understand the importance of Strong branding and how to generate brand equity.
5. To determine how various marketing control techniques helps to effectively utilize marketing budget.
6. To focus on contemporary issues in Marketing.

Course Outcomes: After completion of the course, students will be able to:

1. Know the various philosophies of marketing, environment and strategy, and implement best marketing strategies through application of analytical concepts and decision making tools.
2. Understand various segmentation, targeting and positioning strategies to make their products as market leaders.
3. Design the marketing mix effectively in order to achieve the organizational goals and objectives.
4. Know the essential Branding strategies to conquer the market.
5. Control unproductive marketing expenditures.
6. Understand the contemporary issues and develop marketing strategies to sustain the business.

Unit- I**Introduction**

Marketing, Market, Marketing Management, Tasks, Philosophies, Marketing Mix, Expanded Marketing mix, Marketing Program and Marketing Strategy, Managing marketing effort, Marketing environment Company's Micro and Macro environment, Marketing interface with other Functional areas.

Unit -II**Market Segmentation, Targeting and Positioning**

Levels and bases for Segmentation, Segmenting Consumer markets,

Segmenting Business markets, International markets, Market targeting- Evaluating and selecting Market segments, Differentiation- Positioning strategies, Competitive strategies.

Unit – III

Marketing Mix and Control

Decisions involved in Product, Packaging, Product line and mix decisions, New product development, Product life cycle, Pricing strategies, Distribution channels, Channel management decisions, Promotion mix- Advertising, Sales promotion, Public relations, Personal selling, Online marketing.

Marketing Control, Annual plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit.

Unit – IV

Branding

Concept of Brand – Definition, Importance of Branding in Marketing commodity vs. Brand name, Brand Positioning and Repositioning, Brand Sponsorship – National Brands, Licensing, Co-branding, Brand development – Line extension, Brand extension, Multi brands, New brand. Managing brands – Brand loyalty, Brands equity, Brand cannibalization, Brand management practices.

Unit – V

Contemporary Issues in Marketing

Customer Relationship Marketing (CRM), Global marketing, e-marketing, marketing engineering, Green marketing, Societal Marketing, Viral marketing.

Text Books:

1. Kotler Philip, Garyarmstrong, Prafullay, Agnihotri, EU Haque, "Principles of Marketing", 13th Ed, Pearson Education Prentice Hall of India, 2010.
2. Rajan Saxena, "Marketing Management", 4th Ed. Tata McGraw Hill, 2009.
3. Ramaswamy V.S. Namakumari S, "Marketing Management", The Global perspective-Indian Context Macmillan India Ltd., 2009.

Suggested Readings:

1. Paul Baines, Chris fill, Kelly page, "Marketing Management", 1st ed. Oxford University Press, 2009.
2. Roger j. best, "Market-Based Management", 1st Ed/ PHI Learning Pvt. Ltd., 2009.
3. Kurtz and Boone, "Principles of Marketing", 12th Ed. Cengage Publications, 2010.

16MB C105

STATISTICS FOR MANAGEMENT

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To provide an insight into the concepts and tools of Statistics.
2. To enable the students to understand measures of Central tendency and Measures of Dispersion.
3. To make students understand the concept of probability and apply different types of probability distributions.
4. To enable the students to decide the appropriate sampling techniques to be used for a given problem.
5. To facilitate for formulation of hypotheses and applying the parametric statistical tools to test the same and also interpret the results.
6. To enable the students to apply different forecasting techniques namely, correlation, regression and time series analysis.

Course Outcomes: After completion of the course, the students will be able to:

1. Calculate measures of central tendency and measures of dispersion.
2. Apply principles of probability and different types of probability distribution.
3. Articulate the appropriateness of different types of sampling techniques.
4. Formulate hypotheses and test the same using appropriate parametric tools and interpret the results.
5. Test the given hypotheses using Chi-square and ANOVA and interpret the results.
6. Apply forecasting techniques using correlation, regression or time series analysis and analyse the results.

Unit –I

Introduction

Overview, origin and development of Statistics, Managerial applications of statistics. Measures of central tendency: Mean- Harmonic mean, Geometric mean , Median, Mode, Measurement Dispersion: Range and quartile deviation, mean deviation, standard deviation. Skewnes and Kurtosis.

Unit-II**Probability**

- i) Concepts and Definitions of probability. Additive and multiplicative Law of probability, Baye's theorem, Statistical independence. (simple numerical problems only)
 - ii) Random variables: Expectation and variance of a random variable, Probability distribution function, properties of discrete and continuous probability distribution functions.
1. Discrete probability distributions: Binomial distribution, Properties and applications - Poisson distribution, Properties and applications.
 2. Continuous probability distributions: Normal distribution, Standard normal distribution, Properties and applications of Normal distribution.

Unit-III**Sampling and Estimation**

1. Sampling theory: Sampling procedures-Random and Non-random methods, Sample size determination, standard error, Sampling error.
2. Statistical estimations: Point and interval estimation, Properties of good estimator, confidence interval.

Unit-IV**Hypothesis testing**

1. Testing of Hypothesis: Type I and Type II errors, Statistical significance. Large sample tests-Test for one and two proportions, Test for one and two means, Test for two Standard deviations.
2. Small sample tests: t- distribution- Properties and applications, Testing for one and two means, paired t- test.
3. Analysis of variance -one way and two way ANOVA (With and without interaction).
4. Chi-square distribution: Test for goodness of fit, Test for independence of attributes.

Unit – V:**Correlation, Regression and Time Series**

- i) Correlation analysis –Positive and negative correlation-limits for Coefficient of Correlation- Karl Pearson's coefficient of correlation- spearman' rank correlation.
- ii) Regression Analysis-concept –two lines of regression-Properties of regression coefficients.
- iii) Time series analysis-Components of time series-Models of time

series-Trend analysis-Free hand curve method- Method of semi averages-method of moving averages- Least Squares method.

Text Books:

1. S.P.Gupta, "Statistical Methods", Sultan Chand & Sons, 2014 .
2. S.C.Gupta, "Fundamental of statistics", Himalaya, 2016.
3. R.I. Rubin S. David, "Statistics for Management", Pearson, 2014 .

Suggested Readings:

1. PN.Arora, Sumeet Arora, S.Arora"Comprehensive statistical methods", S.Chand co., 2015.
2. J.K.Sharma, "Business Statistics", Pearson, 2015.
3. Beri, GC, "Business Statistics", McGraw-Hill, 2015.

16MB C106**BUSINESS COMMUNICATION**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To demonstrate knowledge of communication theory and application.
2. To empower the students with the necessary skills and techniques of business communication to handle business-related issues efficiently and effectively.
3. To familiarise the students with formal writing, construct appropriate messages, and build effective business relations through an effective communication.
4. To deliver appropriate communication skills across various business settings, purpose, and audience.
5. To focus on media relations and crisis communication.
6. To emphasize on technological, legal and ethical dimensions in business communication.

Course Outcomes: After completion of the course, students will be able to:

1. To enhance competence in various Business communication patterns.
2. Construct effective written messages in various formats to audience.
3. Demonstrate the ability to effectively deliver formal presentations before a variety of audiences.
4. Communicate competently in groups and organizations and demonstrate appropriate and professional ethical behavior.
5. Build better relations with appropriate messages.
6. Communicate effectively leveraging technology in various settings and contexts.

Unit-I**Introduction**

The role of and process of communication, Objectives of communication - gateways to effective communication – Organizational communication. Multi cultural and Global communication ; Listening process – Elements of good listening – improving listening competence. Importance of feedback – Principles of feedback.

Unit-II**Written Communication**

Types of reports – Individual and committee reports – Essentials of good report writing. Business letters – Drafting letters relating to enquiries and replies; orders and replies; complaints and claims. Effective business correspondence.

Unit-III**Presentation Skills**

Presentations – elements of presentation, presenter, analyzing audience and content- non-verbal dimension of presentations- effective presentation strategies. Methods of speaking, speeches for commemorative occasions. Negotiations – Approaches to negotiations – preparing for and conducting negotiations.

Unit-IV**Non Verbal Communication**

Characteristics, Importance, Types and functions of non verbal communication – preparing for job: Drafting a resume, participating in a Group discussion, job interview, types of interview, strategies for success at interviews – Business Etiquette, basic rules of Business etiquette.

Unit-V**Public Relations, Trends and Dimensions in Business Communication**

Media relations – Building better relations with media. Investor relations – Framework for managing investor relations. Managing government relations – ways and means of managing governing power. Crisis communication. Do's and don'ts in the wake of a crisis.

Advances and Trends in Communication Technology, Legal and Ethical Issues in Business Communication. Social Media Communication.

Text Books:

1. Lesikar, R.V. and M.E.Flatley, "Basic Communication", New York, McGraw Hill, 2014.
2. P.D.Chaturvedi and Mukesh Chaturvedi, "Business communication", Pearson education, 2012.
3. CSG Krishnamacharyalu and L.Ramakrishna, "Business Communications", Himalaya publishing house, 2014.

Suggested Readings:

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning, 2007.
2. U S Rai & S M Rai, "Business Communication", Himalaya publications, 2014.
3. Mary Munter, "Guide to Managerial Communication" Pearson Education, 2013.

16MB C107**BUSINESS LAW**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of this course are:

1. To give an overview of legal issues that they deal within their professional and personal life.
2. To provide knowledge on general contracts.
3. To educate the students on special contracts, sale and negotiable instruments.
4. To discuss the formation of company, process, and dissolution.
5. To elaborate the rights of consumers and redressal mechanism.
6. To enlighten students on Intellectual property rights, competition law, cyber laws and legal environmental issues.

Course Outcomes: After completion of the course, the students will be able to:

1. Identify legal issues and provide potential solutions to legal problems within the business environment.
2. Understand the legal principles of business law; apply such principles of law to problems associated with businesses and business transactions.
3. Understand special contracts and reflect on current legal issues; and how to use various negotiable instruments for various business transactions.
4. Understand the various provisions of Companies Act.
5. Claim the rights as a consumer and know the redressal mechanism.
6. Understand legal provisions contained in competition Law and Cyber Laws and the process in Intellectual Property Rights and RTI, and legal environmental issues.

Unit - I**Introduction**

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent-Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

Unit - II**Law Relating to Special Contracts**

Special Contracts - Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee.

Sale of Goods Act – Distinction between Sale and Agreement to sell - Conditions and Warranties.

Negotiable Instruments Act – Definition, Characteristics, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing.

Unit- III**Companies Act**

Definition of Company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Share holders meetings - Board meetings - Law relating to meetings and proceedings- Company Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers, Prevention of Oppression and Mismanagement, Winding-up of a company.

Unit- IV**Consumer Protection Act**

Consumer Protection Law: Introduction to consumer protection law in India - Rights of consumers – Right to Information - Consumer awareness - Consumer councils - Redressal machinery.

Unit-V**Miscellaneous Laws**

Intellectual Property Rights – Patents, Copyright, Trademark. Competition Law. Cyber laws. Right to Information Act. Legal Environmental issues.

Text Books:

1. N.D. Kapoor, “Elements of Mercantile Law”, 34th ed., Sultan Chand & Co.,2013.
2. K.R. Bulchandani, “Business Law for Management”, 6th ed, HPH , 2014.
3. Akhileshwar Pathak, “Legal Aspects of Business”, 3rd Ed. Tata McGraw Hill. 2007.

Suggested Readings:

1. PPS Gogna, “A Text Book of Company Law”, S. Chand, 2010.
2. Satish B. Mathur, “Business Law”, Tata Mc Graw Hill, 2010.
3. D.Chandra Bose, “Business Law”, PHI,2010.

16MB C108**INFORMATION TECHNOLOGY APPLICATIONS FOR BUSINESS**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of this course are:

1. To provide an insight of basic features of computers.
2. Enable students to acquire knowledge on information systems and its various categories.
3. To focus on planning and development of information systems.
4. To understand the difference between hardware and software systems.
5. To discuss the underlying principles of computer security.
6. To analyze the different concepts of information systems applications.

Course Outcomes: After completion of the course, the students will be able to:

1. Understand the features of information systems.
2. Demonstrate detailed knowledge of the role of information system and its categories.
3. Gain knowledge on information system development.
4. Distinguish between the hardware and software systems.
5. Analyze various computer security mechanisms.
6. Understand applications of information technology for business.

Unit – I**Information Systems for Business**

Need for Information Systems – Business in the Information age, Information systems Concepts, Computer Based Information Systems – Categories of Information Systems- Operational Support Systems- Management Support Systems- Strategic Information Systems. Functional Information Systems – IS support to Business Functions – Accounting and Finance, Marketing and Sales, Production and Logistics, and Human Resources Management Systems.

Unit – II**Information Systems Planning and Development**

Systems Planning - Traditional System Development Life Cycle (SDLC) - alternate methods for System development - System development outside the system.

Software: System and Application Software, Compilers, Interpreters and Assemblers. Computer Languages: Levels of languages, generation and their features. Number System: Introduction to number system, binary, decimal and their inter conversions and their uses in computer.

Unit – III**Information Technology Infrastructure**

Computer Hardware- I/O Devices, Memory Devices, Processor, Multimedia – Definition, Characteristics, Elements of Multimedia, Multimedia Applications. Data Communication and Computer Network – Definition, Types – Network Topologies-Network Devices, Wireless Networking. The Internet, Intranet.

Unit – IV**Computer Security**

Need For Security - Security Threat and Attack- Malicious Software, Hacking, Security Services-Security Mechanisms - Cryptography, Digital Signature, Firewall- Types of Firewall-Identification and Authentication – Biometric Techniques – Other Security Measures - Security Policy.

Unit – V**Information Systems Application**

Inter organizational- Global Information systems, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT) –Extranets, E-Commerce Overview- E-commerce Applications, M-Commerce Services and Applications, SMN, M-Analysis E-Governance- Emerging Trends in Computing – Cloud Computing, Grid Computing (Concepts only).

Text Books:

1. Turban, Rainer and Potter, “Introduction to Information Technology”, John & Wiley Sons, 2002.
2. Anita Goel, “Computer Fundamentals”, Pearson, 2013.
3. Ralph M. Stair&George W. Reynolds, “Principles of Information Systems”, Thomson Course Technology”, 2016.

Suggested Readings:

1. Ramesh Behl, “Information Technology for Management”, McGraw-Hill Companies, 2009.
2. Ken Laudon, Jane Laudon & Rajnish Dass, “Management Information System”, 11nd Ed. Pearson, 2010.
3. B. Muthukumar, “Information Technology for Management”, Oxford, 2010.

16MB C109**INFORMATION TECHNOLOGY – LAB**

Instruction	2 hours per week
Duration of Semester End Examination	2 Hours
Continuous Internal Evaluation	15 Marks
Semester End Examination	35 Marks
Credits	1

Course Objectives: The objectives of the course are:

1. To equip students with the usefulness of MS OFFICE in their work place.
2. To provide an insight of basic concepts of MS-EXCEL.
3. To understand different concepts using Charts for analyzing the data.
4. To Acquire knowledge on the various Statistical and Financial tools used in MS-EXCEL.
5. To understand the basic concepts of MS- ACCESS and MS- POWERPOINT for presentations.
6. To gain knowledge on web based tool-HTML.

Course Outcomes: After completion of the course, students will be able to:

1. Effectively integrate MS-Office modules in the work environment.
2. Analyze the basic concepts of MS-Excel and its computing requirements.
3. Apply statistical tools in their projects, research work also also in real life situations.
4. Demonstrate detailed knowledge on MS- Access.
5. Design various presentations with the help of MS-Power Point.
6. Engage in continuing professional development with web based tool.

Unit – I**Introduction to MS-EXCEL**

Introductory concepts of MS-EXCEL spreadsheet: File options, Home options, Alignment of data, Defining the columns, Formatting – Table, Cell. Filtering techniques, Insert options – PIVOT table, Image, Special Symbols, Clipart. Charts – Line, Bar, Pie, Scatter. Page Layouts. Advanced Options of MS-EXCEL: a) Statistical tools – use statistical functions such as Mean, Median, Mode, Average, Standard Deviation, ANOVA, etc. b) Financial Tools – use of Financial Functions such as NPV, IRR etc. c) Date Functions d) Building Simple Macros.

Unit II**MS-Access and MS-Powerpoint**

Introduction to MS-ACCESS: Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and displaying data. Creating and querying using forms. Creating and printing reports and labels. Transfer of data between Excel and Access. MS- PowerPoint: Creating a presentation with themes, smart art, hyperlinks, styles, animation.

Unit III**Web Based Tool**

Introduction to HTML: Simple HTML using Heading elements, Text Elements, Logical Styles, Physical Styles, Ordered, Unordered and Definition list, Hyper Links, Image Link to page containing Images and Videos File

Text Books:

1. David Whigham, “Business Data Analysis Using Excel”, Indian Edition, Oxford University Press, 2010.
2. Steven Holzer, “HTML”, Paraglyph press, Indian Edition, 2000.
3. Paul Cornell, “Accessing & Analyzing DATA with MS-EXCEL”, 2003.

Suggested Readings:

1. R & D, “IT Tools and Applications”, Macmillan India Ltd.
2. D.P. Apte, “Statistical Tools for Managers – using MS Excel”, Excel Books, 2009.
3. P. Sudharsan & J. Jeyabalan, “Computers Systems & Applications”, Jaico Student Edition- Jaico Publishing House.

16 EG C103**SOFT SKILLS LAB**

Instruction	2 Periods per week
Duration of Semester End Examination	2 Hours
Semester End Examination	35 Marks
Continuous Internal Evaluation	15 Marks
Credits	1

Course Objectives: The objectives of the course are to:

1. Participate in group discussions and case studies with confidence and to make effective presentations. Also to learn the art of communication.
2. With- resume packaging, preparing and facing interviews.
3. Build an impressive personality through effective time management and goal setting, self confidence and assertiveness.
4. Understand what constitutes proper grooming and etiquette in a professional environment. Also to understand academic ethics and value systems.
5. To understand the elements of research and hone their soft skills through a live, mini project.

Course Outcomes: After completion of the course, students will be able to:

1. Be effective communicators and participate in group discussions and case studies with confidence. Also be able to make presentations in a professional context.
2. Write resumes, prepare and face interviews confidently.
3. Be assertive and set short term and long term goals. Also learn to manage time effectively and deal with stress.
4. Make the transition smoothly from campus to corporate. Also use media with etiquette and know what academic ethics are.
5. To do a live, mini project by collecting and analyzing data and making oral and written presentation of the same.

Exercise 1

Group Discussion & Case studies –dynamics of group discussion, intervention, summarizing, modulation of voice, body language, relevance, fluency and coherence.

Elements of effective presentation – Structure of presentation – Presentation tools – Body language

Creating an effective PPT

Exercise 2

Interview Skills –Resume writing–structure and presentation, planning, defining the career objective, projecting ones strengths and skill-sets

Interview Skills – concept and process, pre-interview planning, opening strategies, answering strategies, mock interviews

Exercise 3

Personality Development–Effective Time Management, setting realistic goals, self confidence and assertiveness, stress management, moral values.

Exercise 4

Corporate Culture –Grooming and etiquette, communication media etiquette Academic ethics and integrity

Exercise 5

Mini Project –General/Technical. Research, developing a questionnaire, data collection, analysis, written report and project seminar

Suggested Readings:

1. Madhavi Apte , “A Course in English communication”, Prentice-Hall of India, 2007
2. Leena Sen , “Communication Skills”, Prentice-Hall of India, 2005
3. Dr. Shalini Verma, “Body Language- Your Success Mantra”, S Chand, 2006
4. Edgar Thorpe and Showick Thorpe , “Objective English”, 2nd edition, Pearson Education, 2007
5. Ramesh, Gopalswamy, and Mahadevan Ramesh, “The ACE of Soft Skills”, New Delhi: Pearson, 2010
6. Gulati and Sarvesh, “ Corporate Soft Skills”, New Delhi: Rupa and Co. , 2006
7. Van Emden, Joan, and Lucinda Becker. “Presentation Skills for Students”, New York: Palgrave Macmillan, 2004.
8. Covey and Stephen R, “The 7 Habits of Highly Effective People”, New York: Free Press, 2016.



SCHEME OF INSTRUCTION AND EXAMINATION
MBA COURSE
II- SEMESTER

S. No.	Course Code	Title of the Course	Scheme of Instruction		Scheme of Examinations			Credits	
			Hours per week		Duration in Hour	Maximum Marks			
			L/T	P/D		CIE	SEE		
1.	16MB C110	Organisation Behaviour	3	-	3	30	70	3	
2.	16MB C111	Business Environment and Ethics	3	-	3	30	70	3	
3.	16MB C112	Human Resource Management	3	-	3	30	70	3	
4.	16MB C113	Financial Management	3	-	3	30	70	3	
5.	16MB C114	Business Research Methods	3	-	3	30	70	3	
6.	16MB C115	Operations Research	3	-	3	30	70	3	
7.	16MB C116	Operations Management	3	-	3	30	70	3	
8.	16MB C117	Business Analytics	3	-	3	30	70	3	
9.	16MB C118	Statistical Software Lab		2	2	15	35	1	
10.	16MB C119	Seminar		-	2	2	15	35	1
			24	4	28	270	630	26	

L: Lecture
CIE: Continuous Internal Evaluation

T: Tutorial

D: Drawing

P: Practical

SEE: Semester End Examination

16MB C110**ORGANISATION BEHAVIOUR**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of the course are to:

1. Define basic organizational behavior principles and analyse how these influence behavior in the workplace.
2. Analyse the influence of perceptions and personality on individual human behavior in the workplace.
3. Discuss the theories of Motivation and Leadership.
4. Provide knowledge on different organizational structures; and concepts of culture, climate and organizational development.
5. Describe the interpersonal and their intrapersonal reactions within the context of the group and also demonstrate effective communication and decision making skills in small group settings.
6. Familiarize the students with the basic understanding of individual behavior and explore issues of power, politics, conflict and negotiation.

Course Outcomes: After completion of this course, students will be able to:

1. Enable the students to practically implement the Organizational Behavior principles and practice in real time situations.
2. Analyze the behavior, perception and personality of individuals and groups in organizations in terms of the key factors that influence organizational behavior.
3. Acquire knowledge in applying motivational theories to resolve problems of employees and identify various leadership styles and the role of leaders in decision making process.
4. To examine various organizational designs and explain concepts of organizational culture, climate and organizational development.
5. To explain group dynamics and skills required for working in groups and identify the processes used in developing communication and resolving conflicts.
6. Analyze organizational behavioral issues in the context of power, politics, conflict and negotiation issues.

Unit – I**Introduction**

Organizational behavior – Nature and levels of organizational behavior – Individuals in organization – Individual differences – Personality and Ability – The Big 5 Model of personality – Organizationally relevant

personality traits. The nature of perception – characteristics of the perceiver, target and situation – perceptual problems.

Unit – II

Organization Structure

Organizational Designs and Structures – Traditional and Contemporary organizational designs. Organizational culture and ethical behavior – factors shaping organizational culture– creating an ethical culture. Concepts - Organizational Climate, Organization Conflict, and Organization Development.

Unit – III

Motivation and Leadership

Motivation–early and contemporary theories of motivation. Leadership – early and contemporary approaches to leadership.

Unit – IV

Group Dynamics

Groups and group development – turning groups into effective teams. Managing change – process, types and challenges. Communicating effectively in organizations – communication process–barriers to communication–overcoming barriers to communication–persuasive communication–communication in crisis situations.

Unit – V

Power, Politics, Conflict and Negotiations

Power, Politics, Conflict and Negotiations–Sources of individual, functional and divisional Power. Organizational politics. Conflict – causes and consequences – Pondy’s model of organizational conflict–conflict resolution strategies.

Text Books:

1. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, Pearson Education Inc., 2012.
2. Jon L Pierce and Donald G. Gardner, “Management and Organizational behavior”, Cengage Learning India (P) Limited, 2001.
3. Richard Pettinger, “Organizational Behaviour”, Routledge, 2010.

Suggested Readings:

1. Stephen P. Robbins, Jennifer George and Gareth Jones, “Management and Organizational Behaviour”, Pearson Education Inc., 2009.
2. K. Aswathappa, “Organizational behavior”, Himalaya Publishing House, 2013.
3. John Schermerhorn, Jr., James G. Hunt and Richard N. Osborn, “Organizational Behaviour”, 10th edition, Wiley India Edition, 2009.

16MB C111

BUSINESS ENVIRONMENT AND ETHICS

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To familiarize the students with various aspects of economic, social, political and cultural environment of India.
2. To enable the students to understand the various industrial policies developed in the post-independence period and need for the same.
3. To provide an insight into the mechanism of fiscal policy implementation, structure of union budget, link between monetary policy and banking.
4. To provide an understanding about the changes in the growth of National Income, concept of Inflation in India.
5. To acquaint students with essence of WTO agreements and its implications, understand EXIM policies and changes in FEMA, and about the FDI and MNCs in emerging countries.
6. To make students to understand the ethical dilemmas facing managers; and the concept of corporate governance.

Course Outcomes: After completion of the course, students will be able to:

1. Gain a deeper understanding of the environmental factors influencing Indian business organizations.
2. Understand the issues related to the industrial policy and regulation and their amendments from time to time.
3. Understand the Union Budget, fiscal policy, monetary policy and banking.
4. To understand the changes in the growth of National Income, concept of Poverty, Unemployment and inflation and its causes and measures to control Inflation in India.
5. Take decisions to ensure growth and sustainability of the organizations through the knowledge gained by the students on capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act.
6. Develop thinking and analytical skills using ethical framework.

Unit-I

Introduction

Business Environment – Meaning, Importance, Environmental Factors; Planning in India – Planning Commission – Liberalisation and Planning; Industrial Policy and Regulatory Structure- Industrial Policy- Industrial

Licensing Policy- Five Year Planning- Industrial Policy 1991; Small Scale Industries (SSI)- Industrial Finance- Foreign Direct Investment (FDI).

Unit-II

Indian Financial System

Economic Policies: Fiscal Policy- Latest Union Budget- Reforms Undertaken - Role of Government. Monetary Policy- Basic Concepts- Monetary Policy in the 21st Century- Banking Sector Reforms. Role of regulatory institutions in Indian Financial system – RBI and SEBI. Capital Market Institutions- Stock Indices- Derivatives Market- Global and Indian Scenario.

Unit-III

Economic Growth

National Income, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation, Human Development, Rural Development, Problems of Growth.

Unit-IV

India's Trade Policy

Policy changes and Issues- sector wise trade policies: recent developments- GATT- WTO-agreements and implications. EXIM policies and FEMA: India's new EXIM policy-legal framework-initiatives, FEMA –Multi-national companies and FDI.

Unit-V

Business Ethics

An Overview, concepts and theories of Business ethics, Ethical Dilemmas, Sources and their Resolutions, Ethical Decision-making in Business, Globalization and Business Ethics, creating an Ethical Organization, Corporate ethics: Good Governance.

Text Books:

1. Justin Paul “ Business Environment: Text & Cases” ,3/e/TMH, 2012.
2. Gaurav Datt and Ashwani Mahajan, “Indian Economy”, 72 ed, S.Chand, 2016.
3. A.C.Fernando, “Business Ethics”, 1st Edition, Pearson, 2011.

Suggested Readings:

1. Francis Cherunilam “Business Environment: Text & Cases”, HPH, 2012.
2. V.K.Puri and S.K.Misra, “Indian Economy”, HPH, 2014.

3. K.Ashwathappa “Essentials of Business Environment: Text, Cases& Exercises” HPH, 2011.

16MB C112

HUMAN RESOURCE MANAGEMENT

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course objectives: The objectives of this course are:

1. To provide the basic concepts of Human Resource Management.
2. To make the students understand the process of recruitment and selection.
3. To introduce the concept of performance appraisal and its methods.
4. To understand the basics of Industrial Relations and its importance.
5. To enable the students in having a basic knowledge of Labour laws.
6. To introduce the ongoing contemporary issues in Human Resource Management.

Course Outcomes: After completion of the course, students will be able to:

1. Understand and apply the knowledge of basic concepts in working environment.
2. Implement good and innovative practices in recruitment and selection.
3. Involve in and Implement the process of Performance Appraisal in Organizations.
4. Maintain sound and updated Industrial Relations practices at workplace.
5. Involve in suggesting and implementing various labour acts as applicable.
6. Design and develop new trends in Human Resource Management practices.

Unit – I

Introduction

HRM- Definition, Evolution, Organization of HR department, Objectives, Scope and Functions of HRM – Role and responsibilities of HR Manager - HR Policies and Procedures - Competitive Challenges of HRM - Competency Framework for HR Professionals - Stakeholders and Integrated Models of HRM - Jobs and careers in HRM.

Unit – II**Human Resource Planning**

Job analysis- meaning and importance, process, methods of collecting Job data, writing Job description and Job specification- Job design- meaning, factors, approaches - Job evaluation - meaning and methods- HR Planning - Gallagher HR Estimator - Recruitment - Yield-Ratio Analysis - Process of selection - Types of Interview- Placement and Orientation – HRD - Training Methods - Kirkpatrick and Pecuniary Utility Models of Training.

Unit – III**Performance Appraisal**

Performance Appraisal – Meaning, Importance and methods - Basic components of Compensation Management - Towers Perrin Model of Total Reward - Career planning – Greenhaus Career Development Model - Psychological Contract: Functions and Types – HR Utility Framework – Markov Employee Transition.

Unit – IV**Industrial Relations**

Industrial Relations - Definition, Importance, Basics of Industrial Acts - Factory Act 1948, Trade Union Act 1926, Employee State Insurance Act 1948, Workmen Compensation Act 1923, Industrial Employment (Standing orders) Act 1946, Industrial Disputes Act 1947, Minimum Wages Act 1948 - Dunlop's IR Model – Quality of work life - Grievance management - Collective Bargaining - Negotiation– Labor Turnover and stability indices – Worker's Participation in Management– Bate's brand wheel for employer brand – Employee Engagement Index – Employee Value Proposition – Absence Management – Brad factor.

Unit – V**Contemporary Issues in Human Resources Management**

Introduction to Change Management - HR outsourcing , HR issues in mergers and acquisitions - Work life integration – Introduction to International HRM, Strategic HRM in a Changing Environment - HRIS: Three Levels - Diversity Management - Succession Planning - Stress Management - Ethics in HRM, Interpersonal relations in the workplace - HR Research.

Text Books:

1. Gary Dessler, "Human Resources Management", Pearson, 2015.
2. Decenzo, "Human resources Management", Wiley, 2015.
3. Michael Armstrong, "Human Resource Management", Kogan Page, 2015.

Suggested Readings:

1. David Lepak, Mary Gower, "Human Resource Management", Pearson, 2015.

2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, "Industrial Relations and Labour Laws", McGraw-hill, 2015.
3. John P. Kotter, "Leading Change", Harvard Business School Press, 2015.

16MB C113**FINANCIAL MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of this course are:

1. To explain the nature and scope of finance function and calculate time value of money.
2. To evaluate capital budgeting techniques based on profitability.
3. To analyse the sensitivity of EPS to PBIT under different capital structures.
4. To determine the cost of capital.
5. To analyse how dividend decisions influence financing decisions.
6. To estimate working capital requirements and manage current assets.

Course Outcomes: After completion of the course, students will be able to:

1. Judge time value of money in terms of annuity, present value for even and uneven cash flows.
2. Assess the feasibility of capital budgeting proposals based on profitability.
3. Evaluate the capital structure decisions.
4. Compare cost of equity, debt and weighted average cost of capita.
5. Argue the dividend decisions and explore their role in financing decisions.
6. Assess working capital requirements with particular reference to cash, debtors, inventory management.

Unit-I**Introduction**

Nature and scope; finance function; Goals of finance- profit maximizing vs wealth maximization, Risk- Return trade off; Agency problem: managers vs shareholders goals; concept of Time value of Money- future value : single cash flows, annuity; present value: single cash flows, annuity, uneven cash flows, multi period compounding. (simple problems)

Unit-II**Investment Decision**

Investment Decision Process, Developing Cash Flows; Evaluation techniques-Traditional and DCF techniques. Capital budgeting under risk and uncertainty: Risk adjusted discount rate, Certainty Equivalents, Probability Tree approach. (Problems and cases), capital rationing. (theory)

Unit-III**Financing Decision**

Sources of finance; Leverage-concept of leverage-operating leverage-financial leverage- combined leverage; EBIT-EPS analysis.

Capital structure theories- Net Income approach- Net operating Income approach- Traditional view- MM hypothesis.

Cost of Capital: cost of debt-cost of preference capital- cost of equity capital- cost of external equity- cost of retained earnings- weighted average cost of capital. (problems and cases)

Unit-IV**Dividend Decisions**

Forms of dividend- cash and Bonus shares; Dividend theories: relevance and irrelevance dividends- Walter's model- Gordon's Model- MM Hypothesis; Dividend policies of Indian Companies. (problems and cases)

Unit-V**Working Capital Management**

Concept of working capital- Determinants of working capital; Estimation of working capital requirements, working capital policy; Management of current assets: Cash Management, Receivables Management and Inventory management. (problems and cases)

Text Books:

1. I. M. Pandey, "Financial Management", 11th edition Vikas Publishing House, 2015
2. Khan, M.Y. & Jain P.K "Financial Management", 7th edition McGraw Hill, 2016.
3. Prasanna Chandra, "Financial Management Theory and Practice", 9th edition McGraw Hill, 2015.

Suggested Readings:

1. Brigham, E. F. and Ehrhardt, M. C., "Financial Management Theory and Practice", 11th edition Thomson South-Western, 2015.
2. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Corporate Finance", 4th edition, Pearson, 2014.
3. Ross Westerfield Jaffe, "Modern Financial Management", 10th edition, McGraw-Hill, 2015.

16MB C114**BUSINESS RESEARCH METHODS**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of this course are:

1. To provide understanding and application of appropriate research designs, research statistics, and the use of the computer for data analyses, and report writing and presentation.
2. To develop understanding of the basic framework of research process, designs and review of literature.
3. To identify and select various sources of data, sampling methods and be able to construct an effective questionnaire.
4. To acquaint students with the basic ideas, applicability, and methods of nonparametric tests.
5. To provide students with a working knowledge of the basic concepts underlying the most important multivariate techniques.
6. To provide guidance on how to write a report so that the information is easy to understand.

Course Outcomes: After completion of the course, students will be able to:

1. Gain knowledge of the business research methods and able to formulate the research problem, develop research design, analyze the data, draw interpretations and present the research findings.
2. Students will understand the research process, gap, and to compare and contrast various research design methods.
3. Students will be able to design the sample and assess measurement and scaling options to determine appropriate measures required to address specific research questions.
4. Apply and interpret the different type's of non-parametric statistical techniques.
5. Students will gain insights on how the methods are developed and gain ability to analyze multivariate data with appropriate methods.
6. Effectively communicate research in a written report and presentation.

Unit – I**Introduction**

Business Research - Meaning and Importance. Review of Literature, Research gaps. Research design- Exploratory, Causative, Conclusive and Experimental designs.

Unit – II**Sampling and Data Collection**

Sources and methods of gathering information. Sampling design and Sample size determination. Design of Questionnaire. Concept of Measurement and Scaling – Nominal, Ordinal, Interval and Ratio Scales, Attitude scales Thurstone's, Likert's, Guttman's, Semantic differential. Reliability and Validity of scales.

Unit – III**Data Analysis**

Non-parametric statistics in research - McNemar, Sign Test –One and Two samples, Run test, Wilcoxon Matched pairs test, Mann-Whitney test, Kolmogorov – Simronov D test, Kruskal –Wallis tests.

Data Representation: Tabulation and Graphical presentation of data.

Unit – IV**Multi -Variate Analysis**

Structural and Functional methods- Factor analysis, Cluster analysis, Discriminate analysis, Conjoint analysis, Multi Dimensional Scaling. Multiple Regression (Numerical with two independent variables).

Unit – V**Report Writing**

Preparation of the Report- Evaluation of the Research Report. Presentation of report: Plagiarism- Communicating the Research results.

Text Books:

1. Donald R Cooper and Pamela S Schindler, "Business Research Methods", 11/e, TMH, 2013.
2. J.K.Sharma, "Business Statistics-Problems and Solutions", Pearson, 2010.
3. Deepak Chawla and Neena Sondhi, "Research Methodology Concepts and Cases", Vikas Publication, 2016.

Suggested Readings:

1. William G.Zikmund, "Business Research Methods", 8th Edition, Sengae Publishers, 2003.
2. Alan Bryman and Emma Bell, "Business Research Methods", 2nd Ed. Oxford Press, 2009.

3. O.R. Krishna Swamy "Methodology of Research in Social Sciences", HPH, 2008.

16MB C115**OPERATIONS RESEARCH**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of this course are:

1. To provide an insight into the concepts and tools of Operations Research.
2. To apply the concept of linear programming and simplex method to a given situation with certain constraints.
3. To explain how the transportation and assignment problems can be solved with a focus on optimisation.
4. To determine the expected monetary value and expected value of perfect information in different business situations such as risk and uncertainty.
5. To explain how the probability of completing the project within given time for a given PERT Network and also analyse how to determine the total cost of crashing for a given project.
6. To apply a) queuing theory as part of assessing the quality of service b) simulation techniques for evaluating variety of models and systems c) game theory to identify the winning strategies.

Course Outcomes: After completion of the course, students will be able to:

1. Apply Linear Programming and Simplex method to a given situation with certain constraints.
2. Solve the transportation and assignment problems.
3. Determine the expected monetary value and decide on expected value of given information in different business situations such as risk and uncertainty.
4. Determine a) the probability of completing the project within given time for a given PERT Network and b) the total cost of crashing for a given project.
5. Assess the quality of service interms and reduce the idle time using the concepts underlying queuing theory.
6. Evaluate the simulation models and formulate the winning strategies using game theory.

Unit – I**Introduction to Operations Research and Linear Programming**

Operations Research : Introduction, origin, nature, definition, managerial applications and limitations.

Linear Programming: Mathematical model, Formulation of LPP, assumptions, solution by the graph, LP Problem -Simplex Method-Maximization and Minimization cases. Formulation of Dual to Primal.

Unit – II**Transportation and Assignment**

Transportation: Formulation of Transportation Problem Mathematical model, IBFS using Northwest Corner Rule, Row and Column Minimum methods, Least Cost Method (LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test.

Assignment: Formulation of Assignment Problem (AP): Mathematical model, Balanced and Unbalanced Assignment problems, Restricted AP, Hungarian method. Travelling salesman problem, Managerial applications.

Unit – III**Statistical Decision Theory**

Decision Theory-Decision making under Certainty, Risk, Uncertainty, Criteria of Decision making - Pessimism, Realism, Optimism, Regret, Equiprobable, EMV, EOL, Cost and value of information, Determination of EVPI utility as a concept of Decision Making.

Unit – IV**Network Analysis**

Network fundamentals - scheduling the activities - PERT Vs CPM – Three time estimates - Beta distribution - Identifying Critical Path – Probability of Completing the project with in given time, Critical Path Method – Direct costs and indirect costs - cost slope- Crashing,

Unit – V**Queuing, Simulation and Game Theory**

Queuing Theory - Concepts of Queue/Waiting Line - General structure of a Queuing system - Operating characteristics of Queues, deterministic Queuing models - Probabilistic Queuing Model – Single Channel Queuing model - Poisson arrival and exponential service times with infinite population.

Simulation - Process of simulation, Applications of simulation to different management Problems. (Theory only)

Game Theory - concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for $(m \times 2)$ and $(2 \times n)$ games.

Text Books:

1. A C S Kumar, "Operations Research", Yesdee, 2015.
2. Levin, "Quantitative Approaches to Management" McGraw-Hill, 2015.
3. J.K. Sharma, "Operations Research Theory and Applications", Macmillan, 2015.

Suggested Reading:

1. N.D. Vohra, "Quantitative Techniques in Management", McGraw-Hill, 2015.
2. Prem Kumar Gupta & others, "Operations Research", S. Chand, 2015.
3. Pannerselvam, R, "Operations Research", PHI, 2015.

16MB C116**OPERATIONS MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objective: The objectives of this course are:

1. To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing or service firms.
2. To familiarize the concepts of operations management to students and make them understand the functions of inter related activities and decisions involved therein for effective operations management.
3. To gain some ability to recognize situations in a production system environment that suggests the use of certain quantitative methods to assist in decision making on operations management and strategy.
4. To develop skills necessary to effectively analyze and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
5. To understand how Enterprise Resource Planning and MRP II systems are used in managing operations.
6. To emphasize on the international operations management.

Course Outcomes: After completion of the course, students will be able to:

1. Apply knowledge of fundamental concepts of operations management for operational performance improvement.
2. Identify the operational and administrative processes in organizations and the boundaries of an operations system, and recognize its interfaces with other functional areas within the organisation and with its external environment.
3. Develop an integrated framework for strategic thinking and decision making to analyze the enterprise as a whole with a specific focus on the wealth creation processes.
4. Emphasize on the work study and measurement of work.
5. Give a clear knowledge on how materials and stores management are handled.
6. To identify future challenges and directions that relate to operations management to effectively and efficiently respond to market changes.

Unit – I**Introduction**

Introduction to Operations Management - The historical evolution of operations management- scope of Operations Management - Interface between the operation systems and systems of other functional areas, Process planning and Process Design. Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle, characteristics of process technologies- Project, Job Shop, Assembly, batch and Continuous flow –Productivity-Measuring productivity-Ways of improving productivity -Emerging trends and implications for operations.

Unit – II**Scheduling and control of Production Operations**

Aggregate planning, Master Production Schedule (MPS), Operations scheduling, Product sequencing: Sequencing of products in multi- product multi-stage situations –By using Johnson rule and CDS method - Plant Capacity and Line Balancing - Plant Layout- Different types of layouts-location and the factors influencing location. Maintenance Management: Objectives, Preventive and Breakdown maintenance, failure concept, Reliability, Replacement policies.

Unit – III**Work Study and Measurement**

Work Study - Method Study and Work Measurement - Objectives of Work Study - Relationship of Time and Motion Study to Work Study- Basic Work Study procedure - various techniques in the Methods Study for identifying the most appropriate method. Work measurement - its uses and different methods, computation of allowance and allowed time.

Unit – IV**Materials and Stores Management**

Objectives of Materials management-Materials Requirement Planning [MRP-I], Manufacturing resource planning [MRP-II] - Sources of Supply of Materials -selection, evaluation and Performance of suppliers-make or buy decisions and its implications under various circumstances Vendor rating - determinants of vendor rating. Objectives of Stores Management –Management of Stores - safety stock Inventory Control - Different Systems of Inventory Control, Types of Inventory. Costs- Systems of inventory control. Value Analysis: importance in cost reduction – concepts and procedures.

Unit – V**Quality Management**

Quality -Need for quality - Evolution of quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – TQM

Framework – Conventional vs total quality management. Service Quality-significance. Quality Costs.

Note: Problems to be discussed in Units-2 & 4.

Text Books:

1. Stevenson J. William, “Operations Management”, 11th Ed., Tata McGraw-Hill, 2012.
2. Mahadevan. B, “Operations Management”, 2nd Ed, Pearson Education, 2010.
3. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-sacre, “Total Quality Management”, 3rd Ed., PHI, 2006.

Suggested Readings:

1. Robert S. Russel, Bernard W III Taylor, “Operations Management”, 7th Ed Hoboken, Wiley, 2011.
2. Lee J., Krajewski, ”Operations Management”, 9 edition, PHI, 2009
3. Everett. Adam, Jr. and Ronald J. Elbert, “Production and Operations Management Concepts”, 5th Ed, Prentice-hall, 2006.

16MB C117

BUSINESS ANALYTICS

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of this course are:

1. To provide in-depth knowledge of handling data and business analytics tools that can be used for decision-making.
2. Understand the role of business analytics within an organisation.
3. To acquire knowledge on data warehousing concepts.
4. Analyse data mining techniques and understand relationships between the underlying business process of an organisation.
5. Acquire knowledge on prescriptive analytics.
6. To understand the various applications of business analytics on different domains.

Course Outcomes: After completion of the course, students will be able to:

1. Have a clear idea about the basic concepts of business analytics in an organisation.
2. Demonstrate detailed knowledge about the role of business analytics in decision making.
3. Distinguish between descriptive, predictive and prescriptive analytics.
4. Gaining knowledge on dataware housing and data mining concepts.
5. Understand the usefulness of business analytics in various functional areas of an organisation.
6. Understand the future directions for business analytics.

Unit- I

Introduction

Introduction to Analytics, data science, Big data. Business analytics-challenges from outside and within, BASP (Business analytics success pillars) framework, Applications of Analytics to different domains, Data, Information, and Knowledge, Analyst’s Role in the BA Model - Three Requirements the Analyst Must Meet , Required Competencies for the Analyst , Hypothesis-Driven Methods, Data Mining with Target Variables , Explorative Methods.

Unit- II

Descriptive analytics

Descriptive analytics-Data warehousing-concepts, characteristics, Data marts, Meta data and process of data warehousing, Business Reporting,

Visual Analytics and Business performance measurement, Why a Data Warehouse, Architecture and Processes in a Data Warehouse, Tips and Techniques in Data Warehousing.

Unit- III

Predictive analytics

Introduction, Data mining concepts and Applications, Data mining process, methods, classification techniques. Text mining-introduction, text analytics and sentiment analytics. Web mining-introduction, Web analytics and social analytics.

Unit- IV

Prescriptive analytics

Introduction- categories of models- optimisation, simulation, heuristics, predictive models, other models. Automated decision systems and Expert systems, Knowledge Management and collaborative systems.

Unit-V

GIS

Nature of Geographic data, Spatial Objects and Data Models, Getting map on Computers, GIS standards and Standardization Process of GIS development, Implementation and Deployment phases, Big Data, Defining Big Data, Big Data Landscape, Business Implications of Big Data, Technology Implications of Big Data, Big Data Technologies, Management of Big Data.

Text Books:

1. Ramesh sharada, Dursun Delen, Efraim Turban, "Business intelligence and analytics", Pearson, 2015.
2. Jean paul isson, Jesse S.Harriot, "Win With Advanced Business Analytics", Wiley and Sas, 2012.

Suggested Readings:

1. Gert H.N. Laursen, Jesper Thorlund, "Business Analytics for Managers", JohnWiley & Sons Inc., 2010.
2. George B. Karte, "The GIS Book".

16MB C118

STATISTICAL SOFTWARE LAB

Instruction	2 hours per week
Duration of Semester End Examination	2 Hours
Semester End Examination	35 Marks
Continuous Internal Evaluation	15 Marks
Credits	1

Course Objectives: The Objectives of the course are:

1. To familiarise the students about the data summarisation and presentation.
2. To describe the concepts of measures of central tendency and dispersion.
3. To determine hypotheses formation and testing.
4. To educate how parametric and non-parametric tests are applied.
5. To focus on the importance of ANOVA.
6. To educate how forecasting techniques can be used and find trends values.

Course Outcomes: After completion of the course, students will be able to:

1. Analyze the data to draw inference for decision making.
2. Understand application of statistical measures of central tendency.
3. Test given set of hypotheses.
4. Understand the applications of parametric and non-parametric test.
5. Understand application of ANOVA.
6. Forecast unknown variable and analyze trends.

Unit –I

Introduction to MS-Excel

Components of an Excel spreadsheet- Entering Data and Formatting, Performing Calculations, Presenting Results, Numerical Skills Revision, Visualizing and Presenting Data-The Different Types of Data Variable, Graphical Representation of Data.

Unit-II

Averages and Measures of Dispersion

Measures of Central Tendency - Mean, median, and mode; Measures of Dispersion -The range, the interquartile range and semi interquartile range, standard deviation and variance, Coefficient of variation, Population Confidence Intervals.

Unit-III**Parametric and Non-Parametric Hypothesis Testing**

3.1. Z Test, T Test, F Test, Chi Square Tests - independence of attributes

3.2. The sign test, Wilcoxon signed rank sum test and Mann-Whitney U test for two independent samples.

Unit-IV**Factorial Experiments and Correlation**

4.1. Single-Factor Experiments - Single-factor ANOVA (or one-way ANOVA) and Kruskal-Wallis test.

4.2. Correlation Analysis - Scatter plot, Covariance, Pearson's correlation coefficient, testing the significance of Pearson's correlation coefficient, Spearman's rank correlation coefficient.

Unit-V**Regression and Time Series Analysis**

Fitting a straight line using sample data, Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

Text Books:

1. Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.
2. D P Apte, " Statistical Tools for Managers USING MS EXCEL", Excel, 2012.
3. David M Levine, David. F. Stephan & Kathryn A. Szabat, "Statistics for Managers – Using MS Excel", PHI, 2015.

Suggested Readings:

1. Bruce Bowerman, "Business Statistics in Practice", 5/e, TMH, 2012.
2. Shelly, "MS Office, 2007", Cengage, 2009.
3. Ajai.S.Gaur, Sanjaya S.Gaur, "Statistical Methods For Practice and Research", Response, 2009.



**SCHEME OF INSTRUCTION AND EXAMINATION
MBA COURSE
III- SEMESTER**

S.No.	Course Code	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week		Duration in Hours	Maximum Marks		
			L/T	P/D		CIE	SEE	
1.	16MB C120	Strategic Management Accounting	3	-	3	30	70	3
2.	16MB C121	International Business	3	-	3	30	70	3
3.	16MB C122	Strategic Management	3	-	3	30	70	3
4.	16MB E101 to 110	*Elective-1						
5.		Subject-1	3	-	3	30	70	3
6.		Subject-2	3	-	3	30	70	3
7.		*Elective-2						
8.		Subject-1	3	-	3	30	70	3
9.		Subject-2	3	-	3	30	70	3
10.	16EG C123	Project Proposal		2	2	50	-	1
			21	2	23	260	490	22

Note: * Electives are given in separate table

III SEMESTER ELECTIVES

Elective	Code	Subjects	Remarks
Finance (F)	16MB E101	Investment Management	Student, who would like to choose OM/ Systems as
	16MB E102	International Finance	
Human Resource (HR)	16MB E103	Performance and Compensation Management	elective, should choose either OM or Systems.
	16MB E104	Organizational Development and Change Management	
Marketing (M)	16MB E105	Product and Brand Management	
	16MB E106	Promotion and Distribution Management	
Operations Management (OM)	16MB E107	Total Quality Management	
	16MB E108	Technology Management	
Systems (SYS)	16MB E109	Relational Database Management System (* provision for 1 hr lab must be made out of 3 hrs)	
	16MB E110	E-Business	

16MB C120

STRATEGIC MANAGEMENT ACCOUNTING

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of the course are to develop the knowledge and understanding of:

1. Strategic Management Accounting and application of marginal costing for decision making.
2. Strategic Planning and standard costing and variance analysis.
3. Concepts of Budgetary Planning and Control System.
4. Activity based Costing and Customer account profitability analysis.
5. Identify the costs involved at different stages of the life cycle.
6. Target cost in manufacturing and service industries.

Course Outcomes: After completion of the course, students should be able to:

1. Gain knowledge on Management accounting concepts and its function.
2. Utilize a variety of costing techniques in a range of practical business situations.
3. Understand the standard setting process and the ability to calculate, interpret and analyse appropriate variances.
4. Apply ABC and CAP techniques in planning, control and decision making situations.
5. Analyse the implications of lifecycle costing on pricing, performance management and decision-making.
6. Analyse the implications of using target costing on pricing and cost control.

Unit – I**Introduction**

Meaning – Nature, Scope and Strategic importance of Strategic Management Accounting-Management function and management accounting. Marginal costing and its uses for decision-making, Make or buy-Profit planning- Acceptance of Export order- Optimization of sales mix/product mix-Discontinuation of product line.

Unit – II**Strategic Planning and Accounting for Control**

Strategic Planning: Management Control and Operational Control-Meaning, Concept and Purpose. Standard costing - concept and purpose

of standards- Types of standards. Variance analysis: Material variances, Labour variances, Overhead variances, Sales and profit variances.

Unit – III

Budgetary control and Responsibility Accounting

Budgetary control – Meaning and purpose – Essentials of effective budgeting program–Preparation of functional budgets: Sales budget, Production budget, Material Vs Purchase budget - Flexible budget - Zero based budgeting. Responsibility accounting - Meaning- Responsibility Centres, Types of responsibility centres – Need for divisionalization, Segmented Performance evaluation of divisions.

Unit – IV

Activity Based Costing and Customer Account Profitability Analysis

Activity Based Costing systems – Meaning – Types of Cost drivers – Activity based Management – Activity Based Costing vs Traditional costing. Customer Account Profitability analysis – Meaning and need for CAP analysis, Managing Customer Profitability.

Unit – V

Strategic decisions for Product life cycle and Competitor analysis

Product life cycle costing – PLC assessment – Cost assessment – Pricing and evaluation criteria for products at different stages of PLC. Competitor Analysis – Concept and Importance.

Text Books:

1. Ward. K, “Strategic Management Accounting”, Butterworth Heinemann, New Delhi, 2010.
2. Hansen & Mowen, “Management Accounting”, Cengage Learning, New Delhi, 2013.
3. Prof. Jawaharlal, “Advanced management accounting”, 3rd ed., S.chand, 2009.

Suggested Readings:

1. Ronald.W.Hilton, G.Ramesh & M.Jayadev, “Managerial Accounting”, Tata McGraw-Hill, 2008.
2. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, “Cost Management-A strategic Emphasis”, Tata McGraw Hill, 2006.
3. Khan M.Y. and Jain. P.K., “Management Accounting – Text, Problems and cases”, 4th edition, Tata McGraw Hill, New Delhi, 2007.

16MB C121

INTERNATIONAL BUSINESS

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To make the students understand the international business environment and analyze the same through international trade theories.
2. To explain the forms of trade regulation at national level and focus on the benefits of trade blocks.
3. To focus on structure and the functioning of World Trade organization (WTO).
4. To identify the suitable global market entry strategies and understand how to develop strategic alliances.
5. To develop e-business strategies with a clear understanding of e-business models.
6. To focus on how to manage multinational corporations through appropriate intercultural communications and international HR practices.

Course Outcomes: After completion of the course, students will be able to:

1. Display the insights on stages in international business, approaches to International business and international trade theories.
2. Demonstrate the knowledge of global business, national regulation and trade blocks.
3. Identify the strengths and bottlenecks in the functioning of WTO.
4. Evaluate the global business entry strategies and strategic alliances.
5. Craft e-business strategies within the given policy framework.
6. Manage multinational corporations with appropriate international HRM practices and other implementation strategies.

Unit - I

Introduction

An overview – International Business: A Global perspective– Drivers of Globalization – Internationalization Process – Stages in International Business – Approaches to International Business; The World of International Business: Regional and Global Strategy– International Trade Theories; Environment of International Business - Cultural Environment and Political Environment.

Unit - II**Global Business and National Regulation**

Rationale for Government Intervention – Forms of Trade Regulation at National Level - Tariff and Non-Tariff Barriers. Regional Economic Integration: Levels of Economic Integration – Benefits and Costs of Economic Integration - Major Trading Blocks: EU, NAFTA, ASEAN and SAARC and the recent changes. Multilateral Regulation of Trade and Investment - Basic Principles of Multilateral Trade Negotiations World Trade Organization–Structure and functions – TRIPs and TRIMs - WTO and India – UNCTAD.

Unit – III**Global Business and Entry Strategies**

Global Market Entry Strategies – Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance – Types of Strategic Alliances– Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance – Cost and Benefit Analysis of Entry Strategies: Entry Analysis and Entry strategy configuration.

Unit – IV**Global E-Business**

Conceptual Framework of E-business – Prerequisites for Effective E-business Transactions – E-enabled Business Process Transformation and Challenges – E-business Technology and Environment – E- Business Applications – E Business Models – Alternative E-business Strategies – Global E-Marketing –International Trade Documents: Bill of Lading, Letter of Credit and other important documents;– Policy Framework for Global E-business

Unit - V**Managing Global Business and Multinational Corporations**

Strategy and Global Organization - Global Strategic Planning – Going Global and Implementing Strategies. A.D.R.s and G.D.R.s – Intercultural Communications – International Human Resources Management in Global Context. Managing Multinational Enterprises – Problems and Potential – Multinational Organizations –Indian Multinational Companies - Potential, Need and Problems.

Text Books:

1. Charles W.K Hill, and Arun K. K. Jain, “International Business, - Competing in the Global Market Place”, 6th Ed. Tata McGraw Hill, 2010.
2. Rakesh Mohan Josh, “International Business”, Oxford University Press, 2009.

3. Michael R. Czinkota, L.Lkk. A. Ronkainen and Michael H. Moffett, “International Business”, 7th Ed, Cengage Learning, New Delhi, 2009.

Suggested Readings:

1. S. Tamer Cavusgil, Gary Knight, JohnR. Riesenberger, “International Business”, Pearson, 2014.
2. P.Subba Rao, “International Business”, Himalaya Publications, New Delhi, 2010.
3. Aswathappa, K, “International Business”, Tata McGraw Hill, New Delhi, 2010.

16MB C122**STRATEGIC MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To help the students to understand the process of strategic management and strategic intent.
2. To enable the students to analyze internal and external environment and the strength of portfolio of the firm.
3. To develop the students to formulate strategies at the corporate level.
4. To make the students to craft business level strategies.
5. To provide knowledge on implementation of the strategies.
6. To create an awareness on how to take care of control and feedback.

Course outcomes: After completion of the course, students will be able to:

1. Display a knowledge of process of strategic management.
2. Appreciate the importance of strategic analysis in formulating strategy.
3. Generate and evaluate strategic alternatives at the corporate level.
4. Generate and evaluate strategic alternatives at the business level.
5. Construct strategy-implementation plans at the corporate level with appropriate controls and governance processes.
6. Construct strategy-implementation plans at the functional level with appropriate controls and governance processes.

Unit: I**Introduction**

Nature, Scope, and process. Benefits and Limitations of strategic management. Levels of strategy- Developing strategic intent: vision, mission, goals and objectives, policies. Elements of strategy: the strategic position, strategic choices and strategy in action.

Unit: II**Strategic Analysis**

External Environment analysis: key drivers of change, Porter's Five Forces Model. Industry and Competitive Analysis: Strategic groups, SWOT Analysis. Internal Analysis: Strategic capabilities, core and distinctive competencies, Creating and Sustaining Competitive Advantage, Porter's value chain; Portfolio Analysis: BCG Matrix, Ansoff's matrix, ADL matrix and GE model.

Unit: III**Corporate Level Strategic Alternatives**

Stability Strategies: Maintenance of status quo strategy, Sustainable growth strategy, Pause/Proceed with caution strategy, No change strategy and Profit strategy. Growth Strategies: Internal growth strategy, Concentration strategy, Merger and Acquisition strategy, Diversification, Joint Ventures. Retrenchment Strategies: Turnaround strategy, Captive company strategy, Transformation strategy, Divestment strategy and Liquidation strategy. Combination/Portfolio Restructuring Strategy. Strategic Alliance.

Unit: IV**Business Unit Level Strategic Alternatives**

Michael Porter's Generic Strategies: Cost Leadership, Differentiation and Focus strategies; Grand Strategies: Stability, expansion, retrenchment and combination. Offensive and Defensive Strategies. Industry Life Cycle Stages: Strategic Implications. Tailoring strategy to fit specific industry and company situations-Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner-up firms, weak and crisis ridden Business.

Unit V**Implementation, Control and Feedback**

Matching organization structure and strategy. Behavioral Implementation: Culture and Strategy. Strategy and Leadership, Organization Development and Strategy. Functional Implementation: Role of Finance, Marketing, Human Resource, Production, Research and Development and Information Technology Departments. Types of Control: Preliminary, Concurrent, and feedback. Corporate Governance for Sustainable Development.

Text Books:

1. Arthur A Thompson Jr, Strickland A.J., John E. Gamble and Arun K. Jain, "Crafting and Executing Strategy - The Quest for Competitive Advantage - Concepts and Cases", Tata McGraw Hill Education Private Limited, New Delhi, 2015.
2. Azhar kazmi and Adela kazmi, "Strategic Management", McGraw-Hill, 2016.
3. Arabinda Bhadari and Raghunath Prasad Verma, "Strategic Management—A Conceptual Framework", McGraw Hill Education, 2013.

Suggested Readings:

1. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring Corporate Strategy", 8th ed., Pearson, 2008.
2. Michael Hitt, Ireland, Hoskission, "Strategic Management", 9th ed, Cengage Learning, 2016.
3. Fred R. David, "Strategic Management – Concepts and Cases", 12th ed., PHI Learning, 2009.

16MB E101 (F)**INVESTMENT MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of the course are:

1. To provides an in-depth analysis of the securities industry.
2. To provide the basic concepts of investment and its various investment opportunities.
3. To enable the students to acquire knowledge on investment analysis like fundamental and technical analysis.
4. To focus on the basics of bonds and world of fixed income investing.
5. To emphasis on the basis of the analysis and valuation of common stocks.
6. To provide an insight of portfolio theories and evaluation.

Course Outcomes: After completion of the course, students will be able to:

1. Pursue a career in the investment field, the course will prove useful for personal investing as well.
2. Have a clear idea about the investment management.
3. Gain knowledge on various investment avenues.
4. Analyse various techniques and tools in fundamental and technical analysis.
5. Allocate investments into stocks and bond portfolio's in accordance with a person's risk preference.
6. Understand various portfolio theories and its evaluation.

Unit – I**Introduction**

Investment decision process; Concept; Real vs. Financial assets; Sources of investment-information; Investment vs. Speculation; Factors to be considered in investment decision. The concept and measurement of return- The concept and Measurement of Risk and Return-Range, Standard Deviation and Co-Efficient of Variation. Ex-ante and ex-post returns. Risk-return trade-off.

Unit – II**Investment Analysis**

Approaches to Investment analysis-Fundamental Analysis-Economy, industry and company analysis –Factors of EIC analysis, Technical Analysis

- Dow theory, charts, moving averages, Relative strength, Efficient Market Hypothesis.

Unit – III**Fixed Income Securities**

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement - Current yield, holding period return, YTM, AYTM and YTC. Bond duration- Macaulay's duration and modified Macaulay's duration. Bond convexity. Bond portfolio management strategies - active and passive.

Unit – IV**Common Stocks - Analysis and Valuation**

Basic Features of Common Stock, Approaches to valuation – Balance sheet model, dividend capitalization models; earnings capitalization models; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

Unit – V**Portfolio Theory and Evaluation**

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of optimal portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line (CML), Separation theorem. Capital asset pricing model (CAPM): Security Market Line (SML). Arbitrage Pricing Theory (APT): The Law of one price, two factor arbitrage pricing. A synthesis of CAPM and APT. Introduction to Mutual Funds. Performance measures - Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.

Text Books:

1. Charles P.Jones, "Investments Principles and Concepts", 11th edition, Wiley India edition.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 2010.
3. V.K.Bhalla, "Investment Management", 19th edition, S.Chand publications.

Suggested Readings:

1. Alexander. G.J, Sharpe.W.F and Bailey, J.V, "Fundamentals of Investments", 3rd ed, PHI.
2. Donald E. Fischer & Ronald .J.Jordan, "Securities Analysis and Portfolio management", 6th ed., McGraw Hill.
3. Harileela Vemula, "Security analysis & Portfolio management", Paramount Publishing House, New Delhi, 2014.

16MB E102 (F)**INTERNATIONAL FINANCE**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To provide an extensive view of International Monetary Systems.
2. To enable the students understand the foreign exchange markets.
3. To give insights about how exchange rates are calculated in the spot and forward markets.
4. To focus on how financial decisions are made by MNCs in the global market.
5. To equip the students with the hedging techniques to manage the risk in the MNCs.
6. To provide basic platform on tax structures of MNCs in the International scenario.

Course Outcomes: After completion of the course, students will be able to:

1. Do business in a global setting by understanding the international monetary system.
2. Have insights about the structure and operations of foreign exchange markets.
3. Find exchange rates of any currency with respect to any other currencies.
4. Equip with the concepts of financial decision making in the MNCs.
5. Apply various tools for hedging to manage the risks faced in the international scenario.
6. Enrich with risk management techniques and tax environment in global environment.

Unit - I**Introduction**

Evolution of International financial system–gold standard, Breton woods standard, floating exchange rate; currency board, sterilized and unsterilized intervention; Global financial institutions–IMF, Bank for International Settlements; International financial instruments–euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.

Unit - II**Foreign Exchange Market and International Parity Relationships**

Participants in Foreign exchange market, structure of Foreign exchange market in India; Foreign Exchange rates: quotes in spot and forward market,

Cross rates, triangular arbitrage; Foreign Exchange Management Act ; BOP, BOP trends in India; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory.

Unit - III**Multinational Corporate Decisions in Global Markets**

Foreign investment decision–Foreign direct investment (FDI)–motives, Modes of foreign investment–licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance, evaluation of overseas investment proposal using APV; International cash management, multinational capital structure decision, cost of capital.

Unit - IV**Risk Management in Multinational Corporations**

Types of risk–currency risk, transaction exposure, translation exposure, accounting standard for translation exposure in India, economic exposure; risk management through hedging - natural hedges, hedges with currency derivatives – forward market hedge, options market hedge, money market hedge, hedging through invoice currency.

Unit - V**International Tax Environment**

Types of tax–income tax, withholding tax, value added tax, Tobin tax; taxation methods – worldwide approach, territorial approach; tax havens, offshore financial centres, Tax treaties–Double taxation Avoidance agreement, multilateral tax treaties; foreign tax credit, tax neutrality tax equity, taxes and the location of foreign operations, tax implications of dividend remittance by overseas affiliate, Taxation of foreign source income in India; Transfer pricing (TP) and tax planning– TP methods, TP rules in India

Text Books:

1. Eun C.S., Resnick B.G, “International Financial Management”, 4th ed. Special Indian Edition, Tata McGraw Hill Education Pvt. Ltd., 2008, reprint 2010
2. Shailaja G, “International Finance”, Universities press, 2nd Ed. Orient Black’swan Pvt.Ltd., 2010.
3. Apte P.G, “International Finance”, 2nd Ed. Tata McGraw Hill, 2009.

Suggested Readings:

1. Alan. C. Shapiro., “Multinational Financial Management”, 9th Ed. PHI Pvt. Ltd., 2009.
2. Levi M., “International Finance”, 5th Ed. Routledge, Taylor & Francis Group, 2009.

3. Madura J., "International Financial Management", 4th Ed. Cengage Learning, 2010.

16MB E103 (HR)

PERFORMANCE AND COMPENSATION MANAGEMENT

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To develop an understanding of the complexities in deciding compensation of employees.
2. To understand the importance of linking performance appraisal in determining compensation.
3. To discuss the importance of performance benchmarking in improving individual and organizational performance.
4. To understand the concept of compensation management and its importance in employee retention.
5. To introduce various methods of designing compensation system.
6. To make the students aware about the legally required and discretionary employee benefits.

Course Outcomes: After completion of the course, students will be able to:

1. Involve and in the future lead the process of performance planning.
2. Effectively use the existing performance appraisal methods at their workplace as an HR professional.
3. Set a standard performance benchmarks to influence the performance of organizational members.
4. Influence the stakeholders of compensation and also integrate compensation with other HR initiatives in line with organizational realities.
5. Design a new set of compensation system in the organization.
6. Maintain a proper balance of legally and discretionary benefits in the organisations.

Unit – I

Introduction

Definition, concerns and scope of Performance Management (PM). Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs - Performance Targets. Trait, Behavior and Results approaches to measuring performance. The impact of HRM practices on performance.

Unit – II

Performance Appraisal

Assessment center - Psychometric tests: Aptitude or Ability tests and Personality tests. Role Play – Self-appraisal - 360 Degree appraisals - Rating-less appraisals for the future of Performance Management System (PMS). Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix

Unit – III

Performance Bench marking

Diagnosis and Performance improvement - Performance measures pyramid -Direction of trouble shooting with Behavior model – Mager and Pipes trouble shooting model - European Foundation for Quality Management (EFQM) Excellence model – Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

Unit - IV

Strategic Compensation Management Concepts

Compensation as an offshoot of performance- Concept of compensation- Exploring and defining the compensation context – System of compensating – compensation dimensions – Role of compensation in Organization - stake holders of compensation-factors influencing compensation- Aligning Compensation Strategy with HR Strategy and Business Strategy- New trends in compensation management – The 3- P compensation concept.

Unit-V

Designing Compensation System - Employee Benefits Management

Bases for Traditional Pay System and Modern Pay System – Establishing Pay Plans – Seniority and Longevity pay - Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay – Team Based Pay. Fringe Compensation - Legally required Benefits- Discretionary Benefits. International Compensation- Executive Compensation Packages

Text Books:

1. Michael Armstrong, "Performance Management", Kogan Page, 2010.
2. Robert L Cardy, "Performance Management", PHI, 2008 .
3. Joseph J.Martocchio, "Strategic Compensation", Pearson Ed Richard I, 3rd Ed., 2006.
4. Dr. Kanchan Bhatia, "Compensation Management", Himalaya Publishing House, 2009.

Suggested Readings:

1. T.V. Rao, "Performance Management & Appraisal System", Sage, 2008.

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2. A.M. Sarma, "Performance Management systems", HPH,2010.
3. Handerson, "Compensation Management in a Knowledge Based World", 9th Ed., Pearson, 2007.
4. Milkovich & New Man, "Compensation", Tata McGraw –Hill, New Delhi, 2005.

16MB E104 (HR)

ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To provide knowledge on Organization Development concepts and its evolution.
2. To educate the students about the different stages in the process of Organization Development.
3. To introduce the concept and provide knowledge on OD interventions and its types.
4. To discuss the practical approach of implementing OD interventions.
5. To explain the basics of change management and its process.
6. To provide knowledge on various change models and their importance in practice.

Course Outcomes: After completion of the course, students will be able to:

1. Solve a business problem from an organizational development perspective as an OD practitioner.
2. Involve, assist or lead the process of Organization Development.
3. implement the existing Organization Development interventions at their workplace.
4. Design and implement a new set of Organization Development interventions at their workplaces.
5. Successfully deal with change processes using tools like diagnostic models.
6. Apply change models and develop newer models in an organization for development.

Unit - I

Introduction

Definitions of OD-Growth and Relevance Of OD - A Short History of OD and its Evolution - Characteristics of OD-The Organization Development

CBIT (A) With Effect from the academic year 2016-17

Practitioner – Competencies of an Effective Organization Development Practitioner.

Unit- II

The Process of Organization Development

Entering and Contracting - Diagnosing Organizations - Diagnosing Groups and Jobs-Collecting and Analyzing Diagnostic Information - Feeding Back Diagnostic Information - Designing Interventions - Leading and Managing Change - Evaluating and Institutionalizing Organization Development Interventions.

Unit - III

OD Interventions

Human Process Interventions: Coaching and Training, Process Consultation,Third Party Intervention,Team Building, Organization Confrontation Meeting, Inter Group Relations, Large-Group Interventions. Technostructural Interventions: Structural Design, Downsizing, Reengineering, Parallel Structures, High Involvement Organizations, Total Quality Management, Work Design.HRM Interventions: Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness.Strategic Interventions: Integrated Strategic Change, Mergers And Acquisitions Integration, Alliances, Networks, Culture Change, Self Designing Organizations, Organization Learning and Knowledge Management.

Unit – IV

Change Management Concepts and Process

Defining Organizational Change, Forces for Change, Resistance, Responses and Reactions to Change, Overcoming Resistance to Change, Types of Changes, Diagnostic Models For Organizational Change – The Six Box Model, The 7s Framework, The Star Model, The Congruence Model, The Burke- Litwin Model, The Four Frame Model, Diagnosis By Image. Steps In Change Process.

Unit - V

Models of Change

Lewin's Change Model, Warfield 6-3-5 method - Rosemary Stewart's model-Tony Buzan's mind maps - Edward de Bono's six thinking hats - Johari window - Nadler and Tushman's congruence model - Scenario analysis - powerinterest matrix-Kotter's 8 - step change model - Pendlebury, Nadler, Kanter and Taffinder's planned change models. Dunphy Contingency Model of Change.

Text Books:

1. Thomas G. Cummings, Christopher G Worley, "Theory of Organization Development and Change", 9th Ed Cengage Learning, 2012.
2. Wendell French, Cicol, H. Bell, Jr., "Organization Development", 6 ed., Prentice Hall of India.
3. Kavita Singh, "Organisation Change and Development", Excel Publications, 2010.
4. Palmer, Dunford, Akin, "Managing Organizational Change", 7th edition, Tata Mc Grawhill, 2011.

Suggested Readings:

1. Reider Dale, "Organization & Development — Strategies, Structures, and Process", Sage Publications, New Delhi, 2006.
2. R. Sullivan, Gary Mclean, Jossey Bass. Brown, "Practising Organization Development", Pearson Education, 2006.
3. Nilanjan Sengupta, Mousumi S. Bhattacharya, R.N.Sengupta, "Managing Changes in Organizations", 2nd edition, PHI learning, 2009.
4. John Hayes, "The Theory and Practice of Change Management", 4th ed., Palgrave, 2014.

16MB E105 (M)**PRODUCT AND BRAND MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To provide an understanding of process, theories and models of New Product Development.
2. To understand the strategies for growth and product portfolio planning of multi business or multi product company.
3. To learn a professional approach to product development.
4. To understand the usage of market maps and its benefits.
5. To understand the importance of strong branding and branding decisions.
6. To create an awareness on how to generate brand equity and conduct a brand audit.

Course Outcomes: After completion of the course, students will be able to:

1. Understand new product development process and various theories and models of new product development to generate new products and translate them into new product concepts.
2. Design the portfolio strategies of multi business or multiproduct company.
3. Know how to develop the new products professionally.
4. To understand perceptual maps and various models of preference choice market maps.
5. Know the essential Branding strategies to conquer the market.
6. Understand and conduct the measurement of brand equity and brand performance.

Unit - I**Introduction**

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion. New Product Development: Innovation and New Product Development (NPD) -Theories, Models, Generic Product Development Process.

Unit-II**New Product Introduction**

New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International. Idea generating device. Role of R & D. Product Maps,

Market Maps and Joint Space Maps. Idea- Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

Unit-III

Brand Management

Brand vs commodity, understanding brands, benefits of branding, brand attributes, Branding decisions, Brand awareness, Brand Image, Brand Personality, Brand positioning and repositioning . Brand Extension, Line extensions Brand Licensing, Franchising and global branding.

Unit-IV

Perceptual mapping - Preference choice models

Perceptual mapping, Preference – choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS–flow charts and concepts. Innovation diffusion and adoption process.

Unit-V

Crafting, measuring and managing Brand Equity

Creating Brand Equity, models of brand equity – Brand Asset Valuator, Aaker model, Brandz and Brand Resonance, measuring brand equity, Brand Audits, Tracking Valuation Managing Brand Equity- Brand worth, Reinforcement, Revitalization and Brand Crisis

Text Books:

1. Pessemer Edgar, "Product Management, John Wiley & Sons, 1982 .
2. Ulrich K T, Anitha Goyal, "Product Design and Development", McGraw Hill, 2010 .
3. Chunnawala, "Compedium of Brand Management", Himalaya Publishing House, 2008.

Suggested Readings:

1. Dr. Anandan, "Product Management", Tata McGraw Hill, 2010.
2. Kavin Keller, "Strategic Brand Management", Pearson Education, 2008.
3. U C Mathur, "Product and Brand Management", Excel Books, New Delhi, 2009.

16MB E106 (M)

PROMOTION AND DISTRIBUTION MANAGEMENT

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To enlighten the students on the various facets of Marketing communications and Distribution Management.
2. To create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
3. To understand the importance of personal selling process and appreciate the role of media planning and strategies.
4. To communicate the unique marketing mixes and selling propositions for specific product offerings.
5. To provide an insight into the operation of marketing channels and logistics.
6. To understand the various facets of E-Business Framework.

Course Outcomes: After completion of the course, students will be able to:

1. Apply the integrated marketing communication and its application in the challenging marketing environment.
2. Choose the right media for effective marketing decision.
3. Splendid role of Personal selling and approach in the era of digital marketing.
4. Analyse the complexities of the Channel Management and make a right choice among the various channels of distribution.
5. Collect, process and analyse consumer information to make informed marketing decisions.
6. Understand various E-Business technologies.

Unit-I

Introduction

The nature of marketing communications. The integration of marketing communication, Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

Unit – II

Developing Integrated Marketing Communications and Media plan

Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning and Strategy: Developing Media Plans and Strategies and Implementation with Integrated Marketing Communication (IMC) perspective.

Unit – III**Promotion Mix**

Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort. Sales Promotion - objectives, consumer and trade oriented sales promotion. Coordinating Sales promotions and advertisement. Support media – Elements of Support media and their role. Direct marketing, the internet and Interactive Marketing, publicity and public relations. Monitoring, evaluating and controlling promotion programme.

Unit – IV**Logistics and Channel Management**

Logistics: Concept, Scope and Significance. Physical distribution of marketing channel system, Functions and Flows in Marketing Channels, Design of Distribution Channel, Concept, Characteristics, Role of channel decisions, components, Wholesaling, Retailing, Channel Planning, Channel Organisation, Channel Conflict, Co operation and Competition, Vertical marketing system, Horizontal Marketing system.

Unit-V**E-Business Frameworks**

E-Selling, E - Buying, E-Procurement, E-Payments, E-Banking and E-CRM and E-tailing.

Text Books:

1. Shimp “Advertising and Promotion”, Cengage Learning, 2007 .
2. Shah and D’souza, “Advertising & Promotion”, Tata McGraw Hills, 2010.
3. Murthy CSV, “E-Commerce-Concepts, Models and strategies”, Mumbai, Himalaya Publishing House, 2009.

Suggested Readings:

1. S.A. Chunnawalla, K.C.Sethia “Advertising”, HPH, 2010.
2. Dr. S. Gupta, “Sales and Distribution Management”, 2nd ed., Excel Publications, 2010.
3. Bharath Bhasker, “Electronic commerce-Frameworks, Technologies and Applications”, 3rd edition, New Delhi, Tata McGraw hill Publishing company Ltd., 2009.

16MB E107 (OM)**TOTAL QUALITY MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To make students analyse various perspectives on quality and various contributions of quality.
2. To explain the concepts and principles of Total Quality Management.
3. To provide an in-depth analysis on various quality control Tools.
4. To create awareness on quality control techniques.
5. To identify the framework for implementing TQM in service sectors.
6. To create awareness of quality awards, guidelines and the concept of six sigma.

Course Outcomes: After completion of the course, student will be able to:

1. Apply the management skills involved in quality assurance.
2. Develop the total quality management system in any sector.
3. Make use of the quality control tools and techniques.
4. Design and implement safety aspects of industrial plants.
5. Work in a quality framework that qualifies for quality awards.
6. Understand how six sigma systems are implemented in the industries.

Unit-I**Introduction**

Introduction - Evolution of TQM- The concept and Principles of TQM- Inspection, SQC, QA and TQM, TQM Framework - Contributions of Deming, Juran and Crosby. Traditional Vs Modern perspectives on Quality Management- Benefits and Costs of TQM – Organising for TQM – System Approach- Teams for TQM – Self Managed Teams for TQM.

Unit – II**Tools of TQM**

Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto’s Chart, Process Capability Measurement. Analytical Tools: Process Mapping, The Five Why’s, Overall Equipment Effectiveness. Improvement Tools and Techniques: Kaizen, JIT, Quality Circles, Forced field Analysis, Five S’s. Control Tools: Gantt chart, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

Unit – III**Techniques of TQM**

Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Quality Control (SQC): Control charts for average, range, fraction defectives, number of defects. Acceptance Sampling – Operating Characteristics Chart (OCC) - Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design. Qualitative techniques: Benchmarking, Kanban. Taguchi methods: Quality loss function, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller-the-best, Larger-the-best.

Unit –IV**TQM in the Service Sectors and Quality Accreditation**

Implementation of TQM in service organization: Framework for improving service quality, Implementation of SERVQUAL in practice . Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM), Environmental Management Systems – ISO 14000 – Rajiv Gandhi International Quality Award instituted by Bureau of Indian Standards.

Unit – V**Six Sigma**

The concept of Six Sigma, Objectives of Six Sigma, The frame-work of Six Sigma programme, Six Sigma Organization: roles and responsibilities, Six Sigma problem solving approach, Six Sigma Metrics: Cost of poor quality, Defects per million opportunities and First pass yield. Benefits and costs of Six Sigma.

Text Books:

1. Shridhara Bhat K, “Total Quality Management–Text and Cases”, First Edition, Himalaya Publishing House, 2002.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-sacre, “Total Quality Management”, 3rd Ed., PHI, 2006 .
3. Ron Basu, “Implementing Quality: A Practical Guide to Tools and Techniques”, Thompson, 2006

Suggested Readings:

1. Howard S Gitlow, Alan J Oppenheim, Rosa Oppenheim and David M Levine, “Quality Management”, 3rd Ed., Tata McGraw-Hill.
2. Poornima M Charantimath, “Total Quality Management”, Pearson, 2003.
3. Mukherjee, P N, “Total Quality Management”, PHI, 2007 .

16MB E108 (OM)**TECHNOLOGY MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To create awareness among the students about the range, scope, and complexity of technological innovation.
2. To explain the role of Technology Management in managing business operations.
3. To formulate technology strategies and link with business strategy.
4. To follow the steps in technology forecasting process.
5. To learn about issues in transfer of technology.
6. To develop an insight in technology assessment.

Course Outcomes: After completion of the course, student will be able to:

1. Apply knowledge of business concepts and various functions in an integrated manner.
2. Demonstrate knowledge about technology management.
3. Explain how to formulate technology strategies and link business strategies to them.
4. Illustrate steps in technology forecasting process.
5. Appreciate the issues in transfer of technology.
6. Evaluate and assess the strategies of technology investment.

Unit-I**Introduction**

Definition, Role and Importance, Technology developments - Options and strategies, factors contributing to successful Technology, Technology change. Technology Life Cycle (TLC). Diffusion and Growth of Technology-Technology transformation, Technology alternatives, Technology Policy and Planning.

Unit-II**Technology Strategy**

Meaning of Strategy. Formulation of Technology Strategy. Direction of strategy. Technology and the concept of Core competence integration. Linking Technology and Business Strategies. Creating the product – Technology – Business connection.

Unit-III**Technology Forecasting for Decision Making**

The definition of Technology Forecasting, Forecasting and Technology innovation Chain, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques and methods. Technology Audit.

Unit-IV**Technology Transfer**

Dimensions and Routes of Technology transfer. Stages within the process of Technology transfer Modes of Technology transfer- Technology import in India, Government Initiatives. Benefits of Technology absorption.

Unit-V**Technology Assessment (TA)**

Management of Technology Assessment. Strategic evaluation of Technology Investments. Organizational support System- Structural Imperatives of Technology Management, Building Organization Culture. The Organization as a Laboratory for Learning.

Text Books:

1. Tarek Khalil, "Management of Technology- The Key to Competitiveness and Wealth Creation", McGraw Hill, Boston, 2000.
2. V. K. Narayanan, "Managing Technology and Innovation for Competitive Advantage", Pearson Education, 2003.
3. P.N.Rastogi, "Management of Technology and Innovation", Sage Publications Inc, 1995.

Suggested Readings:

1. Norma Harrison and Danny Samson, "Technology Management", McGraw-Hill International, 2001.
2. Melissa A. Schilling, "Strategic Management of Technological Innovation", TMH, 2008.
3. Goel Cohen, "Technology Transfer", Sage Publication, 2004.

16MB E109 (SYS)**RELATIONAL DATABASE MANAGEMENT SYSTEM (RDBMS)**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of the course are to:

1. Understand the role of a database management system in an organization.
2. Study the physical and logical database designs, modeling, relational, hierarchical and network models.
3. Describe the concept of a database transaction and related database facilities.
4. Discuss advanced database topics such as distributed database systems and special database.
5. Understand and successfully apply logical database design principles, including E-R diagrams.
6. Construct simple and moderately advanced database queries using Structured Query Language (SQL).

Course Outcomes: After completion of this course, students will be able to:

1. Differentiate database systems from file systems by the features provided by database systems.
2. Define the features, classification and characteristics embodied in relational database systems.
3. Master sound design principles for logical design of databases, including the E R method.
4. Understand the basic issues related to transaction processing and concurrency control.
5. Master the basics of SQL and construct queries using SQL.
6. Master the basic concepts and appreciate the applications of database systems.

Unit- I**Database Concepts and Modeling**

Introduction overview - Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented. Introduction to distributed databases - Relational Data structure: tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema. E-R Schema to tables.

Unit – II**Relational Languages and Relational Database**

Functional dependence: normal forms, integrity constraints, domain, referential integrity, Codd's rules, elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations, DDL, embedded SQL, QBE.

Unit- III**Transaction Processing**

Transaction concepts: ACID Properties - Atomicity, Durability, Serializability, Isolation, transaction definition in SQL, Concurrency control, locking, deadlock handling, recovery systems.

Unit - IV:**Distributed and Special Database**

Distributed data storage, network transparency, distributed query processing, commit protocols. Special Databases - spatial and geographical database, multimedia database, mobility and personal database.

Unit - V:**ORACLE**

Introduction: SQL- characteristics, advantages, data types, SQL commands for data definition and data manipulation, views-procedures- indexing, PL/SQL. Forms design process, triggers.

LAB EXERCISES

- Creating Tables and Applying All Constraints
- Inserting Data into Tables
- Updating Tables
- Alias Table
- Deleting Data From Table
- Drop Table
- Working with All SQL Queries using functions (Number, string functions etc.)
- Working with sub queries
- Working with Joins
- Creating Views
- Creating Objects (i.e. Cluster, Synonyms, Indexes etc.)

Text Books:

1. Lee Chao. "Database Development and Management", 2010, Special Iodian Ed. Auerbach Publications.
2. Narayan S. Umanath & Richard W. Scamwell, "Data Modeling and Data Base Design", Thomson - India Edition, second edition.
3. Rob & Coronel, "Database Systems". Thomson, 1993.
4. Page, Jr. Special edition Using Oracle BIBi. Prentice Hall-India.

5. Abraham Shivershat.z, Henry F. Korth & S Sudershan- "Data Base System Concepts", McGraw Hill, 5th edition.
6. Lemme & Colby. "Implementing and Managing Oracle Databases", Prentice Hall of India.
7. Hansen & Hansen, "Database Management & Design", Prentice Hall.

Suggested Readings:

1. Database Systems: A Practical Approach to Design, Implementation and Management (4th Edition) , Thomas M. Connolly, Carolyn E. Begg, Pearson Education Publication.
2. Information Modeling and Relational Databases: From Conceptual Analysis to Logical Design (The Morgan Kaufmann Series in Data Management Systems), Published by Morgan Kaufmann

16MB E110 (SYS)**E-BUSINESS**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To provide in depth knowledge on information systems and its usefulness in business.
2. To throw light on the impact of the Internet and Internet technology on business electronic commerce and electronic business.
3. enable the students to understand concepts of e-commerce and its applications in e-business.
4. To educate students to identify the major management challenges To building and using information systems and learn how to find appropriate solutions to those challenges.
5. To Cultivate skills and experience in the development and implementation of information systems projects in e-business payments and security.
6. To understand the legal and privacy issues in the usage of different e-business concepts.

Course Outcomes: After completion of the course, student will be able to:

1. Understand the basic concepts and technologies used in the field of management by e-commerce.
2. Analyze the processes of developing and implementing information systems in business.
3. Demonstrate an understanding of the foundations and importance of E-commerce.
4. Analyze the impact of E-commerce on business models and strategy.
5. Be able to understand the concepts of e-business payments and security.
6. Discuss legal issues and privacy in the usage of e-business applications.

Unit-I**Introduction**

E-business, E-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce.

Unit-II**Technology Infrastructure**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

Unit- III**Business Applications**

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing

Unit- IV**E-Business Payments and Security**

E-payments - Characteristics of payment of systems, protocols, e-cash, e-checke and Micro payment systems- internet security – cryptography – security protocols – network security.

Unit- V**Legal and Privacy Issues**

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

Text books:

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, “e-business and e-commerce for managers”, Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborah Turban, “Electronic Commerce –A managerial perspective”, Pearson Education Asia, 2010.
3. Parag Kulkarni, SunitaJahirabadkao, Pradeep Chande, “e business”, Oxford University Press, 2012.

Suggested Readings:

1. Hentry Chan &el , “E-Commerce – fundamentals and Applications”, Wiley India Pvt Ltd, 2007.
2. Gary P. Schneider, “Electronic commerce”, Fourth annual edition, Thomson course technology, 2007.
3. Bharat Bhasker, “Electronic Commerce-Frame work technologies and Applications”, 3rd Edition. Tata McGrawHill Publications, 2009.



SCHEME OF INSTRUCTION AND EXAMINATION
MBA COURSE
IV- SEMESTER

S.No.	Course Code	Title of the Course	Scheme of Instruction		Scheme of Examination			Credits
			Hours per week L/T	P/D	Duration in Hours	Maximum Marks CIE	SEE	
1.	16MB C124	Logistics and Supply Chain Management	3	-	3	30	70	3
2.	16MB C125	Entrepreneurial Development	3	-	3	30	70	3
3.	16MB E111 to E119	*Elective-1						
4.		Subject-1	3	-	3	30	70	3
5.		Subject-2	3	-	3	30	70	3
6.		*Elective-2						
7.		Subject-1	3	-	3	30	70	3
8.		Subject-2	3	-	3	30	70	3
9.	16MB C126	Comprehensive Viva	-	-	-	-	50	1
10.	16MB C127	Project Work	-	6	-	50	100	6
			18	6	18	230	570	25

Note : * Electives are given in separate table.

IV SEMESTER ELECTIVES

Elective	Code	Subjects	Remarks
Finance (F)	16MB E111	Financial Risk Management	Student, who would like to
	16MB E112	Banking and Insurance	
Human Resource (HR)	16MB E113	Industrial Relations and Labour Laws	choose OM/ Systems as
	16MB E114	Talent and Knowledge Management	
Marketing (M)	16MB E115	Consumer Behaviour	elective, should choose either OM or Systems.
	16MB E116	Services and Retail Marketing	
Operations	16MB E117	Service Operations Management	
Management(OM)	16MB E118	*Enterprise Resource Planning (ERP)	
Systems (SYS)	16MB E118	*Enterprise Resource Planning (ERP)	
	16MB E119	Cloud Computing and Internet of Things	

Note: * Enterprise Resource Planning (ERP): common subject for 'Operations Management' and 'Systems' Elective.

16MB C124**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To facilitate the students to plan a career in business to get benefitted from a clear understanding of the field of Logistics and Supply chain management.
2. To make the students understand the importance of supply chain management for the success of any organization.
3. To focus on the role of logistics in the success of supply chain of an organization.
4. To elucidate how warehousing and transportation contribute for the success of any supply chain.
5. To facilitate students understand the strategic issues of supply chain.
6. To expound the role of other functional areas for an effective supply chain.

Course Outcomes: After completion of the course, students will be able to:

1. Equipped with the concepts of supply chain management to set their business successfully.
2. Learn the strategic importance of good supply chain design, planning and operation and also able to understand how supply chain can be a competitive advantage of a firm.
3. Understand how to manage the logistics for the success of an organization.
4. relate the importance of managing warehousing and transportation in a good supply chain.
5. Make strategic decision through alliances, collaborations and bench making practices.
6. Integrate various functional areas in order to have an effective supply chain.

Unit - I**Introduction**

Introduction to Supply Chain Management (SCM) - Concept, evolution, Objectives, importance and function of SCM, conceptual framework of SCM, process view of supply chain, supply chain strategies, drivers and metrics of SC. Strategic fit, Achieving strategic fit and obstacles. Service Supply Chain Management

Unit - II**Logistics Management**

Logistics Management, Inbound, Internal and Outbound Logistics in SCM, Logistics organization, development of integrated logistics strategy, 3PL, 4PL, Reverse Logistics. Role and importance of inventory in SC, JIT, VMI, Outsourcing, Factors influencing the decision making process of outsourcer.

Unit - III**Transportation and Warehousing**

Transportation in SC, Transportation formats, Modes of Transportation, Transportation performance factors, modes of transport, Fleet Management, multi model transport, Containerization, Vehicle Scheduling and routing, Milk run and cross docking. Warehousing- types of warehouses, warehousing operations, Warehouse management systems.

Unit - IV**Strategic Issues in Supply chain**

Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in-logistics, Supply Chain Coordination, Bullwhip effect, Bench marking - Issues and problems in Bench Marking, types of bench marking, methods of BM, Process of BM. Lean Manufacturing, Agile Manufacturing.

Unit - V**Supply Chain Interface**

SC Network Design, Distribution network in SC, Channel design, factors influence design, Models in distribution network, SC integration - Internal and external, Role of IT and HR in SCM, Retailing and SCM. Pricing and Revenue Management, Green Supply chain Management

Text Books:

1. Chandrasekaran. N, "Supply Chain Management process, system and practice", Oxford, second Impression, 2012.
2. B. Rajashekar and G.V.R.K. Acharyulu, "Logistics and Supply chain Management", 1st edition Excel Books, 2009.
3. K. Shridhara Bhat, "Logistics and Supply Chain Management", 1st Ed. Himalaya Publishing House, 2016.

Suggested Readings:

1. Sunil Chopra, Peter Meindl & D.V.Karla, "Supply Chain Management, Strategy, Planning and Operations", 5th Edition, Pearson, 2013 .
2. Shah, J, "Supply Chain Management, Text and Cases", 2ndEd., Pearson, 2011.
3. Crandall, Richard E & others, "Principles of Supply Chain Management", 2nd edition CRC Press, 2010.

16MB C125**ENTREPRENEURIAL DEVELOPMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course objectives: The Objectives of the course are to:

1. to sensitise the students about the concept and functions of entrepreneur with particular reference to women entrepreneur and financial inclusion.
2. to educate on how to identify the business opportunities and provide orientation to social entrepreneurship and Entrepreneurship Development Programmes.
3. to provide insight on how to formulate business model and revenue model.
4. to explain how to optimize risk and return while leveraging technology.
5. to create an awareness on how to raise funds from the appropriate institutional sources under suitable schemes.
6. to enable the students to understand the role of venture capitalists in entrepreneurship development.

Course Outcomes: After completion of the course, student will be able to:

1. Understand the concept of entrepreneurship and its close relationship with enterprise and owner-management.
2. Identify the business opportunities.
3. Learn the concepts of innovation and creativity and the roles that both play in entrepreneurship and business development.
4. Manage the enterprise with a focus on project management.
5. Explore the avenues for institutional finance.
6. Identify the appropriate agencies for venture capital funding.

Unit-I**Introduction**

The Concept and characteristics of Entrepreneur–Entrepreneur Vs. Intrapreneur– Functions of an Entrepreneur–Theories of Entrepreneurship- Role of Small Enterprises in Economic Development, Their problems -Women Entrepreneurship, Issues and Challenges of women Entrepreneurs – Entrepreneurs and Financial Inclusion - Select case studies.

Unit-II**Identification of Business Opportunities**

Sources of business or product ideas steps in identification of business opportunity, Entrepreneurship Development Programmes (EDPs) - Digital Entrepreneurship – Social Entrepreneurship – Serial entrepreneurs - Rural Entrepreneurship. Business Plan, Development, Preparation and Evaluation.

Unit – III**Managing Enterprise**

Interface with Functional areas. Strategies to set and achieve goals- Formal and non-formal aids - dealing with Government/non - Government organisations. Micro and Small, medium and large Enterprises (MSME Act) – Definition, Characteristics, Selection of business opportunities – formulating business and revenue models – Leveraging Technology - Optimising the risk and return.

Unit – IV**Institutional Finance**

Definition, Characteristics, Government Policy, State and Central Government Initiatives need and importance, Institutional finance from IDBI, IFCI, LIC, UTI, NABARD, SFCs, SIDC s, EXIM Bank. Role of NSIC, SSIB, SSICs. Social Inclusion.

Unit – V**Startup and Venture Capital**

Startup Basics – Opportunity, Ideation, Customer Discovery, Market Analysis. Business Incubation centres.

Venture Capital Financing Concept and features. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation- Structuring venture capital financing. Exit Strategies of Venture capitalists.

Text Books:

- 1) E. Gordon & K.Natarajan, "Entrepreneurship Development", Himalaya, 2017.
- 2) Coulter, "Entrepreneurship in Action", PHI, 2008.
- 3) S.S. Khanka, "Entrepreneurial Development", S. Chand & Co. Ltd, 2007.

Suggested Readings:

- 1) Vijay Sathé, "Corporate Entrepreneurship" 1st edition, Cambridge, 2009.
- 2) Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", HPH, Millenium Edition, 2007.

- 3) P. Narayana Reddy, "Entrepreneurship – Text and Cases", 1st Ed. Cengage Learning, 2010.
- 4) David H. Hott, "Entrepreneurship New Venture Creation", PHI, 2004.

16MB E111(F)**FINANCIAL RISK MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To make the students understand the types of risks and how to identify the risks in a given scenario.
2. To focus on how to measure the risks and plan to manage them in a practical scenario.
3. To equip the students with the forward contracts as risk management technique.
4. To discuss the concept of futures contract and use it as a risk management tool.
5. To make the students understand how to use swaps as a tool for managing the risk.
6. To enable the student to understand the concept of options contract as a risk management tool.

Course outcomes: After completion of the course, student will be able to:

1. Understand various forms of risk an organization faces.
2. Measure the various risk an organization faces.
3. Employ Forwards as a tool for managing the risks.
4. Apply Futures Contracts concept to manage the risk that an organization faces.
5. Use SWAPS as a technique to manage the risk.
6. Understand Option contracts as a best tool for managing various risks.

Unit – I**Introduction to Risk Management**

The concept of Risk, Nature, Source, Measurement, Identification and Evaluation of Risk. Types of risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Management of interest rate risk, liquidity risk, credit risk

and exchange rate risk. Non-Insurance methods of Risk Management - Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Unit – II**Derivatives -Forward contracts**

- A) The concept of Derivative and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns.
- B) Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.

Unit – III**Futures contracts**

Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts – the hedge ratio and the portfolio approach to a risk – minimizing hedge.

Unit – IV**SWAPS Contracts**

Definition, types of swaps, Interest rate Swaps: Mechanics of Interest rate swaps, Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.

Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Pricing of currency swap at origination and valuing of currency swap after origination.

Unit – V**Options Contracts:**

Definition, Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal Option Pricing Model (BOPM): assumptions - single and two period models. The Black and Scholes Option Pricing Model (BSOPM): assumptions.

Text Books:

1. John C. Hull &SankarshanBasu, "Options, Futures and Other Derivatives", 10th Ed, Pearson Education, 2017.
2. S.K.Mishra, " Derivatives and Risk Management", 2nd Ed., Everest Publishing House, 2010 .

- David. A. Dubofsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", 1st edition Oxford University Press, 2002.

Suggested Readings:

- R.Madhumathi,M. Ranganatham, " Derivatives and Risk Management", Pearson Education, 2012 .
- Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 4th Ed., Institute of Risk Management, 2017 .
- Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2nd Ed. Cambridge press, 2009.

16MB E112 (F)**BANKING AND INSURANCE**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

- To provide conceptual and practical understanding of Banking Industry and Insurance.
- To make students proficient in management of various Lending functions of banking.
- To provide latest trends and regulations in banking arena.
- To train and equip the students with the dexterity of skills with which modern banking runs through Innovations.
- To provide an in-depth knowledge in insurance as a Risk Management Technique.
- To educate the students with various types of Life Insurance contracts, Health and General insurance.

Course Outcomes: After completion of the course, student will be able to:

- Understand managerial issues in the banking and Insurance industry.
- Develop a clear understanding and knowledge about the Lending functioning of bank.
- Better understanding of various activities of banks including Regulation of Bank Capital.
- Understands of banking system with new innovative products and services.
- Enrich with knowledge of insurance and develop their specialties in the field of Insurance.
- Understand the types of Life Insurance contracts, Health and General insurance.

Unit I**Introduction**

Banking: Definition, Meaning, Kinds of Banking, Role of Banks in the development of economy, Evolution of Banking in India – origin, nationalization, reforms, RBI : Origin and growth – Functions , Analyzing banks' financial statements: CAMELS, Ratings, Key Performance indicators.

Insurance: Definition, terminology of insurance: Bound, Insurer, Insured, Premium, Policy, Exposure to loss, Insurance as a Risk Management Tool,

classification of Insurance: Life, Marine, Fire, Aviation, Motor; Principles of Insurance, Role of Insurance in Financial System.

Unit –II

Sources and Uses of Bank Funds

Sources of Bank Funds, Deposits, Other sources and Banc-assurance. Features of Bank Credit, types of lending, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and financial appraisal for credit decisions, different types of loans and their features, Loan Pricing: The basic model, pricing fixed and floating rate loans, Hedging, matched funding, and price leadership model, cost-benefit loan pricing, Customer Profitability Analysis, NPA's:- The gross and net concept of NPA, causes, implications and recovery of NPA's.

Unit – III

Regulation and Innovations in Banking System

Regulation of Bank Capital: Need to regulate, concept of Economic Capital, Regulatory Capital, Basel Accords I, II and III- implementation, criticism.

Banking Innovations: Need, Core banking solutions, Retail Banking- Products and Services-Nature, Scope, Future and Strategies, Plastic Money and E-Money, National Electronic Funds Transfer, RTGS, ATM, Mobile Phone Banking, Net Banking and Security Issues in E-Banking, Green Banking, Mergers of Banks, Global Banking Activities.

Unit – IV

Regulatory Framework and Life Insurance

Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Types of Insurers, An overview of IRDA.

The concept of Life Insurance, types, Tax treatment, Life Insurance Products Participating and Non participating Life Insurance, Classification of Life Insurance.

Unit – V

General Insurance and Reinsurance

General insurance – Concept, classification main players, types, Reinsurance: the concept, uses and advantages. Marketing channels: Agents and brokers professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker.

Text Books:

1. Padmalatha Suresh & Justin Paul, "Management of Banking & Financial Services", 3rd Edition., Pearson Education, 2014.
2. Peter.S.Rose & Sylvia. C. Hudgins, "Bank Management & Financial Services", 8th Edition, Tata McGraw Hill, 2014.

3. K. Sriharsha Reddy & R.Nageswar Rao, "Banking & Insurance, First Edition, Paramount Publishing House, 2013.

Suggested Readings:

1. Vasant Desai, "Banks & Institutional Management", 2nd Edition, Himalaya Publishing House, 2010.
2. Emmett J. Vaughan & Therese M. Vaughan, "Fundamentals of Risk & Insurance", 11th Edition, Wiley, India, 2014 .
3. Mark. S.Dorfman, David A. Cather, "Introduction to Risk Management & Insurance", 10th Edition, Prentice - Hall of India Private Limited, 2012.

16MB E113 (HR)**INDUSTRIAL RELATIONS AND LABOUR LAWS**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To develop an understanding of the basics of industrial relations and approaches.
2. To make students understand the concepts, importance and recognition of trade unions, recognition and standing orders .
3. To discuss the importance of labour laws, labour administration and labour policy.
4. To familiarize the students with various parties involved in labour administration.
5. To introduce various Acts related to employee benefits.
6. To make the students aware about the various Acts available related to wages.

Course Outcomes: After completion of the course, student will be able to:

1. Apply the knowledge of basics and approaches of industrial relations in real time situations.
2. Effectively use the dynamics of trade unions and their recognition for successful negotiations.
3. Suggest and involve in the process of labour administration and labour policy.
4. Deal properly with various parties involved in labour administration.
5. Implement and design various employee benefits both legally required and discretionary.
6. Involve in and Implement the provisions related to various wage acts at work places.

Unit-I**Industrial Relations Perspectives**

Conceptual framework and approaches to Industrial Relations – Influence of Emerging socio Economic scenario on growth of Industrial relations in India-Factors influencing Industrial Relations in India - Differences in perspectives – Industrial relations and Employee relations. Future of Employee relations. Industrial conflict - Types and causes of Industrial disputes - Machinery for prevention and settlement of Industrial disputes. Recent Amendments.

Unit-II**Trade Unions**

Structure, characteristics and Functions of Trade Union; Trade union Act-1926 - problems of Trade union recognition and government policy- Recognition of Trade unions as collective bargaining agents - Problems and issues involved in collective bargaining process - Role of collective bargaining in promoting Industrial amity and peace - Industrial Employment (standing orders) Act-1946. Recent Amendments.

Unit-III**Labour legislation Administration**

Importance of Labour laws, The classification of labour laws - Labour administration - Evolution of labour administration in India - Labour policy in India-Judiciary and the child labour - Right to education and child labour- Public interest litigation and child labour - Labour administrative machinery of the government - Role of ILO in Labour administration. Changing Business Environment and Labour Laws - WTO and social clause. Recommendations of II National commissioner on Labour. Recent Amendments.

Unit-IV**Employee Benefits**

Defining and Exploring employee benefits - Employee benefits practice - Legal and discretionary benefits practice - The economics of employee benefits-Regulating employee benefits - social security legislations - The ESI Act-1948-The Maternity benefit Act - 1961-The workmen's compensation Act-1923 - The payment of gratuity Act -1972 - Employee provident fund and miscellaneous provisions Act 1952. Recent Amendments.

Unit-V**Wage legislation and Administration**

The need and importance of Wage legislation - Payment of Wages Act 1936 -The minimum wages Act 1948 -The payment of Bonus Act 1965- Equal Remuneration Act 1976 - The context and concept of wage - Wage administration in India - Components and the determinants of wage - Wage structure towards a wage policy. Recent Amendments.

Text Books:

1. P.N.Singh and Neerajkumar, "Employee Relations Management", Pearson Education, New Delhi, 2011 .

2. Joseph J.Mortocchio, "Employee Benefits", Tata McGraw Hill, New Delhi, 2010.
3. S.C.Srivatsava, "Industrial Relations and Labour Laws", Vikas Publishing House, New Delhi, 2008 .

Suggested Readings:

1. C.S.VenkatRathnam,"Industrial Relations",Oxford University Press - New Delhi.
2. R.SivarathnaMohan, "Industrial Relations and Labour Welfare", PHI Learning Pvt.Ltd., 2010.
3. P.K.Padhi,"Labour and Industrial Laws", PHI Learning Pvt. Ltd., 2009.

16MB E114 (HR)

TALENT AND KNOWLEDGE MANAGEMENT

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are to :

1. Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
2. Appreciate the role and use of knowledge in organizations and institutions, and the typical obstacles that Knowledge Management (KM) aims to overcome.
3. Know the core concepts, methods, techniques, and tools for computer support of knowledge management.
4. Understand how to apply and integrate appropriate components and functions of various knowledge management systems.
5. Be prepared for further study in knowledge generation, engineering, and transfer, and in the representation, organization, and exchange of knowledge.
6. Critically evaluate current trends in knowledge management and their manifestation in business and industry.

Course Outcomes: After completion of the course, students will be able to:

1. Understand the importance of talent management and how to apply the theoretical approaches in the analysis of talent in the organization.
2. Understand the essential elements of a typical Talent Management System (TMS) and can learn about best TMSs.
3. Define KM, learning organizations, intellectual capital and related terminologies in clear terms and understand the role of knowledge management in organizations.
4. Identify and select tools and techniques of KM for the stages of creation, acquisition, transfer and management of knowledge.
5. Analyze and evaluate tangible and intangible knowledge assets and understand current KM issues and initiatives.
6. Evaluate the impact of technology including telecommunications, networks, and Internet/intranet role in managing knowledge.

Unit – I**Introduction**

Talent management: Definition, Meaning, Importance, Scope, Key Processes, Implementing a Talent Management strategy, Key elements of TM strategy, Tools for Managing Talent.

Knowledge Management: Introduction, History, Concepts, Definition, Nature, Alternative views of knowledge, Types of knowledge, Location of knowledge, Rise of the knowledge worker, Characteristics of Individual Knowledge workers, Major Categories of KM Roles, The KM Profession, The Ethics of KM, Future Challenges for KM.

Unit – II**Talent Management**

Designing and building a talent reservoir, Segmenting the Talent Reservoir, Talent Management Grid, Creating a talent management system, Institutional strategies for dealing with talent management, Importance of learning and development in TM.

Unit – III**Competency for Talent Management**

Competency- Meaning- Characteristics- Types –Steps in developing valid competency model- Importance of competency in Talent Management- Talent management information systems- Developing a talent management information strategy- Bersin and Associates TM Model- Role of leaders in talent management- Global talent management.

Unit – IV**Approaches and Framework of Knowledge Management**

Knowledge management framework of Hansen– Earl’s seven schools of knowledge management– Alvesson and Karreman’s knowledge management approaches- Features of knowledge intensive firm- Key processes in knowledge intensive firms- From Physical Assets to Knowledge Assets - The Knowledge Creation Process- Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure. Issues and problems related to KM.

Unit – V**Knowledge management and Organisational Performance**

Knowledge Application at Group and Organizational Levels - Knowledge Reuse - Knowledge Sharing Communities- Obstacles to Knowledge Sharing-Organizational impacts of knowledge management - on people, processes, products and organizational performance. Knowledge management assessment of an organization – Importance, Types and Timing. Knowledge discovery systems.

Text Books:

1. Ed by Lance A. Berger and Dorothy R Berger. “The Talent Management Handbook”, Tata McGraw Hill edition, 2011.
2. KimizDalkir, “Knowledge Management in Theory and Practice”, Butterworth – Heinemann, 2005.
3. Donald Hislop, “Knowledge Management in Organizations”, Third edition, Oxford University Press, 2013.
4. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, Pearson Education Inc., 2009.

Suggested Readings:

1. Ed by Larry Israelite, “Talent Management”, ASTD Press, 2009.
2. Sajjad M Jasmuddin, “Knowledge Management”, 1st Ed, Cambridge, 2009.
3. Stuart Barnes, “Knowledge Management Systems”, Cengage Learning, 2001.

16MB E115 (M)**CONSUMER BEHAVIOUR**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To give perspective of consumers and their buying behavior patterns.
2. To help the students to acquire knowledge to design market research studies for the mutual benefit of consumers and the organisations.
3. To address the importance of subculture and global consumer culture as marketing opportunities.
4. To make them aware of the consumer learning principles and their Marketing implications.
5. To enable them to understand the intricacies of consumer decision making process.
6. To create an awareness on principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.

Course Outcomes: After completion of the course, student will be able to:

1. Apply theories of consumer behavior to the formulation of effective marketing strategy for better consumption behavior.
2. Recognise market trends based on current research related to consumer behavior.
3. Analyze the challenges that might influence the formulation of effective Marketing Strategies from a consumer behavior perspective.
4. Understand that the impact of socio cultural settings on the consumption behaviour.
5. Identify the dynamics of human behaviour and the basic factors that influence the consumers decision process.
6. Demonstrate how concepts may be applied to marketing strategy.

Unit-I**Introduction**

Introduction, Definition, Evolution, Contemporary Dimensions of Consumer Behaviour, CB Research Process, Buyers and Users, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, concepts of motivation and personality, perception and their marketing implications.

Unit-II**Learning Principles and Marketing Implications**

Concept of learning, important aspects of learning Process, Concepts of conditioning, Important aspects of information processing theory; encoding and information retention, Retrieval of Information, Split – brain theory.

Unit-III**Environmental Influences on Consumer Behaviour**

Social and cultural settings- Culture, subculture and Cross cultural Marketing practices. Family life cycle-1,2,3 and Reference groups- Personality- Theories, Life style Influences- AIO and VALS Framework. Ethno Centrim.

Unit-IV**Consumer Decision Making Process**

Meaning of Decision Making, Different views, Buying Motives, Types of decision making process in buying, Consumer Information processing- Information search, Evaluation of alternatives, Purchasing Process, Post purchase behaviour, Consumer action and disposable of products.

Unit-V**Models of Consumer Behaviour**

Models of Consumer Decision making Process, contemporary models, Generic Model of Consumer Behaviour, Howard Sheth Model, Engel Blackwell and Rao-Lilien model. Role of Consumerism.

Text Books:

1. Black-well, R.Miniard PW and Engel, "Consumer Behaviour", Thompson learning, 2010 .
2. David L. Loudon and Albert.J.Della Bitta, IVth Edition,"Consumer Behaviour",TMH, 2008.
3. Schiffman and Kannik "Consumer Behaviour" Pearson Edition, 2014/PHI, 2004.

Suggested Readings

1. Suja R .Nair, "Consumer Behaviour in Indian Perspective", HPH, 2013 .
2. Sheth and Mittal, "Consumer Behaviour", Thompson learning, 2015 .
3. MichealR.Solomon,"Consumer Behaviour", 7/e, PH, 2016.

16MB E116 (M)**SERVICES AND RETAIL MARKETING**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To familiarize students with characteristics of services, their implications on service delivery and retail marketing concepts.
2. To make the students understand the concepts of services and retail industry.
3. To provide insight into the marketing mix for services and service quality.
4. To educate students on strategies to deal with characteristics of services and concept of services marketing triangle.
5. To create awareness on retail formats and theories.
6. To provide the issues relating to merchandise management and emerging concepts.

Course Outcomes: After completion of the course, students will be able to:

1. Understand overview of services and retail and its significance.
2. Understand concepts of service, challenges in delivering quality services and retail industry trends.
3. Apply suitable marketing mix for services depending upon sector.
4. Equip with strategies to succeed in dealing with characteristics of services and relationship among the stakeholders.
5. Develop retail formats considering the need of the customers.
6. Analyse consumer evaluations of retail offerings and apply retail concepts to real situations and formulate retail marketing strategies for the success of retail industry.

Unit – I**Introduction**

Concepts, Scope of Services. Goods - Services Continuum. 4 I s of Services Goods and Services. Categorization. Industrial Services.

Retailing - Meaning, Types, significance of retail industry, Emergence of Organized Retailing, Indian vs. Global Scenario.

Unit – II**Service marketing Mix**

Product, Pricing, Place, Promotion, People, Physical evidence and Process- Dimensions of Service Quality. Understanding Service Quality Management. Measuring Service Quality.

Unit – III**Strategies for Service Marketing**

Overview, strategies for dealing with Intangibility, Inventory, Inconsistency and Inseparability. Loyalty, Switching, Intention to Stay, TAM (Technology Adoption Model). Service Marketing Triangle - External Marketing, Internal Marketing, Interactive Marketing.

Unit-IV**Retailing**

Retail formats and Theories – Theories of retail development, concept of retail life cycle, classification of retail stores, role of franchising in retail, Technology in retail, Factors affecting retail. Retail Pricing - The concept of retail pricing and the factors affecting price, elements of retail price, developing a pricing strategy, adjustment to retail price.

Unit - V**Merchandise Management**

Sources of Merchandise, Category Management, Store Layout, Design and Visual Merchandising, Retailing Strategy and Customer Service. CRM in retailing. E-tailing-Issues and Challenges

Text Books:

1. Rampal M. K and Gupta S. L, “Services Marketing Concepts, Applications and Cases”, Galgotia Publishing Company – New Delhi, 2008.
2. S.M.JHA, “Services Marketing”, HPH, Mumbai, 2009 .
3. A.J.Lamba, “The Art of Retailing”, TMH, 2009.
4. Levy and Weitz, “Retailing”, TMH, 2009.

Suggested Readings:

1. Lovelock, Chatterjee, “Services Marketing People, Technology Strategy”, Pearson Ed., 2011.
2. VinnieJauhari, KirtiDutta, “Services”, Oxford University Press, New Delhi, 2009 .
3. David Gilbert, “Retail Marketing Management”, 2nd edition, Pearson Education, 2003.
4. Patrick M.Dunne, Robert F.Lusch, and James R.Carver, Retailing, Cengage Learning, 2014 .

16MB E117 (OM)**SERVICE OPERATIONS MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To analyse the role of service sector in an economy and the service sector of an organisation.
2. To observe how to win customers through service strategies.
3. To develop an insight into design and development of new services.
4. To design services supply chain.
5. To learn about capacity management issues.
6. To learn about risk and security issue in financial services sector and the role of technology in handling these issues.

Course Outcomes: After completion of the course, students will be able to:

1. Demonstrate knowledge about the role of services sector in an economy and service strategy of an organization.
2. Use and explain the meaning of winning the customers through service strategies.
3. Apply the basic principle to design and development of new services.
4. Evaluate the design of given services supply chain.
5. Illustrate the cases where capacity management issues are well handled.
6. Identify the technology related issues in handling risk and security in financial services sector.

Unit-I**Introduction**

Understanding Services Economy- Global trends in Services Sector; Changing paradigms in Competitiveness of services; Services – Manufacturing Continuum. Role of services in manufacturing firms.

Unit-II**Service Strategy**

Developing an overall vision for the service system, Developing a service strategy, Service Positioning and Implications for Service Delivery Design, Service Enhancement using Internet, Pricing strategies in Services, Performance issues in service systems.

Unit-III**Design of Service Delivery Design**

Capacity issues in service systems- Notion of capacity, Capacity build up strategies. Capacity Vs System Performance. Queueing Theory Applications in Service Systems. Simulation as a tool for design of services- Use of simulation software for modeling. Nature of design issues addressed using simulation. Simulation Applications in Service System Design. The services supply chain

Unit-IV**Application Domain in Services**

Services Management in IT/ITES Sectors- Off-shoring / Outsourcing – Strategic dimension and Competitive advantage. Services Management in IT/ITES Sectors- Capacity Management Issues. Models for Manpower Planning.

Unit-V**Services Management in Financial Services**

Risk and Security issues in Financial Services Sector: Role of technology, Technology Transfer.

Text Books:

1. B. Fitzsimmons, James A., and Mona J. Fitzsimmons, “Service Management: Operations, Strategy, and Information Technology”, 7thEd., Tata McGraw-Hill Education Pvt. Ltd., 2014.
2. Robert Johnston, Graham Clark, Micheal Shulver, Service Operations Management- Improving Service Delivery, 4th Edition, Pearson, 2014.
3. Richard Metters, Kathryn King - Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, 2nd edition, South-Western/Cengage Learning, 2012.

Suggested Readings:

1. Bill Hollins and Sadie Shinkins, Managing Service Operations, 1st edition, Sage, 2006.
2. J.Nevan Wright and Peter Race, the management of service operations, 2nd edition, Thomson, 2004.
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education, 2000.

16MB E118 (OM/Systems)**ENTERPRISE RESOURCE PLANNING**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of the course are to:

1. familiarize the students with the business process of an enterprise.
2. provide an insight into the evolution, benefits and risks of Enterprise Resource Planning (ERP) systems.
3. acquaint students about the various functional modules of ERP.
4. grasp the activities related to the ERP Implementation lifecycle.
5. analyze the key success and failure factors of ERP implementation.
6. understand the emerging trends in ERP development.

Course Outcomes: After completion of this course, students will be able to:

1. acquire in-depth knowledge of ERP as a prime Application software product.
2. comprehend core and extended modules of ERP.
3. demonstrate detailed knowledge of ERP Implementation cycle.
4. understand the usefulness of maintenance post ERP implementation.
5. understand concepts of reengineering and how they relate to ERP implementation.
6. gain knowledge on the future trends in ERP.

Unit - I**Introduction**

Enterprise Systems -An overview, Need, Evolution, Benefits & Risks, Issues in Planning, design and implementation of cross functional integrated ERP Systems.

Unit - II**ERP Solutions and Functional Modules**

ERP software solutions – Overview, Business Process Reengineering (BPR), Business Process Management (BPM); ERP Functional Modules: Finance, Manufacturing, Human Resource, Supply Chain, Marketing and Customer Relationship Management.

Unit- III**ERP Implementation**

Planning, evaluation and selection of ERP systems, Implementation life cycle, ERP implementation, Methodology and Frame work- Training – Data Migration. People, Organization in implementation – Consultants, Vendors and Employees.

Unit - IV**Emerging trends in ERP**

Extended ERP systems and ERP add-ons - CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies

Unit - V**Post ERP Implementation**

Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation, Feedback process.

Text Books:

1. Alexis Leon, Enterprise Resource Planning, Third edition, Tata McGraw-Hill, 2014.
2. Concepts in Enterprise resource planning, Fourth edition, Course Technology Cengage Learning, 2013.
3. Alexis Leon, ERP demystified, Third Edition Tata McGraw-Hill, 2014.

Suggested Readings:

1. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008.

16MB E119 (SYS)**CLOUD COMPUTING AND INTERNET OF THINGS**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are to:

1. To upgrade the students with the trending software technologies.
2. To understand basics of cloud computing for business management.
3. To analyze the implementation and usage and control of cloud computing in business.
4. To explain the applications of cloud services.
5. To understand the basics on Internet of things.
6. To analyze the applications of Internet of things in various streams.

Course Outcomes: After completion of the course, student will be able to:

1. To gain Knowledge of various applications on cloud for efficient business management.
2. To choose the appropriate technologies, algorithms, and approaches for the related issues.
3. To articulate the main concepts, key technologies, strengths, and limitations of cloud computing and the possible applications for state-of-the-art cloud computing.
4. To explain the core issues of internet of things and its technologies.
5. To identify the usage of IOT in different streams.
6. To provide the appropriate cloud computing and internet of things solutions and recommendations according to the applications used.

UNIT- I**Introduction**

Introduction to Cloud Computing: Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization, Web Services on Cloud. Introduction to Internet of things: Definitions and Characteristics of IOT, Physical Design of IOT-Things in IOT.

UNIT –II**Implementation and Control**

Privacy and its relation to Cloud-based Information Systems, Security in the Cloud, Common Standards in the Cloud, End-User Access to the Cloud Computing, legal and ethical dimensions.

UNIT- III**Applications of Cloud Services**

Applications – Online Planning and Task Management – Event Management – CRM- Cloud service development tools - word processing, databases, storing and file sharing on cloud.

UNIT-IV**Internet of Things (IOT)**

IOT Protocols, IOT Communication Models, IOT Enabling Technologies - Wireless Sensor Networks, Cloud Computing, Big Data Analytics, Communication Protocols, Embedded Systems

Unit-V**Applications of IOT**

Domain Specific IOTs: Various types of IOT Applications in Home Automation, Cities, Environment, Energy, Retail, Logistics, Agriculture, Industry, Health and Life Style-Wearable Electronics. Case Study on IOT System for Weather Monitoring.

Text Books:

1. John W. Rittinghouse and James F. Ransome, "Cloud Computing Implementation, Management and Security", CRC Press, Taylor & Francis Group, Boca Raton London New York, 2010.
2. Kumar Saurabh, Cloud Computing – Insights into new era infrastructure, Wiley India, 2nd Edition, 2012.
3. ArshdeepBahga, Vijay Madiseti, "Internet of Things: A Hands-on Approach", Universities Press, 2015.

Suggested Readings:

1. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009.
2. Haley Beard, Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing, Applications and Data Centers in the Cloud with SLAs, Emereo Pty Limited, July 2008.
3. Alfredo Mendoza, "Utility Computing Technologies, Standards, and Strategies", Artech House INC, 2007.
4. Bunker and Darren Thomson, "Delivering Utility Computing", John Wiley & Sons Ltd., 2006.
5. George Reese, "Cloud Application Architectures", O'reilly Publications, 2009.

SERVICE COURSES FOR B.E, B.TECH, MCA

16MB C01**ENGINEERING ECONOMICS AND ACCOUNTANCY**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are:

1. To introduce Economics and demonstrate its importance in managerial decision making.
2. To develop an understanding of demand and relevance of its forecasting in the business.
3. To provide the basics of market structure and the concept of equilibrium in different market structures.
4. To examine the economic analysis of production process, types of inputs and to explain different costs and their relationship with the output.
5. To understand the importance of project evaluation in achieving a firm's objective.
6. To explain the concept of Accountancy and provided knowledge on preparation and analysis of Final accounts.

Course Outcomes: After completion of the course, student will be able to:

1. Apply fundamental knowledge of Economics concepts and tools.
2. Understand various aspects of demand analysis and forecasting.
3. Understand price determination for different markets.
4. Apply production theory and analyze various costs and benefits involved in it so as to make best use of resources available.
5. Analyze different opportunities and come out with best feasible capital investment decisions.
6. Apply accounting concepts and conventions, Final accounts and financial analysis.

UNIT-I**Introduction to Managerial Economics**

Introduction to Economics and its evolution - Managerial Economics -its scope, importance, Its usefulness to engineers - Basic concepts of Managerial economics.

UNIT-II**Demand Analysis**

Demand Analysis - Concept of demand, determinants, Law of demand, its assumptions, Elasticity of demand, price, income and cross elasticity, Demand Forecasting – Types of Market structures. Simple Numerical problems.

UNIT-III**Production and Cost Analysis**

Theory of Production - Firm and Industry-Production function - input - output relations - Laws of returns - internal and external economies of scale. Cost Analysis: Cost concepts- fixed and variable costs explicit and implicit costs-out of pocket costs and imputed costs - Opportunity cost - Cost output relationship - Break-even analysis. Numerical problems.

UNIT-IV**Accountancy**

Book-keeping, principles and significance of double entry book keeping. Journal, Subsidiary books, Ledger accounts, Trial Balance concept and preparation of Final Accounts with simple adjustments.

UNIT-V:**Capital Budgeting**

Introduction to capital budgeting, Methods: traditional and discounted cash flow methods. Introduction to Working capital management. Numerical problems.

Text Books:

1. Mehta P.L., "Managerial Economics: Analysis, Problems and Cases", 13th edition, Sultan Chand & Son's Educational publishers, 2013.
2. Maheswari S.N. "Introduction to Accountancy", 11th edition, Vikas Publishing House, 2013.
3. Panday I.M. "Financial Management", 11th edition, Vikas Publishing House, 2015.

Suggested Readings:

1. Varshney and KL Maheswari, Managerial Economics, 22nd edition, Sultan Chand, 2014.
2. M.Kasi Reddy and S.Saraswathi, Managerial Economics and Financial Accounting, 1st edition Prentice Hall of India Pvt Ltd, 2007.
3. A.R.Aryasri, Managerial Economics and Financial Analysis, 4th edition McGraw-Hill, 2013.

16MB E01**PRINCIPLES AND PRACTICE OF MANAGEMENT**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are to:

1. Create an understanding on basic principles, concepts and functions of Management.
2. To provide the basic concepts of communication.
3. Develop an understanding about the role and functions performed by the HR managers.
4. To understand the basics of Industrial Relations and its importance.
5. To explain the nature and scope of finance function.
6. Develop a conceptual understanding on Materials, Operations and Marketing management.

Course Outcomes: After completion of the course, student will be able to:

1. Identify the managerial skills needed for managing a Unit / Branch.
2. Understand the process of communication.
3. Design and develop new trends in Human Resource Management practices.
4. Maintain sound and updated Industrial Relations practices at workplace.
5. Explore their role in financial decisions.
6. Apply knowledge of fundamental concepts of operations management for operational performance improvement and understand concepts of marketing management.

UNIT - I**Management**

Definition, Administration Vs Management Principles and Functions of Management, levels of management - System and Contingency approach to management - steps in Planning - Decision making process - organization : Definition , Line, staff, functional and matrix type organization, span of control (Graicuna's Formulae), Centralization Vs Decentralization.

UNIT - II**Communication and Human Resource Management**

Process, Grapevine, Networks and Barriers of communication - Managerial grid, Theory of X, Y and Z; Job Enrichment Vs Job enlargement - Control process - Introduction to Personnel Management: Functions, staffing

process, need for HRD, Training and Development (TWI Programme), Measurement of Morale - Job Design.

UNIT - III

Industrial Relations

Meaning, Human relation Vs Industrial relations, Trade Unionism, Industrial Dispute, Wage and Incentive concepts - Role of ILO - MIS in industry - Management of public enterprises.

UNIT - IV

Financial Management

Objectives of Financial Management, Major Decisions of Financial Manager, Risk Return Trade Off, Sources of Finance, Capital and its Structure (CFS & FFS), overview of Financial statements and Ratio Analysis, cost sheet and Tender, Inventory control, EOQ, ABC analysis, stores organization and pricing of issues - concept of Warehousing.

UNIT - V

Production and Marketing Management

Types of Production, Quality control (Tools used), PPC, Maintenance management - Marketing management ; Definition and concept of marketing, functions of marketing, market research, Types of markets, Sales Forecasting, Marketing mix - Product Identification - A brief note on International Marketing.

Text Books:

1. Harold Koontz and Heinz Weihrich, "Essentials of Management- An International Perspective" , Tata McGraw-Hill Education Private Limited, 2010.
2. David A. DeCenzo, David A, Robbins, Stephen P., "Fundamentals of Human Resource Management", John Wiley & Sons Inc., 2007
3. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, "Industrial Relations and Labour Laws", 2nd ed, Tata MC Graw-hill, 2011.
4. Khan & Jain, "Financial Management", Second Edition, Tata McGraw-Hill Education Private Limited.
5. Elwood Spencer Buffa, Rakesh K. Sarin, "Modern Production/ Operations Management", Eighth Edition, Wiley India Private Limited.
6. Kotler Philip, Garyarmstrong, Prafullay, Agnihotri, EU Haque, "Principles of Marketing", 13th Ed, Pearson Education Prentice Hall of India, 2010 .

Suggested Readings:

1. R. Satya Raju and A. Parthasarathy, "Management", PHI Learning (P) Limited, 2009.
2. David Lepak, Mary Gower, "Human Resource Management", Pearson, 2009.

3. R.SivarathnaMohan, "Industrial Relations and Labour Welfare", PHI Learning Pvt.Ltd., 2010.
4. I. M. Pandey, "Financial Management", 10th Ed. Vikas Publishing House, 2013 .
5. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", HPH, 2012 .
6. Ramaswamy and Namakumari, Marketing Management, 5th ed., McGraw Hill Education.
7. A.R. Aryasri, Management Science, Mc-Graw-Hill, 2014.

16MB C128**MANAGERIAL ECONOMICS AND FINANCIAL ANALYSIS**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The Objectives of the course are to:

1. to introduce managerial economics and demonstrate its importance in managerial decision making.
2. to develop an understanding of demand and relevance of its forecasting in the business.
3. to examine the economic analysis of production process in relationship with inputs.
4. to explain different costs and their relationship with the output.
5. to explain the concept of Accountancy and provide knowledge on preparation and analysis of Final accounts.
6. to understand the importance of project evaluation in achieving a firm's objective.

Course Outcomes: After completion of the course, student will be able to:

1. Apply fundamental knowledge of Managerial economics' concepts and tools.
2. Understand various aspects of demand analysis and forecasting.
3. Analyze production function in terms of best combination of inputs.
4. Decide the best cost and benefits to achieve the objectives.
5. Analyze different opportunities and come out with best feasible capital investment decisions.
6. Understand accounting concepts and conventions, final accounts and financial analysis.

UNIT I**Introduction to Managerial Economics**

Definition, Nature and Scope of Managerial Economics, Micro Economics vs Macro Economics. Relationship of Managerial economics with other disciplines- Mathematics, Statistics, Accounting, and Operations Research. Role and responsibilities of Managerial economist in Business decisions. Fundamental concepts of Managerial economics - Opportunity cost concept, Principle of Time perspective, Incremental principle, discounting principle, and Equi-marginalism.

UNIT II**Demand Analysis**

Meaning of Demand, Determinants of demand, types of demand, Individual vs Market Demand, Demand schedule, Demand curve and Demand function. Law of Demand and its exceptions. Elasticity of Demand- Definition, Types, and Measurement of Elasticity of Demand. Demand Forecasting- Factors governing demand forecasting, Methods of demand forecasting (Survey method, Statistical method, Expert opinion method, Test marketing, and judgmental approach).

UNIT III**Production and Cost Analysis**

Production Analysis: Concept and Meaning of production - Factors of production, Production Function, law of variable proportions (with one variable and two variable inputs), Iso - quants and Iso-costs, Laws of returns, Economies and dis Economies of scale - internal and external economies.

Cost analysis: Cost concepts - Actual vs opportunity cost, Incremental and sunk cost, Short run and long run cost, Fixed and variable cost. Cost output relationship in short -run and long-run.

Break Even analysis (BEA) – Break even chart, Determination of Break Even Point (simple numerical problems) Margin of safety. Managerial applications, and limitations of BEA.

UNIT IV**Introduction to Financial Accounting**

Definition, Concepts and conventions of Accounting, Principles of double entry book keeping, Preparation of journal, ledger and Trial balance. Preparation of Financial statements - Trading and profit and loss account, and Balance sheet with simple adjustments.

UNIT V**Capital Management and Capital Budgeting**

Significance of capital, Types of capital and sources of capital. Meaning of capital budgeting, Importance of capital budgeting. Methods of capital budgeting- Payback period method, Average rate of Return (ARR), Net present value method (NPV) Internal rate of return method (IRR) Profitability Index. (Simple Numerical Problems).

Text Books:

1. P.L. Mehta, "Managerial Economics – Analysis, Problems and Cases", 13th edition, Sultan Chand & sons Educational Publishers, 2011.
2. Grewal T.S, "Introduction to Accountancy", S.Chand Publishers, 2009 .

- Pandey, I.M, Financial management, 11th Ed.Vikas Publishing House, 2015.

Suggested Readings:

- Varshney R.L. & K.L. Maheswari Managerial economics, 22nd edition, Sultan Chand, 2014.
- Maheswari, S.N, Introduction to Accountancy, 11th edition, Vikas Publishing House, 2005.
- M. Kasi Reddy and S.Saraswathi, Managerial economics & Financial Accounting, 1st edition, PHI 2007.
- A.R.Aryasri, Managerial Economics and Financial Analysis, 4th edition, McGraw-Hill, 2013.

16MB E120**ORGANIZATIONAL BEHAVIOUR**

Instruction	3 hours per week
Duration of Semester End Examination	3 Hours
Semester End Examination	70 Marks
Continuous Internal Evaluation	30 Marks
Credits	3

Course Objectives: The objectives of the course are to:

- define basic organizational behaviour principles and analyse how these influences behaviour in the workplace.
- analyse the influence of perceptions and personality on individual human behaviour in the workplace.
- provide knowledge on different organisational structures; and concepts of culture, climate and organisational development.
- discuss the theories of Motivation and Leadership.
- describe the interpersonal and their intrapersonal reactions within the context of the group and also demonstrate effective communication and decision making skills in small group settings.
- familiarize the students with the basic understanding of individual behaviour and explore issues of power, politics, conflict and negotiation.

Course Outomes: After completion of this course, students will be able to:

- enable the students to practically implement the Organisational behaviour principles and practice in real time situations.
- analyse the behaviour, perception, and personality of individuals and groups in organisations in terms of the key factors that influence organisational behaviour.
- to examine various organisational designs and explain concepts of organizational culture, climate and organisational development.
- acquire knowledge in applying motivational theories to resolve problems of employees and identify various leadership styles and the role of leaders in decision making process.
- to explain group dynamics and skills required for working in groups and identify the processes used in developing communication and resolving conflicts.
- analyze organizational behavioural issues in the context of power, politics, conflict and negotiation issues.

Unit – I**Introduction**

Organizational behavior – Nature and levels of organizational behavior – Individuals in organization – Individual differences – Personality and Ability – The Big 5 Model of personality – Organizationally relevant

personality traits. The nature of perception – characteristics of the perceiver, target and situation – perceptual problems.

Unit – II

Organization Structure

Organizational Designs and Structures – Traditional and Contemporary organizational designs. Organizational culture and ethical behavior – factors shaping organizational culture– creating an ethical culture.

Unit – III

Motivation and Leadership

Motivation–early and contemporary theories of motivation. Leadership – early and contemporary approaches to leadership.

Unit – IV

Group Dynamics

Groups and group development – turning groups into effective teams. Managing change – process, types and challenges. Communicating effectively in organizations – communication process–barriers to communication–overcoming barriers to communication–persuasive communication–communication in crisis situations.

Unit – V

Power, Politics, Conflict and Negotiations

Power, Politics, Conflict and Negotiations – Sources of individual, functional and divisional Power. Organizational politics. Conflict – causes and consequences – Pondy’s model of organizational conflict – conflict resolution strategies.

Text Books:

1. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, Pearson Education Inc., 2012.
2. Jon L Pierce and Donald G. Gardner, “Management and Organizational behavior”, Cengage Learning India (P) Limited, 2001.
3. Richard Pettinger, “Organizational Behaviour”, Routledge, 2010.

Suggested Readings:

1. Stephen P. Robbins, Jennifer George and Gareth Jones, “Management and Organizational Behaviour”, Pearson Education Inc., 2009.
2. K. Aswathappa, “Organizational behavior”, Himalaya Publishing House, 2013.
3. John Schermerhorn, Jr., James G. Hunt and Richard N. Osborn, “Organizational Behaviour”, 10th edition, Wiley India Edition, 2009.