



Academic Rules

MBA PROGRAMME

(With effect from 2019-2020)

CBIT-SCHOOL OF MANAGEMENT STUDIES

(Autonomous)

Chaitanya Bharathi (P.O), Gandipet
Hyderabad - 500 075, Telangana, India

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www.cbit.ac.in

CBIT-School of Management Studies

I. Preliminary Definitions and Nomenclature

These rules are applicable to the students who are admitted to MBA (Four Semesters) programme from the academic year 2019-2020. The preliminary definitions and nomenclature are furnished in the following table.

| Sl. No | Key Words | Definition |
|--------|---------------------|---|
| 1. | Programme | An educational programme leading to award of a Degree MBA. |
| 2. | Admission Procedure | As prescribed by Government of Telangana. |
| 3. | Academic Year | Two consecutive (one odd + one even) semesters constitute one academic year. |
| 4. | Semester | Each semester will consist of 15-17 weeks of academic work equivalent to 90 actual teaching days. The odd semester may be scheduled from July to December and even semester from January to June. |
| 5. | Course | Usually referred to, as 'papers' is a component of a programme. All courses need not carry the same weight. The courses should define learning objectives and learning outcomes. A course may be designed to comprise Lectures / tutorials / laboratory work/ project work/ Seminars/ Exams/ Viva/ assignments/ presentations/ self-study etc. or a combination of some of these. The medium of instruction, examinations and project report will be in English. |
| 6. | Credit | A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of |

| | | |
|-----|--------------|---|
| | | teaching (lecture or tutorial) or two hours of practical work per week. |
| 7. | Letter Grade | It is an index of the performance of students in a said course. Grades are denoted by letters like O, A ⁺⁺ , A ⁺ , A, B ⁺ , B, C etc. |
| 8. | Grade Point | It is a numerical weight allotted to each letter grade on a 10-point scale. |
| 9. | Credit Point | It is the product of grade point and number of credits for a course. |
| 10. | SGPA | Semester Grade Point Average (SGPA), it is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places. |
| 11. | CGPA | Cumulative Grade Point Average (CGPA), it is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places. |
| 12. | Grade Sheet | Based on the grades earned, a grade sheet shall be issued to all the registered students after every semester. The grade sheet will display the course details (Course title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester. that semester. |

II. Course structure and types of courses in the programme

The Curriculum comprises of Core Courses, Open Elective Course, Elective Courses, Internship and Project Work.

Core Course:

Core courses are the courses which are to be compulsorily studied by a student as a core requirement to complete the program.

Open Elective Course

The students shall be given an option to choose one (1) among three (3) courses given under each open elective during I and II semesters.

Elective Course:

Elective course is a course which can be (Two electives) chosen from a pool of courses in the listed and they may be:

- o Supportive to the discipline of study/ Program Specific.
- o Providing an expanded scope.
- o Enabling an exposure to some other discipline/domain/Inter discipline.
- o Nurturing student's proficiency/skill.

Skill Development Course:

Skill Development Course is a course which is mandatory and they may be

- o Supportive to improve their Managerial Skills.
- o Providing an extended scope of employability.
- o Nurturing students Soft Skills.

The following table shows the course structure with the credit weightage distribution.

| SI No | Description | Credits | % | Syllabus Requirements |
|-------|---|------------|------------|-----------------------|
| 1. | Core Courses (Theory and Lab) | 58 | 54 | |
| 2. | Elective Courses (Theory) | 32 | 30 | |
| 3. | Open Electives | 8 | 7 | Compulsory |
| 4. | Internship | 2 | 2 | |
| 5. | Project work and Comprehensive Viva Voce I & II | 6 | 6 | |
| 6. | Skill Development Course | 1 | 1 | |
| | Total | 107 | 100 | |

III. CONTACT HOURS AND CREDITS

Course offered may have anyone or combination of the following components:

1. Lecture (L): Classroom sessions delivered by faculty in an interactive mode.
2. Practical (P): Practical/Project Work consisting of field work/case studies etc. that equip students to acquire the required skill component.

The norms for course credits are as follows:

Lecture (L)/Tutorials (T): One (1) hour per week is assigned one (1) Credit(C).

Practical (P): Two (2) hours per week is assigned one (1) Credit(C).

For example, a theory course with a L-T-P schedule of 3-1-0 will be assigned four (4) Credits.

| L | T | P | C |
|---|---|---|---|
| 3 | 1 | 0 | 4 |

A laboratory practical course with a L-T-P schedule of 0-0-2 will be assigned one (1) Credit.

| L | T | P | C |
|---|---|---|---|
| 0 | 0 | 2 | 1 |

IV. PLAN OF STUDY OF I-IV SEM OF MBA PROGRAMME (CURRICULUM)**Orientation Program**

Orientation Program is designed to effectively initiate the Freshers commencing MBA Program, navigating them through the Campus Environment, Academic Scope, Learning Resources, Activities that they can engage themselves; Social, Co and Extra Curricular and other Personality Development Schedules to enable them to efficiently utilize the Opportunities and equip themselves with needed Skills in every Area of Management to address the Challenges that they would be facing in their Careers.

The Orientation encompasses but not limited to the following:

| S.No. | Orientation for Management Program |
|-------|---|
| 1. | Autonomous system - Academic Rules, Curriculum, Code of conduct |
| 2. | Learning Resources |
| 3. | Extension Activities |
| 4. | Managerial Skills for Effectiveness |
| 5. | Co-Curricular & Extra-Curricular |
| 6. | Business Games |
| 7. | Mentoring, Human Values and Professional Ethics |

The following tables shows the plan of study from I-semester to IV-semester.

I SEMESTER

| S.No | Course Code | Title of the Course | Scheme of Instruction | | Scheme of Examination | | | Credits |
|------|-------------|---------------------------------------|-----------------------|----------|--------------------------|---------------|------------|-----------|
| | | | Hours per week | | Duration of SEE in Hours | Maximum Marks | | |
| | | | L/T | P | | CIE | SEE | |
| 1. | 19MBC101 | Management and Organization Behaviour | 4 | - | 3 | 30 | 70 | 4 |
| 2. | 19MBC102 | Managerial Economics | 4 | - | 3 | 30 | 70 | 4 |
| 3. | 19MBC103 | Financial Accounting for Management | 4 | - | 3 | 30 | 70 | 4 |
| 4. | 19MBC104 | Marketing Management | 4 | - | 3 | 30 | 70 | 4 |
| 5. | 19MBC105 | Statistics for Management | 4 | - | 3 | 30 | 70 | 4 |
| 6. | 19MBC106 | Digital Technology | 3 | - | 3 | 30 | 70 | 3 |
| 7. | 19MBC107 | Business Communication Lab | - | 4 | 3 | 25 | 50 | 2 |
| 8. | 19MBC108 | Statistics Lab | - | 2 | 2 | 15 | 35 | 1 |
| 9. | | Open Elective | | | | | | |
| | 19MBO101 | Business Environment | 4 | - | 3 | 30 | 70 | 4 |
| | 19MBO102 | Corporate Social Responsibility | | | | | | |
| | 19MBO103 | Business Law and Ethics | | | | | | |
| | | | 27 | 6 | - | 250 | 575 | 30 |

L: Lecture T: Tutorial P: Practical CIE- Continuous Internal Evaluation
SEE- Semester End Examination

II SEMESTER

| S.No. | COURSE CORE | Title of the Course | Scheme of Instruction | | Scheme of Examination | | | Credits |
|--|-------------|---------------------------------------|-----------------------|----------|--------------------------|---------------|------------|-----------|
| | | | Hours per week | | Duration of SEE in Hours | Maximum Marks | | |
| | | | L/T | P | | CIE | SEE | |
| 1. | 19MBC109 | Human Resource Management | 4 | - | 3 | 30 | 70 | 4 |
| 2. | 19MBC110 | Financial Management | 4 | - | 3 | 30 | 70 | 4 |
| 3. | 19MBC111 | Business Research Methods | 4 | - | 3 | 30 | 70 | 4 |
| 4. | 19MBC112 | Operations Research | 4 | - | 3 | 30 | 70 | 4 |
| 5. | 19MBC113 | Operations Management | 4 | - | 3 | 30 | 70 | 4 |
| 6. | 19MBC114 | Business Analytics | 3 | - | 3 | 30 | 70 | 3 |
| 7. | 19MBC115 | Logistics and Supply Chain Management | 3 | - | 3 | 30 | 70 | 3 |
| 8. | 19MBC116 | Comprehensive VivaVoce- I | - | - | - | - | 50 | 1 |
| 9. | | Open Elective | | | | | | |
| | 19MBO104 | E-Business | 4 | - | 3 | 30 | 70 | 4 |
| | 19MBO105 | Banking Management | | | | | | |
| | 19MBO106 | Customer Relationship Management | | | | | | |
| SKILL DEVELOPMENT COURSE (Compulsory) | | | | | | | | |
| 10. | 19MBSD101 | Personality Development | - | 2 | - | - | - | 1 |
| | | | 30 | 2 | | 240 | 610 | 32 |

III-SEMESTER

| S.No. | COURSE CODE | Title of the Course | Scheme of Instruction | | Scheme of Examination | | | Credits |
|-------|-------------|----------------------|-----------------------|----------|--------------------------|---------------|------------|-----------|
| | | | Hours per week | | Duration of SEE in Hours | Maximum Marks | | |
| | | | L/T | P | | CIE | SEE | |
| 1. | 19MBC117 | Strategic Management | 3 | -- | 3 | 30 | 70 | 3 |
| 2. | 19MBE101 | FE 1 | 4 | -- | 3 | 30 | 70 | 4 |
| 3. | to | FE-2 | 4 | -- | 3 | 30 | 70 | 4 |
| 4. | 19MBE110 | SE-1 | 4 | -- | 3 | 30 | 70 | 4 |
| 5. | | SE-2 | 4 | -- | 3 | 30 | 70 | 4 |
| 6. | 19MBSD102 | Career Guidance | 2 | - | - | -- | -- | - |
| 7. | 19MBC118 | Internship | | | | 25 | 50 | 2 |
| | | | 21 | - | | 175 | 400 | 21 |

Note: * III semester Electives are given in the separate table [FE- First Elective SE- Second Elective]

Elective Courses

Student has a choice to choose two Electives from the given list of electives consisting of Marketing, Human Resource, Finance, and Business Analytics/ Supply Chain Management.

Note: Student can choose either Business Analytics or Logistics and Supply Chain Management. The electives will be offered only upon the availability of certain number of students in that Specialization.

Elective wise Course titles in III semester

| Elective | Course Code | Course Title |
|-------------------------------|-------------|---|
| Finance (F) | 19MBE101 | Investment Management |
| | 19MBE102 | Financial Markets and Services |
| Human Resource(HR) | 19MBE103 | Performance and Compensation Management |
| | 19MBE104 | Training and Development |
| Marketing (M) | 19MBE105 | Product and Brand Management |
| | 19MBE106 | Integrated Marketing Communications and Digital Marketing |
| Business Analytics(BA) | 19MBE107 | Business Data Mining |
| | 19MBE108 | R-Programming |
| Supply Chain Management (SCM) | 19MBE109 | Transport Management |
| | 19MBE110 | Distribution and Warehouse Management |

IV SEMESTER

| S.No. | COURSE CODE | Title of the Course | Scheme of Instruction | | Scheme of Examination | | | Credits |
|-------|-------------|------------------------------|-----------------------|----------|--------------------------|---------------|------------|-----------|
| | | | Hours per week | | Duration of SEE in Hours | Maximum Marks | | |
| | | | L/T | P | | CIE | SEE | |
| 1. | 19MBC119 | Entrepreneurship Development | 3 | -- | 3 | 30 | 70 | 3 |
| 2. | 19MBE111 | FE-3 | 4 | - | 3 | 30 | 70 | 4 |
| 3. | 19MBE120 | FE-4 | 4 | - | 3 | 30 | 70 | 4 |
| 4. | | SE-3 | 4 | -- | 3 | 30 | 70 | 4 |
| 5. | | SE-4 | 4 | -- | 3 | 30 | 70 | 4 |
| 6. | 19MBC120 | Project Work | -- | 4 | -- | 50 | 100 | 4 |
| 7. | 19MBC121 | Comprehensive Viva Voce- II | | | | | 50 | 1 |
| | | | 19 | 4 | 15 | 200 | 500 | 24 |

Note: IV semester Electives are given in the separate table

V. List of course titles in each Elective

| Elective | Course Code | Course Title |
|-------------------------------|-------------|--|
| Finance (F) | 19MBE111 | Financial Risk Management |
| | 19MBE112 | Project Appraisal and Financing |
| Human Resource(HR) | 19MBE113 | Leadership and Team Management |
| | 19MBE114 | International Human Resource Management |
| Marketing (M) | 19MBE115 | Consumer Behaviour |
| | 19MBE116 | Services and Retail Marketing |
| Business Analytics(BA) | 19MBE117 | Machine Learning and Artificial Intelligence |
| | 19MBE118 | Cloud Computing |
| Supply Chain Management (SCM) | 19MBE119 | E-Commerce Logistics |
| | 19MBE120 | International Logistics |

The time-table is prepared with the following timings:

| 1 st Hour | 2 nd Hour | 3 rd Hour | Lunch | 4 th Hour | 5 th Hour | 6 th Hour |
|----------------------|----------------------|----------------------|-------------|----------------------|----------------------|----------------------|
| 09:10-10:10 | 10:10-11:10 | 11:15-12:15 | 12:15-13:15 | 13:15-14:15 | 14:15-15:15 | 15:20-16:20 |

VI. Internship during summer

The students shall undergo Internship during summer vacation continuously for a period of not less than six weeks in any Industry/ organization after seeking due approval from the Director/ Head of the Department. Please see the annexure for guidelines.

The credit award for Internship during summer shall be evidenced along with the III Semester Grade Sheet.

VII. Project Work

In the IV Semester, a student shall go for field work/ interact with Industry for training, leading to dissertation. The project work is a part of the regular course work of the MBA program in the IV semester. The credits awarded for this shall be four (4).

VIII. Skill Development Course

Every student is required to put in 75% of attendance in this course. Personality Development is a non-credit course and a student shall be awarded with 'Satisfactory/Un-satisfactory' based on the performance in the class and will be reflected in the grade sheet.

IX. Examination, Assessment and Letter Grades/Grade Points

In assessing the performance of the students in examinations, the approach is to award marks based on the examinations conducted at various stages (CIE and SEE) in a semester. As per the UGC recommendations, the following system will be implemented in awarding the grades and CGPA.

Letter Grades and Grade Points

The absolute grading mechanism is followed in mapping the letter grades. The marks are converted to grades based on pre-determined class interval. As per the UGC recommendations a 10-point grading system with the following letter grades are followed. The same is furnished in the following tables for theory courses and laboratory.

For Theory courses

| % of Marks | Grade points | Letter Grade | Grade description |
|-------------|--------------|--------------|-------------------|
| 90.00-100 | 9.00-10 | O | Outstanding |
| 80.00-89.99 | 8.00-8.99 | A+ | Excellent |
| 70.00-79.99 | 7.00-7.99 | A | Very good |
| 60.00-69.00 | 6.00-6.99 | A | Good |
| 55.00-59.99 | 5.50-5.99 | B+ | Fair |
| 50.00-54.99 | 5.00-5.49 | B | Above Average |
| 45.00-49.99 | 4.50-4.99 | C+ | Average |
| 40.01-44.99 | 4.01-4.49 | C | Below average |
| 40 | 4.00 | D | Pass |
| <40 | 0.00 | F | Fail |
| — | 0.00 | Ab | Absent |

For Laboratory/Skill Development/Project/ Internship courses...

| % of Marks | Grade points | Letter Grade | Grade description |
|-------------|--------------|--------------|-------------------|
| 90.00-100 | 9.00-10 | O | Outstanding |
| 80.00-89.99 | 8.00-8.99 | A++ | Excellent |
| 70.00-79.99 | 7.00-7.99 | A+ | Very good |
| 60.00-69.00 | 6.00-6.99 | A | Good |
| 55.00-59.99 | 5.50-5.99 | B+ | Fair |
| 50.00-54.99 | 5.00-5.49 | B | Above Average |
| <50 | 0.00 | F | Fail |
| — | 0.00 | Ab | Absent |

A student obtaining Grade F shall be considered failed and will be required to reappear the examination. For non-credit course 'Satisfactory' or "Unsatisfactory" shall be indicated instead of the letter grade and this will not be counted for the computation of SGPA/CGPA. For the non-credit courses, the students must have secured 'Satisfactory' for the award of degree along with other requirements.

X. Computation of SGPA and CGPA:

The computations of SGPA and CGPA are followed as per the UGC guidelines.

The **SGPA** is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

$$\text{SGPA} (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where **C_i** is the number of credits of the **ith** course and **G_i** is the grade point scored by the student in the **ith** course.

The **CGPA** is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

$$\text{CGPA} = \frac{\sum (S_i \times C_i)}{\sum C_i}$$

Where **S_i** is the SGPA of the **ith** semester and **C_i** is the total number of credits in that semester.

The **SGPA** and **CGPA** shall be rounded off to 2 decimal points and reported in the transcripts.

Transcript/Grade Sheet (Format): Based on the above guidelines on Letter grades, Grade points and SGPA and CGPA, the institute issues the transcript/grade certificate for each semester and a consolidated transcript/grade certificate indicating the performance in all semesters.

XI. Assessment Procedures for Awarding Marks

The distribution of marks which is based on continuous internal assessment by concerned teacher and the Semester End Examination shall be as follows:

| Course | Credits | CIE | SEE | Duration of Semester End Examination |
|-----------------------------------|----------|-----|------|--------------------------------------|
| Theory Course | Four (4) | 30* | 70* | 3 Hours |
| Lab Course | One (1) | 15 | 35 | 2 Hours |
| Internship during Summer Vacation | Two (2) | 25 | 50 | |
| Project Work | Four (4) | 50* | 100* | --- |

* Out of 30 Sessional marks (CIE), 10 marks are allotted for assignment which shall include Team work, Book reviews, class participation, case presentations etc. and the remaining 20 marks are based on the average of two Internal tests, and weightage for each test is 20 marks.

The question paper shall be in two parts i.e. Part-A and Part-B. Part A is for Ten (10) short questions and is compulsory, covers the entire syllabus, and carries 20 marks. Part-B carries 50 marks and covers all the units of the syllabus. Student has to answer five questions; each question will have internal choice. (The question paper with five questions is framed from the respective five units).

Minimum pass marks in the Continuous Internal Evaluation (CIE) shall be 40% (Average of Sessional marks and total Assignment marks) and 40% in Semester End Examination (SEE), whereas for the Lab/ Skill Development Course/ Internship/Project work, the minimum pass marks shall be 50% in Continuous Internal Evaluation (CIE) and 50% in Semester End Examination (SEE).

XII. Project Work:

- i. Every student shall do the Project work under the supervision of a Faculty in the college and mentor from the organization. Every student shall do an individual project.
- ii. The supervisor/ mentor shall be assigned to the student by the department to enable the student to plan and carry out the work during IV semester.
- iii. The project work is assigned four (4) credits and evaluated for 150 marks [Fifty (50) Internal marks for CIE and Hundred (100) marks for SEE of which 50% marks are allotted for the dissertation and 50% for the presentation and Viva-Voce in Project].
- iv. The project work must be submitted by the student in the 14th week of the IV Semester.
- v. Project work shall be evaluated by an external and one internal examiner which is followed by presentation of Work and Viva-Voce.

XIII. PROMOTION RULES

Rules of promotion are as under:

| S.No. | Semester | Conditions to be fulfilled for Promotion |
|-------|------------------------------------|---|
| 1. | From I -Semester to II- Semester | <ol style="list-style-type: none"> i. Regular Course of Study of I-Semester ii. Student must secure at least 40% of Maximum Marks of CIE of I Semester. |
| 2. | From II- Semester to III -Semester | <ol style="list-style-type: none"> i. Regular Course of study of II -Semester |

| | | |
|----|------------------------------------|--|
| | | <ol style="list-style-type: none"> ii. Student must secure at least 40% of Maximum Marks of CIE of II Semester. iii. Student must have earned at least 31 credits of I and II semester |
| 3. | From III- Semester to IV- Semester | <ol style="list-style-type: none"> i. Regular Course of Study of III-Semester. ii. Student must secure at least 40% of Maximum Marks of CIE of III Semester. |

Note: Regular course of study means the student has to satisfy attendance rules as prescribed by the Institute.

XIV. Credit Requirements

Credit Requirement for the award of MBA degree is 107.

XV. RULES AND REGULATIONS OF ATTENDANCE

1. The Degree of MBA will be conferred on a candidate who has pursued a 'Regular Course of Study' for four semesters as herein after prescribed in the scheme of instruction and has earned the required credits.
2.
 - i) A regular course of study for eligibility to appear at MBA Examination of any Semester shall mean putting in attendance of not less than 75% aggregate in lectures/theory, Practical, Seminars etc.
 - ii) Attendance of N.S.S. Camps or Inter collegiate or Inter University or Inter State or International matches or debates or Educational Excursion or such other Inter University activities as approved by the authorities involving journeys outside the city in which the college is situated will not be counted as absence. However, such absence shall not exceed (4) weeks per semester of the total period of instructions. Such facility should not be availed twice during the study.
 - iii) In any semester of the course if a candidate fails to secure the minimum percentage of attendance, he/she shall not be eligible to appear in the examination of that semester and he/she shall have to enroll himself/ herself to undergo afresh a 'Regular Course of Study' of the corresponding semester in subsequent academic session, in order to

become eligible to appear for the examination. **The student needs to pay the required tuition fee for that corresponding semester as per institute rules.**

iv) The attendance shall be calculated on the aggregate of the courses/ subjects from the date of commencement of classes / date of readmission in case of detained candidates as per the almanac communicated by Chaitanya Bharathi Institute of Technology (Autonomous).

v) Candidates admitted to the first semester through an entrance test and do not have the requisite attendance, but have not less than 40% attendance can seek readmission without once again appearing the admission process where the admissions are governed through an entrance test. Candidates of I-Semester, who do not have the minimum 40% attendance, would lose their seat.

3. i) In special cases and for sufficient cause shown, the Director may, on the specific recommendation of the Head of the Department, condone the deficiency in attendance to the extent of 10% on medical grounds subject to submission of medical certificate and payment of condonation fee.

However, in respect of women candidates who seek condonation of attendance due to pregnancy, the Director may condone the deficiency in attendance to the extent of 15% (as against 10% Condonation for others) on medical grounds subject to submission of medical certificate to this effect. Such condonation shall not be availed twice during the study.

The fee for condonation of attendance on medical grounds shall be Rs.1000.00 payable through Demand Draft drawn in favor of the Director, CBIT-SMS, Hyderabad.

XVI. Reappearing /Readmission/Revaluation/Physical Verification of answer scripts

Supplementary Semester End examination shall be conducted for I and III semester theory / lab courses, where as Supplementary Semester End Examination shall not be conducted for II and IV Semester theory/ lab courses.

If a student is prevented from writing end semester examination due to lack of attendance, the student must take re-admission of that semester (by paying appropriate tuition fee as prescribed by the institute) when offered next and must attend the classes and fulfill the attendance requirements.

A student can apply for revaluation of the student's semester examination answer paper in a

theory course, notified by the institute, on payment of a prescribed fee along with prescribed application.

After the declaration of results, the interested student(s) can go through/evidence their semester end theory examination answer scripts (by paying the prescribed fee) physically on issuing of the notification by the respective authorities.

If a student is detained due to non-earning of required credit(s), such student(s) are eligible for re-admission after earning the required number of credits only. Further, if any student is detained due to non-earning of required credit(s) and wants to repeat the semester class work, such students are eligible for re-admission in the odd semesters only, such students are required to pay tuition fee as per the institute rules.

XVII. ELIGIBILITY FOR THE AWARD OF DEGREE

A student shall be declared to be eligible for the award of the M.B.A., provided the student has successfully gained the required number of total credits as specified in the curriculum corresponding to the student's programme within the stipulated time.

Successfully completed the course requirements, appeared for the End-Semester examinations and passed all the subjects prescribed in all the 4 semesters within a maximum period of 8 semesters considered from the commencement of the first semester to which the candidate was admitted.

Successfully passed any additional courses prescribed by the institute whenever readmitted under regulation and no disciplinary action pending against the student.

The award of Degree must have been approved by the University.

XVIII. Award of Division:

| CGPA | DIVISION |
|-----------------------|------------------------------|
| 7.0 and above | First Class with Distinction |
| 6.0 and less than 7.0 | First Class |
| 5.0 and less than 6.0 | Second Class |
| 4.0 and less than 5.0 | Pass |
| Less than 4.0 | Fail |

Candidates are eligible for the award of Distinction with I Class with a CGPA of 7.0 and above if and only if the student clears all the subjects in all semesters in single attempt.

XIX. Award of Gold Medal:

A student securing highest CGPA in single attempt is eligible for award of Gold Medal in the course of study of M.B.A.

XX. REVISION OF REGULATIONS, CURRICULUM AND SYLLABI

The institute may from time to time revise, amend or change the Regulations, Curriculum, Syllabus and Scheme of examinations through the Academic Council's approval.

ANNEXURE**Guidelines for earning two (2) credits by the student towards the Internship during summer**

1. The student needs to approach the Head of the department with a request to carry out an Internship during summer, with the details of the industry/organization.
2. The Head of the department issues a letter to the industry/organization with a request to permit the students for Internship during summer.
3. On Completion of Internship during summer by the student, the student is required to submit the following to the department.
 - Course Completion certificate from the industry/ organization.
 - Hardcopy of the report in a standard format which is prescribed by the department
4. Evaluation committee as per norms of the Institute/Department evaluates the student performance on the Internship during summer.

Assessment procedure for earning two (2) Credits:

The student has to deliver power point presentation before the committee on the work which is carried out by the student during Project work. Committee examines the student and Marks are to be awarded on the following aspects:

| Description | Internship during Summer |
|--------------------------|--------------------------|
| | Max. Marks |
| Presentation | 5 |
| Evaluation of the Report | 15 |
| Viva-Voce | 05 |
| Total | 25 |

The department submits the performance of the student to the Controller of Examinations (CoE) for awarding Grade/Grade points towards earning two (2) credits by the student for Internship during summer.

Guidelines for earning four (4) credits by the student towards the project work.

1. The student needs to approach the Head of the department with a request to carry out project work in the industry/organization, with the details of the industry/organization.
2. The Head of the department issues a letter to the industry/organization with a request to permit the students for Project work.
3. On Completion of Project work by the student, the student is required to submit the following to the department.
 - Project Completion certificate from the industry/ organization.
 - Hardcopy of the report in a standard format which is prescribed by the department.
4. Department committee evaluates the student performance on the Project work.

Assessment procedure for earning four (4) credits:

The student has to deliver power point presentation before the committee on the work which is carried out by the student during Project work. Committee examines the student and the Maximum Marks 50 are to be awarded on the following aspects:

| Description | Project Work |
|--------------------------|--------------|
| | Max. Marks |
| Presentation | 15 |
| Evaluation of the Report | 25 |
| Viva-Voce | 10 |
| Total | 50 |

The department submits the performance of the student to the CoE for awarding Grade/Grade points towards earning four (4) credits by the student for Project Work.



CBIT- SCHOOL OF MANAGEMENT STUDIES (A)

Nurturing Leadership Capabilities

MBA PROGRAMME Syllabus for I Semester and II Semester (With effect from 2019-2020)

Chaitanya Bharathi (P.O), Gandipet,
Hyderabad - 500 075 Telangana, India
Phone: 040 2419 3276
www.cbit.ac.in

Vision

To Establish an Institutional Culture for Education, Research and Innovation to achieve Sustainable Impact on Society

MISSION

- Impart Quality Management Education through Innovation in Teaching and Learning.
- Promote Research and Development and Consultancy in different areas of Specialization.
- To develop a strong Moral Compass for Ethical Conduct that enables Value based Management Education.
- Equip the Management Students with Skills related to Leadership, Social, Communication, Analytical and Decision making.
- Collaborate with Global and Indian, Industry and Eminent Institutions.

Dear Students and Parents,

CBIT-School of Management Studies, with an Objective to Professionally orient the Students to address the Industry 4.0 Challenges that are disrupting the Business Ecosystem, has redesigned the Curriculum to perfect the “Doing and Being Skills” with Competencies required to convert the Opportunities during the course of their Professional Career, Entrepreneurship, Pursuing Higher Studies, Research and Advisory.

In an increasingly interconnected Global Economy and Society, Our Objective starts from a belief in a future filled with Opportunities - a future where the right Education and Skills provide the new routes to growth, built on Human Capital. Utilizing the existing Resources more effectively, we have strengthened the performance of the Education System by designing with a focus on results at every level, learning from the best results driven Systems in Education and across Sectors. We have moved Innovation in Teaching and Learning to the Centre of the Education Structure by providing opportunities to debate on Case Studies and Internship with Industry to experience the Hands-on-Industry Operations, thus moving beyond the ‘Chalk and Talk’ method to make Students experience the Academic Lessons.

The Industry-oriented-Curriculum to be implemented from 2019-20 onwards will focus just not on facilitating a Job but to help the Management Graduates face Challenging situations through Industry Collaboration in the current World. The extensive Library with Books from across the World and E-Journals that can be downloaded by the Students would go a long way in the

Self-learning by the Students for the Academic Sessions and also while undertaking their Project Works.

CBIT School of Management Studies with its committed endeavor to Education would like to have a Page in the History of Management Education and the Students as one of the Stakeholders will have a great role in upholding the Banner of the Institute. We Wish the Students - A Memorable Time during their Studentship with the Institute and hope to see them rise in the Corporate Ladder.

–CBIT-SMS



SCHEME OF INSTRUCTION AND EXAMINATION MBA PROGRAMME

ORIENTATION PROGRAMME

Orientation Program is designed to effectively initiate the Freshers commencing MBA Program, navigating them through the Campus Environment, Academic Scope, Learning Resources, Activities that they can engage themselves; Social, Co and Extra Curricular and other Personality Development Schedules to enable them to efficiently utilize the Opportunities and equip themselves with needed Skills in every Area of Management to address the Challenges that they would be facing in their Careers.

The Orientation encompasses but not limited to the following:

| S.No. | Orientation for Management Programme |
|-------|---|
| 1. | Autonomous system - Academic Rules, Curriculum, Code of conduct |
| 2. | Learning Resources |
| 3. | Extension Activities |
| 4. | Managerial Skills for Effectiveness |
| 5. | Co-Curricular & Extra-Curricular |
| 6. | Business Games |
| 7. | Mentoring, Human Values and Professional Ethics |

I- SEMESTER

| S.No | Course Code | Title of the Course | Scheme of Instruction | | Scheme of Examination | | | Credits |
|------|-------------|---------------------------------------|-----------------------|----------|--------------------------|---------------|------------|-----------|
| | | | Hours per week | | Duration of SEE in Hours | Maximum Marks | | |
| | | | L/T | P | | CIE | SEE | |
| 1. | 19MBC101 | Management and Organization Behaviour | 4 | - | 3 | 30 | 70 | 4 |
| 2. | 19MBC102 | Managerial Economics | 4 | - | 3 | 30 | 70 | 4 |
| 3. | 19MBC103 | Financial Accounting for Management | 4 | - | 3 | 30 | 70 | 4 |
| 4. | 19MBC104 | Marketing Management | 4 | - | 3 | 30 | 70 | 4 |
| 5. | 19MBC105 | Statistics for Management | 4 | - | 3 | 30 | 70 | 4 |
| 6. | 19MBC106 | Digital Technology | 3 | - | 3 | 30 | 70 | 3 |
| 7. | 19MBC107 | Business Communication Lab | - | 4 | 3 | 25 | 50 | 2 |
| 8. | 19MBC108 | Statistics Lab | - | 2 | 2 | 15 | 35 | 1 |
| 9. | | Open Elective | | | | | | |
| | 19MBO101 | Business Environment | 4 | - | 3 | 30 | 70 | 4 |
| | 19MBO102 | Corporate Social Responsibility | | | | | | |
| | 19MBO103 | Business Law and Ethics | | | | | | |
| | | | 27 | 6 | - | 250 | 575 | 30 |

L: Lecture T:Tutorial P:Practical CIE: Continuous Internal Evaluation
SEE: Semester End Examination

CORE COURSES**19MB C101****MANAGEMENT AND ORGANIZATION BEHAVIOUR**

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The objectives of this course are:

1. To familiarize with the fundamental principles of management practice with emphasis on the roles and functions of managers and to focus on the critical and challenging areas of Organizational Planning and Organizing.
2. To describe motivation, leadership, communication and controlling and to provide knowledge of Organization Behaviour concepts to understand and analyze how organizations and the people within them work.
3. Understand the nature of Power, Politics, Conflict, and the Negotiation process.

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

1. Practice the process of Management's functions and understand how management evolution affects future managers.
2. Analyze the need of planning and decision making and also assess the elements of organizational structure and evaluate their impact on employees.
3. Evaluate motivational strategies, leadership styles, communication and controlling processes used in a variety of organizational settings.
4. Apply Organization Behaviour concepts to real-world problems faced by managers.
5. Evaluate how the power and politics help an organization, sources of conflict in an Organizational setting and execute the negotiation process to manage conflicts and resolve disputes.

UNIT-I Introduction to Management

Management- Definition, Nature, Purpose, Evolution of Management Thought- Scientific Management, Administrative Theory, Human Relations Approach, Hawthorne experiments, Theory X, Theory Y and Theory Z, Behavioural Approach, Systems Theory. Managerial Roles, Managerial Levels, Managerial Skills, Functions of Management, Administration vs. Management, Contemporary Management Issues and Challenges.

UNIT-II Planning and Organizing

Planning – Nature, Purpose, Process, Types of Plans, Management by Objectives (MBO). Decision Making – Types of Decisions, Decision Making Process, Decision Making under Certainty, Uncertainty and Risk.

Organizing – Formal and Informal Organization, Process, Types of Organization structures, Line and Staff concepts, Span of Management – Factors, Delegation of Authority, Decentralization.

UNIT-III Leading and Controlling

Motivation- Early and Contemporary Theories of Motivation. Leadership - Leadership Behaviour and Styles. Communication - Purpose, Process, Barriers in Communication, Overcoming barriers to communication.

Controlling- Basic Control Process, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Requirements for effective controls.

UNIT-IV Organization Behaviour

Organization Behaviour – Nature, Levels, Challenges. Individuals in Organizations- Personality and Ability. Personality- Determinants, Personality and Situation, Big Five Model of Personality, Other Organizationally Relevant Personality Traits. Ability - Cognitive Ability, Physical Ability, Emotional Intelligence. Nature. Perception - Nature, Characteristics of Perceiver, Target and Situation, Biases and Problems in Person Perception. Group Dynamics and Teams- Types of Work Groups, Group Development, Characteristics of Work Groups, Effective Work Groups and Teams.

UNIT-V Conflict and Negotiations

Nature of Power and Politics, Sources of Individual Power, Functional and Divisional Power. Organizational Politics – The use of Power. Organizational Conflict – Sources, Pondy’s Model of Organizational Conflict, Negotiation: Resolving Conflict – Individual level conflict, Group level conflict and promoting Compromise.

Essential Readings:

1. Harold Koontz and Hein Weihrich, “Essentials of Management”, 6th ed., Tata McGraw Hill, 2006.
2. Jennifer George and Gareth Jones “Understanding and Managing Organizational Behavior”, 6th ed., Pearson Education Inc., 2012.
3. Andrew J. Dubrin, “Essentials of Management”, 9th ed., Thomson Southwestern, 2012.
4. Stephen A Robbins, David A. Decenzo and Mary Coulter, “Fundamentals of Management”, 7th Edition, Pearson Education, 2011.
5. Jon L Pierce and Donald G. Gardner, “Management and Organizational behavior”, Cengage Learning India (P) Limited, 2001.
6. Richard Pettinger, “Organizational Behaviour”, Routledge, 2013.

19MB C102**MANAGERIAL ECONOMICS**

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The objectives of the course are:

1. To enable the students to understand and apply the basic economic concepts, demand and supply functions in decision- making.
2. To understand various Production and Cost functions and choose the optimal combination of input factors.
3. To understand price output determination under different market situations.

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

1. Apply the basic concepts and economic principles in decision-making.
2. Calculate demand elasticity from demand equations.
3. Select the least cost combination of inputs through production function.
4. Compare different cost concepts and predict breakeven point.
5. Apply pricing decisions across industries characterized by market structure.

Unit-I Introduction

Nature and Scope of Managerial Economics, Definition, Relation with other disciplines, Fundamental Concepts of Managerial Economics - Opportunity Cost, Discounting Principle, Time Perspective, Incremental Cost/Reasoning, Equi-Marginal Concept. Objectives of Firm - Profit Maximization Theory, Profit Maximization by Total Revenue and Total Cost Approach, Baumol's Sales Revenue Maximization, Simon's Model of Satisfying Behavior, Berle-Means-Galbraith Model of Corporate Power Structure, Penrose's Theory of Firm, Optimization Techniques.

Unit-II Demand and Supply Analysis

Theory of Demand, Demand Function, Law of Demand, Elasticity of Demand, Types and Significance of Elasticity of Demand, Demand Estimation - Market

Research Approaches, Need for Forecasting and Forecasting Techniques, Supply Function, Law of Supply, Elasticity of Supply.

Unit-III Production Analysis

Production Function- Law of Variable proportions, Isoquants, Returns to Scale, Cobb Douglas and CES Production Function, MRTS, Iso-Costs, Optimal Combination of input factors, Economies and Diseconomies of Scale.

Unit-IV Cost Analysis

Concepts of Costs, Determinants of Cost functions, Cost- Output Relationship in the Short and Long run, Recent developments in Cost Theory. Estimation of Cost Function- The Cubic Cost Function, Engineering and Survival Techniques, Breakeven Analysis.

Unit-V Market Structure and Pricing Practices

Types of Market Structure – Price-output Determination in Perfect Competition, Monopoly. Monopolistic Competition and Oligopoly in short and long run. Pricing Methods in Practice: Price discrimination, Product Line Pricing, Skimming Pricing, Penetrating Pricing, Loss Leader Pricing, Pricing of Multiple Products, Peak load Pricing, Pricing of Innovative Products.

Essential Readings:

1. Dominik Salvatore, "Managerial Economics", 8th edition, Oxford University Press, Noida, 2014
2. P.L.Mehta., "Managerial Economics-Analysis, Problems and Cases", Sultan Chand & Sons, New Delhi, 2014.
3. V.L.Mote, S.Paul and G.S.Gupta, "Managerial Economics Concepts and Cases", 11th edition, Tata Mc Graw Hill Pvt. Ltd., New Delhi, 49th Reprint 2010.
4. Geethika, Piyoli Ghosh, and P.R. Chaudhary "Managerial Economics", Tata McGraw Hill, New Delhi, 2015.
5. R.L.Varshney and K.L.Maheswari, "Managerial Economics", 22nd Edition, Sultan Chand & Sons, New Delhi, 2014.
6. Barry Keating & J.Holten Wilson, "Managerial Economics", 2nd Edition, Bizmantra, New Delhi, 2009.

19MB C103**FINANCIAL ACCOUNTING FOR MANAGEMENT**

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the course are:

1. To understand the basic accounting concepts and practice final account applications in business.
2. To acquaint the students on depreciation, valuation of assets and critical evaluation of financial statements through Ratio Analysis and Cash flow statements.
3. To provide knowledge on basic principles underlying the provisions of direct and indirect tax laws and develop a broad understanding of the tax laws and accepted tax practices.

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

1. Gain knowledge on principles of accounting and maintain books of accounts.
2. Prepare, analyze and interpret financial statements and understand accounting standards.
3. Familiarize on the practical aspects of depreciation accounting and valuation of assets.
4. Analyze and interpret financial statements through ratio analysis and cash flow statements
5. Handle real life situations involving taxation and equip themselves with techniques for taking tax-sensitive decisions.

Unit-I Introduction

Financial Accounting: Objectives, Accounting as a business information system; Parties interested in Accounting information; Accounting Principles, Concepts and Conventions, Introduction to Book Keeping and Recording, Double Entry System, Books of Prime Entry, Subsidiary Books - Classification of Accounts-Accounting Cycle - Journal Proper, Ledger posting, preparation of Trial Balance, Suspense account.

Unit- II Preparation of Final Accounts

Distinction between Capital and Revenue Expenditure - Preparation of Financial statements -Trading, Profit and Loss account, Balance Sheet with Adjustments. Accounting Standards: Objectives, Scope, Applicability and Implementation of Accounting standards -IAS- USGAAP International Financial Reporting Standards (IFRS)

Unit- III Valuation of Assets

Depreciation Accounting: Methods of providing depreciation, Accounting Standards Depreciation Accounting (AS 6), Accounting for Fixed Asset- Application of AS 10.

Valuation: Basic Principles and techniques of valuation: DCF, Multiple methods and Accounting based valuation. Asset Valuation: Earning Valuation, Cash flow valuation. Valuation of Brands, Intangible Assets and Intellectual Property.

Unit –IV Financial Statement Analysis

Financial Statement Analysis: Ratio analysis, Rationale, Uses, calculation and interpretation of ratios- Liquidity ratios- Profitability ratios- Solvency ratios- Leverage and Turn over ratios.

Cash flow statement: Cash from operations, Investment and Financing activities, Preparation of Cash flow statement. Accounting Standards Cash Flow Statement (AS 3), Accounting Fraud and Governance.

Unit-V Corporate Taxation

Taxation: Types of Taxes: Direct Tax - Income Tax Act and Rules. Indirect Taxes - Central Excise and CENVAT - Customs Duty, Service Tax, Central Sales Tax and VAT - Primer on GST. Double Taxation Avoidance.

Essential Readings:

1. Jawaharlal and Seema Srivastava, "Financial Accounting Principles and Practices", 2nd Edition, S.Chand Publishing, 2014.
2. Aswath Damodaran, Investment Valuation: Tools and Techniques for Determining the Value of any Asset (Wiley Finance) 3rd edition, 2012.
3. Vinod K. Singhania, Monica Singhania, Taxmann's, Student Guide to Income Tax – including Service Tax/VAT.
4. Earl k Stice and James. D. Stice, "Financial accounting - Reporting and Analysis", Cengage Learning, 2015.
5. Marco Vulpiani, "Special cases of business valuation", 1st Edition Mc Graw Hill, 2014.
6. V.S. Datey (Taxmann's), Indirect Taxes Law and Practice, 42nd Edition, 2019.

19MB C104**MARKETING MANAGEMENT**

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid-Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The objectives of the course are:

1. To provide knowledge on marketing concepts and principles in theory and practice.
2. To focus on how a marketer can effectively utilize STP (Segmentation, Targeting and Positioning) and marketing mix strategies to attract new customers.
3. To recognise the power of branding and focus on emerging trends in marketing discipline.

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

1. Know the various philosophies of marketing, and apply them in different business scenarios.
2. Prepare the market segmentation, targeting and positioning plan for a given product.
3. Effectively design marketing mix for a product/ service.
4. To comprehend the novel branding strategies being adopted by Multinationals to conquer the market.
5. To understand the new concepts implemented by marketing managers in order to sustain in this competitive world.

Unit –I Introduction

Marketing, Market, Core Marketing Concepts, Marketing Management, Marketing Management Philosophies, Marketing vs. Selling, Marketing Mix, Expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing Marketing effort, Marketing Environment - Micro and Macro environment, Environment scanning, Interface with other functional areas, Models of B2B, B2C, B2G, G2C.

Unit –II Customer-Driven Strategy

Market Segmentation – Segmenting Consumer markets, Business markets, International markets, requirements for effective segmentation. Market Targeting - Evaluating Market segments, Selecting Target Market segments, Socially Responsible Target Marketing. Differentiation and Positioning - Positioning maps, Choosing Differentiation and Positioning strategy, Communicating and delivering chosen Position.

Unit-III Marketing Mix

Products, Services, Brands, New Product Development, Product Life cycle, Pricing – Factors and strategies, Costing vs Pricing, discounts, CAPEX vs OPEX Models. Marketing Channels, Promotion – Advertising, Public Relations, Personal Selling, Sales Promotion, Direct and Online Marketing, Digital marketing.

Unit-IV Consumer Markets

Model of Consumer Behaviour, Seven Os Structure, Factors Affecting Consumer Behaviour, Stages in the Adoption Process, Industrial Markets- Characteristic, Industrial Buyer Behaviour, Services Markets – Characteristics and Strategies.

Unit-V Extending Marketing

Creating Competitive Advantage – Competitor Analysis, Competitive Strategies, Balancing Customer and Competitor Orientations. Global Marketplace. Corporate Social Responsibility (CSR) in Marketing, Sustainable Marketing – Social Criticisms of Marketing, Consumer Actions to promote Sustainable Marketing, Business Action toward Sustainable Marketing, Contemporary Issues in Marketing.

Essential Readings:

1. Kotler, P., Armstrong, G., Agnihotri, P. K., & Haque, E., Principles of Marketing: A South Asian Perspective, 17th Edition, Pearson Education Prentice Hall of India, 2018.
2. Lamb, C., Hair, J., Sharma, D., and Mc Daniel, C., Marketing - A South-Asian Perspective, 1st Edition, Cengage Learning, 2016.
3. Ramaswamy V.S. Namakumari S, Marketing Management: The Global Perspective - Indian Context, 5th Edition, Macmillan India Ltd., 2013.
4. Kurtz and Boone, Principles of Marketing, 15th Edition, Cengage Publications, 2013.
5. Best, Roger, Market-Based Management, 6th Edition, PHI Learning Pvt. Ltd., 2013.
6. Saxena, R, Marketing Management, 4th Edition, Tata McGraw-Hill Education, 2009.

19MB C105**STATISTICS FOR MANAGEMENT**

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the course are:

1. To provide an insight into Descriptive statistics and Probability.
2. To enable the students to decide the appropriate Sampling techniques and facilitate formulation of hypotheses and applying the parametric statistical tools to test the same and also interpret the results.
3. 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, Chi-Square test and interpret the results.
5. Apply forecasting techniques using correlation, regression or time series analysis and analyze the results.

Unit-I Descriptive Statistics

Statistics –An Overview, Its Applications – Descriptive Statistics: Measures of central tendency: Mean, Median, Mode, Measurement Dispersion: Range and Quartile deviation, Mean deviation, Standard deviation, Karl-Perason's coefficient of Skewness and Kurtosis.

Unit-II Probability

- i) Definitions and Rules of probability. Additive and multiplicative Law of probability.

- ii) Probability Distributions: Binomial distribution, Poisson distribution and Normal distribution.

Unit-III Sampling and Estimation

Sampling theory: Sampling Procedures - Random and Non-random methods, Standard error, Sampling error. Statistical estimations: Point and Interval estimation, Properties of Good estimator, Confidence Interval.

Unit-IV Inferential Statistics

- i) 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.
- ii) Small sample tests: t- distribution- Properties and applications, Testing for one and two means, paired t- test.
- iii) Analysis of variance -one way and two-way ANOVA (With and without interaction).
- iv) Chi-square distribution: Test for goodness of fit, Test for independence of attributes.

Unit-V Correlation, Regression and Time Series

- i) Correlation analysis - 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 - Trend analysis - Free hand curve method - Method of semi averages - Method of moving averages - Least Squares method.

Essential Readings:

1. S.C.Gupta, "Fundamental of statistics", Himalaya, 2016.
2. J.K.Sharma, "Business Statistics", Pearson, 2015.
3. Levin R.I., Rubin S. David, "Statistics for Management", Pearson, 2014.
4. P N.Arora, Sumeet Arora, S.Arora , "Comprehensive statistical methods", S.Chand co, 2015.
5. Beri, GC, "Business Statistics", McGraw-Hill, 2015.
6. S.P.Gupta, "Statistical Methods", Sultan Chand & Sons, 2014.

19MB C106**DIGITAL TECHNOLOGY**

| | |
|--------------------------------------|-----------------|
| Instruction | 3 Hour 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 improve their skills in digital enterprise and learn the process of drafting various business correspondence.
2. To understand the development of Digital enterprise transformation.
3. To enable the students to understand the importance of digital enterprise and it's functioning.

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

1. Enhance competence in various verticals of business with Digital enterprise.
2. Understand effective business application in various sectors.
3. Demonstrate the ability to effectively understand the Digital enterprise from company leaders perspective.
4. Familiarize with the autonomous functioning of IT systems.
5. Familiarize with the overview of Enterprise IOT.

UNIT-I Digital Enterprise introduction

Building Digital Capabilities - digital mastery, creating compelling customer experience, Exploiting the power of core operations, Reinventing business models. Domains of digital transformation: customers, competition, data, innovation and value.

Case: How did Starbucks disrupt with their mobile order and pay service?

UNIT-II Digital Enterprise Transformation

Building leadership capabilities, crafting your digital vision, Engaging the organization at scale, governing the transformation, building technology leadership capabilities. Business benefits of reference architectures, design patterns and structures. Role of context awareness in interactive digital experiences, key architectural considerations, conceptual model for context-aware experiences.

Case: Context-aware Digital Employee Experience.

UNIT-III Leadership Perspective

A Leader's playbook for digital transformation: Framing the digital challenge, focusing investment, mobilizing the organization, sustaining the digital transformation. Build platforms not just products.

Case: How does Netflix Automation Platform help grow its subscribers rapidly?

UNIT-IV Autonomous Systems

Autonomous IT Systems: Introduction, Reference architecture, a maturity model for autonomous IT system, design patterns. Turn data into assets, innovate by rapid experimentation.

Case: Autonomous operation of a customer, partner, employee web platform in an enterprise.

UNIT-V Enterprise IoT

Enterprise IoT: Overview, the phenomenon of internet connectivity, four phases of IoT evolution, an approach to enterprise IoT, reference architecture for enterprise IoT, a maturity model for enterprise IoT.

1. Case: Connected Mines
2. Case: Enterprise IoT Asset Management

Essential Readings:

1. Srikanth Narasimhan, Jagadish Chundury, "Enterprise Digitization Patterns Designing, Building and Deploying Enterprise Digital Solutions", Notion Press, 2018.
2. George Westerman, Didier Bonnet, Andrew McAfee "Leading Digital Turning Technology into Business Transformation", Harvard Business Review, 2014.
3. David L. Rogers, "The Digital Transformation Playbook Rethink your business for the digital age", Columbia Business School, 2016..

19MB C107**BUSINESS COMMUNICATION LAB**

| | |
|--------------------------------------|-----------------|
| Instruction | 4 Hour per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 50 Marks |
| Continuous Internal Evaluation | 25 Marks |
| Credits | 2 |

Course objectives: The Objectives of the course are:

1. To improve the skills in listening comprehensions and learn the process of drafting various business correspondence.
2. To develop the professional way of presentation in different Business Situations.
3. To enable the students to understand the importance of Social and Professional Etiquettes.

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

1. 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 behaviour.
5. Build Strong Relationships and promote positive atmosphere at Workplace.

Unit 1 Listening and Feedback

Listening Comprehensions- Situational awareness and Active listening related exercises.

Unit 2 Writing Skills

Managerial Writing- Writing Emails, WhatsApp and SMS to communicate internally and externally, Business Letters, Internal Communication through- Notices, Circulars, Memos, Agenda and Minutes. Report Writing.

Unit 3 Speaking and Presentation skills

Types of Managerial Speeches - Speech of Introduction, Speech of Thanks, Occasional Speech, Theme Speech. Presentation for Business, Sales and Training with the aid of Verbal and Multimedia, Handling day to day meetings, Effective

ways of presenting, Participating, leading and making decisions – in less critical to critical meetings.

Unit 4 Non Verbal Communication

Techniques to Improve Non Verbal Communication through Role plays and Management Games with focus on Gestures, Para linguistics, Proxemics, Kinesics and Artifacts.

Unit 5 Social and Professional Etiquette

Telephone Etiquette - E-mail Etiquette - Meeting Etiquettes, Cubicle manner - Table manners -Dress Code - Greetings.

Essential Readings:

1. Rani.D. Sudha, “A Manual for English Language Laboratories”, Pearson Education, 2014.
2. E. Suresh Kumar, “A Handbook for English Language Laboratories”, Foundation Books, 2009.
3. Julian dakin, “The Language Laboratory and Language learning”, Addison-Wesley-Longman Ltd, UK, 1973.
4. Lesikar R V et al., “Business Communication: Connecting in a Digital world”, McGraw Hill Education, 2015.
5. Penrose, Rasberry and Myers, “Business Communication for Managers”, Cengage Learning, 2007.
6. U S Rai and S M Rai, “Business Communication’, Himalaya publications, 2014.

19MB C108**STATISTICS LAB**

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

Course Objectives: The Objectives of the course are:

1. To provide the students with the knowledge to use Excel to solve a range of statistical problems.
2. To educate on various parametric tests.
3. To understand the relationship between two or more variables by using appropriate statistical analysis techniques.

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

1. Apply statistical techniques to data sets, and correctly interpret the results.
2. To foster the practical understanding of parametric tests and to reveal the right inferences about a given population.
3. Perform ANOVA and interpret the results.
4. Apply the concept of correlation, Simple Regression and interpret the outcomes.
5. Apply statistical methods to analyze time series data and extract meaningful insights about the data.

Unit-I Introduction to Descriptive Statistics

Measures of Central Tendency - Mean, Median, and Mode; Measures of Dispersion - Range, Quartile deviation, Standard deviation and Variance, Coefficient of variation, Population Confidence Intervals.

Unit-II Parametric Tests and Analysis of Variance

One sample Z and T test for the population mean, two samples Z and T test for the population mean. Chi Square Tests - independence of attributes. Single-Factor Experiments: one-way ANOVA.

Unit -III Correlation, Simple Regression and Time series Analysis

Correlation Analysis: Scatter Plot, Covariance and Pearson's correlation coefficient, r .

Simple Regression analysis, Time series analysis: Fitting a straight line using simple data, Forecasting methods: Moving average.

Essential Readings:

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 Publications, 2012.
3. David M Levine, David. F. Stephan & Kathryn A. Szabat , "Statistics for Managers – Using MS Excel", PHI, 2015
4. Bruce Bowerman , "Business Statistics in Practice", 5th Ed., TMH, 2015.
5. Rao and Tyagi, "Research Methodology with SPSS", Shree Niwas Publications, 2009.
6. Ajai.S.Gaur, Sanjaya S.Gaur, "Statistical Methods for Practice and Research Response", 2009.

OPENELECTIVE**19MB O101****BUSINESS ENVIRONMENT**

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the course are:

1. To familiarize students with various aspects of business environment factors along with detailed discussion on Planning and Industrial policies, mechanism of fiscal policy and monetary policy.
2. To provide an understanding about the changes in the growth of National Income, concept of Inflation in India.
3. To understand the concept of WTO agreements and its implications, EXIM policies, FEMA on various MNCs activities.

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

1. Analyze the macro environmental factors that influence the business activities, role of planning commission and NITI Aayog in building Indian Economy.
2. Understand the issues related to the industrial policy and regulation and their amendments.
3. Analyze the Union Budget, fiscal policy, monetary policy and banking system and its impact on Business operations.
4. Understand the changes in various economic growth factors including National Income, poverty measurement, unemployment and inflation and its influence on Indian economy.
5. Apply trade, EXIM policies and FEMA Act for organization stability and sustainability.

Unit-I Introduction

Colonialism and development of the Indian economy - Digital Economy : Business Environment - Meaning, Importance, Environmental Factors, Planning in India- Planning Commission- NITI Aayog- - Liberalization and Planning; Industrial

Policy and Regulatory Structure - Industrial Policy - Industrial Licensing Policy, Made in India.

Unit-II Economic Development

Five Year Planning- Industrial Policy 1991, New industrial policy, Startups, MSME, Small Scale Industries (SSI) -Industrial Finance - Foreign Direct Investment (FDI)- Modes – India’s Inflow and Outflow.

Unit-III 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-IV Economic Growth

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

Unit-V Domestic and International Trade Policy

Evolution of International Financial System, Global recession and developing economies: 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 - Indian Multinational companies - Role in World economy.

Essential Readings:

1. Justin Paul “Business Environment: Text & Cases”, 3rd ed, TMH, 2012.
2. Gaurav Datt and Ashwani Mahajan, “Indian Economy”, 72 ed, S.Chand, 2016.
3. V.K Puri and S.K Misra” Indian Economy” Himalaya Publishing house, 2014.
4. Amory Lovins, L. Hunter Lovins, Paul Hawken, Forest Reinhardt, Robert Shapiro, Joan Magretta, Harvard business review on Business Environment, Harvard business school press, 2000.
5. Francis Cherunilam “Business Environment: Text & Cases”, HPH, 2012.
6. K.Ashwathappa “Essentials of Business Environment: Text, Cases& Exercises” HPH, 2011.

19MB O102**CORPORATE SOCIAL RESPONSIBILITY**

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid-Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The objectives of this course are to:

1. Understand the importance of historical evidence in exploring the concept of CSR and analyze the different dimensions of CSR.
2. Understand the various forms, models and theories of CSR and the role of the major institutions in CSR.
3. Understand the efforts to measure Sustainability and how CSR will evolve in the future.

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

1. Demonstrate knowledge of the role and importance of CSR in organisations.
2. Apply models and theories to suggest the organizations the required CSR initiatives.
3. Comprehend the different ways to measure how Corporations affect society and the environment.
4. Examine the extent to which business can meet the challenges of Sustainable development.
5. Evaluate how CSR is being practiced in various organisations.

UNIT-I Introduction

Concept of CSR, Corporate Philanthropy, Corporate Citizenship, Evolution and Development of CSR, CSR Strategy, Arguments in favour of and against CSR, Drivers of CSR, Dimensions and Importance of CSR, Corporate Governance and Corporate Social Responsibility.

UNIT-II CSR Models and Theories

Forms of CSR - Economic Responsibility, Legal Responsibility, Ethical Responsibility, Philanthropic Responsibility. Models of CSR - Philanthropic model, Ethical model, Statist model, Liberal model, Stakeholder model. Theories

of CSR - Fiduciary Capitalism Theory, Stakeholder Theory, Social Contract Theory, Feminist Theory.

UNIT-III CSR Framework

Role of various Institutions in CSR – Role of Government, Educational Institutions, Media. Creating CSR Framework, Framework for rating CSR, International framework for Corporate Social Responsibility. CSR Legislation in India and the World.

UNIT-IV CSR and Development

Business and Inclusive growth, Standards and Indices for CSR, Sustainability and its Challenges, Strategies Business tool for Sustainable Development, Global CSR- CSR and development in Developing countries, CSR practice in India: A study with a Global contrast. Ethical Management and CSR.

UNIT-V CSR Trends and Opportunities

Current trends and opportunities in CSR, Environment Protection and CSR, CSR Case Studies with reference to India - Failures and Success, Future for CSR, Contemporary Issues in CSR.

Essential Readings:

1. Madhumita Chatterji, “Corporate Social Responsibility”, Oxford University Press, 2015.
2. S.S.Khanka, “Business Ethics and Corporate Social Responsibility”, S.Chand, 2014.
3. William B, Werther, Strategic Corporate Social Responsibility: Stakeholders in a Global Environment , Sage publications, 2010.
4. Andrew Crane, Dirk Matten, Laura Spence, “Corporate Social Responsibility: Readings and Cases in a Global Context, 2007.
5. Subhasis Ray, S. Siva Raju, “Implementing Corporate Social Responsibility: Indian Perspectives”, Springer, 2014.
6. K.S.Ravichandran, Corporate Social Responsibility-Emerging Opportunities and Challenges In India, Lexis Nexis, 2016.

19MB O103**BUSINESS LAW AND ETHICS**

| | |
|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

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 and to provide knowledge on general contracts, special contracts and negotiable instruments.
2. To discuss the formation of company, process, and dissolution and to educate on the rights of consumers and Redressal mechanism.
3. To provide understand of the significance of ethical conduct for business and community.

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

1. Understand the legal principles of business law; apply such principles of law to problems associated with businesses and business transactions.
2. Understand special contracts and reflect on current legal issues; and how to use various negotiable instruments for various business transactions.
3. Understand the various provisions of Companies Act.
4. Claim the rights as a consumer and know the Redressal mechanism.
5. Enhance the skills to recognize and resolve ethical issues in business.

Unit- I Introduction

Definition, Contract and Agreement, Essential elements of a Valid Contract, Classification of Contracts. Offer and Acceptance - Legal Rules, Communication of Offer, Acceptance and Revocation. Consideration - Need, Legal Rules, Stranger to a Contract, Contract without Consideration. Capacity to Contract. Free consent - Coercion, Undue Influence, Misrepresentation, Fraud, Mistake. Performance of Contract. Remedies for Breach of Contract - Quasi Contracts - Kinds, Quantum Meruit.

Unit – II Special Contracts

Special Contracts: Indemnity and Guarantee - Contract of Indemnity, Contract of Guarantee, Distinction between Contract of Indemnity and Guarantee, Bailment and Pledge - Classification of Bailment, Duties and Rights of Bailor and Bailee, Termination of Bailment, Pledge, Bailment vs. Pledge, Rights and Duties of Pawnee and Pawnor, Pledge by Non-Owners. Contract of Agency - Creation of Agency, Classification of Agents, Relations of Principal and Agent, Principal with Third Party, Delegation of Authority, Termination of Agency. Sale of Goods Act - Distinction between Sale and Agreement to sell. Conditions and Warranties- Express and Implied, Caveat Emptor. Negotiable Instruments Act: Characteristics, Types, 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 - Shareholders 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, Consumer Councils - Central and State Councils, Redressal machinery - National Commission, State Commission, District Forum.

Unit-V Business Ethics

Ethical and Value based Considerations – Need and Justification – Business ethics and efficiency – Social responsibility of business – Fair and just cooperation among owners, managers, workers and customers – Fair Market Wages – Integrity and ethical consideration in business operations – Indian value system and its relevance in Management.

Essential Readings:

1. N.D. Kapoor, “Elements of Mercantile Law”, Sultan Chand & Co., 2018.
2. K.R. Bulchandani, “Business Law for Management”, 6th ed, HPH, 2014.
3. Richard T DeGeorge, Business ethics, 7th ed., Pearson, 2014.
4. PPS Gogna, “A Text Book of Company Law”, 6th ed., S. Chand, 2014.
5. Satish B. Mathur, “Business Law”, Tata Mc Graw Hill, 2010.
6. Akhileshwar Pathak, “Legal Aspects of Business”, 6th ed., Tata McGraw Hill. 2014.

SCHEME OF INSTRUCTION AND EXAMINATION MBA PROGRAMME

II SEMESTER

| S.No. | COURSE CORE | Title of the Course | Scheme of Instruction | | Scheme of Examination | | | Credits |
|---|----------------------|---------------------------------------|-----------------------|----------|--------------------------|---------------|------------|-----------|
| | | | Hours per week | | Duration of SEE in Hours | Maximum Marks | | |
| | | | L/T | P | | CIE | SEE | |
| 1. | 19MBC109 | Human Resource Management | 4 | - | 3 | 30 | 70 | 4 |
| 2. | 19MBC110 | Financial Management | 4 | - | 3 | 30 | 70 | 4 |
| 3. | 19MBC111 | Business Research Methods | 4 | - | 3 | 30 | 70 | 4 |
| 4. | 19MBC112 | Operations Research | 4 | - | 3 | 30 | 70 | 4 |
| 5. | 19MBC113 | Operations Management | 4 | - | 3 | 30 | 70 | 4 |
| 6. | 19MBC114 | Business Analytics | 3 | - | 3 | 30 | 70 | 3 |
| 7. | 19MBC115 | Logistics and Supply Chain Management | 3 | - | 3 | 30 | 70 | 3 |
| 8. | 19MBC116 | Comprehensive Viva | - | - | - | - | 50 | 1 |
| 9. | Open Elective | | 4 | - | 3 | 30 | 70 | 4 |
| | 19MBO104 | E-Business | | | | | | |
| | 19MBO105 | Banking Management | | | | | | |
| | 19MBO106 | Customer Relationship Management | | | | | | |
| SKILL DEVELOPMENT COURSES (Compulsory) | | | | | | | | |
| 10. | 19MBSD101 | Personality Development | | 2 | - | - | - | 1 |
| | | | 30 | 2 | | 240 | 610 | 32 |

CORE COURSES

19MB C109

HUMAN RESOURCE MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course objectives: The objectives of this course are:

1. Provide the basic concepts of Human Resource Management.
2. Enable the students to understand the process of recruitment and selection and the concept of Performance Management system in an organization.
3. Understand the basics of Industrial Relations and knowledge of Labour laws and acquaint the students with the 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 of Human Resources Management in Practical settings of an organization.
2. Follow innovative practices in recruitment and selection
3. Implement systematic Performance Management system in an Organisation.
4. Implement harmonious Industrial Relations and apply latest amended labour acts in an organization.
5. learn 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.

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 - Potential Appraisal - capacity building - Basic components of Compensation Management - Towers Perrin Model of Total Reward - Career planning - Greenhouse Career Development Model - Psychological Contract- Functions and Types.

Unit-IV Industrial Relations

Industrial Relations - Definition, Importance, Basics of Industrial Acts- Employee State Insurance Act 1948, Employee Provident Fund & Miscellaneous Act 1952, Industrial Disputes Act 1947, The Payment of Gratuity Act 1972 - Dunlop's IR Model – Quality of work life - Grievance Management - Collective Bargaining – Negotiations and Assertiveness Skills– Worker's Participation in Management – Absence Management – Brad factor.

Unit-V Contemporary Issues in Human Resources Management

Introduction to Change Management - HR outsourcing , Work life integration - Introduction to International HRM, Strategic HRM in a Changing Environment - HRIS: Three Levels - Diversity Management - Succession Planning - Interpersonal relations in the workplace -. Expanding professional and personal networks - HR Research.

Essential Readings:

1. Gary Dessler, "Human Resources Management", Pearson, 2015.
2. Decenzo, "Human resources Management", Wiley, 2015.
3. Michael Armstrong, "Human Resource Management", Kogan Page, 2015.
4. David Lepak, Mary Gower, "Human Resource Management", Pearson, 2015.
5. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, "Industrial Relations and Labour Laws", McGraw-hill, 2015.
6. John P. Kotter, "Leading Change", Harvard Business School Press, 2015.

19MB C110

FINANCIAL MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Sessional Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the course are:

1. To develop a broad understanding of the concept of finance functions and time value of money, significance of capital budgeting techniques for the feasibility of Projects.
2. To gain knowledge about theories of capital structure, concept of cost of capital, and dividend decisions.
3. To give insights about the importance of working capital management and the tools to manage it.

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

1. Understand the concept of finance function and judge the time value of money in terms annuity and present values.
2. Assess the feasibility of projects using capital budgeting techniques.
3. Apply the capital structure theories to construct the best capital mix for better market value of the firm.
4. Implement the Dividend decisions in the interest of the stakeholders.
5. Assess working capital requirements and apply the tools to manage it.

Unit-I Finance Function

Nature and Scope of Financial management: finance function, goals of finance - Profit maximizing vs Wealth maximization. Risk- Return trade off. Time value of Money - future value, present value: single cash flows, Annuity, Multi period compounding (simple problems).

Unit-II Investment Decision

Capital Budgeting: Nature, Significance, Investment decision process. Evaluation techniques: Traditional - Payback method, improvement in traditional payback, ARR and DCF techniques - NPV, IRR, Profitability Index. Capital budgeting under Risk and Uncertainty: Risk adjusted discount rate, certainty equivalents,

Probability tree approach. (Problems and cases), Projection selection under Capital Rationing (theory).

Unit-III Financing Decision

Sources of finance: concept of Leverage- Operating Leverage, Financial leverage, Combined leverage. EBIT - EPS Analysis.

Capital Structure theories: Net Income approach, Net operating Income approach, Traditional view and MM hypothesis.

Cost of Capital: Concept and Importance, measurement of important Costs: 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, Dividend theories: relevance theory of dividend: Walter's model- Gordon's Model, irrelevance theory of dividend: 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).

Essential Readings:

1. I.M. Pandey, "Financial Management", 11th Ed. Vikas Publishing House, New Delhi 2015.
2. Khan, M.Y. & Jain P.K "Financial Management: Text, Problems and Cases", 6th edition, Tata McGraw Hill Pub. Co. Ltd New Delhi, 2011.
3. Brigham, E. F. and Ehrhardt. M. C., "Financial Management Theory and Practice", 15th Ed., Cengage Learning, USA, 2015.
4. Jonathan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", 3rd ed. Pearson Education Limited, UK, 2010.
5. Vishwanath S.R., "Corporate Finance: Theory and Practice", 2nd Ed. Response books, Sage Publications Ltd, New Delhi, 2007.
6. Prasanna Chandra, "Financial Management Theory and Practice" 9th Edition, Mc Graw Hill, New Delhi, 2015.

19MB C111

BUSINESS RESEARCH METHODS

| | |
|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The objectives of this course are:

1. To provide understanding of the concepts of Business Research Process, ethics in Business research and relevance of research designs used in Business research.
2. To identify and select various Sources of data, sampling methods and methods of qualitative and quantitative data analysis and also to introduce nonparametric tests.
3. To provide students with a working knowledge of the basic concepts underlying the most important multivariate techniques and guidance on how to prepare a research proposal and write a quality research report.

Course Outcomes: Students will be able to:

1. Gain knowledge on the concepts of the business research and able to do critical review of literature and understand the importance of ethics in research.
2. Critically think, compare and contrast various research designs.
3. Analyze the similarities and differences between various sampling designs and measurement scales and make a decision about how best to use them.
4. Apply and interpret the quantitative and qualitative data and different types of non-parametric statistical techniques.
5. Classify and select Multivariate techniques so as render appropriate solutions to the business problems and attain the organizational goals and effectively draft a research proposal and communicate research findings by preparing a quality research report.

UNIT-I Introduction

Business Research - Meaning and Importance. Research Process - Overview. Review of Literature - Identifying, accessing and managing sources of information and scholarly literature. Research gaps. Research design - Introduction and Types - Exploratory, Descriptive and Causal designs. Ethics in Business Research.

UNIT-II Data Collection and Sampling

Data Collection Methods- Primary and Secondary sources. Design of Questionnaire. Sampling Procedure - Characteristics of a good sample - Types of Sampling Designs and Sample size determination. Concept of Measurement and Scaling – Nominal, Ordinal, Interval and Ratio Scales, Rating scales -Thurston's, Likert's, Guttman's, Semantic differential. The characteristics of Good Measures - Validity, Reliability and Practicality. Selecting a Measurement Scale

UNIT-III Data Processing and Analysis

Introduction to the analysis of Quantitative and Qualitative data - Nature and types of Data analysis methods. 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. Structural Equation Modelling (SEM) - Overview. Multiple Regression (Numerical with two independent variables).

UNIT-V Research Proposal and Report Writing

Research Proposal - Purpose, Nature and Evaluation- content and format. Report writing and Presentation- Introduction - Types of Research Report. Format and Evaluation of the Research Report. Academic writing and referencing - Plagiarism.

Essential Readings:

1. Donald R Cooper, Pamela S Schindler and J. K Sharma” Business Research Methods”, 11 Ed, TMH, 2017.
2. J.K.Sharma, “Business Statistics-Problems and Solutions”, 2nd ed., Pearson Education, 2011.
3. Deepak Chawla and Neena Sondhi “Research Methodology -Concepts and Cases”, Vikas Publications, 2018.
4. William G. Zikmund Et al., “Business Research Methods”, Cengage Learning, 2012.
5. Alan Bryman and Emma Bell, “Business Research Methods”, OUP Oxford, 2015.
6. Saunders Mark, Philip Lewis and Adrian Thornhill,” Research Methods for Business Students”, 7th Ed., Pearson, 2015.

19MB O112**OPERATIONS RESEARCH**

| | |
|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The objectives of this course are:

1. To familiarize students with the basic concepts, models and statements of the operations research theory.
2. To use quantitative methods and techniques for effective decision-making; model formulation and applications used in solving business decision problems.
3. To solve linear programming problems using appropriate optimization techniques, interpret the results obtained and translate solutions into directives for decision making.

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

1. Analyze any real life system with limited constraints and depict it in a model form and convert the problem into a mathematical model.
2. Solve the transportation and assignment problems.
3. Select the best strategy using decision making methods under risk and uncertainty and game theory.
4. Use CPM and PERT techniques, to plan, schedule, and control project activities.
5. Understand different queuing situations and find the optimal solutions using models for different situations and evaluate the simulation models.

Unit-I Introduction

Operation Research, Definitions of OR, Evolution, Scope and Applications in Business. Linear Programming: Models, Assumptions of LPP, Formulation, Graphical Method, Simplex method, Big-M Method. Formulation of Dual to Primal.

Unit-II Transportation and Assignment

Transportation Problem, Initial solution methods, North-West corner method, Least cost method (LSM) and Vogel's approximation method, Degeneracy,

Unbalanced TP. Optimality test-Stepping stone method and MODI method. Assignment Problem, Hungarian method, Unbalanced problems, Restricted AP. The Travelling- Salesman problem.

Unit-III Statistical Decision Theory and Game Theory

Decision Theory, Criteria for Decision Making under risk and uncertain environments, concept of Utility, Expected Monetary Value, EVPI utility as a concept of Decision Making. Game theory, Zero sum game, Saddle point, pure strategies, mixed strategies, Dominance, Graphical Method for (mx2) and (2xn) games.

Unit-IV Project Management by Network Analysis

Network fundamentals - scheduling the activities - PERT Vs CPM - Three time estimates - beta distribution - Identifying Critical Path - Probability of completing the project within scheduled time, Critical Path Method – Optimization of Project parameters - Crashing.

Unit-V Queuing Theory and Simulation

Queuing Theory - concepts of Queue/Waiting Line - General structure of a Queuing system - Operating characteristics of Queues, 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.

Essential Readings:

1. Richard .I. Levin, David. S. Rubin “Quantitative approaches to Management”, Mc Graw Hill International Book co.1992.
2. Barry Render, Ralph M. Stair, Jr., Michael E. Hanna: Quantitative Analysis for Management, Pearson Education, 2017.
3. J. K.Sharma, “Business Statistics-problems and solutions” Pearson, 2011.
4. S. D. Sharma: Operations Research, Kedar Nath Ram Nath & Co., 2010
5. Kanthi Swarup, Gupta Pk, Man Mohan, Sultan Chand & Sons, 2014.
6. Gupta Prem Kumar,: Operations Research, S Chand, 7th ed., 2014.

19MB O113

OPERATIONS MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The objectives of this course are:

1. To provide an understanding on the Process planning, design, process layout, types of production systems and to comprehend the different ways of measuring productivity.
2. To develop skills necessary to understand Work study and know the techniques to manage inventory.
3. To provide knowledge on managing quality and ways Total Quality Management facilitates organizational effectiveness.

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

1. Apply knowledge of basic concepts of operations management for developing processes and improving operational performance.
2. Apply scheduling and sequencing techniques to minimize total elapsed time.
3. Identify key activities and develop methods of doing a work or job and set standard time to finish the same.
4. Apply quantitative techniques to manage materials or inventory
5. Gain knowledge on Total Quality Management and to effectively implement the conventional Quality techniques in an Organisation.

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, Ergonomic Considerations, Production Planning and Control: Basic functions of Production Planning and Control, Production Cycle. Types of Production systems - Project, Job Shop, Assembly, Batch and Continuous flow. Productivity- Measuring productivity- Ways of improving productivity. Recent trends in 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. Capacity Planning- Determinants of Plant Capacity, Capacity Planning Strategies and Line Balancing. Plant Location and Layout: factors influencing location, different types of layouts. Maintenance Management: Objectives, Preventive and Breakdown maintenance, failure concept, Reliability, Replacement policies. Information system for Maintenance Management.

Unit-III Work Study

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 Method Study for identifying the most appropriate method. Work measurement - its uses and different methods, computation of allowance and standard time.

Unit-IV Materials and Inventory 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. Vendor rating, make or buy decisions. Value Analysis: Aims, Procedure, advantages and application areas. Inventory Control - need for Inventory, EOQ Model, and Economic Production Quantity Model.

Unit-V Quality Management

Quality - Need for quality, Quality Gurus, Quality Awards, Bureau of Indian Standards, International Organization for Standardization. Quality Dimensions - Product and Service. Concept of TQM, Evolution of TQM - TQM Framework - Conventional vs. Total Quality Management. Quality Costs.

Essential Readings:

1. Stevenson J. William, "Operations Management", 11th Ed., Tata McGraw-Hill, 2012.
2. Panneerselvam k, "Production and Operations Management", 3rd edition, Prentice Hall India Learning Private Limited, 2012.
3. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield-sacre, "Total Quality Management", 3rd Ed., PHI, 2006.
4. Robert S. Russel, Bernard W III Taylor, "Operations Management", 7th Ed., Hoboken, Wiley, 2011.
5. Lee J., Krajewski, "Operations Management", 9th edition, PHI, 2009
6. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts", 5th Ed, Prentice-Hall, 2006.

19MB O114

BUSINESS ANALYTICS

| | |
|--|------------------|
| Instruction | 3 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |

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 in an organization.
2. To familiarize students on data warehousing concepts, data mining techniques and understand relationships between the underlying business processes of an organization.
3. To provide knowledge on Prescriptive analytics and its models and to understand the various applications of business analytics on different domains.

Course Outcomes: Students will be able to:

1. Have a clear idea about the basic concepts of business analytics in an organization.
2. Analyze the role of business analytics in decision making.
3. Gaining knowledge on data warehousing and data mining concepts.
4. Distinguish between descriptive, predictive and prescriptive analytics.
5. Understand the usefulness of business analytics in various functional areas of an organization.

Unit-I Introduction

Introduction to Analytics, Data science, Big data. Applications of analytics in different domains. Business analytics - challenges from outside and within, BASP (Business Analytics Success Pillars) framework, Analyst's Role in the BA Model - Three Requirements the Analyst Must Meet.

Unit-II Descriptive Analytics

Data warehousing - Introduction, Characteristics, Data marts, Meta data, Data Warehouse Architecture, Data extraction, transformation and load Processes in

a Data Warehouse Business Reporting and Business performance measurement and Visual Analytics.

Unit-III Predictive Analytics

Data mining - Introduction, Characteristics, and Data mining process. Text mining - Introduction, Text analytics, applications and sentiment analytics and applications. Web mining - introduction, Web analytics.

Unit-IV Prescriptive Analytics

Prescriptive analytics - Introduction, Prescriptive models - simulation, heuristic, Automated decision systems and Expert systems, Knowledge Management.

Unit-V Future of Big Data

Big Data: Definition. Big Data Technologies - Hadoop, R, Python, Machine learning and Artificial intelligence. Data scientist, Applications of analytics in different domains. Fundamentals of Marketing Analytics, Finance Analytics, HR-Analytics and Supply Chain Analytics.

Essential Readings:

1. Ramesh sharada, Dursun Delen, Efraim Turban, "Business intelligence and analytics", 10th ed., Pearson, 2014.
2. Jean paul isson, Jesse S.Harriot, "Win with advanced Business analytics" 1st ed., Wiley, 2012.
3. Gert H.N. Laursen, Jesper Thorlund "Business Analytics for Managers" John Wiley & Sons, Inc.2010.
4. R N Prasad, Seema Acharya "Fundamentals of business analytics", Wiley, 2011.
5. Sahil Raj, "Business Analytics", Cengage Learning, 2015.
6. U.Dinesh Kumar, "Business Analytics", Wiley, 2017.

19MB C115

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: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 3 |

Course Objectives: The Objectives of the course are:

1. To facilitate the students to plan a career in business to get benefited from a clear understanding of the field of Logistics and Supply chain management.
2. To focus on the role of logistics in the success of supply chain of an organization.
3. To elucidate how warehousing and transportation contribute for the success of any supply chain, also 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. Equip 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. Also to make strategic decision through alliances, collaborations and bench making practices.
5. 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.

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. SEZ in India, Dry Ports in India, Custom House Agent (CHA) ICDS.

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, RFID/CRM.

Unit-IV Strategic Issues in Supply chain

Strategic Partnerships, Alliances and Collaborative advantage, Strategic relationships in-logistics, Bullwhip effect, Bench marking - Issues and problems in Bench Marking, types of bench marking, methods of BM, Process of BM. Lean Manufacturing, Agile Manufacturing. Laws related to Transport in India.

Unit-V Supply Chain Interface

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

Essential Readings:

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", Excel Books, 2009.
3. K. Shridhara Bhat, "Logistics and Supply Chain Management", 1st Ed. Himalaya Publishing House, 2016.
4. Sunil Chopra, Peter Meindl and D.V.Karla, "Supply Chain Management, Strategy, Planning and Operations", 5th Edition, Pearson, 2013.
5. Shah, J, "Supply Chain Management, Text and Cases", 2nd Ed., Pearson, 2011.
6. Crandall, Richard E and others, "Principles of Supply Chain Management", CRC Press, 2010.

19MB O104**E-BUSINESS**

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Sessional Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the course are:

1. To provide the basics of Electronic Commerce and understand Mobile commerce Market.
2. To educate on the current and emerging business models.
3. To focus on the need for security in e-commerce and to know various types of e-services.

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

1. Gain a comprehensive understanding of the E-Commerce landscape and Mobile commerce.
2. Gain an understanding on how innovative use of the E-Commerce can help developing competitive advantage.
3. Develop an understanding on the various types of online payment Systems.
4. Able to understand the concepts of e-business payments and security.
5. Gain knowledge on types of e-services and to discuss legal issues.

Unit I Introduction

Electronic Commerce and Physical Commerce, The DIGITAL phenomenon, Different types of e-commerce with suitable examples, Electronic commerce Framework, Advantage and disadvantages of e-commerce, Growth of the internet, emergence of the World Wide Web, transition to e-commerce in India, e-commerce opportunities for industries. Mobile Commerce-Overview of the Market and Leveraging Applications.

Unit II Consumer and Business-oriented e-commerce

Consumer-oriented e-commerce: Traditional retailing, e-retailing, benefits and features of e-retailing, Key success factors, Models of e-retailing.

Developing a consumer-oriented e-commerce system: The emergent business model as the basis of e-commerce system development. Process-oriented e-commerce development approach. Steps in the development methodology. The PASS model. Business-oriented e-commerce- features of B2B e-commerce, Business models.

Unit III Electronic Payment Systems

Introduction to Payment Systems, Electronic Cash: Blind signature, payment by e-cash over the internet. Smart Cards and Electronic Payment Systems, e-check: Deposit-and-clear, Cash-and-transfer, Lockbox, Direct fund transfer. Risks associated in Electronic Payment Systems. Designing electronic Payment systems.

Unit IV Network Security and Firewalls

Client-Server Network Security, Emerging client-server security threats, Firewalls and Network Security, Data and Message security, encrypted documents and Electronic mail. Digital Signatures, security protocols for Web Commerce.

Unit V E-Services and Legal and Privacy Issues

Categories of E-services, Web-enabled services, E-banking, E-stock trading, E-investing, E-education. Match making services: Travel services, E-employment, E-jobs. Information selling on the Web, E-entertainment. Auctions and other specialized services: C2C auction sites and B2B auctions.

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

Essential Readings:

1. Henry Chan, Raymond Lee, Tharam Dillon, Elizabeth Chang, "E-Commerce: Fundamentals and Applications", Wiley; 1st edition 2007.
2. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Pearson, 2011.
3. P.T. Joseph, S.J. "E-Commerce: An Indian Perspective", PHI Learning, 5th edition, 2015.
4. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
5. Bharat Bhasker, Electronic Commerce - Framework, Technologies and Applications, 4th edition McGraw Hill Education, 2017.
6. Sanjay Mohapatra, "E-Commerce Strategy- Text and Cases", 1st edition, Springer US, 2013.

19MB O105

BANKING MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | |
| Mid Session Examination | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the course are:

1. To provide conceptual and practical understanding of Banking Industry and Monetary Policy implications.
2. To make students proficient in management of various Lending functions and educate them in Credit Delivery and Monitoring and managing.
3. To equip the students with latest trends, Regulations and Innovations in banking arena.

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

1. Understand Banking system and get insight on overview of Banking.
2. Enrich Knowledge on Banks Monetary Policy - Implication and analyze Financial Statements.
3. Develop a clear understanding and knowledge about the Lending functioning of bank.
4. Understand the importance of Credit Delivery and monitoring as well as how a bank manages Credit Risk.
5. Understand on banking Regulatory system and gain knowledge on new innovations in banking products and services.

Unit -I Introduction

Banking: Evolution of Banking in India – Origin, Nationalization, Reforms of banking sector. Types of banking: Universal banking, Wholesale banking, Private banking, Retail banking; Role of Banks in the development of economy, RBI: Origin and growth – Functions. Monetary Policy: Central Bank tools to regulate Money Supply- policy rates, Monetary Ratios, Application of Monetary policy tools in India. Banks Financial statements: Basic Concepts - Bank Liabilities, Assets and Income statement. Analysing Banks Financial Statements, CAMELS, Ratings, Key Performance indicators.

Unit -II Sources and Uses of Bank Funds

Sources of Bank Funds, Deposits, Deposit Insurance in India, Pricing, Deposit Services, Need, Approaches to Deposit Pricing, Bank Liabilities - Non Deposit

sources. 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.

Unit - III Credit Delivery and Monitoring

Modes of Credit Delivery- Cash Credit, Working capital Demand Loan, Overdrafts, Bills finance and Pricing of Loans. Legal aspects of lending - Secured and Unsecured Loans and Types of securities. Credit monitoring - Need for Credit Review, Triggers of Financial Distress - models of Financial Distress - The Altman's Z score and other models. Rehabilitation Process.

Unit - IV Managing Credit Risk

Basic Concepts - Expected and Unexpected Loss, Elements of credit risk, Credit Risk of Portfolio. Credit risk Models - Basic Model and modelling Credit Risk. Managing Credit Risk-Estimating PD, EAD and LGD, need for the credit Risk Models - Best practice Industry model Credit Migration Approaches- Credit migration approach used by Credit Metrics, Calculation of Portfolio Risk and Credit Migration Approach Used by Credit Portfolio View. Option pricing Approach - KMV Model.

Unit -V 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. NPA's:- Gross and net concept of NPA's, causes, implications and recovery of NPA's. 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. Cyber security and frauds. Mergers and Acquisitions in Banks.

Essential Readings:

1. Padmalatha Suresh & Justin Paul, "Management of Banking & Financial Services", 3rd Edition, Pearson Education, 2016
2. Peter.S.Rose and Sylvia. C. Hudgins, "Bank Management & Financial Services", 8th Edition, Tata McGraw Hill, 2014.
3. K. Sriharsha Reddy and R.Nageswar Rao, "Banking & Insurance, 1st Edition, Paramount Publishing House, 2013.
4. Vasant Desai, "Banks and Institutional Management", 2nd Edition, Himalaya Publishing House, 2010.
5. "Bank Financial Management", IIBF, Macmillan 2010.
6. Vijayaragavan Iyengar, "Introduction to Banking", Excel Books, 2009

19MB O106

CUSTOMER RELATIONSHIP MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The objectives of this course are:

1. To understand the concepts and principles of CRM and its changing role.
2. To educate students on the Strategic, Operational and Analytical Customer Relationship Management.
3. To enable students to understand how to manage Customer Relationship.

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

1. Analyze the relationship theory from the perspective of the customer and the organization.
2. Develop and evaluate strategic CRM decisions.
3. Formulate operational CRM decisions.
4. Develop and assess analytical CRM decisions.
5. Evaluate CRM implementation strategies.

Unit-I Introduction

Definition, CRM Constituencies, Commercial and not-for-profit contexts of CRM, Models of CRM, Understanding Relationships – Relationship, Relationship quality, Relationships with customers and suppliers, Customer lifetime value, Customers satisfaction, loyalty and business performance, relationship management theories, Managing the customer lifecycle- customer acquisition, Managing the customer lifecycle- Customer retention and development.

Unit-II Strategic CRM

Customer Portfolio management - Portfolio, Customer, Basic disciplines of CPM, CRM in the business-to-business context, Customer portfolio models, Additional customer portfolio management tools, strategically significant customers, seven core customer management strategies. Delivering customer experienced value - Understanding value, customers experience value, modelling customer-perceived

value, sources of customer value, Customization, Value through marketing mix. Managing Customer experience - Concepts, Customer Experience management vs. Customer Relationship Management.

Unit-III Operational CRM

Sales Force Automation (SFA) - Meaning, SFA eco-system, SFA adoption, SFA and Sales Performance. Marketing Automation - Benefits. Service Automation - Customer Service, Modelling Service quality, Customer Service Excellence certification, Service automation, benefits from Service automation.

Unit-IV Analytical CRM

Developing and Managing Customer related databases- Corporate Customer-related data, structured and unstructured data, Customer-related database, Data integration, Data warehousing, Data marts, Knowledge management. Using Customer-related data – Analytics for CRM strategy and tactics, Analytics throughout the customer lifecycle, Analytics for structured and unstructured data, Big data analytics, Analytics for structured data.

Unit-V CRM Implementation

Develop the CRM strategy, Build CRM project foundations, Needs specification and partner selection, Project implementation, Performance evaluation.

Essential Readings:

1. Francis Buttle and Stan Maklan, "CRM: Concepts and Technologies", 3rd Ed, Routledge, 2015.
2. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2nd ed, PHI, 2013.
3. Jagdish N. Sheth, Atul Parvatiyar and G. Shainesh, "Customer Relationship Management", "Emerging Concepts, Tools and Application", 1st ed, Tata Mc GrawHill, 2017.
4. Dilip Soman and Sara N-Marandi, "Managing Customer Value: One Stage at a Time" 1st edition, World Scientific Publishing, 2009.
5. Ken Burnett, "The Handbook of Key "Customer Relationship Management", Pearson Education, 2005.
6. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management- An Indian Perspective", 2nd edition, Excel Books, 2008.

19MBS D101

PERSONALITY DEVELOPMENT

| | |
|--------------------------------------|-----------------|
| Instruction | 2 Hour 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 this course are:

1. To develop inter-personal skills and be an effective goal oriented team player.
2. To develop professionals with idealistic, practical and moral values along with communication and problem solving skills.
3. To re-engineer attitude and understand its influence on behavior.

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

1. Enhance holistic development and improve their employability skills.
2. Conduct themselves in a professional manner while interacting with the people.
3. Balance Emotions to get success.
4. Work under stress and in tough business environments.
5. Measure individuals' mental capabilities and behavioural style.

Exercise-1 Self Analysis and Creativity

SWOT Analysis, Who am I, Attributes, Importance of Self Confidence, Self Esteem.

Out of box thinking, Lateral Thinking.

Exercise-2 Attitude and Habits

Factors influencing Attitude, Challenges and lessons from Attitude, Etiquette. Forming good habits, Grooming men and Grooming women.

Exercise-3 Motivation and Attitude Building

Factors of motivation, Self talk, Intrinsic and Extrinsic Motivators.

Emotional, informational, behavioral, Factors that determine our attitude, Types of attitude Steps for building positive attitude, Assertiveness, Factors of motivation, Self talk, Intrinsic and Extrinsic Motivators.

Exercise-4 Goal Setting

Wish List, SMART Goals, Blue print for success, Short Term, Long Term, Life Time Goals.

Time Management.

Value of time, Diagnosing Time Management, Weekly Planner to do list, Prioritizing work.

Extempore.

Exercise-5 Psychometric Analysis

Types, How to measure, Preparation

Essential Readings:

1. OG Mandino, University of Success, A Bantam Book I August 1982.
2. Napoleon Hill, "Law of Success" Tribeca Books, 1928 and 2018.
3. Carnegie Dale, How to win Friends and Influence People, New York: Simon and Schuster, 1998.
4. Stephen R. Covey "The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change", 25th edition, Turtleback books, 2013.
5. Thomas A Harris, I am ok, You are ok , New York-Harper and Row, 1972.
6. Napoleon Hill, Think and Grow Rich: The Original, an Official Publication of The Napoleon Hill Foundation.

R-19

MBA III AND IV SEMESTER SYLLABUS

w.e.f. AY 2019-20

III- SEMESTER

| S.No. | Course Code | Title of the Course | Scheme of Instruction | | Scheme of Examination | | | Credits |
|-------|----------------------------|----------------------|-----------------------|---|--------------------------|---------------|-----|---------|
| | | | Hours per week | | Duration of SEE in Hours | Maximum Marks | | |
| | | | L/T | P | | CIE | SEE | |
| 1 | 19MBC117 | Strategic Management | 3 | - | 3 | 30 | 70 | 3 |
| 3 | 19MBE101 to 19MBE110 | FE 1 | 4 | - | 3 | 30 | 70 | 4 |
| 4 | | FE-2 | 4 | - | 3 | 30 | 70 | 4 |
| 6 | | SE-1 | 4 | - | 3 | 30 | 70 | 4 |
| 7 | | SE-2 | 4 | - | 3 | 30 | 70 | 4 |
| | 19MBSD102 | Career Guidance | 2 | - | - | -- | -- | - |
| | 19MBC118 | Internship | | | | 25 | 50 | 2 |
| | | | 21 | - | | 175 | 400 | 21 |

Note: * III semester Electives are given in the separate table
Elective]

[FE- First Elective SE- Second

Elective Courses

Student has a choice to choose two Electives from the given list of electives consisting of Marketing, Human Resource, Finance, and Business Analytics/Supply Chain Management.

Note: *Student can choose either Business Analytics or Logistics and Supply Chain Management.*

The electives will be offered only upon the availability of certain number of students in that Specialization.

Elective wise Course titles in III semester

| Elective | Course Code | Course Title |
|--------------------|-------------|---|
| Finance (F) | 19MBE101 | Investment Management |
| | 19MBE102 | Financial Markets and Services |
| Human Resource(HR) | 19MBE103 | Performance and Compensation Management |
| | 19MBE104 | Training and Development |
| Marketing (M) | 19MBE105 | Product and Brand Management |
| | 19MBE106 | Integrated Marketing Communications and Digital Marketing |

| | | |
|-------------------------------|----------|---------------------------------------|
| Business Analytics(BA) | 19MBE107 | Business Data Mining |
| | 19MBE108 | R-Programming |
| Supply Chain Management (SCM) | 19MBE109 | Transport Management |
| | 19MBE110 | Distribution and Warehouse Management |

19MBC117

STRATEGIC MANAGEMENT

| | |
|--|------------------|
| Instruction | 3 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 3 |

Course Objectives: The Objectives of the Course are:

1. To understand the role of Strategy and Environmental analysis in Business Decision Making
2. To provide insights on various Strategies, Practices, Competitiveness and Sustainability.
3. To help the Students develop their Skills for applying the Concepts in solving real time problems in Domestic and Global scenarios.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Investigate and understand the Business scenarios nationally and internationally.
2. Appraise and analyze the contemporary issues and challenges faced in Business
3. Craft and formulate the Strategies for real-time Business problems.
4. Integrate and apply the learned skills to implement Strategies from holistic and multi-functional perspectives.
5. Analyze and Evaluate real life situations for Self, Organizational and Societal sustainability.

Unit-I Introduction

Introduction to Strategic Management, Purpose of Business, Crafting and Executing Strategies, Strategic Intent, Developing Strategic Model, Choices of Strategy, Strategic Capability and Core competencies of Business, Phases of Strategic management, Strategic Decision Making.

Unit-II Strategic Analysis and Formulation

Environmental Scanning, SWOT & PESTEL Framework, Different Tools and Techniques for analyzing Strategies, Porters Five Force Framework, Organic Model of Strategic Planning, Real-time Strategy Planning, Strategic Formulation, Competitive Analysis, Strategy Development Processes.

Unit-III Strategies for Business

Types of Strategies- Offensive, Defensive, Exit and Entry barriers, Industry Life Cycle States and Strategies, Tailoring Strategy for Leaders, Challengers, Followers, weak and crisis Businesses, The Five Generic Competitive Strategies, Red and Blue Ocean Strategies, Grand Strategies.

Unit-IV Strategic Implementation

Impact and Issues of Culture, leadership, Resource Allocation, Staffing, Directing and Organizational Values on Strategic Implementation, Operationalizing and Institutionalizing strategy, Strategies for competing in International Markets, Managing Conflicts, Managing Strategic Change.

Unit-V Strategic Evaluation and Control

Strategic Evaluation, The Balanced Scorecard, Measuring Performance, Strategic control-Types, Strategic Information System, Issues in Managing Technology, Strategic issues in Entrepreneurial Ventures, small Businesses, Not-for-Profit Organizations, Sustainability and Sustainable Development.

Essential Readings:

1. Thomas L. Wheelen, J. David Hunger, Strategic Management and Business Policy-Towards Global Sustainability, Pearson Education, 13th edition, 2012.
2. Gerry Johnson, Kevan Scholes, Richard Whittington, Exploring Corporate Strategy, Prentice Hall, 8th edition, 2008.
3. Hitt and Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9th edition, 2013
4. Fred R. David, Strategic Management: Concepts and Cases, Prentice Hall, 13th Edition, 2011.
5. Arthur A.Thompson Jr, Strickland A.J., John E.Gamble and Arun K.Jain, Crafting and Executing Strategy, McGraw Hill Education Private Limited, New Dehi, 2012.
6. W. Cham Kim, Renee Mauborgne, The Blue Ocean Strategy Reader, Harvard Business Review Press, 2017.

19MB E101

INVESTMENT MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per Week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The objectives of the course are:

1. To provide in-depth analysis of various investment opportunities including fixed income securities.
2. To demonstrate fundamental and technical analysis along with common stock valuation.
3. To provide an insight into portfolio theories and evaluation.

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

1. Classify various investment options with risk and return calculations.
2. Evaluate the bonds and strategies to manage them.
3. Choose the investment option with the help of fundamental and technical analysis.
4. Measure the value of common stocks by applying various approaches.
5. Construct the portfolio using various models.

Unit-I Introduction

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

Unit-II Fixed Income Securities

Fixed Income Securities Features and types of debt instruments, Types of bonds- Euro bonds, Foreign bonds and Global bonds, Gold Bonds, 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. (Problems and Cases).

Unit-III Fundamental and Technical Analysis

Approaches to Investment analysis- Fundamental Analysis- Economy, Industry and Company analysis - Factors, Technical Analysis. - Dow theory, charts, moving averages, Relative strength index, Efficient Market Hypothesis, Japanese candle stick method. (Problems and Cases).

Unit – IV Common Stocks- Analysis and Valuation

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. (Problems and Cases).

Unit – V Portfolio Theory and Evaluation

Portfolio Theory and Evaluation Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of optimal portfolio, Single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line (CML). Capital asset pricing model (CAPM): Security Market Line (SML). Arbitrage Pricing Theory (APT): The Law of one price, two factor arbitrage pricing. 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. (Problems and Cases).

Essential Readings:

1. Charles P.Jones, "Investments Principles and Concepts", 12th edition, Wiley India edition. 2016.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", 5th edition, McGraw Hill India, 2017.
3. Punithavathy Panidan, "Securities Analysis and Portfolio Management", 2nd Edition, Vikas Publications, 2012.
4. V.K.Bhalla, "Investment Management", 17th edition, S.Chand Publications, 2016.
5. Donald E. Fischer, Ronald .J.Jordan and A K Pradhan, "Security Analysis and Portfolio Management", 7th edition, Pearson Education, 2018.
6. Alexander. G.J, Sharpe.W.F and Bailey, J.V, "Fundamentals of Investments", 3rd edition, PHI, 2001.

19MBE102

FINANCIAL MARKETS AND SERVICES

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To make the Students understand the structure and functions of the Financial Markets, Financial Instruments and Financial Market Intermediaries.
2. To equip the Students with various patterns of Trading and Settlement and Financial Services.
3. To provide insights into Insurance Services and Claims Management.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Have a comprehensive overview on Financial Markets and Instruments.
2. Understand the Trading and Settlement activities.
3. Acquire Knowledge on various Financial Services and the Regulatory Framework.
4. Enhance knowledge on various types of Insurance Services.
5. Gain insights on Claims Management Procedures.

Unit-I Introduction

Structure of Indian Financial System, Role of Financial System in Economic Development, Financial Markets: Money Market, Capital Markets, Commodities Market and FOREX Market- an Overview. Stock Exchanges:

Functions, Listing and Formalities. Role of SEBI in India. Financial Instruments: Commercial Paper, Certificate of Deposit, Treasury Bills, Commercial Bills, Gilt-edged Securities, Equity Shares, Preference Shares, Debentures, Warrants and Convertibles, ADRs and GDRs, Mutual Funds.

Unit-II Trading and Settlement

Demat account, Patterns of Trading and Settlement, Speculations- Types of Speculations, Activities of Brokers, Broker Charges, Settlement Procedure. Financial Intermediaries: Merchant Bankers, Underwriters, Bankers to an Issue, Registrars and Share Transfer Agents, Debenture Trustees, Portfolio Managers. Role of NSDL and CDSL. Credit Rating Agency: Functions, the ABCs of rating scales, Global Credit Rating Agencies.

Unit-III: Financial Services

Concept, Nature, Scope and Functions of Financial Services. Types of Financial Services: Hire Purchase, Consumer Credit, Factoring and Forfeiting, Housing Finance, Venture Capital and Lease Financing. Growth of financial services in India. Regulatory Framework of Financial Services. Contemporary issues in Financial Markets and Services.

Unit-IV Insurance Services

Introduction to Insurance: Terminology, Procedure, Various methods of calculating Premium, factors affecting Premium calculations. Principles of Insurance, Concept of Corporate Insurance: Fire, Marine, Machine and Electronic Equipment, Motor Vehicle, Money in transit and Burglary, Fidelity, Directors and Officers Insurance Policy. Basic concepts of Life and General insurance. Types of Insurers, Functions of Insurers: Production, Underwriting, Rate Making. Reinsurance.

Unit-V Claims Management

Managing Claims and Losses: Understanding procedures and calculating Receivables amount, Causes for short settlement and procedures to reduce, Grievance redressal and legal aspects. Organizing and controls for Risk Management, Purchase of Insurance Policies and Services, Cost Optimization, Insurance as a tool for Risk Management. Banc-Assurance. Role of Insurance Regulatory Development Authority.

Essential Readings:

1. Sandeep Goel, "Financial Markets, Institutions and Services", PHI Learning, 2018.
2. Bhole, L.M., "Financial Institutions and Markets: Structure, Growth and Innovations", McGraw-Hill, New Delhi, Fourth Edition, 2008.
3. Emmett J. Vaughan; Therese M. Vaughan, "Fundamentals of Risk and Insurance", Wiley, India Edition, 11th Edition 2013.
4. M Y Khan, "Financial Services", McGraw Hill Education (India), Eighth Edition, 2015.
5. Bharati V. Pathak, "The Indian Financial System- Markets, Institutions and Services", Second Edition, Pearson Education, year
6. Mishra M.N., "Life Insurance, Administration and Management", Sultan Chand and Co., New Delhi, 22nd Edition, 2016.

19MBE103

PERFORMANCE AND COMPENSATION MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To develop an understanding of the concept of Performance Management and the importance of the various Performance Assessment techniques.
2. To discuss the importance of Performance Metrics and benchmarking in improving Individual and Organizational Performance.
3. To understand the Concept of Compensation Management and its importance in Employee Retention.
4. To introduce various methods of designing Compensation System and make Students aware about the Management of Employee Benefits.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Effectively design the process of Performance Management system.
2. Efficiently identify an appropriate Performance Appraisal method at their workplace as an HR Professional.
3. Decide the 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. Formulate new set of Compensation system and manage the various Employee Benefits in the Organisations.

Unit-I Introduction

Definition, Performance Appraisal to Performance management. Objectives of Performance Management. Process of Performance Management. Performance planning and Role clarity. KPAs - Performance Targets. Trait, Behaviour and Results approaches to measuring Performance. The impact of HRM practices on

Performance.

Unit-II Performance Management Systems

Assessment Centre - 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 methods. Attribution theory- Causal matrix. Alternative models for Assessing Performance.

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. Outcome Metrics- Economic Value Added (EVA). Building a High Performance culture-Ethics in Performance Management.

Unit-IV Strategic Compensation Management Concepts

Concept of Compensation- Exploring and defining the Compensation- Job Evaluation approach to Compensation- Compensation dimensions- Role of Compensation in Organization- factors influencing Compensation- Aligning Compensation Strategy with HR Strategy and Business Strategy- New trends in Compensation Management.

Unit-V Designing Compensation System - Employee Benefits Management

Traditional Pay System and Modern Pay Systems- Pay for Performance, Competency Based Pay, Equity Based Rewards, Team Rewards- Reward Strategy and Psychological Contract- Law relating to Compensation- International Compensation- Executive Compensation, Benefits Administration, Employee Welfare and Working conditions- Statutory and Voluntary measures.

Essential Readings:

1. Michael Armstrong, Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance, Kogan Page, 2012.
2. A S Kohli, T Deb, Performance Management, Oxford Higher Education, 2008.
3. Joseph J. Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson Ed, 2018.
4. Bhattacharyya, Performance Management Systems and Strategies, Pearson Ed, 2011.
5. A.M. Sharma, Performance Management systems, HPH, 2010.
6. Henderson, Compensation Management in a Knowledge Based World, Pearson Ed, 2007.

19MBE104

TRAINING AND DEVELOPMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To develop an understanding of the Concept and Importance of Training and Development.
2. To discuss the practice of Training and Development in the modern Organizational setting.
3. To familiarize Students with the tools and techniques involved in the implementation and evaluation of Training, besides giving an overview of emerging training trends.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Get familiarized with how to do Training and Development Programmes and recall its importance.
2. Efficiently conduct Needs Assessment and design the Training Programme as per the demands of the Industry requirements
3. Make use of an appropriate Training and Developments method so as to contribute to the Organizational Success.
4. Identify the suitable mechanism for the implementation of the Training and Development Programmes.
5. Choose right mechanism to evaluate the Training and Development methods initiated and understand the emerging Training and Development trends in the Organizations.

Unit- I Introduction

Training and Development- Concepts, The role of Training in the Organizations, Essentials of Management Development Programmes, Field areas of Employee Training, Importance and Benefits of Training and Development, Structure of Training Organizations, A Training Process Model, Training Practices in Modern Organizations.

Unit- II Needs Assessment and Designing the Programme

Understanding the Why, When and Where aspects of Training Need Analysis (TNA), The Framework for Conducting a TNA- Organizational, Operational and Person Analysis, Outcomes of TNA- Training and Non Training Needs, Approaches to TNA- Proactive and Reactive Approaches.

Organizational constraints, developing Objectives- Identifying and writing a Good Learning Objectives. Facilitation of Learning and Training Transfer, Design theory- Elaboration and Gagne- Briggs Theories, Outcomes of the Design.

Unit-III Methods of Training and development

Overview of On-the Job and off-the Jobs methods, Matching methods with Outcomes, Important Training Methods- Lectures and Demonstration, Computer-Based Training, Games and Simulations, Sensitivity Training method, Teaching Aids for Training- selecting appropriate Training Aid, Principles of using Audio-visual Aids- Static and Dynamic media, Management Development Implications, Training for Executive-Level Management.

Unit-IV Implementation and Evaluation

Integrated Instructional Strategy- Content, Method of instruction, Facilities- Training room and the off-site Training facilities, Material and Equipment and Trainers, The Strategy. Implementation- Dry Run, Pilot Program, Tips for Trainers for Effective Implementation.

Rational for evaluation, Resistance to Training Evaluation, Types of Evaluation, Evaluation Design Issues.

Unit-V Emerging Training and Development Trends

Future Global Trends and Perspectives in Training and Development, Trend setting elements for Training and Development- Globalization, Priority differences of Countries and Companies, In-house v/s Training Outsourcing, Consultation Movement, Advancements in Appraisal Technique, E-learning, Cyber Training Programmes, Harnessing the Advancement in Training Technology.

Essential Readings:

1. P.Nick Blanchard, James W. Thacker, A.Anand Ram, "Effective Training, Systems, Strategies and Practices" Pearson, 2013.
2. Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2018.
3. Rolf Lynton, Uday Pareek, "Training for Development" Sage India, 2011.
4. Rishipal, "Training and Development Methods", S. Chand and Company Ltd, 2011.
5. Jean Barbazette, Managing the Training Function For Bottom Line Results: Tools, Models and Best Practices", Pfeiffer, 2008.
6. Dipak Kumar Bhattacharyya, "Training and Development: Theories and Applications", Sage Publications, 2015.

19MBE105

PRODUCT AND BRAND MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To provide an understanding of New Products, explore New Product ideas, new Product Development and the Strategies for Product Portfolio planning of a conglomerate.
2. To familiarize the Students understand the Brand Image, Brand Identity, Brand Equity, Branding Decisions and Brand Audit.
3. To develop the understanding of Brands with Consumer Behaviour, Brand Architecture and its Strategies.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Easily comprehend New Product Development Process and its Models, and learn to create actionable focus to successfully manage the Product.
2. Design the Product Portfolio Strategies for a conglomerate, manage and amplify existing products.
3. Analyze the Branding Strategies, Brand Purpose- Managing Brand Reputations.
4. Understand and conduct the measurement of Brand Equity and Brand Performance, design Brand Architecture Strategies in real life situation.
5. Learn the Contemporary Issues and analyze Future Trends.

Unit-I Introduction

Product, Policy, objectives, Product Mix concepts - Product Line, Product Length, Product Depth, Product Breadth, Product Mix decisions, Packaging, Product Modification and Deletion. New Product

Development: Innovation and Diffusion of product. New Product Development (NPD) - Process, Models.

Unit-II New Product Development Process

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-Perceptual and Preference mapping. Idea-Screening. Product Concept generation, concept selection, and Concept Testing, Design for manufacturing, Product Prototype and Product Recalls.

Unit-III Brand Management- Knowledge, Identity and Positioning

Brand vs commodity, understanding Brands, benefits of Branding, Brand Attributes, Branding Decisions, Brand Awareness and Consumer Brand knowledge, Brand Image, Brand Identity, Brand associations, Establishing P.O.P and P.O.D, Brand Personality, Brand Extension, Line extensions Brand Licensing, Franchising and Global Branding, Brand Positioning- Strategies and Repositioning Straddle Positioning and Brand Mantra.

Unit-IV 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, Building Brand Equity, Tracking Valuation Managing Brand Equity- Brand worth, Reinforcement, Revitalization and Brand Crisis.

Unit-V Brand Architecture Strategies

Introduction to Brand Architecture Strategies and its designing, Brand - Product Matrix, Breadth and depth of Branding Strategy, Brand Architecture systems, Brand Hierarchy, Branding policies.

Essential Readings:

1. Moore William L., Pessemer Edgar, Product Planning and Management: Designing and Delivering value, McGraw-Hill, Inc., 1993.
2. Ulrich K T, Eppinger D Steven, Goyal Anitha, Product Design and Development, Tata McGraw Hill, 6th edition, 2010.
3. Tapan K. Panda, Product and Brand Management, Oxford University Press, 1st edition 2016.
4. Aaker D, Building Strong Brands. The Free Press. Simon and Schuster. New York, 2012.
5. Dr. Anandan, Product Management, Tata McGraw Hill, 2nd edition, 2010.

6. Kapferer, J N, *The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term*. Kogan Page, 4th edition, 2008.

19MBE106

INTEGRATED MARKETING COMMUNICATION AND DIGITAL MARKETING

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To make the Students understand the basic Concepts of Integrated Marketing Communication, Planning and Evaluating Marketing Communications Strategies and Executions.
2. To provide a comprehensive understanding of Brand Promotion, Audience engagement, Public Relations and Strategic Communications.
3. Understand the importance of Digital and Social Media Marketing and its applications.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the process of creating valuable Brand and how to engage Consumers via Integrated Marketing Communications.
2. Analyze the important issues when planning and evaluating Marketing Communications Strategies and Executions.
3. Develop an effective Integrated Marketing Communication Process.
4. Evaluate the knowledge in Marketing Communication which ensures that they make the correct decision in Communications, Advertising and Digital Marketing in real scenario.
5. Examine the applications of Digital and Social Media Marketing in the Globalized market.

Unit-I Introduction

Integrated Marketing Communications, Recent Trends in the Market, Understanding the Marketing Process, Decisions for Effective Communications Campaign, Building Customer Based Brand Equity, Brand Loyalty, Successful Marketing Communications Campaign, Choosing Marketing Communications Agency, Structure of an Advertising Agency.

Unit-II IMC Planning Process

Consumer Information Processing, Steps of Effective Communications, Communications Objectives, How Advertising works – AIDA and Hierarchy of Effects Models, Consumer Approach to Buying Process: FCB Grid, Determining Marketing Communications Budget, Relationship between Communications Budget and Sales.

Unit-III Marketing Communications Mix

Theoretical Approaches to Advertising Design, Message Strategies - Cognitive, Affective and Conative, Advertising Appeals- Emotional, Fear, Humor, Rationality, Sex, Scarcity, Executional Frameworks- Animation, Slice of Life, Dramatization, Informative, Testimonial, Authoritative, Demonstration, Fantasy. Sales Promotions, Public Relations, Direct Marketing, Event Management, Sponsorship and Cause Related Marketing, Alternative Marketing, Crisis Management, Trade Fair and Exhibitions.

Unit-IV Digital Marketing

Digital Marketing - Components, Benefits, Plan, Skills required for Digital Marketing, Digital Marketing Platforms and Strategies, Trends, Search Engine Optimization and Content Marketing.

Unit-V Social Media

Social Media Marketing – Social Networking with Facebook, LinkedIn, Blogging as a social medium, Microblogging with Twitter, Social Sharing with YouTube, Social media for Customer Reach, Acquisition and Retention. Evaluation of an Integrated Marketing Communications Campaign.

Essential Readings:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
2. Kruti Shah and Alan D'Souza, Advertising and Promotions – An IMC Perspective, Tata Mcgraw Hill, 2013.
3. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
4. Seema Gupta, Digital Marketing, Mc Graw Hill, 2018.
5. Belch George E; Belch Michael; Purani Keyoor, Advertising and Promotion- An Integrated Marketing Communications Perspective, Mc Graw Hill, 9th edition, 2013.
6. Jerome M.Juska, Integrated Marketing Communications- Advertising and Promotion in a Digital World, Routledge, 2017.

19MB E107

BUSINESS DATA MINING

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To familiarize the students to understand the concepts of Data Mining and Preprocessing of Data.
2. To provide insights on Association Rule Mining and Clustering.
3. To demonstrate the application of Logistic Regression and Sentiment Analytics to solve Business Problems.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the concepts of Data Mining and Data Preprocessing.
2. Extract and represent the knowledge from data by Preprocessing and Visualization
3. Establish the Association among frequently purchased items and categorize the dataset into different clusters.
4. Understand the concept of classification problems and their applications across different sectors.
5. Apply sentiment analytics to various real time business applications.

Unit-I Introduction

Data Mining; Kinds of data that can be mined- Database Data, Data Warehouses, Transactional Data, Other Kinds of Data; Major Issues in Data Mining- Mining Methodology, User Interaction, Efficiency and Scalability, Diversity of Database Types, Data Mining and Society

Unit-II Data Preprocessing

Data Preprocessing: An Overview- Reasons to process the data, Major Tasks in Data Preprocessing; Data Cleaning- Missing Values, Noisy Data, Data Cleaning as a Process; Data Reduction- Principal Component Analysis, Histograms, Clustering, Sampling, Data Cube Aggregation; Data Transformation and Data

Discretization- Data Transformation by Normalization, Discretization by Binning, Discretization by Histogram Analysis.

Case Study: Handling Missing Values in Melbourne Housing Price Data.

Unit-III Association Rule Mining and Clustering

Mining Association Rules- Item sets, Association Rules, Generating Rules Efficiently; Metrics for Association Rule Mining- Support, Confidence and Lift; Pros and Cons of Association Rule Mining.

Clustering- Finding Similarities Using Distances- Euclidean Distance and Other Distance Metrics; K- Means Clustering and Hierarchical Clustering; Comparing Clusters Created by K-Means and Hierarchical Clustering

Case Study III.1: Market Basket Analysis of Groceries Dataset

Case Study III.2: Mall Customer Clustering

Unit-IV Classification Problems- I- Logistic Regression

Overview of Classification; Binary Logistic Regression; Classification- Encoding Categorical Features, Building Logistic Regression Model, Printing Model Summary, Predicting on Test Data; Measuring Accuracies- Creating Confusion Matrix, Receiver Operating Characteristic (ROC) and Area Under the Curve; Finding Optimal Classification Cut-off -Youden's Index and Cost- Based Approach.

Case Study: Predicting Employee Attrition on HR Attrition Dataset.

Unit-V Sentiment Analytics Using Naïve Bayes Algorithm

Exploring the Dataset; Text Preprocessing- Bag-of-Words Model, Creating Count Vectors, Displaying Document Vectors, Removing Low Frequency Words, Removing Stop Words, Creating Count Vectors, Distribution of Words across Different Sentiment.

Using Naïve Bayes Model for Sentiment Classification

Using n-Grams for Sentiment Classification

Case Study: Sentiment Analytics on Sentiments Expressed by Users of Zomato

Essential Readings:

1. Szabo, Gungar Polatkan, Oscar Boykin, Chalkiopoulos, "Social Media Data Mining and Analytics", 3rd Ed., Wiley, 2019.
2. Ian H. Witten, Eibe Frank, Mark A. Hall, Christopher J. Pal, "Data Mining: Practical Machine Learning Tools and Techniques", 4th Ed., Elsevier, 2017.
3. Megan Squire, "Mastering Data Mining with Python – Find patterns hidden in your data", 1st Ed., PACKT Publishing, 2016.
4. Florin Gorunescu, "Data Mining: Concepts, Models and Techniques", Vol 12, Springer, 2011.
5. Luis Torgo, "Data Mining with R: Learning with Case Studies", 2nd Ed., CRC Press, 2011.
6. Jiawei Han, Jian Pei, Micheline Kamber, "Data Mining: Concepts and Techniques", 3rd Ed., Elsevier, 2010.

19MBE108

R - PROGRAMMING

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To Understand R programming and related eco-system of libraries and packages.
2. To demonstrate usage of R as standard Programming Language.
3. To familiarize students with how various statistics can be collected and conduct analytics on large datasets.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the basics of R and extend the functionality using add-on packages
2. Identify and apply different ways of storing information and visualization
3. Extract data from dataset and apply loop and control statements
4. Analyze data using various data manipulation tasks on the dataset.
5. Apply the knowledge of R for data Analytics on real life applications.

Unit-I Introduction

Getting R: Downloading R, R Version, Installing, The R Environment: Command Line Interface, RStudio, Revolution Analytics RPE, R Packages: Installing Packages, Loading Packages.

Basics of R: Basic Math, Variables, Data Types, Vectors, Calling Functions, Function Documentation, Missing Data

Unit-II Advanced Data Structures

Advanced Data Structures: data frames, Lists, Matrices, Arrays, Reading Data into R: Reading CSVs, Excel Data, Reading from Databases, Data from Other Statistical Tools, R Binary Files, Data Included with R, Extract Data from Web Sites Statistical Graphics: Base Graphics, ggplot2

Unit-III Functions

Writing R Functions: Hello, World!, Function Arguments, Return Values, do call Control Statements: if and else, switch, ifelse, Compound Tests Loops: for Loops, while Loops, Controlling Loops

Unit-IV Group Manipulations

Group Manipulations: Apply Family, aggregate, plyr, data.table, Data Reshaping: cbind and rbind, Joins, reshape2 Manipulating Strings: paste, sprintf, Extracting Text, Regular Expressions

Unit-V Basic Statistics

Basic Statistics: Summary Statistics, Correlation and Covariance, T-Tests, ANOVA, Linear Models: Simple Linear Regression, Multiple Regression, Logistic regression

Essential Readings:

1. Dr. Bharathi Mothwani, "Data Analytics with R", 2nd Ed., Wiley Publishers, 2019.
2. Jared P. Lande, "R for Everyone - Advanced Analytics and Graphics", 2nd Ed., Addison Wesley, 2018.
3. Sandip Rakshit, "R Programming For Everyone", 3rd Ed., McGraw Hill Publishers, 2017.
4. Tilman M. Davis, "The Book of R: First course in Programming and Statistics", 3rd Ed., William Pollock publishers, 2016.
5. Hadley Wickham and Garrett Grolemund, "R for Data Science", 4th Ed., O'Reilly, 2015.
6. Roger D. Peng, "R Programming for Data Science", 3rd Ed., Lulu .com publishers, 2012.

19MBE109

TRANSPORT MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To familiarize various concepts of Transport management
2. To provide in depth knowledge related to various aspects of Transportation.
3. To empower with necessary skills in different modes of Transportations.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand various concepts of Transport management.
2. Classify different modes in Transport management.
3. Apply their knowledge in various processes of Transport management.
4. Analyze different types of freight preparations in Transport management.
5. Plan and organize various systems and procedures in Fleet management.

Unit-I Introduction to Transportation

History of Transportation- Global and India, Role of Transportation in Logistics, Commerce and Industry. Principles and Practices, Scope and relationship with other logistics providers-E-commerce, 2PL, 3PL, 4PL and 5PL. Modes of Transportation – Road, Rail, Air, Ocean, Inland transportation, Multi Modal Transportation, RoRo. Process of Transportation.

Unit II Modes of Transportation

Road transport- registration of vehicle, insurance, fitness, owners of vehicle, vendorship, functions of transport organization/ truck broking agency, Different types of permits.

Air transportation- domestic/international cargo, air cargo agents/consolidators, CHAs.

Ocean transport- sea freight, liners, containers, LCL/FCL, Discounted rates.

Rail Transportation- Train racks, SLR, VPU, Express cargo trains, Private goods trains, CFS.

Refrigerated transportation, Pipe line transportation.

Unit-III Operations in Transportation

Transportation Network- Domestic and International. Process of Booking- Documents verification, Way bill (RR/LR), Acceptance of material, Preparation of consignment note, marking and labeling. Stocking, Dispatch procedure. Hub operations- Inbound, sorting/stocking, Outbound procedures. Delivery procedure- receiving, stocking, last leg/mile delivery.

Unit- IV Freight Management

Factors affecting transportation rates, freight structure, various types of rates- FTL, LTL, Sundry, express cargo

transportation, liner freight rates, air cargo rates, rail cargo rates. Contractual rates, effect of fuel rates volatility on contractual rates, seasonal effects on freight rates. Effects of rates during calamities. Freight Rates- Time for Payment- Lien for freight.

Unit V Fleet Management

Planning and Resourcing: Need for Planning, Fleet management , Main types of road freight transport, Route survey and route planning, Vehicle routing and scheduling issues, Data requirements, Manual methods of vehicle routing and scheduling, Computer routing and scheduling, Periodical maintenance of fleet, SOP for vehicle maintenance, Information system applications, Integration of GPS. Long Haul, Coordination with terminals.

Essential Readings:

1. David Lowe, "Lowe's Transport Manager's and Operator's Handbook" 49th Edition, Kogan Page limited, 2019
2. MB. Stroh, "A Practical Guide to Transportation and Logistics", 3rd edition, Logistics Network Inc, 2006.
3. Krishnaveni Muthiah, "Logistics Management and World Sea borne Trade", 1st Edition, Himalaya Publishing House, 2018.
4. S Jaya Krishana, Transportation Management- Imperatives and Best Practices, ICFAI University Press, 2007.
5. B Rajashekar and G.V. R. K. Acharyulu, "Logistics and Supply Chain Management", Excel Books, 2009.
6. Alan Rushton, Phil Croucher and Peter Baker, "Logistics and Distribution Management: Understanding the Supply Chain", 5th edition, 2014.

19MBE110

DISTRIBUTION AND WAREHOUSE MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To provide indepth knowledge in various functions of Warehouse management and Inventory Management.
2. To deliver knowledge on various Distribution methods.
3. To educate on minimizing total physical effort and distribution Cost of Goods.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Apply their knowledge on Warehousing location, design, and operations.
2. Understand of various Inventory management systems and control.
3. Analyze different techniques to manage warehouse efficiency.
4. Make use of various techniques for optimum capacity utilization of shipping and packing.
5. Plan and select appropriate warehouse facilities management

Unit-I Introduction to Warehousing

Introduction - Warehousing, Distribution-Distribution methods-Warehouse Design- factors of warehouse design; Warehouse Location, Warehouse Operations - Warehouse Layout - Functions - Centralized and Decentralized -Warehouse operations and Storage Systems - Warehousing Cost Analysis .

Unit-II Inventory Management

Concepts - Role in Supply Chain -Role in Competitive Strategy - Functions - Types - Cost -Inventory control Models – Economic Lot size, EOQ, Economic Batch Quantity [EBQ], ROL -Reorder Level, P model, Q model, MRP, ABC analysis, Just in Time (JIT). Modern methods Kanban, DRP and ERP. FIFO, LIFO, Weighted average method. Interface between Sales and Production with SCM- Make to Stock (MTS), Make to Order (MTO), Assembly to Order (ATO), Configured to Order (CTO), Engineer to Order (ETO)

Unit-III Managing Warehouse Efficiency

Order picking - Picking methods-pick path - Measuring Warehouse Efficiency - Warehouse Workforce design and development - cross docking. Warehousing Operations: warehousing operations- inbound process, outbound processes, Functions of Warehouse- break-bulk, cross docking, order mixing, Risk management

Unit-IV Shipping and Packing

Optimum capacity utilization- Container optimization-Container loading and void fill-Weigh checking- Automated loading-Dock management-packaging-types-cost- and labelling functions and design- ASRS and their Operations – Bar Coding-Technology & Applications in Logistics Industry - RFID Technology & Applications

Unit-V Warehouse Facilities Management

Material Handling Systems - Types of Material Handling Equipment -Modern Warehousing - Types of Conveyors - Refrigerated Warehouses; Centralized and Decentralized Storage Systems: MHEs Safety & Security: types of warehousing hazards, protections taken against warehousing hazards, manual and automated MHEs in warehouse, legal requirements for ensuring a safe workplace; IT interface and Warehousing Management Systems (WMS).

Essential Readings:

1. Frazelle, “World Class Warehousing & Material Handling”, 2ndedition,Tata McGraw-Hill, 2016.
2. Gwynne Richards, “Warehouse Management” 3rd edition, Kogan Page, 2017.
3. P Gopal Krishnan and Abid Haleem, “Hand book of Materials Management”, 2nd edition, PHI learning, 2019.
4. Gopalakrishna, P. and Shandilya M.S., “Stores Management and Logistics”, 1st edition, S.Chand & Co, 2013.
5. Arnold, “Introduction Materials Management”, 7thedition , Pearson Education, 2011.
6. Satish K. Kapoor and Purva Kansal, Basics of Distribution Management - A Logistical Approach, 1st Edition, Prentice Hall, 2004.

CAREER GUIDANCE

| | |
|--------------------------------------|------------------|
| Instruction | 2 hours per week |
| Duration of Semester End Examination | 2 Hours |
| Semester End Examination | 50 Marks |
| Continuous Internal Evaluation | - |
| Credits | Non Credit |

Course Objectives: The Objectives of the course are:

1. To familiarize the students on the concept and skills required to achieve Career goals.
2. To make them understand the effective ways to prepare for a job.
3. To help students have better Career Planning and development.

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

1. Decide on a career goal and draft a feasible plan to achieve it.
2. Demonstrate the soft skills that are required for effective functioning of an Organization.
3. Exhibit good employability skills that are expected from the Industry.
4. Design a Proper Career development Strategy that helps to achieve individual and Organizational goals.
5. Manage Career with required professionalism and work ethics.

Unit- I: Introduction

Career Goals and Plans-Benefits of Career Planning-Essential Career Skills- Interpersonal Skills - Networking-Creative Thinking-Problem Solving-Negotiation & Conflict Resolution- Stress Management- Tips for Successful Career Planning.

Unit – II: Job Preparation

Sources of Occupation Information- Resume Building- Writing Resume and Cover Letter. The Art of Participation in Group Discussions- Psychometric Analysis- Strategies to be Successful in an Interview- Mock Sessions.

Unit –III: Career Development

Career Development-Career Growth Benefits from E-Learning- Career Planning within a Corporate Setting and while Switching a Company- Career Management-Professionalism in the Workplace- Succeeding with Mentor-Work Ethics.

Essential Readings:

1. BarunK.Mitra, “Personality Development and Soft Skills”, Oxford University Press, 2nd Edition, 2016.

2. M.S. Rao, "Soft Skills: Enhancing Employability, Connecting campus With Corporate", Wiley (Dreamtech Press), 1st Edition, 2019.
3. Mellisa Hume, "Career Guidance for Now and for the Future", Balboa Press, 1st Edition, 2014.
4. Niles, S. & Harris-Bowlsbey, J. *Career development interventions in the 21st century*. (4th ed.). Upper Saddle River, NJ: Pearson, 2013.
5. Bill Gothard, Phil Mignot, Melvyn Ruff, *Career Guidance in context*, Sage Publications, 2012.
6. Richard N. Bolles, *What Color Is Your Parachute? 2020 A Practical Manual for Job-Hunters and Career Changers*, Ten Speed Press, 2019

IV SEMESTER

| S.No. | COURSE CODE | Title of the Course | Scheme of Instruction | | Scheme of Examination | | | Credits |
|-------|-------------|------------------------------|-----------------------|----------|--------------------------|---------------|------------|-----------|
| | | | Hours per week | | Duration of SEE in Hours | Maximum Marks | | |
| | | | L/T | P | | CIE | SEE | |
| 1. | 19MBC119 | Entrepreneurship Development | 3 | -- | 3 | 30 | 70 | 3 |
| 2. | 19MBE111 | FE-3 | 4 | - | 3 | 30 | 70 | 4 |
| 3. | to | FE-4 | 4 | - | 3 | 30 | 70 | 4 |
| 4. | 19MBE120 | SE-3 | 4 | -- | 3 | 30 | 70 | 4 |
| 5. | | SE-4 | 4 | -- | 3 | 30 | 70 | 4 |
| 6. | 19MBC120 | Project Work | -- | 4 | -- | 50 | 100 | 4 |
| 7. | 19MBC121 | Comprehensive Viva Voce- II | | | | | 50 | 1 |
| | | | 19 | 4 | 15 | 200 | 500 | 24 |

Note: IV semester Electives are given in the separate table

V. List of course titles in each Elective

| Elective | Course Code | Course Title |
|-------------------------------|-------------|--|
| Finance (F) | 19MBE111 | Financial Risk Management |
| | 19MBE112 | Project Appraisal and Financing |
| Human Resource(HR) | 19MBE113 | Leadership and Team Management |
| | 19MBE114 | International Human Resource Management |
| Marketing (M) | 19MBE115 | Consumer Behaviour |
| | 19MBE116 | Services and Retail Marketing |
| Business Analytics(BA) | 19MBE117 | Machine Learning and Artificial Intelligence |
| | 19MBE118 | Cloud Computing |
| Supply Chain Management (SCM) | 19MBE119 | E-Commerce Logistics |
| | 19MBE120 | International Logistics |

19MBC119

ENTREPRENEURIAL DEVELOPMENT

| | |
|--|------------------|
| Instruction | 3 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 3 |

Course objectives: The Objectives of the Course are:

1. To sensitize the students about the concept and functions of entrepreneur with particular reference to Self-Employment and its process.
2. To educate on how to identify the Business Opportunities and to equip the Students with process of Project Formulation and Appraisal
3. To create awareness on how to raise funds from the appropriate institutional sources under suitable schemes and enable the Students to understand the role of Venture capitalists in Entrepreneurship Development.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the concept of entrepreneurship and its close relationship with Economic Development of a Country.
2. Identify the business opportunities and procedures to comply with.
3. Formulate, Execute and Evaluate Feasible project design.
4. Make use of the support rendered by Institutional Finance.
5. Identify the appropriate agencies for Venture Capital funding.

Unit-I Entrepreneurial Development Perspective

Concepts of Entrepreneurship Development, Evolution of the concept of Entrepreneur, Functions of an Entrepreneur, Theories of Entrepreneurship, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development, Entrepreneurial Culture.

Unit-II Creating Entrepreneurial Venture

Business Planning Process, Environmental Analysis - Search and Scanning- Identification of Problems and Opportunities- Various Sources of Business opportunities. Entrepreneurship Development Programmes (EDPs) - Meaning and Types. Basic Government Procedures to be complied with. Role of Central Government and State Government in promoting Entrepreneurship.

Unit-III Project Management

Project: Concept and Classification- Project Identification, Project Formulation, Common errors in Project Formulation- Project Report, Project Appraisal- Technical, Financial, Marketing, Personnel and Management

Feasibility.

Unit-IV Institutional Finance

Estimating and Financing the Funds requirements- Institutional Finance to Entrepreneurs- Need and Importance, Institutional finance from IDBI, IFCI, LIC, UTI, NABARD, SFCs, SIDCs EXIM Bank. Role of NSIC, SSIB, SSICs for Entrepreneurship development. Schemes offered by various Commercial Banks.

Unit-V Start-up and Venture Capital

Start-up 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 capitalist.

Essential Readings:

1. E.Gordon and K. Natarajan, "Entrepreneurship Development", HPH, 2017.
2. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", S. Chand and Co. Ltd, 2013.
3. S.S. Khanka, "Entrepreneurship Development", S. Chand and Co. Ltd, 2007.
4. Coulter, "Entrepreneurship in Action", PHI, 2005.
5. David H. Hott, "Entrepreneurship New Venture Creation, PHI, 2016.
6. Amit Kumar Dwivedi, "Cases In Entrepreneurship " Bookwell Publications, 2014.

19MBE111

FINANCIAL RISK MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To make the Students understand the various facets of Risk Management.
2. To provide indepth the concept of Derivatives and its various types.
3. To familiarise the Students about Forwards, Futures, Swaps and Options.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the measures and differentiate between different types of Risks that an Organization faces.
2. Have a comprehensive view about types of Derivatives and their Trading and Settlement.
3. Evaluate Forwards and Futures Contracts and Hedging Strategies.
4. Comprehend the computational aspects of Swaps and the associated Risk.
5. Evaluate various Option Trading Strategies and select the suitable one for the given situation.

Unit-I Introduction to Risk Management

Concept, 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, Credit Risk and Exchange Rate Risk. Non-Insurance methods of Risk Management- Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Unit-II Derivatives

Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Types of Traders- OTC and Exchange Traded Securities- Types of Settlement- Fundamental linkages between Spot and Derivative Markets, The Role of Derivatives Market, Uses and Misuses of Derivatives.

Unit-III Forward and Futures

Forwards: Definition- Features and pay-off profile of Forward Contracts. Valuation of Forward contracts. Forward contracts to manage Commodity Price Risk, Interest Rate Risk and Exchange Rate Risk.

Features: Definition- Specifications of Futures Contract - Margin Requirements- Marking to Market- Basis and Convergence of Future price and Spot price. Valuation of Future Contracts- Types of Futures Contracts- Securities, Stock Index Futures, Currencies and Commodities- Hedging Strategies- Hedge ratio. Difference between Forwards and Futures Contracts.

Unit-IV Swaps

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

Unit-V Options

Definition- Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options- American and European Options – Intrinsic Value and Time Value of Options – Option payoff, Options on Stock Indices and currency. Option Pricing Models: The Binominal Option Pricing Model (BOPM): Assumptions and problems - single and two period models. The Black and Scholes Option Pricing Model (BSOPM): Assumptions and problems.

Essential Readings:

1. John C. Hull & Sankarshan Basu, “Options, Futures and Other Derivatives”, 10th Ed, Pearson Education, 2017.
2. S.K. Mishra, “Derivatives and Risk Management”, 2nd Ed., Everest Publishing House, 2010.
3. Paul Hopkins, Kogan Page, “Fundamentals of Risk Management”, 4th Ed., Institute of Risk Management, 2017.
4. Jean-Philippe Bouchaud and Mark Potters, “Theory of Financial Risk and Derivative Pricing”, 2nd Ed. Cambridge press, 2009.
5. David. A. Dubofsky & Thomas. W. Miller, Jr., “Derivatives Valuation and Risk Management”, Oxford University Press, 2003.
6. R. Madhumathi, M. Ranganatham, “Derivatives and Risk Management”, Pearson Education, 2012.

PROJECT APPRAISAL AND FINANCING

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To provide basic knowledge of Project Planning in addition to the ideas for Generation and Screening of the projects.
2. To deliver varied aspects of Projects in terms of Market, Demand, Technical and Financial.
3. To illustrate the Structure of Financial Institutions in India and Human Aspects of Project Management.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Have a comprehensive view on project Planning and analysis along with ideas for generation and screening of the projects.
2. Understand the important facets of Market, Demand and Financial Analysis of the projects.
3. Understand the Feasibility Analysis and Find out the cash flows of the project.
4. Incorporate Risk Sensitivity, Scenario Analysis and Simulation Analysis for Managing Risk in the project appraisal decision.
5. Analyze projects in the Public Domain with special reference to Social Cost Benefit Analysis and understanding Corporate Governance in India.

Unit-1 Introduction to Project Planning

Levels of Decision Making- Key Issues in major Investment Decisions- Interface between Strategic Planning and Capital Budgeting. Generation of Ideas – Monitoring the environment - Corporate Appraisal - Preliminary Screening - Project rating index - Sources of positive NPV -Qualities of a Successful Entrepreneur.

Unit-2 Market Analysis and Demand Analysis

Market and demand analysis: Process. Technical Analysis: Manufacturing Process and technology - Study of Material Inputs and Utilities – Product Mixes - Plant Capacity - Location and Site - Machinery and Equipment - Structures and Civil Works - Project Charts and Layouts- Schedule of the project Implementation.

Unit-3 Financial Analysis

Financial Analysis: Estimation of cost of project and means of financing - Estimates of Sales and Production - Cost of production - Working Capital requirement and its financing - estimates of working results –Projected cash flow statement - Projected balance sheet. Project cash flows: Basic principles of measurement of cash flows - Components of the cash flow streams - Viewing a project from different points of view - Definition of cash flows by Financial Institutions and Planning Commission - Biases in Cash Flow estimation.

Unit-4 Project Risk Analysis

Source and Measure of Risk - Sensitivity Analysis - Scenario Analysis, Simulation analysis–Managing risk - Selection of Project - Risk Analysis in practice. Special Decision Situations: Choice between Mutually Exclusive Projects of unequal life - Optimal Timing Decision - Determination of Economic Life - inter-relationships between Investment and Financing aspects.

Unit-5 Project Management and Corporate Governance

Project Management: Structure of Financial Institutions in India. Rationale for Social Cost Benefit Analysis (SCBA) – UNIDO Approach - Little and Mirle Approach. Forms of Project Organization - Project Planning, Project Control, Human aspects of Project Management - Prerequisites for successful Project Implementation. Corporate Governance: Introduction - Major Corporate Governance Failures- Need for Corporate Governance in India, Theories of Corporate Governance - Agency Theory, Stewardship Theory, and Stakeholder Theory – Convergence- Problems of Governance in Companies.

Essential Readings:

1. Prasanna Chandra, “Projects: Planning, Analysis, Selection, Financing, Implementation and Review”, McGraw-Hill Education, 8th edition, 2015.
2. Bob Tricker, “Corporate Governance Principles, Policies, and Practices”, Oxford University Press, 2015.
3. Choudhary S., “Project Management”, Mc-Grawhill, 2006.
4. Desai, Vasant, “Project Management”, Himalaya Publishing House, 2006.
5. Machiraju, H.R.: “Introduction to Project Finance”, Vikas Publishing House.
6. N. Balasubramanian, “Corporate Governance and Stewardship”, TMH, 2012.

19MBE113

LEADERSHIP AND TEAM MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To educate the students about the process and dynamics of leadership.
2. To instill into them the qualities, values and ethics of leadership.
3. To introduce them to the concepts underlying in Teams and Managing Teams.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Display expertise and other qualities of an effective leader.
2. Appreciate the importance of being a capable and an ethical leader.
3. Facilitate decision making as a team member and as a leader.
4. Understand the basic concepts and importance of Team Dynamics.
5. Display knowledge in the Process of Managing Teams.

Unit: I Design Leadership self and Perceptions of Leaders and Leadership

Designing and Leadership, designing your Leadership by building your core, 3 Ps for Leadership Journey, Misconceptions about Leaders and Leadership, Characteristics and Traits of Effective Leaders, Skills and Expertise of Effective Leaders.

Unit: II Designing Leadership Capacity and Ethical Actions

New Challenges need New Leadership, New Leadership Skills in Demand, Designing Personal Leadership Brand.

Values and Ethical Actions- The key concepts of ethics, the roots of moral development, the ethical challenges of leadership, Designing your Ethical Leadership (The BASE Model).

Unit: III Design Thinking, Brain Leading and Decision- Making

Brain Leading in Six Dimensions, Design Thinking for Your Leadership Toolbox.

Decision- Making- Problems faced by Leaders in Decision-Making, Decision-Making as a Team, Designing Approach to Decision-Making (The SOLVE Model of Decision-Making), Barriers to Decision-Making.

Unit: IV Introduction to Dynamics of Teams

Teams- What and Why, Team Roles-Belbin Theory of Team Roles, Margerison and Dick McCann Theory of Team Roles, Team Role Orientations, Types of Teams, Building and Creating Trust. Impact of Millennial Generation in Organizations, Holocracy.

Unit V Managing the Teams

Engaging the Team-Purpose, Involvement and Appreciation, Importance of Team Engagement. Steps for Creating Accountability in Teams, Brent and Beech Four Approaches to Influencing the Teams. Key Facilitating Skills of a Team Leader, Coaching the Team- Sir John Whitmore's Grow Model of Team Coaching. Challenging Behaviors of Team Members, Dealing with Challenging Behaviors.

Essential Readings:

1. Anthony Middlebrooks, Scott J Allen, Mindy S Mcnutt, James L Morrison, “Discovering Leadership - Designing Your Success”, SAGE Publications, Inc; 1 edition, 2018.
2. Mike Brent, Fiona Elsa dent, “The Leadership of Teams- How to Develop and Inspire High-Performance Teamwork”, Bloomsbury Publishing, 1st edition, 2017.
3. All India Management Association (AIMA), “Leaders on Leadership- Insights from Corporate India”, 1st ed., Sage Publications, 2012.
4. Radhakrishnan Pillai, D.Sivanandan, “Chanakya's 7 Secrets of Leadership”, 1st ed, Jaico Publishing House, 2014.
5. Simon Sinek, “Leaders Eat Last- Why Some Teams Pull Together and Others Don't”, 2nd Edition, Penguin Publishing, 2017.
6. Tom Rath, Barry Conchie, “Strength Based Leadership- Great Leaders, Teams and why People Follow”, 1st Edition, Simon & Schuster India, 2009.

19MBE114

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To educate the students about the process and dynamics of International HRM.
2. To motivate them to take up International Assignments in their careers.
3. To prepare them to accept and face the Challenges of International Assignments.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Describe the basic concepts of International HRM.
2. Identify the importance of HRM transfer across the Globe.
3. Demonstrate Expertise in Staffing and HRD in International Perspective.
4. Examine the dynamics of careers and mobility in Global Assignments.
5. Develop knowledge in compensation and Emerging Issues of International HRM.

Unit-I Globalisation and Human Resource Management

Introduction to Globalisation, Evolution of Global HRM, Global vs Domestic HRM, Mapping Global HRM
Organisational Culture and Global HRM- Cultural Context, Institutional Context, Convergence-Divergence or

Equilibrium, Multinational Enterprise Structure, Global HR and Control Mechanisms in MNEs, Organising Global HRM, Role of Global HR Manager.

Unit-II Transfer of HRM across Boundaries

Why Firms transfer practices, Factors influencing transfer of HR Practices, Local affiliate response to transfer, Diffusion of Practices and Knowledge Transfer, HRM in International Joint Ventures, Mergers and Acquisitions- Critical HRM issues at different Stages of M&A, Cultural Differences in Integration Strategies, HRM in Joint Ventures.

Unit-III Global Staffing

Approaches to Global Staffing, Global Recruitment and Selection, Selecting Expatriates, Global Staffing Systems.

Global Human Resource Development- Global Management Development, Overseas Experience and Global Management Development, Training for International Assignments, Trends in Global Training and Development.

Unit-IV International Mobility and Global Careers

Global Careers, Global Assignment Types, Adjustment to the Foreign Culture, Predictors of Adjustment, Adjustment and Other Challenges in Alternate Assignment Types, Repatriation, Designing a Global Mobility Program, Beyond Repatriate Retention.

Unit-V Global Performance Management and Compensation

Performance Management in Global Context, Compensation in a Global Context, Compensation of Expatriates and Other International Assignees.

Emerging Issues in Global HRM

Introduction, Changing Environment of Global HRM, Global HRM Challenges.

Essential Readings:

1. David C. Thomas, Mila B. Lazarova, "Essentials of International Human Resource Management- Managing People Globally", Sage Publications, USA, 2014.
2. P. Subba Rao, "International Human Resource Management", Himalaya Publishing House, 2015.
3. Peter J Dowling, Marion Festing, Allen D.Engle. Sr, "International Human Resource Management", 7th edition, Cengage Learning, 2018.
4. P.L.Rao, "International Human Resource Management – Text and Cases" Excel Books.
5. Michael Dickmann, Chris Brewster and Paul Sparrow, "International Human Resource Management- Contemporary HR Issues in Europe", 3rd Edition, Routledge Taylor & Francis Group, New York and London, 2016.
6. Kate Hutchings and Helen De Cieri, "International Human Resource Management- From Cross Cultural Management to Managing a Diverse Workforce", 1st Edition, Routledge Taylor & Francis Group, New York and London, 2016.

19MBE115

CONSUMER BEHAVIOUR

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To give the perspective of Consumers, their Buying Behaviour patterns and address the importance of environmental influences on volatile Consumer Behaviour.
2. To get the students acquainted with the concepts of Consumer Motivation, Personality, Perception and its implication that help them in obtaining knowledge on individual determinants of Consumer Behaviour.
3. To enable students to understand the consumer decision making process and gain insights about the models of Consumer Behaviour comprehensively.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the concepts to be applied to Marketing strategy.
2. Analyze the environmental factors affecting Consumer Buying Behaviour and learn the impact of socio-cultural settings on the consumption behaviour.
3. Develop the Marketing Strategies by applying the dynamics that influence consumers in taking decisions.
4. Analyze the challenges that might influence the formulation of effective Marketing Strategies from a Consumer Behaviour perspective.
5. Evaluate the dynamics of Human behaviour and the basic factors that influence the Consumer Decision Process.

Unit-I Introduction

Introduction, Definition, Customers and Consumers, Consumer Behavior and its Applications, Evolution of Consumer Behaviour, Market Research and Consumer Behaviour, Market Segmentation and Positioning, Consumer Behaviour Model.

Unit-II Environmental Influences on Consumer Behaviour

Culture – Definition, Characteristics, Cross-Cultural understanding of Consumer Behaviour; Subcultures – Nature. Social Class – Process of Social Stratification, Nature, Measurement and Categorization, Social Class and Consumer Behaviour. Social Groups – Group, Classification of Groups, Group Properties, Reference Groups- Nature. Family – Significance, Family Life Cycle, Family Purchasing Decisions. Personal Influence and Diffusion of Innovations – Nature and Significance, Communication and Influence Flow, Opinion Leadership, Adoption and Diffusion of Innovations.

Unit-III Individual Determinants of Consumer Behaviour

Personality and Self-Concept- Personality Theories and Applications, Personality and Marketing, Self-Concept and Consumer Behaviour; Motivation and Involvement - Nature and Role of Motives, Dimensions of Involvement. Information Processing - Information Acquisition, Perceptual Encoding, Marketing Implications. Learning and Memory - Characterizing Learning, Classifying Learning, Characteristics of Memory Systems, Retrieval of Information. Attitudes – Characteristics, Functions, Sources of Attitude Development, Attitude Theories and Models.

Unit-IV Consumer Decision Processes

Problem Recognition- Types, Situations, Results, Marketing Implications. Search and Evaluation – Information Search Process, Information Evaluation Process, Marketing Implications. Purchasing Processes – Choosing a Store, In-Store Purchasing Behaviour, Nonstore Purchasing Processes, Purchasing Patterns. Post Purchase

Behaviour – Postpurchase behavior, Product Disposition.

Unit-V Models of Consumer Behaviour

Traditional Models of Consumers-Microeconomic Model, Macroeconomic Model. Contemporary Models – Nicosia Model, Howard-Sheth Model, Engel-Kollat-Blackwell- Model, Sheth Family Decision Making Model, Bettman's Information Processing Model, Sheth-Newman-Gross Model of Consumption Values

Essential Readings:

1. Loudon, L. D., & Albert, J. Della Bitta, "Consumer Behaviour", Tata Mcgraw Hill, 4th edition, Reprint 2017.
2. Schiffman and Kannik, Consumer Behaviour. Pearson Edition, 11th edition, 2015.
3. Black-well, R. Miniard PW and Engel, Consumer Behaviour. Thompson learning, 2010.
4. Kumar Dinesh," Consumer Behaviour. Oxford publication, 1st edition, 2015.
5. Solomon, M. R., Consumer behaviour: buying, having, and being. Pearson Education India, 11th edition, 2015.
6. Leon G. Schiffman, J. Wisenblit and S. Ramesh Kumar, Consumer Behavior, Pearson Education, 12th edition, 2018.

19MBE116

SERVICES AND RETAIL MARKETING

| | |
|--|------------------|
| Instruction | 4 hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To familiarize with characteristics of services, retail marketing concepts and make them understand the concepts of services and retail industry and provide insight into the marketing mix for services and service quality.
2. To educate on strategies to deal with characteristics of services and concept of services marketing triangle.
3. To create awareness on retail formats, theories and discuss the issues relating to merchandise management, 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 various services and develop strategies to deal with characteristics of services.
4. Design unique retail formats considering the need of the customers.
5. Analyze 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

Service Sector – Indian Scenario and Global Issues, Services Concepts- Scope of Goods and Services, Goods-Services continuum, 4Is of Services, Goods and Services Categorization, Industrial Services.

Retailing - Meaning, Evolution, Functions, Types, significance of retail industry, Organized vs Unorganized retailing, Retailing in India- Scenario, Factors affecting Retailing in India, Retailing Opportunities in India.

Unit- II Service marketing Mix and Service Quality

Services Marketing Mix: Product, Pricing, Place, Promotion, People, Physical evidence and Process. Service Quality- Dimensions of Quality, Understanding 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 Retail Marketing

Retail formats, Retail Pricing Strategies, 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. CRM in retailing. E-tailing-Issues and Challenges.

Unit-V Merchandise Management

Sources of Merchandise, Merchandise Presentation Techniques, Category Management, Store Layout and Visual Merchandising – Fundamental of Store Design, Types of Display Areas, Space Planning, Point of Purchase, Retail Operations – Controlling Store Operations, Customer Service – Gathering Customer Information, Understanding Customer, Service offered, Customer Evaluation, Building a Sustainable Advantage, Customer Complaints, Retail Selling – Qualities required for Retail Selling, The Selling Process.

Essential Readings:

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. AJLamba, “The Art of Retailing”, TMH, 2009.
4. Lovelock, Chatterjee, “Services Marketing People, Technology Strategy”, Pearson Ed., 2011.
5. Levy and Weitz, “Retailing”, TMH, 2009.
6. David Gilbert, “Retail Marketing Management”, 2nd edition, Pearson Education, 2003.

19MB E117

MACHINE LEARNING AND ARTIFICIAL INTELLIGENCE

| | |
|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To understand the various Machine Learning Algorithms.
2. To familiarize various Classification Techniques and Recommender Systems.
3. To get the students acquainted with the concepts of different searching techniques of AI systems.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand complexity of Machine Learning algorithms.
2. Apply common Machine Learning algorithms in solving the business problems.
3. Differentiate various Machine Learning solutions
4. Understand the fundamental principles of intelligent systems.
5. Evaluate the various search mechanisms and design a Chatbot.

Unit-I Machine Learning

What is Machine Learning; Types of Machine Learning Algorithms- Supervised, Unsupervised and Reinforcement Learning.

Supervised Learning- K Nearest Neighbors, Random Forest and Boosting

Case Study: Predicting Employee Churn Using KNN, RF and Boosting.

Unit-II Recommender Systems Using Machine Learning

User Based Similarity- Calculating Cosine Similarity Between Users, Filtering Similar Users, Challenges with User Based Similarity. Item Based Similarity- Calculating Cosine Similarity between Movies, Finding Most Similar Movies. Matrix Factorization

Case Study: Application of Recommender System using Netflix Movie Recommender Data.

Unit-III Decision Tree Classification

Introduction to Decision Tree; Building Decision Tree Classifier using Gini Criteria; Measuring Test Accuracy; Displaying the Tree; Building Decision Tree Classifier using Entropy Criteria; Finding Optimal Criteria;

Maximum Depth of the Tree and Benefits and Disadvantages of Decision Tree
Case Study: Applying Decision Tree Classification on German Credit Data.

Unit- IV Artificial Intelligence

Introduction- Meaning and Foundations of AI, History of AI. Intelligent Agents- Agents and Environments, Concept of Rationality, Nature of Environments, The Structure of Agents, AI: The present and Future.
Problem Solving-I: Solving Problems by Searching- Problem Solving Agents, Searching for Solutions, Uninformed Search Strategies, Informed Search Strategies, Heuristic Functions.

Unit-V Problem Solving

Beyond Classical Search- Local Search Algorithms and Optimization Problems, Beyond Classical Search, Adversarial Search, Constraint Satisfaction Problems, Chatbot –Introduction, Characteristics and its importance.

Essential Readings:

1. Wei- Meng Lee, “Python Machine Learning”, Wiley, 3rd Ed., 2019.
2. Rich, Knight, Nair, “Artificial Intelligence”, Tata McGraw Hill, 3rd Ed., 2017.
3. Tom M. Mitchell, “Machine Learning”, McGraw Hill, 4th Ed., 2017.
4. Russell, Norvig, “Artificial Intelligence: A Modern Approach”, Pearson Education, 2nd Ed., 2015.
5. Paul Deitel, Harvy Deitel, “Python for Programmers- with introductory AI Case Studies”, Pearson Education, 1st Ed., 2019.
6. Puneet Mathur, “Machine Learning Applications Using Python: Cases Studies from Healthcare, Retail, and Finance”, Apress, 1st Ed., 2019.

19MB E118

CLOUD COMPUTING

| | |
|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To impart the basics of cloud computing for business management.
2. To illustrate and explore the benefits of cloud storage and its applications, usage by managers.
3. To enable students explore cloud computing driven real time systems.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the characteristics and models in Cloud computing.
2. Asses Cloud services applications and the challenges associated with Cloud Computing.
3. Apply various cloud services and deployment models and virtualization techniques for business.
4. Analyze the concepts of cloud storage and demonstrate their use.
5. Evaluate various cloud programming models and apply them in virtual office management.

Unit-I Introduction to Cloud Computing

Evolution - Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud

Unit-II Cloud Services Applications

Cloud Delivery Models- Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management –Event Management – CRM. Cloud Service Development tools - Word Processing, Databases, Storing and File Sharing on Cloud

Unit-III Cloud Computing For Managers

Centralizing Email Communications – Collaborating on Schedules - To-Do Lists, Contact Lists. Online Community development, Online collaboration tools for Projects, Cloud Computing for Business

Unit-IV Cloud Management

Privacy and its relation to Cloud-based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, End-User Access to the Cloud Computing, Legal and Ethical dimensions, Cloud Pricing Models.

Unit-V Virtual Office Management

Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2, Google Apps for Business

Essential Readings:

1. John W. Rittinghouse and James F. Ransome, "Cloud Computing Implementation, Management and Security", CRC Press, Taylor & Francis Group, Boca Raton London, 2010.
2. Kumar Saurahb, "Cloud Computing – Insights into new era infrastructure", Wiley India, 2nd Edition.
3. Michael Miller, "Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online", Que Publishing, 2009
4. Haley Beard, "Cloud Computing Best Practices for Managing and Measuring Processes for Ondemand Computing, Applications and Data Centers in the Cloud with SLAs", Emereo Pty Limited, July 2008.
5. Alfredo Mendoza, "Utility Computing Technologies, Standards, and Strategies", Artech House INC, 2007.
6. Bunker and Darren Thomson, "Delivering Utility Computing", John Wiley and Sons Ltd, 2006.

E-COMMERCE LOGISTICS

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|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation: | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

1. To explain the various concepts of E-commerce logistics.
2. To familiarize with various operations and warehousing technologies in E-Commerce Logistics.
3. To provide application knowledge on network design and automation in E-Commerce Logistics.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand E-commerce and E-commerce logistics and its terminologies.
2. Understand and choose appropriate fulfillment centre for e-commerce logistics.
3. Applying various techniques in e-commerce logistics warehousing and consignment movement process.
4. Build suitable warehouse network design and application of automated technologies in handling of consignment.
5. Utilizing various technologies associated with E-commerce logistics.

Unit I History of E-commerce Logistics

The Evolution of Logistics and supply chain from Direct to Store models to E-Commerce, Meaning – functions and special characteristics of E-commerce, E-commerce in India, E-commerce and its technological aspects, overview of developments in information technology and e-commerce: Scope of E-commerce, benefits and limitations of E-commerce. Role of Logistics in E-commerce, emergence of E-commerce logistics specialists.

Unit II E-Commerce and Fulfilment centres

Understanding E-Commerce fulfilment centres, definition and process, Faster order fulfilment process, Real time decision support, Difference between distribution centre and fulfilment centre, Mega e-fulfilment centres, Strategies in E-commerce fulfilment, In-house order fulfilment, Managing inventory with outsourced fulfilment centre, end to end E-commerce logistics, E-commerce retail logistics

Unit-III Operations in E-Commerce Logistics

Inventory management, Parcel hubs/sortation centres warehousing, packaging, labelling, private labelling and manufacturing, white labelling, billing, shipping, payment collection, return, and exchange. Operating models: The marketplace model, Inventory-led model, Fulfilled by e-retailer drop ship model; Capacity and load matching, Track and tracing of consignments, managing on time deliveries. Dynamic Logistics alliance/integration in e-commerce.

Unit-IV Network and warehouse design

Distribution global network, retail distribution network, direct store delivery, automation in distribution, automated picking technology, distribution centre design, implementation of warehouse management systems, science of warehouse slotting optimization, grocery/industrial distribution. Robot in fulfilment operations, ASRS, yard management, network locations, E-commerce retail logistics activities, First mile logistics Fulfilment, Line haul management.

Unit-V Logistics solutions for E-commerce

Logistics solutions for e-commerce, demand planning, tracking, pre-shipping, last mile delivery-COD-managing returns, dedicated customer support, 3rd party shipping carrier, subscription model Order, Invoice management system, Omni channel e-commerce, POS (Point of Sales) e-commerce integration system, Emerging trends in Voice commerce, E-commerce SEO, Seamless interface with existing SCM or ERP system logistics, E-commerce and consumer buying habits.

Essential Readings:

1. Paul T Sudhakar, "Logistics in E-Commerce Business", 1st edition, Create space Independent Publication, 2017.
2. Deborah L. Bayles, "E-commerce logistics and fulfilment: Delivering the goods", 1st edition, Prentice Hall, 2000.
3. P. T. Joseph, "E-Commerce: An Indian Perspective", 5th edition, PHI Learning, 2015.
4. Deryn Graham, "E-logistics and E-supply Chain Management: Applications for Evolving Business", Business Science Reference, 2013.
5. Geunes, J., Akçali, E., Pardalos, P., Romeijn, H.E., and Shen, Z.-J.M. (Eds.), "Applications of Supply Chain Management and E-Commerce Research" Springer, 2005.
6. Janice Reynolds, "Logistics and Fulfilment for e-business", 1st edition, CRC Press, 2001.

INTERNATIONAL LOGISTICS

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|--|------------------|
| Instruction | 4 Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| Continuous Internal Evaluation | 20 Marks |
| Case Study/Assignment/Book Review/ Group Activity/Class Participation | 10 Marks |
| Credits | 4 |

Course Objectives: The Objectives of the Course are:

4. To provide insights of International logistics operations.
5. To impart knowledge of International freight structure.
6. To focus on different types of containers and its transportation.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand various terminologies of global logistics.
2. Analyze various shipping methods in Air and Ocean transport.
3. Apply knowledge in various systems and procedures of international trade.
4. Choose appropriate international insurance and packing methods.
5. Categorize freight structure in international logistics.

Unit I Introduction

Global supply chain – its importance in a Global economy – Stages in International Development - export / import, Terms and conditions of purchase of sales, method of payment, etc.), Quality considerations (e.g. ISO9000, industry quality specifications, etc, Security issues.). Role of Clearing Agent, Role of IATA and TIACA in Air Cargo Industry, International Air Transport; Exim policies.

Unit II Modes of International Transportation

Types and Terminology- Features, Advantages and Disadvantages of using sea mode, Classification of ships, Shipping Methods, S wage in Ship, Major Sea-routes around the world, Parties and Perils Associated with Sea Mode; Maritime Risks, Marine Insurance. Air cargo industry, International Air Transportation, Models in Air cargo planes.

Unit III Containerization in International Trade

Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration. Export and Import procedure in India, Transport Documents, Mate Receipt, Bill of Lading - features and types, Air-way Bill.

Unit-IV Insurance Regulation and Packing

International insurance- risk management, Insurance and transportation liability regimes- marine insurance policies-coverage under a marine cargo insurance policy – airfreight policy- Lloyd’s principles, Baltic exchange, UN convention on liner code of conduct. INCOTERMS 2013; Packing requirements (i.e. regulatory, preservation of cargo types of containers, packing materials, etc.

Unit V Freight Structure in International Trade

Freight Structure and Role of intermediaries: Principles of Freight Rates, Linear Freight Structure, Tramp Freight Structure, Ocean Freight- Types of Sea Freight, Calculation. Air Cargo Tariff Structure- Air Freight Classification, Air Freight Calculation, Factors Affecting Air Freight Rates, Air Freight Consolidation of Cargo Tariff Structure; Shipping Agents, Freight Brokers, Freight Forwarders Stevedores.

Essential Readings:

1. Krishnaveni Muthaiah, “Logistics Management and World Sea borne trade”, 1st edition, Himalaya Publishing House, 2018.
2. Kent N. Gourdin, “Global Logistics Management, a competitive Advantage for the 21st Century”, 2nd edition, Blackwell Publishing, 2006.
3. Khurana P.K., Export management, 12th edition, Cyber Tech Publication, 2019.
4. Cherunilam F., International Trade and Export Management, 21st edition, Himalaya Publication, 2019.
5. Donald J. Bowerson, “Logistic and Supply Chain Management” 5th edition, Prentice Hall of India, 2009.
6. Paul Murphy, Donald Wood, “Contemporary Logistics”, 12th edition, Prentice Hall, 2017.

SERVICE COURSE

18MBC01

ENGINEERING ECONOMICS AND ACCOUNTANCY

| | |
|--------------------------------------|-------------------|
| Instruction | 3L Hours per week |
| Duration of Semester End Examination | 3 Hours |
| Semester End Examination | 70 Marks |
| CIE | 30 Marks |
| Credits | 3 |

Course Objectives: The Objectives of the Course are:

1. To demonstrate the importance of Managerial Economics in Decision Making.
2. To explain the concept of Accountancy and provide basic knowledge on preparation of Final accounts.
3. 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. Analyze various aspects of Demand Analysis, Supply and Demand Forecasting.
3. Understand Production and Cost relationships to make best use of resources available.
4. Apply Accountancy Concepts and Conventions and preparation of Final Accounts.
5. Evaluate Capital and Capital Budgeting decision based on any technique.

Unit-I Introduction to Managerial Economics

Introduction to Economics and its evolution - Managerial Economics - its Nature and Scope, Importance; Relationship with other Subjects. Its usefulness to Engineers; Basic concepts of Managerial economics - Incremental, Time perspective, Discounting Principle, Opportunity Cost, Equimarginal Principle, Contribution, Negotiation Principle.

Unit-II Demand and Supply Analysis

Demand Analysis - Concept of Demand, Determinants, Law of demand - Assumptions and Exceptions; Elasticity of demand - Price, Income and Cross elasticity - simple numerical problems; Concept of Supply - Determinants of Supply, Law of Supply; Demand Forecasting - Methods.

Unit-III Production and Cost Analysis

Theory of Production - Production function - Isoquants and Isocosts, MRTS, Input-Output Relations; Laws of returns; Internal and External Economies of Scale.

Cost Analysis: Cost concepts – Types of Costs, Cost-Output Relationship – Short Run and Long Run; Market structures – Types of Competition, Features, Price Output Determination under Perfect Competition, Monopoly and Monopolistic Competition; Break-even Analysis – Concepts, Assumptions, Limitations, Numerical problems.

Unit-IV Accountancy

Book-keeping, Principles and Significance of Double Entry Book Keeping, Accounting Concepts and Conventions, Accounting Cycle, Journalization, Subsidiary books, Ledger accounts, Trial Balance concept and preparation of Final Accounts with simple adjustments. Ratio Analysis.

Unit-V Capital and Capital Budgeting: Capital and its Significance, Types of Capital, Estimation of Fixed and Working capital requirements, Methods and sources of raising finance. Capital Budgeting, Methods: Traditional and Discounted Cash Flow Methods - Numerical problems.

Essential Readings:

1. Mehta P.L., "Managerial Economics: Analysis, Problems and Cases", Sultan Chand & Son's Educational publishers, 2016.
2. Maheswari S.N. "Introduction to Accountancy", Vikas Publishing House, 11th Edition, 2013.
3. Panday I.M. "Financial Management", 11th edition, Vikas Publishing House, 2015.
4. Varshney and K L Maheswari, Managerial Economics, Sultan Chand, 2014.
5. M. Kasi Reddy and S. Saraswathi, Managerial Economics and Financial Accounting, Prentice Hall of India Pvt Ltd, 2007.
6. A. R. Aryasri, Managerial Economics and Financial Analysis, McGraw-Hill, 20