

LORDS INSTITUTE OF ENGINEERING AND TECHNOLOGY
(An Autonomous Institution)
(With effect from the Academic Year 2021-22)

Department of Management Studies
MBA Syllabus Year-I Semester-I

Course-Code	Course Title				Core/ Elective	
P21MB101	MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	5	-	-	40	60	5

Course Objective: To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.

Course outcomes: Students will be able to understand

1. Evolution of Management and contribution of Management thinkers
2. the relevance of environmental scanning, planning and to take decisions,
3. Organizing and controlling
4. Individual and group Behavior
5. Leadership and Motivation.

Unit – I:-

Management Process and Functions, Scientific and Modern Management, – MBO – MBWA – Line and Staff – Parkinson’s Law – Main Approaches to Organisation Structure-Management – Classical, Human Relations, Systems and Contingency Approaches, Hawthorne’s Experiments – Human Engineering.

Unit – II:-

Decision Making and Negotiations: Approaches to Decision making – Rational, Behavioral, Practical, and Personal Approaches – Open and Closed Models of Decision Making, Types and steps in planning, Authority, Responsibility, Centralisation, Decentralisation and Re-centralisation, Bureaucracy.

Unit – III:-

Psychological contract – Personality Traits, Big 5 personality traits, MBTI Inventory, the Process of Perception – Perceptual distortions and errors, Kelley’s personal Construct Theory, Motivation- Content Theories: Maslow, Alderfer, Herzberg, McClelland. Process Theories: Vroom, Porter and Lawler, Equity Theory – Goal Theory – Attribution Theory.

Unit – IV:-

Models of OB – Autocratic, Custodial, Supportive, Collegial and System models, Transactional Analysis, Johari Window. Group Dynamics: Typology of Groups – Conflicts in groups – The nature of conflict – Reactions to conflict – A model of conflict. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path-Goal Theory, Vroom’s Decision Tree Approach to Leadership – Hersey and Blanchard Model.

Unit – V:-

Organisation Design, Organisation culture. Stress Management and Counseling, Management of change and Organisation development. Communication – Emerging aspects of OB.

Suggested Readings

1. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017
2. Harold Koontz and Heinz Weihrich, 2015, Essentials of Management, TMH
3. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter 2010, Management, Pearson
4. Curtis W. Cook & Phillip L. Hunsaker, 2010, Management & Organisational Behaviour, McGraw-Hill.
5. Robbins & Judge, 2015, Organisational Behaviour, Prentice Hall of India.
6. Gregory Moorhead and Ricky W. Griffin 2010, Organisation Behaviour, Biztantre.
7. VSP Rao, V. Harikrishna 2010, Management – Text and Cases, Excel Books
8. K. Aswathappa, 2010, Organisational Behaviour – Text, Cases and Games, Himalaya Publishing House.
9. UdaiPareek 2010, Understanding Organisational Behaviour, Oxford University Press
10. Lauriel J Mullins, 2010, Management & Organisational Behaviour, Pearson
11. Robin Finchem and Peter Rhodes 2010, Principles of Organisational Behaviour, Oxford University
12. B.R. Virmani, 2010, Managing People in Organisations, Response Books.

Course-Code	Course Title			Core/Elective		
P21MB102	ACCOUNTING FOR MANAGEMENT			Core Course		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	5	-	-	40	60	5

Course Objectives: The objective of this course is to help students understand the concepts of accounting for management. Student will be aware of accounting process and will be able to analyze the financial performance of the organization.

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

1. Understand the basic concepts and principles of accounting and maintain the books of accounts.
2. Analyze and prepare the financial statements and understand the accounting standards.
3. Apply the different methods of depreciation and techniques of 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: Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system –Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance (Including Numerical Problems) – Errors Disclosed and Not disclosed by Trial Balance – Suspense Account - Accounting Equation – Static and Dynamic view - Accounting standards – their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

Unit – II:

Final Account and Depreciation: Distinction between capital and revenue expenditure, Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet (Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements; Valuation of Fixed Assets -Tangible vs. Intangible assets. Depreciation concept, Depreciation methods – their impact on measurement of business income- external auditor’s report, the report of the Board of Directors, and voluntary disclosures

Unit – III

Ratio analysis: Rationale and utility of ratio analysis – classification of ratios -calculation and interpretation of ratios-liquidity ratios-activity / turn over ratios – Profitability ratios – leverage and structural ratios (Including Numerical Problems)-Diagnostic and Predictive Power of ratio.

Unit – IV:

Funds Flow Statement: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Cash Flow Statement: Advantages and Utility of Cash flow statement – Preparation of Cash flow statement as per AS-3 (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion–Balance scorecard, methodology of BSC and its importance.

Unit – V:

Cost concepts: Fixed and Variable cost – Classification of Costs – preparation of cost sheet.- CVP analysis – Break-even Point - concept of contribution and PV Ratio(Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision. Nash Equilibrium in Game Theory – Prisoner’s Dilemma Re visited.

Suggested Books:

1. Dr. Jyothi Rattan, “Bharats Taxation Laws”, 11th Edition, Bharats Law House, 2019.
2. Marco Vulpiani, “Special Cases of Business Valuation”, 1st Edition Mc Graw Hill, 2014.
3. V.S. Datey (Taxmann’s), Indirect Taxes Law and Practice, 42nd Edition, 2019.
4. Grewal T. S. Introduction to Accounting, 2016, S Chand Publishers
5. Ramachandran, Ramkumar Kakani, Financial Accounting for Management, 2009, 2nded, Tata McGraw Hill Publishing , Pvt., Ltd.
6. Shah Paresh, Basic Financial Accounting for management , 2009, 5th Ed, Oxford University Press
7. Shashi K. Gupta & R.K. Sharma Management Accounting Principles and Practice Kalyani Publishers, 12th Revised . Ed.
8. Bhattacharyya Asish K, Financial Accounting for Business Managers, 2nd edition, PHI
9. Ambarish Gupta, Financial Accounting for Management, 2009 An Analytical Perspective, 3rd Ed. Pearson education.
10. Earl K. Stice and James. D. Stice, Financial Accounting – Reporting and Analysis, 2009, 7th Ed. South Western, Cengage Learning.

Course-Code	Course Title			Core/Elective		
P21MB103	MARKETING MANAGEMENT			Core Course		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	5	-	-	40	60	5

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 Segmentation, Targeting and Positioning; and the Marketing Mix elements to attract and retain the Customer.
3. To create awareness on principal factors that influence Consumers as individuals and Decision makers with an application to the Buying Decision process and focus on Contemporary issues of Marketing.

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. Understand various Segmentation, Targeting and Positioning strategies to make their Products as Market leaders.
3. Effectively design the Marketing Mix effectively in order to achieve the Organizational goals and objectives.
4. Analyze the challenges that might influence the formulation of effective Marketing Strategies from a Consumer Behaviour perspective.
5. To understand the Contemporary issues and develop Marketing Strategies to sustain in this Competitive World.

Unit – I: Basics:

Market, Marketing, Marketing Management. Tasks, Philosophies, Marketing Mix-expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Marketing Environment - Company's Micro and Macro Environment – Interface with other functional areas.

Unit – II: Market Segmentation:

Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting - Evaluating Market Segments, Selecting Market Segments– Differentiation, Product Positioning, Positioning Strategies, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Competitive strategies.

Unit – III: Marketing Programme:

Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion. Public Relations, Personal Selling. Online Marketing.

Unit – IV: Consumer Markets:

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

Unit – V: Marketing Organization and Control:

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Marketing Organization Annual plan Control, Efficiency Control. Profitability Control and Strategic Control. Marketing Audit.

Suggested Books:

1. Saxena, R, Marketing Management, 6th Edition, McGraw-Hill Education, 2019.
2. Kotler, P., Armstrong, G., Agnihotri, P.K., Principles of Marketing, 17th Edition, Pearson Education, 2018.
3. Iacobucci, D., and Vohra, A., MM: A South Asian Perspective, 1st Edition, Cengage Learning, 2019.
4. Kotler, P., and Keller, K., Marketing Management, 15th Edition, Pearson Education, 2017.
5. Paul Baines, Chris fill, Kelly page, “Marketing Management”, 2016, 1st Ed. Oxford University Press.
6. International Marketing, Neelakantam Tatikonda D. Sreeramulu 2013
7. Roger j. best, “Market- Based Management”, 2009, 1st Ed. PHI Learning Pvt. Ltd.
8. Kurtz & Boone, “Principles of Marketing”, 2010, 12th Ed. Cengage Publications.
9. Tapan k panda, “Marketing Management”. 2010, 1st Ed. Excel books.
10. Ramaswamy V.S. Namakumari S, “Marketing Management”, 2009, The Global perspective-Indian Context Macmillan India Ltd.

Course-Code	Course Title				Core/ Elective	
P21MB104	BUSINESS LAW AND ETHICS				Open Elective-I	
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	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 understanding the significance of Ethical conduct for Business and Community.

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

1. Apply Legal aspects of Business law to the problems associated with business and its transactions
2. Critically review the special contracts and reflect them on the current Legal issues
3. Understand various provisions of Companies Act.
4. Claim the rights as a consumer by recalling the Redressal Mechanism available
5. Exhibit the skills required to identify and resolve the ethical issues in the Business environment.

Unit-I Law of Contracts:

Definition of contract and agreement – Classification of contracts, Essential elements of a valid contract – Offer - Acceptance - Consideration - Capacity to contract - Free consent, Void contracts– Legality of object - Performance of contract – Remedies for breach of contract - Quasi contracts.

Unit-II Law Relating to Special Contracts:

Salient features of contract of agency, Bailment and pledge, Indemnity and guarantee. Sale of Goods Act – Distinction between sale and agreement to sell - Conditions and warranties. Negotiable Instruments Act – Definition and characteristics of a negotiable instrument – Definitions, 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 proceeding - Company - Management - Qualifications, Appointment, Powers and legal position of directors - Board - M.D and chairman - Their powers.

Unit-IV Consumer Protection Law:

Introduction to consumer protection law in India - Consumer councils - Redressal machinery - Rights of consumers - Consumer awareness. Pollution control law - Air, water and environment pollution control, Role of public awareness. Laws relating to intellectual property rights, Competition law. Arbitration and conciliation.

Unit-V Ethical and Value Based Considerations:

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 it's relevance in Management.

Suggested 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. Satish B. Mathur, "Business Law", Tata Mc Graw Hill, 2010.
4. O. C. Ferrell et.al., "Business Ethics: Ethical Decision Making and Cases", Cengage Learning, 2014PPS Gogna, "A Text Book of Company Law", 6th ed., S. Chand, 2014.
5. Akhileshwar Pathak, "Legal Aspects of Business", 6th ed., Tata McGraw Hill. 2014.
6. Kenneth W. Clarkson, Roger LeRoy Miller & Frank B. Cross, "Business Law: Text and Cases", Cengage Learning, 2017.
7. Henry R. Cheeseman, "Business Law", Pearson, 2018.
8. Christine Ladwig & George Siedel, "Strategy, Law and Ethics for Business Decision, West Academic Publishing, 2020.
9. Richard T De George, Business ethics, 7th ed., Pearson, 2014.

Course-Code	Course Title			Core/ Elective		
P21MB105	FUNDAMENTALS OF TECHNOLOGY MANAGEMENT			Open Elective-I		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The objective of this course is to help students understand the fundamental concepts of technology management.

Course Outcomes: Student will be able to understand:

1. Importance of Technological Innovation
2. The Technology Development and Acquisitions
3. Technology Transfer and Technology absorption and Diffusion
4. Understand the concepts and constraints of Technology absorption and Importing of Technology in India
5. Importance of environment in technology management

Unit – I:

Introduction, Definitions, Role and Importance of Technology Development, Implications of Technology Management, Technology change, TLC, Diffusion and Growth of Technologies, Technological Transformation Alternatives, Technology Policy and Planning, Technology development - Options & Strategies, Socio- Economic Planning, Production Functions & Technological Change, Macro effects of Technology change.

Unit – II:

Technology Development and Acquisitions – Forecasting and Technology Innovation Chain, Role of technology Forecasting approaches and methodologies, Technological Strategy, Generations and Development.

Unit – III:

Technology Transfer – Models, Modes, Technology search strategy, Dimensions of Technology Transfer, features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of Conduct for Technology Transfer, Government initiative Technology transfer and absorption Process at Unit Level.

Unit – IV:

Technology absorption and Diffusion - Technology Package and Technology Dependence, Concepts and Constraints of Technology absorption, Technology Import in India, Government initiative, Benefit of Technology absorption, Technology Assessment (TA) Organization and Management of Technology Assessment, Technology Evaluation. Diffusion – Major Diffusion activates Diffusion strategy.

Unit – V:

Technology Environment – Science & Technology in India, R&D, Technology Missions, Trade Policy, Education, and other Policies, Linkages, Technology Support System Financing – Venture Capital, Technology Gaps and needs, Evaluation of Technology option Routes, R & D Resource Management.

Suggested Books:

1. Sharif Nawaz: Management of Technology Transfer & Development, APCFT, Bangalore, 1983
2. Rohtagi P.K, Rohatagi K and Bowonder B: Technological Forecasting, Tata MCGraw Hill, New Delhi
3. Detz Fredrick: Managing Technology, Prentice Hall, New Jersey.
4. Gaynor: Handbook of Technology Management, McGraw Hill.
5. Track Khalil: Management of Technology, McGraw Hill International, 2000.

Course-Code	Course Title			Core/ Elective		
P21MB106	MANAGERIAL ECONOMICS			Open Elective-I		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To enable the Students to understand 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 structures.

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

1. Comprehend and apply the basic Concepts and Economic principles in Decision-making.
2. Calculate Demand Elasticity from Demand Equations.
3. Analyze and Select the Least Cost combination of inputs through Production Function.
4. Examine the different Cost concepts and predict breakeven point.
5. Compare and Contrast the market structures and Apply Pricing decisions across Industries.

Unit-I: Nature and Scope of Managerial Economics

Fundamental Economics Concepts: Opportunity Cost, Discounting Principle, Time Perspective, Incremental Reasoning, Equi-marginal Concept, Marginal Concept Theory of Firm – Profit and Wealth Maximization, Econometrics – Use of Econometric Models in Decision Making.

Unit-II: Demand Analysis

Basis for Demand, Concept of Utility – Cardinal and Ordinal Approaches of Utility, Law of Marginal Utility, Maximization of Consumer Utility, Consumer – Surplus Demand Analysis: Determinants of Demand, Law of Demand – Price, Income and Cross Elasticity of Demand, Managerial Applications of Elasticity of Demand – Demand Forecasting and Measurement Methods.

Unit-III: Production and Cost Analysis

Production Function: Cobb Douglas and CES Production Functions, Laws of Diminishing Marginal Returns to Scale, Returns to Scale, Optimal Combination of Input Factors, Optimization of Two Inputs and Single Output through Graphic Method, Expansion Path and Ridge Lines, Economies and Diseconomies of Scale, Economies of Scope, Learning Curve, Cost Analysis: Economic and Accounting Costs, Role of Time in Cost Analysis, Cost-volume Profit Analysis.

Unit-IV: Market Structure and Modern Pricing Practices

Price Determination Under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition, Game theory Basics, Dominant Strategy, Nash Equilibrium, Prisoners Dilemma, Pricing and Non-pricing Strategies, Sophisticated Market Pricing: Price Discrimination-using Coupons and Rebates for Price Discrimination, Peak Load Pricing, Transfer Pricing: A Perfectly Competitive Market for Upstream Product, The Global use of Transfer Pricing.

Unit-V: Macro Economics and Business

Nature, Concept and Measurement of National Income, Classical and Keynesian Approaches to Income, Employment and Investment, Inflation: Types, Causes and Measurement of Inflation, Phillips Curve, Stagflation, Trade Cycles Causes and Policies to Counter Trade Cycles.

Suggested Books:

1. Dominik Salvatore, "Managerial Economics", 2016, 8th Ed. Oxford University Press
2. Mark Hirschey, Log "Managerial Economics – An Integrative Approach", Cengage Learning.
3. Allen, Wegelt, Doherty & Mansfield, "Managerial Economics - Theory, Application & Cases", 2010, 7th Ed. Viva-Norton Student E
4. D.M. Mithani, "Managerial Economics" 2008, Himalayan Publishing House.
5. P L Mehatha , "Managerial Economics", 8th Ed S.Chand Publishing.
6. Trunett & Trunett, "Managerial Economics", 2009, 8th Ed Weiley India.
7. Samuelson & Nordhaus, "Economics" 2010, 19th Ed., Tata McGraw Hills.
8. Atmanand, "Managerial Economics", 2009, Excel Publishing.
9. Sumitra Paul, "Managerial Economics", 2008, Macmillan.
10. Jospeh G. Nellis & David Parter "Principles of Business Economics", 2009, 2nd Ed. Pearson Ed.,

Course-Code	Course Title				Core/ Elective	
P21MB107	IT APPLICATIONS FOR MANAGEMENT				Open Elective-II	
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	3	1	-	40	60	4

Course Objectives:

1. The main purpose of this course is to enhance student's technical skills in terms of operating computers, Hardware, Software, and its applications, Categories of Machines, Servers, How Computers works.
2. This course attempts to introduce the fundamentals of Information Technology, Application of Information technology in functional area

Course Outcomes:

At the end of successful completion of the course, student will be able to understand:

1. Computer system, its components and types of computer system and working style of computer.
2. Application of Information Technology in functional Areas.
3. Computer network and types of network.
4. Organizational Systems and Global information systems
5. Informational security and laws

Unit – I:

Concepts of Information Systems Need for Information Systems – Business in the Information age, Information systems Concepts, Computer Based Information Systems – Categories of Information Systems Operational Support Systems- Management Support Systems- Strategic Information Systems.

Unit – II:

Technology for Information Systems. Computer Hardware-I/O Devices, Memory Devices, Processor -Software-Application & Systems Software- Multimedia – Definition, Characteristics, Elements of Multimedia, Multimedia Applications. Data Communication & Computer Network – Definition, Types – Network Topologies-Network Devices, Wireless Networking. The Internet, Intranet, Extranets.

Unit – III:

Intra-organizational Systems – Management Information systems- Decision Support Systems- types of DSS, Architecture of DSS , Artificial Intelligence, Intelligent Systems, types of intelligent systems, intelligent agent. Data Base Concepts- Definition, Advantages, Disadvantages– Types of Data Bases –Definition of Distributed Databases.

Unit – IV:

Inter-organizational Systems Inter organizational- Global information systems, Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT) – E-Commerce Overview- E-commerce applications, Mobile Commerce, E-Governance- Emerging Trends in Computing – Cloud Computing, Grid computing, Mobile Computing, Mobile Applications-their advantages & disadvantages.

Unit – V:

Information Security & Laws Need For Security - Security Threats& Attacks- Malicious Software, Hacking, Security Services-Security Mechanisms - Cryptography, Digital Signature, Firewall- Types of Firewall-Identification & Authentication–Biometric Techniques–Other Security Measures Security Policy, Need for legislation, cyber policy-cyber laws- cyber security issues in India, salient features of IT ACT.

Suggested Books:

1. Turban, Rainer and Potter, “Introduction to Information Technology”, John & Wiley Sons.
2. Anita Goel, “Computer Fundamentals”, Pearson.
3. Ramesh Behl, “Information Technology for Management”, McGraw-Hill Companies.
4. Ken Laudon, Jane Laudon & Rajnish Dass, “Management Information System”, 11nd Ed. Pearson.
5. B. Muthukumaran, “Information Technology for Management”, 2010, Oxford.
6. Alex Leon & Mathew Leon, “Fundamentals of Information Technologies”, 2009, Leon Vikas, 2ndEd.
7. S. Sudalaimuthu & S. Anthony Raj, “Computer Applications of Business”, 2010, HPH.

Course-Code	Course Title			Core/ Elective		
P21MB108	START-UP MANAGEMENT			Open Elective-II		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The objective of this course is to help students understand the concepts of startup management.

Course Outcomes: Students will be able to understand

1. Entrepreneur & entrepreneurship
2. Factors affecting entrepreneurial growth
3. Small enterprises
4. Institutional finance to entrepreneurs
5. Venture capital

UNIT-I: Entrepreneur & Entrepreneurship

Evolution of the Concept of Entrepreneur – Characteristics of an Entrepreneur – Distinction Between an Entrepreneur and a Manager – Functions of an Entrepreneur – Types of Entrepreneurs – Concept of Entrepreneurship – Functions – Problems – Entrepreneurial Process – Growth of Entrepreneurship in India – Recent Trends of Women Entrepreneurship – Meaning & Need for Rural Entrepreneurship – Problems & Development of Rural.

UNIT-II: Factors Affecting Entrepreneurial Growth

Economic & Non-Economic Factors – Government Actions – Entrepreneurial Motivation – Entrepreneurial Competencies – Entrepreneurial Mobility – Role of Entrepreneurship in Economic Development – Entry Strategies for Startups – New Product – Franchising – Partial Momentum – Sponsorship & Acquisition – Entrepreneurship Development Programs (EDPs) – Need – Objectives – Course Contents & Curriculum – Phases – Evaluation of EDPs.

UNIT-III: Small Enterprises

Definition – Characteristics – Relationship with Large Units – Rationale – Objectives – Scope of Small Enterprises – Opportunities for an Entrepreneurial Career – Role of Small Enterprises in Economic Development – Their Problems – Project Identification & Selection – Project Formulation – Project Appraisal – Ownership Structures, MSME Act – Intellectual Property – Creation & Protection.

UNIT-IV INSTITUTIONAL FINANCE TO ENTREPRENEURS Commercial Banks – Other Major Financial Institutions such as IDBI – IFCI – IIBI – LIC – UTI – NABARD – SFCs – SISI – SIDCs – SIDBI and EXIM Bank – Need for Institutional Support to Entrepreneurs – Role of NSIC – SSIB – SSICs – MSMEDI – DICs – Industrial Estates – Specialized Institutions and TCOs – Micro Finance Institutions.

UNIT-V Venture Capital

Venture Capital Financing Concept & Features – Need – Relevance & Development of Venture Capital Funds – Structure & Regulatory Framework of Venture Capital Financing in India – Investment Process & Evaluation – Conventional Valuation Method – The First Chicago Method – Revenue Multiplier Method – Structuring Venture Capital Financing –

Investments Nurturing Methodologies – Valuation of Venture Capital Portfolio – Performance of TDICI & Other Venture Capital Firms in India – Exit Strategies of Venture Capital Financing – Policy Imperatives of VCF Development in India – Role of Private Equity.

Suggested Books:

1. Vijay Sathe, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH, Millenium Edition.
4. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.
5. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, “Entrepreneurship”, 2007, New Age International.
7. David H. Hott, “Entrepreneurship New Venture Creation”, 2004, PHI.
8. Sahay and A. Nirjar, “Entrepreneurship”, 2006, Excel Books.
9. Poornima. M Charantimath, “Entrepreneurial Development and Small Business Enterprises”, 2006, Pearson Education.
10. Morse.E.A., Mitchell.R.K., “Cases in Entrepreneurship”, 2006, Sage Publications.

Course-Code	Course Title			Core/ Elective		
P21MB109	CUSTOMER RELATIONSHIP MANAGEMENT			Open Elective-II		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of this Course are:

1. To make students understand the Concepts and Principles of CRM and its dynamism.
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. Understand and Analyze the Relationship theory from the perspective of the Customer and the Organization.
2. Develop and evaluate Strategic CRM decisions.
3. Analyze and Devise Operational CRM Decisions.
4. Appraise Analytical CRM Decisions.
5. Evaluate CRM Implementation Strategies.

Unit – I: Evolution of Customer Relationship:

CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

Unit – II: CRM Concepts:

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

Unit – III: Planning for CRM:

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

Unit – IV: CRM and Marketing Strategy:

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

Unit – V: CRM Planning and Implementation:

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

Suggested Books:

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 McGraw Hill, 2001.
4. Dilip Soman and Sara N-Marandi, "Managing Customer Value: One Stage at a Time", 1st Edition, World Scientific Publishing, 2009.
6. Ken Burnett, "The Handbook of Key Customer Relationship Management", Pearson Education, 2005.
7. Jill Dyche, "The CRM Handbook: A Business Guide to Customer Relationship Management", Addison Wesley, 2001.
8. Zikmund, William G., Mcleod, Raymond, Jr., Gilbert, Faye. W., "Customer Relationship Management: Integrating Marketing Strategy and Information Technology", John Wiley & Sons, 2003.
9. Greenbag, Paul., "CRM at the Speed of Light, Fourth Edition: Social CRM 2.0 Strategies, Tools, and Techniques for Engaging Your Customers", 4th Edition, McGraw-Hill Education, 2008.
10. Baran, R and Galka, R., "CRM: The Foundation of Contemporary Marketing Strategy", 1st Edition, Routledge, 2013.
11. Mukesh Chaturvedi, Abinav Chaturvedi, "Customer Relationship Management - An Indian Perspective", 2nd Edition, Excel Books, 2008

Course-Code	Course Title				Core/ Elective	
P21MB1L1	COMPUTER PRACTICAL'S – LAB				Practical	
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	-	2	2	40	60	2

Course Objectives:

1. To provide knowledge about the functioning of computers and its uses for managers
2. To provide hands on learning on Internet and its applications
3. To provide hands on learning on application software
4. To provide hands on learning of applications on Spreadsheet software
5. To provide hands on learning on database software

Course Outcomes:

1. To provide knowledge about the functioning of computers and its uses for managers
2. To provide hands on learning on Internet and its applications
3. To provide hands on learning on application software
4. To provide hands on learning of applications on Spreadsheet software
5. To provide hands on learning on database software

MS-EXCEL

Unit – I:

Introductory concepts of MS-EXCEL spreadsheet: Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options, Pivot table. V-lookup

Unit II:

Data And Graphical Options: Filling a Series, Sorting data, querying of data. Working with graphs and charts.

Unit III:

Advanced Options of MS-EXCEL: a) Statistical tools – use statistical functions such as average, Standard Deviation, ANOVA, etc. b) Financial Tools – use of Financial Functions such as NPV, IRR etc. c) Date Functions d) Building Simple Macros.

MS-ACCESS

Unit IV –

Introduction to MS-ACCESS: Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and displaying data. Creating & querying using forms. Creating & printing reports and labels.

Unit V:

Transfer of data between Excel & Access.

Suggested Books:

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".
3. R & D, "IT Tools and Applications", Macmillan India Ltd.
4. Sanjay Saxena, "A First Course in Computers – Based on Windows Office XP", Second Edition – Vikas Publishing House.
5. P. Sudharsan & J. Jeyabalan, "Computers Systems & Applications", Jaico Student Edition- Jaico Publishing House.
6. D.P. Apte, "statistical Tools for Managers – using MS Excel", 2009, Excel Books.