

LORDS INSTITUTE OF ENGINEERING & TECHNOLOGY

(Autonomous)

Approved by AICTE | Recognized by Government of Telangana | Affiliated to Osmania University
Accredited by NBA | Accredited with 'A' grade by NAAC | Accredited by NABL



ACADEMIC REGULATIONS

For the Two-Year MBA Postgraduate Programme in Management Studies

(With effect from the Academic Year 2021-22)



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MBA PROGRAM

(Full-time)

RULES & REGULATIONS

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VISION

Lords Institute of Engineering and Technology strives continuously for excellence in professional education through quality, innovation and team work and to emerge as a premier institute in the state and across the nation.

MISSION

- To impart quality professional education that meets the needs of present and emerging technological world.
- To strive for student achievement and success, preparing them for life, career and leadership.
- To provide scholarly & vibrant learning that enables faculty, staff and students to achieve personal and professional growth.
- To contribute to the advancement of knowledge in both fundamental and applied areas of Engineering & Technology.
- To forge mutually beneficial relationships with Government Organizations, Industries, Society and the Alumni.

QUALITY POLICY

LORDS INSTITUTE OF ENGINEERING AND TECHNOLOGY imparts quality education by practicing a system of quality assurance that enables continued improvement in the teaching-learning practices and enhances student skills and talents.

About the College:

Lords Institute of Engineering and Technology (Autonomous), Hyderabad was established in 2003 by Lords Educational Society (LES) and affiliated to Osmania University, Hyderabad. The institution is considered to be among the Top Muslim Minority Engineering Colleges in the Country with the below credentials:

- It is the only Muslim Minority Engineering Institution in the Telugu states (Telangana and Andhra Pradesh) which is conferred with autonomous status by the *University Grants Commission (UGC)*, New Delhi and granted autonomy by *Osmania University*, Hyderabad, for all the programs for a period of 10 years with effect from Academic Year 2021-22.
- It is the only Muslim Minority Institution in the state accredited by the *National Board of Accreditation (NBA)* in March 2020, February 2018 and 2012 for all the eligible B.E. Programmes.
- It is also the only Muslim Minority Engineering Institution accredited by the *National Assessment and Accreditation Council (NAAC)* with a CGPA of 3.02 on a four scale at 'A' grade valid for five years till 2026.
- Civil Engineering Laboratories are accredited by *National Accreditation Board for Testing and Calibration Laboratories (NABL)* valid for three years till 2024 for offering Industrial Consultancy services.
- *GHMC* has extended its contract with the Institution for the fourth consecutive year as third party quality control agency as well as consultancy services.
- Recognized as 'Host Institution' for Technology Business Incubator (TBI) by *Ministry of Micro, Small and Medium Enterprises (MSME)*, Government of India.
- Recognized by the Ministry of Education Innovation Council in *Atal Ranking of Institutions on Innovation Achievement (ARIIA 2021)* as band "PERFORMER"
- Selected by Ministry of Education, Government of India to adopt five villages under the scheme *Unnat Bharat Abhiyan (UBA)* in association with IIT Delhi.
- Got funding from All India Council for Technical Education (AICTE) under the scheme for Promoting Interests, Creativity & Ethics among Students (SPICES).
- Lords International Centre got recognized as Nodal Centre for International English Language Testing System (IELTS) by IDP Australia.
- Signed Memorandum of Understanding (MOU) with Lincoln University College, Malaysia for research collaboration, Ph. D and Post-Doc opportunities.
- Alumni got featured in Forbes 30 under 30 Asia and India categories.
- Student won Medals and Prizes in Sports at State and National level.
- Highest intake in B.E. courses among all the Muslim Minority Institutions.

From humble beginning in 2003 with an intake of 180 students in CSE, EEE and ECE, now the intake has increased to 1080 in 2021. In Under Graduate B.E. Programmes viz., Artificial Intelligence and Machine Learning (AI & ML), Civil Engineering (CE), Electronics and Communication Engineering (ECE), Electrical and Electronics Engineering (EEE), Mechanical Engineering (ME), Information Technology (IT), Computer Science and Engineering (CSE), CSE (Artificial Intelligence and Machine Learning) & CSE (Data Science); In Post Graduate M.E. / M.Tech Programmes we have total intake of 210 in Computer Science and Engineering, Structural Engineering, Construction Management and MBA. At present, about 3000+ students are pursuing various programs including B.E., M.E., M.Tech and MBA. The student body is having representation from different states of India and about 15+ Nationalities. In the past 18 years, over 8000+ students have graduated from the college and are well settled in their respective careers.

Our efforts have been acknowledged by the Industry and various Ranking Agencies. The Institution is ranked 104th across India, 63rd in South India and 16th in Hyderabad among all the Private Engineering Colleges by 'The Week Magazine' in August 2021 edition. 'Times of India', has also awarded us 21st rank among top 25 Private Engineering Colleges in Telangana and 176th rank in all India in July 2021 edition. In addition to this media houses such as 'Outlook' ranked 8th in Hyderabad & 112th in India in 2019 edition, 'Dataquest', 'Lokmat', 'Competition Success Review', have also ranked us among Best Engineering Colleges of Hyderabad in past.

The institution hosts one of the biggest libraries in twin cities of Telangana with seating capacity of more than 400 students, Total volumes of 42601 and Total Titles 14931, E-Journals 25900 and Print Journals 108. Computer Centre is used by Government Agencies and Top Corporate Companies to conduct various competitive exams and entrance tests such as IIT-JEE, NEET, GATE, TS-EAMCET, TS-ECET, TS-ICET, TS-PGECET, APPSC, Bank POs, RRB, CAT, etc.

Multimedia Studio was established during the pandemic situation to help students with video lectures by faculty members for those facing problems in accessing the online live classes. Repository is maintained across all digital platforms including official YouTube channel and Social Media. Students have developed gadgets to tackle COVID-19 such as Drone Sanitizer, Mist sterilizer, Currency Disinfectant, Low Cost Oxygen Concentrator which got national recognition and companies like Eureka Forbes signed Non-Disclosure Agreement for Technology Transfer. Faculty awarded with Patent Grant after successful hearing by the Patent Authority, Government of India.

Governing Body:

S.No.	Name	Designation	Category
1.	Mr. CA Basha Mohiuddin	Chairman, Lords Educational Society	Chairman
2.	Mrs. Rizwana Begum	Secretary, Lords Educational Society	Member
3.	Mr. Syed Touseef Ahmed	Vice Chairman, Lords Educational Society	Member
4.	Mr. Syed Tanvir Ahmed	Treasurer, Lords Educational Society	Member
5.	Mrs. Sana Syeeda	Joint Secretary, Lords Educational Society	Member
6.	Prof. Narsimhulu Sanke	Professor of Mechanical Engineering, Osmania University, Hyderabad	Member – University Nominee
7.	Mr. G. Giri Babu	Deputy Director (Tech-1), Commissionerate of Technical Education (CTE), Government of Telangana	Member – State Government Nominee
8.	Dr. R. N. Yadav	Professor of ECE, Moulana Azad National Institute of Technology, Bhopal	Member – UGC Nominee
9.	Dr. Shakeel Ahmed	Joint Secretary, UGC	Member – Eminent Educationist
10.	Dr.T.K.Shaik Shavali	Professor of CSE, LIET	Member – Teacher
11.	Dr. Syed Nawazish Mehdi	Professor of Mechanical Engineering, LIET	Member – Teacher
12.	Dr. C. Venkata Narasimhulu	Principal (Ex-Officio)	Member Secretary

Rules and Regulations
MASTER OF BUSINESS ADMINISTRATION (REGULAR/ FULL TIME) PROGRAMME
(Applicable to the students admitted from the Academic Year 2021-2022 onwards)

I. Preliminary Definitions and Nomenclature:

S. No	Keywords	Definition
1	Academic Year	Two consecutive (one odd and one even) semesters constitute one academic year
2	Choice Based Credit System (CBCS)	The CBCS provides choice for students to select from the prescribed courses (core, elective, open, or soft skill courses).
3	Program	An educational Program leading to award of a Degree MBA
4	Semester	Each semester will consist of 16 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	Discipline	It is the branch or specialization of MBA Degree Program, such as Finance, Marketing, Human Resource Management, and Information Technology.
6	Admission Procedure	As Prescribed by AICTE and Government of Telangana, India.
7	Course	Usually referred to, as “paper” is a component of a Program. 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 / Comprehensive Viva / Assignments / Presentations / Internship / Self-study etc. or a combination of some of these. The medium of instruction, examinations and project report will be in English.
8	Credit Based Semester System (CBSS):	Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students
9	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.
10	Grading	To be normally done using Letter Grades as qualitative measure Of achievement in each Course like: S (Outstanding), A (Excellent), B+ (Very Good), B (Good), C (Average), D(Pass), F(Fail) based on the marks (%) scored in (CIE+SEE) of The course and conversion to graded on by relative/absolute grading.
11	Credit Point	It is the product of grade point and number of credits for a course
12	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 theory and lab courses offered in each semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
13	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 of the program. It is expressed up to two decimal places.
14	Transcript or Grade Card or Certificate	Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, credits, grade secured) along with SGPA of that semester and CGPA earned till that semester
15	Course Load	Every student should register for a set of courses in each semester, with the total number of credits specified by considering the permissible weekly contact hours
16	Course Registration	Every student to formally register in each Semester for courses (credits) on the advice of the faculty.
17	Course Evaluation	Continuous Internal Evaluation (CIE) in the Semester & Semester End Examination (SEE) constitutes the main assessment prescribed for each course. Only those students maintaining a minimum standard in CIE (to be fixed by the institution) will be permitted to appear in SEE of the course

18	Continuous Internal Evaluation (CIE)	To be normally conducted by the course instructor which includes class tests, homework, problem solving exercises, group discussions, assignments, quizzes, mini-projects& seminars which will be conducted either weekly/fortnightly or during mid-term, anytime throughout the semester, with weightage for the different components being fixed at the institutional level
19	Semester End Examination (SEE)	To be normally conducted at the institutional level which will cover the entire course syllabi. The syllabi are to be modularized and SEE questions to be set from each unit/module, with choice if any, to be confined to unit/module concerned only. The questions are to be based on knowledge, comprehension, application, analysis, synthesis and evaluation.
20	Letter Grade	It is an index of the performance of students in a said course. Grades are denoted by letters like S, A,B+, B, C, D, F etc.
21	Revision of Regulations, Curriculum and Syllabi	The institution, from time to time may revise, amend or change the regulations, scheme of examinations, curriculum and syllabi with the approval of the academic council.
22	Student	Student is a candidate who has taken admission into undergraduate and postgraduate programs of this college, as per the guidelines stipulated from time to time by the Government of Telangana for admissions into various courses of study and the affiliating university, i.e. Osmania University, Hyderabad.

II. ADMISSION PROCEDURE:

A candidate for admission into the two year MBA degree programme in Management is made as per the norms of AICTE and Telangana State Council of Higher Education (TSCHE), Government of Telangana from time to time.

- i. 70% of seats under Category-A (based on the rank obtained at state level entrance examination TS-ICET) will be filled by the Convener, TS-ICET.
- ii. 30% of seats under Category-B will be filled by the management as per the guidelines issued through government orders from time to time by the TSCHE, Government of Telangana.
NRI
- iii. Any seats left vacant in the convener quota will be filled based on the guidelines given by

the Convener, TS-ICET through spot admission procedure where the college issues an advertisement for the same. Similarly management left over seats also

Eligibility:

Candidate seeking admission into Full Time M.B.A. programme must be:

1. Bachelor degree holder of Osmania University or a degree recognized by the university as equivalent thereto and / (or) as per the rules laid down by the University;
2. Candidate must have at least 45% marks (40% marks in case of candidates belonging to reserved category) in the Bachelor Degree as per guidelines of AICTE and relaxations given by Telangana Government from time to time if any.
3. The candidate seeking admission must qualify in the Entrance Examination, conducted by the appropriate authority in the year of admission as per the norms prescribed by the University.
4. The admission of Non-resident Indians and candidates admitted in lieu of them will be as per the University Rules in force on the date of the admission.
5. Foreign candidates' admission is based on the Screening Process of the University currently in vogue.

III. MBA Program Structure and Award of Degree:

- a. The MBA Programs are of Semester pattern, with Four Semesters consisting of two academic years, each academic year having Two Semesters (Odd and Even). Each Semester shall be of 16weeks duration (inclusive of Examinations), with a minimum of 90 instructional days per Semester.
- b. A student shall be declared eligible for the award of MBA. Degree, if the student pursues a course of study in not less than two and not more than four academic years, failing which the student shall forfeit the seat in MBA program.

Award of Degree

The student shall register for all 104 credits and secure all the 104 credits.

CGPA	DIVISION
7.5 and above	First Class with distinction
6.5 and less than 7.5	First Class
5.5 and less than 6.5	Second Class
4.0 and less than 5.5	Pass
Less than 4.0	Fail

IV. ATTENDANCE REQUIREMENTS:

- a. A “regular course of study” for eligibility to appear for Semester End Examination (SEE) has to obtain an attendance of not less than 75% all the courses put together registered in a semester.
- b. Provided that in special cases and for sufficient causes shown, the Principal on the recommendation of the Head of the department concerned may condone the deficiency not exceeding 10% attendance for ill-health (medical condonation) when an application made for such a condonation is supported by a Medical Certificate issued by an authorized Medical Officer and approved by the Principal of the college. Absence not exceeding two weeks, for activities like N.S.S., Inter-University Competitions and debates will be condoned if the candidate is sponsored by the college for such activities.
- c. If a candidate fails to secure the minimum of 75% attendance put together in all courses required in a semester, then he/she shall not be eligible to appear for the Semester End Examination.
- d. In case of women candidates who seek condonation of attendance due to pregnancy, the Principal of the college may condone the deficiency in attendance to the extent of 15% (as against 10% condonation for others) on medical grounds subjected to submission of medical certificate to this effect. Such condonation shall not be availed twice during the course of study.

V. SUBJECT/COURSE CLASSIFICATION:

S.No	Broad Course Classification/ Category	Course Description
1	Core Courses (CC)	Core Courses provide a foundation in the fundamental practices of Business and broad Management Skills essential to succeed in Career. These Courses are mandatory Courses. Students must study to meet the requirements to complete the Program.
2	Elective Courses (EC)	Elective course is a Course that Students choose to take as part of the Programme of study. Students are required to choose one elective from a pool of courses in the listed and they may be: <ul style="list-style-type: none">✓ Supportive to the Discipline of Study/ Program Specific.✓ Providing an expanded scope.✓ Enabling an exposure to some other Discipline/Domain/Inter-discipline.✓ Nurturing students Proficiency/Skill.

3	Open Elective Course	Open Electives are the mechanism, which allows Students to pursue what interest them. 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.
4	Discipline Specific Electives	Discipline Specific Electives are the mechanism, which allows Students to pursue what interest them. The Students has to study the courses based on their specialization selected in Second year. Four Disciplines are offered to the students : 1.Human Resource 2.Finance 3.Marketing 4.Systems
5	Interdisciplinary Elective	An elective course, which is common across disciplines / subjects, is called a Interdisciplinary elective. This elective may be offered at university level or at institute level. These Electives are classified to Ability Enhancement Courses.
Total number of Credits – 104		

VI. COURSE REQUIREMENTS:

- a. Instruction in each theory shall be a minimum of four hours per week, practical courses minimum of three hours per week and seminars shall be two hours per week as per the approved scheme of instructions.
- b. A student, on being admitted to the MBA Degree Program shall be assigned to a faculty adviser. On the recommendation and approval of the adviser, the student shall draw up a study plan to satisfy all the requirements, keeping in view the area of specialization and then register for the courses/courses.
- c. The Registration of the candidates should be made within one week from the date of admission for the I-Semester and within one week from the date of commencement of classes for subsequent semesters. For the benefit of those who are unsuccessful in the main examination or for those who wish to reappear in a course/courses a make-up examination will be conducted. A candidate must register for the main examination at the end of the semester.

- d. A student shall submit three copies of the Project Report/Dissertation prepared as per the format prescribed by the Faculty and approved by his/her guide on or before the date indicated in the Almanac.
- e. Candidate, who fails to fulfill all the requirements for the award of the degree as specified here in after within (N+2) academic years from the time of admission, will forfeit his / her seat in the programme and his / her admission will stand cancelled, where “N” is normal or minimum duration prescribed for completion of the programme (2 years).
- f. The distribution of marks based on the continuous internal assessment (CIE) assessment and Semester Examination (SEE) for **MBA** programs shall be as follows:

Course		Marks	
		CIE	SEE
1	Each theory course	40	60
2	Computer Practical Lab	40	60
3	Managerial Soft Skills Lab	50	-
4	Project Work	50	100
5	Summer Internship	50	-
6	Project work synopsis/Seminar	50	-
7	Comprehensive Viva Voce	-	100

VII. SCHEME OF INSTRUCTION AND EXAMINATION:

- a) The medium of instruction is English.
- b) Instruction in the various courses offered in each semester shall be provided by the College as per the scheme of instruction and syllabus prescribed.
- c) The program of instruction, examination and Vacations shall be notified by the Principal of the college in consultation with the concerned Heads.
- d) The courses shall be on the semester pattern as specified earlier.
- e) The distribution of marks shall be as specified in the scheme of instruction and course structure.
- f) The examination prescribed may be conducted by means of written papers, practical's and oral tests, project reports, inspection of certified sessional work in laboratories or by means of any combination of these methods as may be deemed necessary.
- g) A candidate shall be deemed to have fully passed the examination of any semester, if he/she secured not less than the minimum letter grades prescribed.

Continuous Internal Evaluation (CIE)

Out of 40 marks for theory, 10 marks are allotted for Assignments. From every unit student should submit one assignment, out of which **average** of two best assignments to be considered in a semester. The rest of 30 marks allotted for internal test for duration of 90 minutes. Two internal tests will be conducted in each semester. Each test will carry 30 marks out of which 10 marks are for short answer type questions (a-e), 20 marks for choice based long answer type questions. Average of two internal tests will be considered. Blooms Taxonomy will be followed in the question Paper Setting.

The division of marks for CIE is as given below:

Semester End Exam (SEE)

The Semester End Examination will be conducted for 60 marks for duration of three hours. The question paper for SEE consists of eight questions covering the entire syllabus; a student can answer any five questions, each question carries 12 marks. There shall be one question drawn from each unit of the syllabus and the remaining three questions may be drawn from the total syllabus of all five units. However, there should not be more than two questions from any unit.

Distribution of Continuous Internal Examination Marks					
Type	Questions	Duration in minutes	No. of Questions	Marks per Question	Total (Marks)
Descriptive	Short Answer Questions (First Question is compulsory)	90	1 (a-e)	10 (5*2)	10
	Long Answer Questions (2 out of 3)		2	10	30
Assignments					10
Grand Total					40

VIII. PROMOTION RULES

Rules of promotion are as under:

S.No.	Semester	Conditions to be fulfilled for Promotion
1	From I -Semester to II Semester	✓ A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) ✓ Should be registered for the SEE for the I semester.
2	From II- Semester to III -Semester	✓ A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) ✓ Should have passed at least 40% of Theory courses of I & II Semesters put together.
3	From III- Semester to IV Semester	✓ A student should put in a minimum of 75% of attendance in aggregate in all the courses put together of the Term (65% in the case of medical exemption) ✓ Having registered for the SEE.

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

IX. Summer Internship for MBA Students

The student shall undergo three to four weeks internship during summer vacation after II semester to gain practical experience in industrial environment, exposure to current technological developments and improve his / her Interpersonal Skills. It also provides opportunities to learn understand and sharpen the real time technical / managerial skills required at the job; where the evaluation will be done in the III Semester.

Internship has to be done at Industry / Corporate Sector / Government / Non-Government / Research Institutions / MSMEs / Startups / Incubation Center Units etc.

Internship will be evaluated for 50 marks as CIE based on Punctuality in Attendance (10), Maintenance of Diary on daily work done (20), seminar presentation / viva voce followed by a report submission (20) to a committee consisting of Head of the Department, Senior Faculty and Faculty Advisor / Supervisor for evaluation.

X. Project Work:

The students should undertake the Project internship during the summer vacation (For 6 weeks of duration) intervening between II & III Semesters of MBA Day Program. Project Report Work should be carried out in the Final Year of MBA Program i.e., III & IV Semesters for Day Program.. The students are required to do project work in any area of Management under the active guidance of Internal Faculty Member assigned to the student. The Project work usually consists of selecting a Topic / Problem / Theme in any area of

management, gather relevant data, analyze and interpret the same in a systematic and scientific manner. The Project Work should be undertaken under the supervision of the Faculty Member assigned for the purpose.

The Project Report should be submitted to the University 30 days (one month) before commencement of Final Semester Examinations.

Assessment procedure for earning Five (5) credits

- 1 Credit For Synopsis
- 2 Credits For Project Work
- 2 Credits For Comprehensive Viva Voce

For Attaining five credits, Student has to get one credit in Continuous Internal Evaluation (CIE) two midterm evaluations, one at the end of III Semester and another at the end of the IV Semester (before submission of hard copy in the department are to be carried out). The midterm evaluation will be based on oral presentations by the student and a documentary evidence of the work carried out by the student. The midterm evaluations are to be carried out for a maximum of 50 marks.

The students will attain two(2) credits when he/she submits a hard copy of the Project report in a standard format, which is prescribed by the department. Finally, the committee constituted by the department as per norms of Department/Institute evaluates the performance of the Student for a maximum of hundred (100) marks.

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's Project work and the marks (Maximum 100 Marks) are to be awarded on the following aspects.

Power Point Presentation: 30 Marks

Hard copy of the Report: 50 Marks

Viva-Voce: 20 Marks

Two credits has been allocated for comprehensive Viva-Voce. There shall be a Comprehensive Viva-Voce after the completion of fourth Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he/she has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Controller of Evaluation PG. For this, the HOD of the College shall submit a panel of 3 examiners. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks.

XI. AWARD OF DEGREE

A candidate shall be deemed to have fully passed in the subjects he/she has registered during the semester, if he/she secures not less than the minimum marks prescribed below:

Minimum Qualifying Marks

A candidate shall be deemed to have fully passed a Theory course, if the candidate secures a minimum of 40% in SEE and total of 40% in CIE & SEE together, and in Practical / Laboratory / Projects etc., candidate has to secure 50% in SEE and total of 50% in CIE & SEE together.

Minimum pass marks / grade in the Semester End Examinations and CIE shall be as below:

Each Theory Course	40%	E-Grade
Each Practical Course / Project Work / Project work synopsis with seminar / Comprehensive Viva voce / Internship	50%	D-Grade

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

XII. GRADING SYSTEM

Grades are awarded based on the combined marks secured in the Semester End Examination (SEE) (Maximum 60%) and Continuous Internal Evaluation (CIE) (Maximum 40%) as per the criteria stated in the following Table:

Academic Performance	Letter grade	Grade points
$90\% \leq \text{Marks} \leq 100\%$	S	10
$80\% \leq \text{Marks} < 90\%$	A	9
$70\% \leq \text{Marks} < 80\%$	B ⁺	8
$60\% \leq \text{Marks} < 70\%$	B	7
$50\% \leq \text{Marks} < 60\%$	C	6
$40\% \leq \text{Marks} < 50\%$	D	5
$0\% \leq \text{Marks} < 40\%$	F	0

The Memorandum of marks of a candidate will reflect the grade secured by him/her as per the

grading criteria described in the Table above.

Semester Grade Point Average (SGPA) & Cumulative Grade Point Average (CGPA) Calculation:

$$a) \text{ SGPA} = \frac{\sum \text{Letter Grade Point} \times \text{Credits}}{\sum \text{Credits}}$$

SGPA is calculated upto second decimal point and it is calculated only when all subjects in that semester are Cleared /Passed.

$$b) \text{ CGPA} = \frac{\sum (\text{SGPA})_j \times (\text{Total Credits})}{\sum \text{Total Credits}}$$

Where “j” is the semester indicator index (all subjects from first to fourth semester).
CGPA at a given point of Semester is calculated upto second decimal point. It is calculated only when total credits earned are equal to total credits prescribed as per scheme upto a semester in which the candidate has last appeared for SEE.

(c) Courses in which the candidate has failed are not included in computing SGPA/CGPA.

XIII. AWARD OF GOLD and SILVER MEDAL:

A student securing highest CGPA in **single attempt** is eligible for award of Gold Medal and

XIV. TRANSITORY REGULATIONS

Whenever, course or scheme of instruction is revised or modified in a particular year, four more examinations immediately following thereafter, shall be conducted according to the old syllabi / regulations. Candidates not appearing at the examinations or failed shall take the examination subsequently according to the revised syllabus / regulations.

XV. MALPRACTICE AND AWARD OF PUNISHMENT:

Malpractice	Award of Maximum Punishment
1. Possession of the prohibited (written or printed) papers, books, notes during the examination period but which were not used.	Shall be debarred from appearing at the subsequent papers of the examination apart from cancelling the result of the examination in which he/she had indulged in malpractice.
2. Matter relevant to the examination being written on any part of the body or on the clothes worn, or in the instruments, wrappings, etc.	-do-
3. Attempting to take help from any prohibited papers, notes, written or printed matter, writings on the walls, furniture and attempting to take help from or giving help to other regarding answer to any question or questions of the examination paper.	-do-

- | | | |
|-----|---|---|
| 4. | Taking help from or consulting of prohibited written or printed material; consulting and/or taking help from or helping other examinee during the examination period inside the examination hall or outside it; with or without their consent, or helping other candidate to receive help from anyone else. | -do- |
| 5. | An examinee who attempts to disclose his/her identity to the paper valuer by writing his/her roll number at a place other than the place prescribed for it, or by writing his/her name or any coded message or an examinee who makes an appeal to the paper valuer in the answer book. | Cancelling the result of that paper |
| 6. | Writing such as invocation of God's name in any form. | To be ignored |
| 7. | Writing on the question paper or other papers; the answer to questions, rough work, etc., with no intention of passing it on to another examinee. | To be warned not to do so |
| 8. | Using abusive and obscene language in the answer book. | Cancellation of the result of that paper |
| 9. | Examinee allowing or destroying prohibited material found in his possession or acting in any other manner with a view to destroy evidence. | Cancellation of the result of all examinations taken or proposed to be taken during that session and prohibiting his/her admission to or continuation in any course of the University for a period of one year. |
| 10. | Refusing to obey instructions of the Chief Superintendent / Invigilator | Cancelling the result of that paper |
| 11. | Smuggling an answer book / additional answer book/matter into or out of the examination hall. | Cancellation of the result of all examinations taken or proposed to be taken during that session and prohibiting his / her admission to or continuation in any course of the University for a period of the year. |
| 12. | Inserting in or removing from the answer book/additional answer book of any sheet. | -do- |
| 13. | Substituting wholly or partly an answer book/additional answer book. | -do- |
| 14. | Impersonation even at a single examination. | To be dealt with as per law |

- | | |
|---|--|
| 15. Cases of examinees when conspiring to interchange in Roll Nos. | Cancellation of the result of all examinations taken or proposed to be taken during that session and prohibiting their admission or constitution in any course of the University for a period of one year. |
| 16. Creation of disturbance or otherwise misbehaving in and around the examination hall during or before the examination. | Cancelling the results of all examinations taken or proposed to be taken during that session and prohibiting admission into or continuation in any course of study for a period of two years. |
| 17. Guilty of assaulting/abusing intimidating any person connected with the examination work any time before, during or after the examination | Cancelling the result of all examinations taken or proposed to be taken during that session and the next session and prohibiting admission into or continuation in any course for a period of two years. |
| 18. Punishments for malpractices not defined here would be recommended on the merits of the individual cases by the malpractices committee. | |

APPENDIX

Format of MBA Project Report



Department of Management Studies
LORDS INSTITUTE OF ENGINEERING & TECHNOLOGY

CERTIFICATE

This is to certify that the Dissertation work entitled < Title of the Project Work > submitted by < Mr. / Ms. Name of the student (Roll No.) >, a student of Department of < Name of the Department >, < Name of the College > in partial fulfillment of the requirements for the award of the degree of master of Business Administration with < Name of the Specialization > as specialization is a record of the bonafide work carried out by < him / her > during the academic year < Academic year >.

Date of submission of thesis

Signature of the Supervisor

< Name >

< Designation >

< Address >

Signature of Head of the Dept .

< Name >

< Designation >

< Address >

Seal

DECLARATION

I declare that the work reported in the Dissertation entitled < Title of MBA Project > is a record of the work done by me in the Department of < Name of the Department, Place / Organization >.

No part of the thesis is copied from books / journals / internet and wherever referred, the same has been duly acknowledged in the text. The reported data are based on the Project work done entirely by me and not copied from any other source.

Signature of the Student



LORDS INSTITUTE OF ENGINEERING & TECHNOLOGY

Plagiarism Certificate

This is to certify that the thesis entitled '**Title of the Project**' submitted by **Name of the candidate**, towards partial fulfillment of the requirements for the award of the **Master of Business Administration** degree in Engineering with specialization in _____ was analyzed for Plagiarism. The Similarity Index was found to be -----% which is less than 30% as per Osmania University College Commerce Business Management norms.

ORIGINALITY REPORT

17 %

SIMILARITY INDEX

12 %

INTERNET SOURCES

10 %

PUBLICATIONS

8 %

STUDENT PAPERS

(Signature of the Student)

(Signature of the Supervisor)

(Signature of the Principal/Coordinator, Anti Plagiarism Software)

Station: Hyderabad

Date:

Year-I Semester-I

S. No.	Course Code	Course Type /Code	Course Title	Scheme of Instructions				Scheme of Examination			Credits
				L	T	P	Contact hours /week	CIE	SEE	Duration of SEE in Hours	
Theory Course											
1.	P21MB101	CORE	Management and Organizational Behavior	5	-	-	5	40	60	3	5
2.	P21MB102	CORE	Accounting for Management	5	-	-	5	40	60	3	5
3.	P21MB103	CORE	Marketing Management	5	-	-	5	40	60	3	5
Open Elective-I (Choose One)											
4.	P21MB104	OEC	Business Law & Ethics	4	-	-	4	40	60	3	4
	P21MB105		Fundamentals of Technology Management	4	-	-					
	P21MB106		Managerial Economics	4	-	-					
Open Elective-II (Choose One)											
5.	P21MB107	OEC	IT Applications for Management	3	1	-	4	40	60	3	4
	P21MB108		Start Up Management	4	-	-					
	P21MB109		Customer Relationship Management	4	-	-					
Practical/Lab Course											
6.	P21MB1L1	Practical	Computer Practical's	-	2	2	4	40	60	3	2
TOTAL				38	3	2	27	240	360	18	25

L: Lecture (*Hrs/Wk/Sem*) **T:** Tutorial (*Hrs/Wk/Sem*) **P:** Practical
CIE: Continuous Internal Evaluation **SEE:** Semester End Examination
OEC: Open Elective Course
PROJ: Project

Note:

1. Each contact hour is a Clock Hour.
2. The duration of the practical class is two hours, however it can be extended wherever necessary, to enable the student to complete the experiment.

Year-I Semester-II

S.No.	Course Code	Course Type/ Code	Course Title	Scheme of Instructions				Scheme of Examination			Credits
				L	T	P	Contact hours /week	CIE	SEE	Duration in of SEE in Hrs	
Theory Course											
1.	P21MB201	CORE	Human Resources Management	5	-	-	5	40	60	3	5
2.	P21MB202	CORE	Financial Management	5	-	-	5	40	60	3	5
3.	P21MB203	CORE	Business Research Methods	4	1	-	5	40	60	3	5
Open Elective-III (Choose One)											
4.	P21MB204	OEC	Economic Environment and Policy	4	-	-	4	40	60	3	4
	P21MB205		Business Process Re-engineering	4	-	-					
	P21MB206		International Business	4	-	-					
	P21MB207		Financial Markets & Services	4	-	-					
Open Elective-IV (Choose One)											
5.	P21MB208	OEC	Total Quality Management	4	-	-	4	40	60	3	4
	P21MB209		Strategic Management Accounting	4	-	-					
	P21MB210		Retail Management	4	-	-					
	P21MB211		Business Communication	4	-	-					
Practical/Lab Course											
6.	P21MB2L1	Practical	Managerial Soft Skills Lab	-	2	2	4	50	-	3	1
TOTAL				46	3	2	27	250	300	18	24

L: Lecture (*Hrs/Wk/Sem*) **T:** Tutorial (*Hrs/Wk/Sem*) **P:** Practical

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

OEC: Open Elective Course

PROJ: Project

Note:

1. Each contact hour is a Clock Hour.
2. The duration of the practical class is two hours, however it can be extended wherever necessary, to enable the student to complete the experiment.

Year-II Semester-III

S.No.	Course Code	Course Type /Code	Course Title	Scheme of Instructions				Scheme of Examination			Credits
				L	T	P	Contact hours per week	CIE	SEE	Duration in of SEE in Hrs	
Theory Course											
1.	P21MB301	CORE	Operations Management	4	1	-	5	40	60	3	5
2.	P21MB302	CORE	E- Business	5	-	-	5	40	60	3	5
3.	P21MB303	CORE	Operations Research	4	1	-	5	40	60	3	5
Discipline Specific Elective- I											
4.	P21MB304	DSE	Financial Risk Management (Finance)	4	-	-	4	40	60	3	4
	P21MB305		Product & Brand Management (Marketing)	4	-	-					
	P21MB306		Compensation Management (Human Resource)	4	-	-					
	P21MB307		Decision Support Systems (System)	3	1	-					
Discipline Specific Elective – II											
5.	P21MB308	DSE	International Finance (Finance)	4	-	-	4	40	60	3	4
	P21MB309		Promotion & Distribution Management (Marketing)	4	-	-					
	P21MB310		Organization Development (Human Resource)	4	-	-					
	P21MB311		Business Analytics (Systems)	3	1	-					
Interdisciplinary-Elective (Choose One)											
6.	P21MB312	ID	Digital-Marketing	3	1	-	4	40	60	3	3
	P21MB313		Innovation & Entrepreneurship	4	-	-					
Project Work											
7.	P21MB3P1	PROJ	Summer Internship (During Summer Vacations after II Semester)	-	2	-	2	50	-	-	1
8.	P21MB3P2	PROJ	Project work Synopses with Seminar	-	2	-	2	50	-	-	1
TOTAL				50	9	-	31	340	360	18	28

L: Lecture(*Hrs/Wk/Sem*) **T:** Tutorial (*Hrs/Wk/Sem*) **P:** Practical

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

DSE: Discipline Specific Elective

ID: Interdisciplinary- Elective

PROJ: Project work

Note:

1. Each contact hour is a Clock Hour.
2. The duration of the practical class is two hours, however it can be extended wherever necessary, to enable the student to complete the experiment.

Year-II Semester-IV

S.No.	Course Code	Course Type /Code	Course Title	Scheme of Instructions				Scheme of Examination			Credits
				L	T	P	Contact hours per week	CIE	SEE	Duration in of SEE in Hrs	
Theory Course											
1.	P21MB401	CORE	Strategic Management	5	-	-	5	40	60	3	5
2.	P21MB402	CORE	Business Intelligence	5	-	-	5	40	60	3	5
3.	P21MB403	CORE	Supply Chain Management	5	-	-	5	40	60	3	5
Discipline Specific Elective – III											
4.	P21MB404	DSE	Investment Management (Finance)	4	-	-	4	40	60	3	4
	P21MB405		Consumer Behavior (Marketing)	4	-	-					
	P21MB406		Performance Management (Human Resource)	4	-	-					
	P21MB407		Data Base Management Systems (System)	3	1	-					
Discipline Specific Elective – IV											
5	P21MB408	DSE	Banking & Insurance (Finance)	4	-	-	4	40	60	3	4
	P21MB409	DSE	Services & Global Marketing (Marketing)	4	-	-					
	P21MB410	DSE	Talent & Knowledge Mgt (Human Resource)	4	-	-					
	P21MB411	DSE	Software Project Management (System)	3	1	-					
Project Work											
6.	P21MB4P1	PROJ	Project work	-	-	2	4	50	100	-	2
7.	P21MB4P2	PROJ	Comprehensive Viva Voce	-	-	-	-	-	100	-	2
TOTAL				43	6	-	27	250	500	15	27

L: Lecture(*Hrs/Wk/Sem*) **T:** Tutorial (*Hrs/Wk/Sem*) **P:** Practical

CIE: Continuous Internal Evaluation

SEE: Semester End Examination

DSE: Discipline Specific Elective

PROJ: Project work

Note:

1. Each contact hour is a Clock Hour.
2. The duration of the practical class is two hours, however it can be extended wherever necessary, to enable the student to complete the experiment.

1	Total Credits for four Two years	104
2	Total Marks	2600

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, Biztandre.
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.

Text Books:

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, 2014.

Suggested Readings:

1. PPS Gogna, "A Text Book of Company Law", 6th ed., S. Chand, 2014.
2. Akhileshwar Pathak, "Legal Aspects of Business", 6th ed., Tata McGraw Hill. 2014.
3. Kenneth W. Clarkson, Roger LeRoy Miller & Frank B. Cross, "Business Law: Text and Cases", Cengage Learning, 2017.
4. Henry R. Cheeseman, "Business Law", Pearson, 2018.
5. Christine Ladwig & George Siedel, "Strategy, Law and Ethics for Business Decision, West Academic Publishing, 2020.
6. 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
<p>Course Objectives: The objective of this course is to help students understand the fundamental concepts of technology management.</p> <p>Course Outcomes: Student will be able to understand:</p> <ol style="list-style-type: none"> 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 Wiley 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
<p>Course Objectives: The objective of this course is to help students understand the concepts of startup management.</p> <p>Course Outcomes: Students will be able to understand</p> <ol style="list-style-type: none"> 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.

Text 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.

Suggested Readings:

1. Ken Burnett, "The Handbook of Key Customer Relationship Management", Pearson Education, 2005.
2. Jill Dyche, "The CRM Handbook: A Business Guide to Customer Relationship Management", Addison Wesley, 2001.
3. Zikmund, William G., Mcleod, Raymond, Jr., Gilbert, Faye. W., "Customer Relationship Management: Integrating Marketing Strategy and Information Technology", John Wiley & Sons, 2003.
4. 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.
5. Baran, R and Galka, R., CRM: The Foundation of Contemporary Marketing Strategy", 1st Edition, Routledge, 2013.
6. 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

Course Objective:- The objective of this course is to help students understand the basic applications of computer practical

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.

MBA Syllabus Year-I Semester-II

Course-Code	Course Title			Core/ Elective		
P21MB201	HUMAN RESOURCE MANAGEMENT			Core Course		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	5	-	-	40	60	5

Course objectives: The Objectives of this Course are to:

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 Resource 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. Execute new trends in Human Resource Management practices.

Unit-I:

Definition, Evolution, Objectives, Scope and Functions of HRM. HRM Typology, System, Strategy, and Matrix of HR – Stakeholders and Integrated Models of HRM – Line vs. Staff - The Changing Environment and Role of HRM. Competitive challenges influencing HRM – HRIS: Three levels comparison – Competency Framework for HR Professionals.

Unit-II:

Job Analysis – Systems Exchange Model, Analysis and Mapping of workflow. Job characteristics model, Job, Design – Job Evaluation – Towers Perrin Model of Total Reward – Performance Appraisal – HR Planning, – Gallagher HR Estimator – Cohort Analysis – Recruitment – Yield Ratio Analysis – Process of Selection, Placement and Orientation. Training Methods – Kirkpatrick and Pecuniary Utility Models of Training – MDP.

Unit-III:

Introduction to HRD – HR Accounting – Lev and Schwartz, Flamholtz and Hermanson's Models – Audit, Research, Policies, Validity generalization of HR – Career Planning – Greenhaus Career Development Model– Protean Career – Psychological Contract: Functions and Types – HR Utility Framework – Markov Employee Transition.

Unit-IV:

Dunlop's IR Model – Organogram – QWL – QC – Grievance Management – Labour Turnover and Stability, Indices – Worker's Participation in Management – Bate's Brand Wheel for Employer Brand – Employee, Engagement Index – Employee Value Proposition – Absence Management – Brand Factor.

Unit-V:

HR Outsourcing – HR issues in Mergers and Acquisitions – HR Six – Sigma process – HR Index – HR – ROI – Job Diagnostic Model – Emotional Intelligence and Competencies at work – Work Life Integration – Introduction to International HRM, Global HRM and Strategic HRM – HR Scorecard – Paradox Theory as a lens of theorizing for Sustainable HRM – Sustainable HRM Model – Paauwe’s – Paradox Framework for Sustainable HRM.

Suggested Books:

1. John P. Kotter, “Leading Change”, Harvard Business School Press, 2015.
2. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, “Fundamentals of Human Resource Management”, 7th Edition, Mc Graw-Hill, 2017.
3. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, “Industrial Relations and Labour Laws”, McGraw-Hill, 2015.
4. V.S.P. Rao, “Human Resource Management”, Cengage Learning, 2019.
5. K. Aswathappa, “Human Resource Management”, 8th Edition, Mc Graw-Hill, 2017.
6. Raman Preet, “Future of Human Resource Management: Case Studies with Strategic Approach”, Wiley Publishers, 2019
7. Michael Armstrong, “Human Resource Management”, 2010, Kogan Page.
8. Mathis & Jackson, “Human Resource Management”, 2009, Cengage.
9. David Lepak, Mary Gower, “Human Resource Management”, 2009, Pearson.
10. Paul Banfield, Rebecca Kay, “Human Resource Management”, 2009, Oxford.
11. Decenzo, “Human Resource Management”, 2008, Wiley.
12. Madhurima Lal, S. Qzaidi, “Human Resource Management”, 2009, Excel books.
13. Wayne & Caseia, Ranjeet Nambudri, “Managing Human Resource”, 2010, TMH.
14. Gomez Mejia et.al, “Managing Human Resource”, 2010, PHI.
15. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.
16. V.K. Sharma, “Human Resource Management”, 2010, Viva Books.
17. Sanghi, “Human Resource Management”, 2010, Macmillan.
18. David G. Collings, “Human Resource Management”, 2009, Routledge.
19. W.J. Rothwell, “Planning & Managing HR”, 2010, Jaico.

Course-Code	Course Title			Core/ Elective		
P21MB202	FINANCIAL 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 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: The Finance Function:

Nature and Scope; Evolution of Finance Function – Its New Role in the Contemporary Scenario – Goals of Finance Function – Maximizing vs. Satisfying; Profit vs. Wealth vs. Welfare; The Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money – Future Value and Present Value and the basic valuation model.

Unit-II: The Investment Decision:

Investment Decision Process- Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques – Traditional and DCF Methods. The NPV vs. IRR Debate; Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty; Measurement of Risk – Risk Adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability Tree Approach, Sensitivity Analysis.

Unit-III: The Financing Decision:

Sources of Finance – A Brief Survey of Financial Instruments; Capital Structure Theories – The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal. Concept and Financial Effects of Leverage; the Capital Structure Decision in Practice: EBIT – EPS Analysis. Indifference point. Cost of Capital: The Concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Debt vs. Equity, cost of equity, preference shares and cost of debt. Weighted Average Cost of Capital and Marginal Cost of Capital.

Unit-IV: Dividend Decision and Corporate Restructuring:

The Dividend Decision: Major Forms of Dividends – Cash and Bonus Shares. The Theoretical Backdrop – Dividends and Valuation; Major Theories Centered on the Works of

Gordon, Walter and Linter. A brief Discussion on Dividend Policies of Indian Companies. Corporate Mergers, Acquisitions and Takeovers, Types of Mergers, Economic Rationale of Mergers, Motives for Mergers; Financial Evaluation of Mergers; Approaches for Valuation: DCF Approach and Comparable Company Approach

Unit-V: Current Asset Management:

Current Assets Management Concept of Current Assets, Characteristics of Working Capital. Components of Working Capital, gross vs net working capital. Factors Determining Working Capital. Estimating Working Capital Requirements. Working Capital Policy. Management of Current Assets: Cash Management, Receivables Management and Inventory Management. Bank Norms for Working Capital Financing.

Suggested Books:

1. M. Pandey, "Financial Management", 11th Ed. Vikas Publishing House, New Delhi 2015.
2. Khan, M. Y. and 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, McGraw Hill, New Delhi, 2015.
7. S R Vishwanath, "Corporate Finance: Theory and Practice", Sage publishing India, 2nd Edition, 2007.
8. Clive Wilson, Bruce Keers, Ronwyn Johnston, Andrew Medlen, Brian Walters, "Financial Management".

Course-Code	Course Title				Core/ Elective	
P21MB203	BUSINESS RESEARCH METHODS				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	1	-	40	60	5

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 create an awareness on various Sources of Data, Sampling Methods and Methods of Qualitative and Quantitative Data Analysis and also to introduce Non-Parametric Tests.
3. To provide Students with an understanding of the basic Concepts of the Multivariate Techniques-its usefulness and provide guidance on how to prepare a Research Proposal and write a Quality Research Report.

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

1. Understand Business Research problems and will critically evaluate research papers considering Ethics in Research.
2. 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 employ them in research studies.
4. Apply and interpret the Quantitative and Qualitative data and different types of Non-Parametric Statistical Tests.
5. Classify and select time series techniques to render appropriate solutions to the Business problems for attaining the Organizational Goals and effectively formulate a Research Proposal and communicate Research findings by preparing a Quality Research Report.

UNIT-I Introduction

1. Nature of Business Research, Criteria in Business Research, Research Designs – Exploratory, Descriptive & Diagnostics Studies. 2. Measures of Central Tendency - Mean, Median – Mode 3. Dispersion-Standard Deviation, Coefficient of Variance.

UNIT-II Introduction to Probability

1. Probability - Concepts and Definition, Addition and Multiplication Theorems, Baye's Theorem and its Applications. 2. Discrete Probability Distribution: Binomial and Poisson's Distribution and Applications. 3. Continuous Probability Distribution: Normal Probability Distribution - Properties and Applications.

UNIT-III Data Collection 1. Measurement and Scaling Techniques,

1. Nominal, Ordinal, Interval and Ratio Scales. 2. Sources and Methods of Data Collection : Primary and Secondary, Purpose and Benefits of Sampling, Techniques of Sampling, Questionnaires Design.

UNIT-IV Data Analysis 1. Hypothesis Testing :

Type-I, Type-II Errors, Statistical Estimation, Point and Interval Estimation, Properties of Good Estimator, Confidential Interval. 2. Large Sample Test: Test for one and Two Means, Test for One and Two Proportions. Small Sample Test : T-Distribution, properties and Applications, Paired T-Test. 3. Analysis of Variance - One way and Two way Anova,

Chisquare Distribution, Test for Goodness of fit.

UNIT-V Correlation, Regression, Time Series and Report Writing

1. Correlation Analysis, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation. 2. Regression Analysis-Concepts, Least Square Fit of a Linear Regression, Two Lines of Regression, Properties of Regression Coefficients. Basics of Multiple Regression. 3. Time Series Analysis-Components, Models of Time Series-Additive, Multiplicative and Mixed models; Trend analysis. 4. Report writing- Report Preparation and Presentation, Referencing Styles and Citation in Business Management Research.

Suggested Books:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2000, 7th Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6th Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1st Ed, Cengage Learning.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MS-Excel", First edition, 2009, Cambridge.
6. J. K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
7. Arora PN & others, "Complete Statistical Methods", 2010, 3rd Ed. S. Chand.
8. Beri, GC, "Business Statistics", 2010, 3rd Ed. TMH.
8. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
9. Levine, David M and others, "Statistics for Managers using MS. Excel", 2009, 5th Ed. PHI.
10. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.
11. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
12. Haoda, R.P., "Statistics for Business & Economics", 2010, 4th Ed. Macmillan.

Course-Code	Course Title			Core/ Elective		
P21MB204	ECONOMIC ENVIRONMENT AND POLICY			Open Elective - III		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

Course Objectives:

The basic objective of the course is to develop understanding and provide knowledge about business economic environment and policy to the management students.

Course Outcomes:

1. To promote basic understanding on the concepts of Business Environment and international business environment.
2. To provide basic understanding of economic policies of India.
3. To impart basic understanding of economic policies of India.
4. To understand the concepts of liberalization, Privalisation and globalization and analyzing case laws in arriving at conclusions facilitating business decisions.
5. To understand the basics of economic survey and union budget.

Unit – I: Business Environment and Analysis:

Nature, Composition and Scope of Business Environment. Business Environment. Analysis of Indian Economy, National Income, Saving and Investment Components, Industry, Agriculture and Tertiary Sectors, Profile of emerging industries, - IT and Biotech etc. Govt. and Business –role of Public Sector in the economy.

Unit – II: Indian Financial System:

Evolution and current structure. Elements of Financial System – markets, institutions and environment. R.B.I, Banking and Non-banking Institutions – their functions and role in the Money Market. Components of Capital market – Primary, Secondary, debt and equity market. Problems and prospects of Indian Capital market. Role of SEBI. Foreign Exchange market -FEMA.

Unit – III: Economic Policies of India :

Industrial Environment and Policy Role of SSUs, and MMcs, MRTP and competition Law. Public Sector Reforms and Disinvestments Policy. Foreign Investment Policy, Trading environment and EXIM Policy, Recent trends in Regulatory Frame Work in respect of Insurance, Telecom, Power Sector and Banking.

Unit – IV: Liberalisation, Privalisation and Globalisation (LPG) of Indian Economy:

Concept of LPG, Adopted Process of LPG in India. Structural reforms, emerging trends and issues of LPG in Indian Economy. Strategic alternatives. Practices of adoption to Globalization– Lessons from Europe, China, South East Asia and Other Countries. Emergence and impact of various economic blocks

Unit – V: Economic Survey and Union Budget:

Taxation environment – Direct and Indirect Taxes – MODVAT, CENVAT and Value added Tax Current Economic Survey and budget as instruments of indicative planning.

Suggested Books:

1. ShaikhSaleem , Business Environment, Pearson Education.
2. Justin Paul, 2016, “Business Environment”, McGraw Hill Companies.
3. Dutta&Sundaram, 2016, Indian Economy, S. Chand& Co., New Delhi.
4. Misra. S.K., &Puri V.K., 2006, Indian Economy, Himalaya Publishing House, Mumbai.
5. Khan. M.Y. 2007, Indian Financial System, 5th Edition, Tata McGraw Hill, New Delhi.
6. Meir Kohn, 2007, Financial Institutions and Markets, 2nd Edition, Oxford University Press, New Delhi.
7. Conklin. D.W., 2006, Cases in Environment of Business – International Perspectives, TheIvey Casebook series, Sage Publications.
8. Suresh Bedi, 2004, Business Environment, Excel Books , 1st Edition, New Delhi.2.

Course-Code	Course Title			Core/ Elective		
P21MB205	BUSINESS PROCESS RE-ENGINEERING			Open Elective - III		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

Course Objective:- The objective of this course is to help students understand the concepts of business process re-engineering.

Course Outcomes: At the end of the course students will learn:

1. How to analyse business processes from 360°--the tactical, operational and strategic Perspectives. A proven best-practice method
2. To achieve sustainable transformation.
3. To apply a sophisticated toolkit of specific proven, high impact improvement tactics
4. To develop compelling business-value driven business cases for change.
5. To ensure results are integrated into corporate culture and sustainable over time.

Unit – I:

Introduction to BPR Reengineering and its relationship with functional areas of business. History of reengineering, suggested reengineering framework. Deterministic machines, complex dynamic system, interacting feedback loops and social constructs perspectives of BPR.

Unit – II:

Managing Process Flows Business Process and Flows - Through put rate, work-in-process, Cycle Time, Little's Law Cycle Time and Capacity Analysis – Cycle Time Analysis, Capacity Analysis. Managing Cycle Time and Capacity – Cycle Time Reduction, Theory of Constraints.

Unit – III:

Implementation Process Redesign of business processes – systematic or clean sheet, main and supporting processes, rationale of BPR, key enablers of BPR, technology for BPR, critical success factors, cross functional teams, mentoring, facilitating, models and methodologies of BPR, tools and techniques of BPR.

Unit – IV:

Making effective BPR Virtual ingredient – people, top management's involvement, involvement of consultants, empowerment and autonomy, the IT „black hole“, using process Simulation to minimize the risk Business Process Map & Simulation Model, Parameter Analysis, Simulation & Key performance Indicators.

Unit – V:

ERP and BPR ERP in Modeling Business Processes, Work flow Management systems in BPR, steps of BPR, Description of the case company, Business Case, Five-stage Model of AS-IS / TO-BE Analysis, Managing Implementation. Business process management, process centric organizations, business process maturity model, business process performance measurement.

Suggested Books:

1. Laguna “Business Process Modeling, Simulation and Design”, 2016, Pearson.
2. Chan Meng Khoong, “Reengineering in action”, 1st edition, 2009, Cambridge.
3. Charles Poirier “Business Process Management Applied”, 2015, Cengage.
4. Martyn A. Ould “Business Process Management”, 2010, BCS Viva Books.
5. Tony Carter, “The Aftermath of Reengineering”, 2007, Viva Books.
6. Dey “Business Process Reengineering”, 2016, Wiley.
7. K. SridharaBhat, “Business Process Reengineering”, 2007, HPH.
8. Saxena K.B.C., “Business Process Outsourcing”, 2007, Excel.
9. MahadeoJaiswal, “Enterprise Resource Planning”, 2005, Mac Millan.
10. MS.Jayaraman, et.al; “Business Process Reengineering”, 1994, TMH.
11. Varun Grover, M. Lynne Markus, “Business Process Transformation”, 2010, PHI.
12. Daniel minoli, “Business Process Reengineering”, 2010, Routledge.

Course-Code	Course Title			Core/ Elective		
P21MB206	INTERNATIONAL BUSINESS			Open Elective - III		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4

Course Objectives: This course will provide students with

1. The knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.
2. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions.
3. It will also prepare students to formulate and execute strategies, plans, and tactics to succeed in international business ventures.

Course Outcomes: At the end of the course students should be able to:

1. Demonstrate effective application capabilities of conceptual understanding of the international business environment.
2. Exhibit the ability to integrate economics, geo-politics, legal and cultural dimensions necessary for multi-national operations.
3. Have local and global perspective towards international business and international operations of domestic business.
4. Demonstrate effective understanding of overseas markets, international agreements, international trade and investment.
5. Demonstrate analytical skills in identification and resolution of international business management issues.
6. Exhibit effective decision making skills, employing analytical and critical thinking ability.

Unit - I: Global Imperative:

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

Unit - II: Global Business & National Regulation:

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

Unit – III: Global Business and Entry Strategies:

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

Unit – IV: Global E-Business:

Conceptual Framework of E-business–Prerequisites for Effective E-business Transactions–E-enabled Business Process Transformation & Challenges–E-business Technology & Environment–EBusiness Applications–E- Business Models–Alternative E-business Strategies–Global E- Marketing – Electronic Processing of International Trade Documents – Policy Framework for Global E-business.

Unit - V: Managing Global Business:

Strategy and Global Organization -Global Strategic Planning–Going Global and Implementing Strategies–Intercultural Communications–Intercultural Human Resources Management in Global Context.

Suggested Books:

1. Charles W.K Hill, and Arun K. K. Jain, “International Business, - Competing in the Global Market Place”,2010, 6th Ed. Tata McGraw Hill.
2. S. Tamer Cavusgil, Gary Knight, John R. Rosenberger, 2010, Pearson Ed.
3. Michael R. Czinkota, LLkk. A. Ronkainen and Michael H. Moffett, “International Business”, 2009, 7thEd, Cengage Learning, New Delhi.
4. Alain Verbeke, “International Business Strategies” 1st edition, 2009, Cambridge
5. Rakesh Mohanh Joshi, “International Business”, 2009, Oxford University Press.
6. David H. Holt and Karen W. Wigginton, “International Management”, 2007, Thomson.
7. Jeanett and Hennessey, “Global Marketing Strategies”, 2005, Jaico, New Delhi.
8. Subba Rao, 2007, “International Business”, 2010, Himalaya Publications, New Delhi.
9. Bholanath Dutta, “International Business Management”, 2010, Text & Cases, Excel, New Delhi.
10. John D. Daniels & Lee H. Radebaugh, “International Business”, 2006, Pearson Education.
11. Hodgetts, Luthans and Doh, “International Management Culture, Strategy and Behaviour”, 2006, Tata McGraw-Hills, New Delhi.
12. Anant. K. Sundaram and J. Stewart Black, “The International Business Environment”, 2009, Test and Cases, PHI Learning, New Delhi.
13. Pradip Kumar Sinha and Sanchari Sinha, “International, Business Management”.

Course-Code	Course Title			Core/ Elective		
P21MB207	FINANCIAL MARKETS AND SERVICES			Open Elective - III		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	4	-	-	40	60	4
Course Objectives: The Objectives of the Course are:						
<ol style="list-style-type: none"> 1. To make the Students understand the structure and functions of the Financial Markets, Financial Instruments, Merchant banking 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:						
<ol style="list-style-type: none"> 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. Understand the Leasing, and hire purchasing. 5. Enhance knowledge on various types of Insurance Services. 						

Unit-I: Financial Markets

Indian Securities Market – An Overview , Introduction, Market segments, Primary market, Secondary market, products and participants, Derivatives market, reforms, research, corporate and government securities market; , Money Market, Debt Market , Derivative Market, Government Securities Market Financial Services: - Concept and meaning. Classification – Traditional and Modern activities; Fund-based and non fund based activities. Financial Engineering – Need for financial innovation; Model for new product development; new financial products and services. Current scenario and challenges to the financial services sector in India.

Unit-II: Merchant Banking:

Concept and evolution of merchant banking (MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs’ activities and SEBI guidelines related to issue management.

Unit-III: Leasing and Hire Purchasing:

(a) Leasing concept and classification. Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing – break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions. (b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire purchase. Financial evaluation of hire purchase deals.

Unit – IV: Insurance:

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

Unit – V: Other financial services:

(a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services – cost of factoring – decision analysis for factor services. Factoring scenario in India. (b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

Suggested Books:

1. Kumar Vinod, Gupta Atul, Kaur Manmeet, “Financial Markets Institutions & Financial Services”, Taxmann’s, 2017 Edition, July, 2017.
2. Blokdyk Gerardus, “Claims Management A Complete Guide”, The Art of Science, 2019 Edition
3. Meir Kohn, 2015, Financial Institutes and Markets, 2nd edition , Oxford University Press, South Asia, Edition .
4. Khan.M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi-8
5. Rejda.G.e., 2002, Principles of Risk Management and Insurance, 7th edition, Pearson Education
6. Mishkin.F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5th edition, Pearson Education.
7. Choudhry, Moorad, (2002), Capital Market Instruments, Prentice Hall.
8. ED Madhusoodanan, (2008), Indian Capital Markets, Quest Publications.
9. Gurusamy, (2009), Capital Markets, 2nd edition, Tata McGraw Hill

Course-Code	Course Title			Core/ Elective		
P21MB208	TOTAL QUALITY MANAGEMENT			Open Elective - IV		
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 total quality management

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

1. Have an overview on Quality Dimensions and Quality System Awards and Guidelines.
2. Have an insight of Quality measurement tools.
3. Acquire Knowledge on various Techniques of Total Quality Management.
4. Understand the six sigma and problem solving approach.
5. Enhance knowledge on Implementation of TQM in service sectors.

Unit-I: TQM

History and Evolution: Connotations of Quality, Quality Dimensions – Product and Service. The concept of TQM, Evolution of TQM – Inspection, SQC, QA and TQM. Conventional quality management versus TQM. Customer supplier focus in TQM. Benefits and Costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines – ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM).

Unit – II: Tools of TQM: Measurement Tools:

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

Unit – III: Techniques of TQM: Quantitative techniques:

Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, The Balanced Scorecard, Sales and Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Orthogonal arrays, Signal-to-Noise ratio: Nominal- the- best, Target-the-best, Smaller the-best, Larger-the-best. Parameter design, Tolerance design.

Unit – IV: Six Sigma:

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

Unit –V: TQM in the Service Sectors:

Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and

financial services –Banks, Investment Company and Mutual Funds.

Suggested Books:

1. John L. W. Beckford, “Quality: A Critical Introduction”, 3rd Ed. Routledge – Taylor and Frances Group, NewYork and London.
2. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield- scare, “TotalQuality Management”, 2006, 3rd Ed. PHI.
3. Ron Basu, “Implementing Quality: A Practical Guide to Tools and Techniques”, 2016, THOMPSON.
4. R. P. Mohanty& R. R. Lakhe, “TQM in the Service Sector”, Jaico Books.2016
5. KanishkaBedi, “Quality Management”, Oxford University Press.
6. “The Six Sigma Instructor Guide”, Green belt Training made easy, 2008, 2nd Ed. Macmillan
7. Kanji K. Gopal& Asher Mike, “100 methods for TQM”, Response.

Course-Code	Course Title			Core/ Elective		
P21MB209	STRATEGIC MANAGEMENT ACCOUNTING			Open Elective - IV		
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 strategic management accounting.

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

1. Fundamentals of Management accounting and Cost accounting and Marginal costing
2. Budget and Budgetary controls.
3. Responsibility Accounting
4. Activity Based Costing and Profitability Analysis
5. Strategic decisions for Product life cycle and Competitor analysis

Unit-I Introduction to Management Control:

Strategic Management accounting – Meaning – Scope – Strategic importance – Nature and characteristics of Management Control system. Cost behavior and decision making Fixed and variable costs – Break-even analysis: application of BEP for various business problems, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor

Unit-II Strategic Planning and Control & Accounting for Control:

Strategic Planning, Management Control and Operational Control – Meaning and Concept and purpose. Standard costing – Concept and purpose of standards – Types of standards – Standard setting – Variance analysis – Interpretation-Budgetary control – Meaning & purpose – Component of effective budgeting program – Performance budgeting – Zero based budgeting – Concept – Importance and relevance.

Unit-III Responsibility Accounting:

Responsibility Centers – Need for divisionalization – Types of responsibility centers – Performance reports – Responsibility accounting – Behavioral aspects – Segmented Performance evaluation – Transfer Pricing.

Unit-IV Activity based Costing and Customer account profitability analysis:

Activity based costing systems – Meaning – Tracing costs from activities to products and services – Activity based Management – Activity Cost drivers – Activity based Costing vs traditional costing. Customer account profitability analysis – Meaning and need for CAP analysis – Managing Customer Profitability Managing Relationships – Customer Costs in Service Companies.

Unit-V Strategic decisions for Product life cycle, Activity based costing and Competitor analysis: Product life cycle costing – PLC assessment – Cost assessment – Pricing and evaluation criteria for products at different stages of PLC. Competitor accounting – Concept

and Importance – Sources of Competitor information – Competitive pricing and bidding. Target Costing and Cost analysis for pricing decisions.

Suggested Books:

1. Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012.
2. S.P. Jain and K.L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006.
3. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007.
4. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 2007.
5. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
6. Manas Gupta, Cost Accounting Principles and Practice, Pearson Education, 2006.

Course-Code	Course Title			Core/ Elective		
P21MB211	RETAIL MANAGEMENT			Open Elective - IV		
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 retail management.

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

1. Retailing and retailing operations
2. Retail marketing and merchandise management
3. CRM in retailing
4. Understand the concept of Merchandise Management in detail
5. Interpret the CRM Process in Retailing Legal & conformation for Store.

UNIT I:

Retailing: Role, Relevance and Trends – Introduction to Retailing what is retailing and economy , Types of Retailing , Characteristics of Retailing, Functions and activities of Retailing .

UNIT II:

Retail in India – Emergence of organized retailing traditional retail formal – cooperatives and Government Modern retail formal in India. Retailing rural India, Geographical spread of Indian Market – Retail in food, Health , Clothing and Home Furniture International Retailing- Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalization of retailing and evolution of international retailing - Motives for international retailing

UNIT III:

Retail Marketing: Segmentation - Retail market segmentation & franchising- Relationship marketing in Retailing.-Retailing in banking and other financial services, mutual funds and Insurance-Social Marketing in Retail management. Retail Pricing - Strategies- Retail Promotion strategies -Advertising & sales promotion

UNIT IV:

Merchandise Management: Sources of merchandise, Logistic Management, Category Management, Store Layout Design and Visual Merchandising, Retailing Strategy and Customer Services.

UNIT V:

CRM Process in Retailing Legal & compliances for Store : Customer Data, Analyzing . Retailing, Developing CRM Program – Implementing CRM Program. Legal and compliances License Contract and recovery Legal process Law- Shops establishment – IPR patent copy right trade marks - Customer Rights in Consumer protection acts

Suggested Books:

1. Bajaj Tuli Srinivastava, Retail Management 3rd edition, oxford Publication, 2016.
2. Retailing Management -Levy & Weitz- The McGraw Hill Companies 2015
3. Bary Berman & Evans, Retail Management a Strategic Approach, Pearson
4. Education. 2015
5. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies
6. Nicolas Alexander International Retailing-Blackwell Business Publishers

Course-Code	Course Title			Core/ Elective		
P21MB212	BUSINESS COMMUNICATION			Open Elective - IV		
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 various approaches / aspects of business communication.

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

1. The importance of Communication in Business
2. To develop writing skills and presentation
3. writing business proposals and letters
4. Application of business communication in the self-development process.
5. Infuse the relational management with various stakeholders.

Unit – I:

The role of and process of communication. Barriers to communication surmount barriers to communication, Types of communication; Listening process–Elements of good listening–improving listening competence. Importance of feedback – Principles of feedback.

Unit – II:

Characteristics of non-verbal communication–Types and functions of non-verbal communication–Interpreting non-verbal communication; Negotiations–Approaches to negotiations–Preparing for and conducting negotiations

Unit – III:

Making Presentations–Choosing a method of speaking–Analyzing the audience–Nonverbal dimensions of presentations–Speeches for commemorative occasions–Effective presentation strategies. Persuasive speaking.

Unit – IV:

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

Unit – V:

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

Suggested Books:

1. Penrose, Rasberry and Myers, "Business Communication for Managers", Cengage Learning.
2. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge.
3. Mary Munter, "Guide to Managerial Communication" 6th Ed Pearson Education.
4. Lesikar, R.V. and M.E. Flatley, "Basic Business Communication", 2008 11th Ed. New York, McGraw
5. Disanza, "Business and Professional communication", Pearson Education.
6. CSG Krishnamacharyalu and L.Ramakrishnan, "Business Communications", 2009, Himalaya Publishing House.
7. Paul A Argenti, "Strategic Corporate Communications", Tata McGraw Hill.
8. Krizan, Merrier, Logan and Williams, "Effective Business Communication", 2008 Cengage Learning.
9. Paul R.Timm, "Straight Talk: Written communication for career success", Routledge Publication.
10. David Irwin, "Effective Business Communications", 2009, Viva Books.
11. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication", Sage Publications.
12. U S Rai & S M Rai, "Business Communication", Himalaya Publishing House.

Course-Code	Course Title			Core/ Elective		
P21MB2L1	MANAGERIAL SOFT SKILLS LAB			Practical		
Prerequisites	Contact Hour per Week			CIE	SEE	Credits
	L	T	P			
	-	2	2	50	-	1

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. Display 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 – I Getting Started with Soft Skills:

An Introduction – Definition and Significance of Soft Skills; Process, Importance and Measurement of Soft Skill Development. 2. Self-Discovery: Discovering the Self; Setting Goals; Beliefs, Values, Attitude, Virtue. 3. Positivity and Motivation: Developing Positive Thinking and Attitude; Driving out Negativity; Meaning and Theories of Motivation; Enhancing Motivation Levels.

UNIT -2 Interpersonal Communication:

Interpersonal relations; communication models, process and barriers; team communication; developing interpersonal relationships through effective communication; listening skills; essential formal writing skills; corporate communication styles – assertion, persuasion, negotiation. 2. Public Speaking: Skills, Methods, Strategies and Essential tips for effective public speaking. 3. Group Discussion: Importance, Planning, Elements, Skills assessed; effectively disagreeing, Initiating, Summarizing and Attaining the Objective. 4. Non-Verbal Communication: Importance and Elements; Body Language. 5. Teamwork and Leadership Skills: Concept of Teams; Building effective teams; Concept of Leadership and honing Leadership skills.

UNIT -3 Interview Skills:

Interviewer and Interviewee – in-depth perspectives. Before, During and After the Interview. Tips for Success. 2. Presentation Skills: Types, Content, Audience Analysis, Essential Tips – Before, During and After, Overcoming Nervousness. 3. Etiquette and Manners – Social and

Business. 4. Time Management – Concept, Essentials, Tips. 5. Personality Development – Meaning, Nature, Features, Stages, Models; Learning Skills; Adaptability Skills.

UNIT – 4 Decision-Making and Problem-Solving Skills:

Meaning, Types and Models, Group and Ethical Decision-Making, Problems and Dilemmas in application of these skills. 2. Conflict Management: Conflict - Definition, Nature, Types and Causes; Methods of Conflict Resolution. 3. Stress Management: Stress - Definition, Nature, Types, Symptoms and Causes; Stress Analysis Models and 8 Impact of Stress; Measurement and Management of Stress

UNIT -5 Leadership and Assertiveness Skills:

A Good Leader; Leaders and Managers; Leadership Theories; Types of Leaders; Leadership Behaviour; Assertiveness Skills. 5. Emotional Intelligence: Meaning, History, Features, Components, Intrapersonal and Management Excellence; Strategies to enhance Emotional Intelligence. Note: Each topic in all the above units will be supplemented by practice exercises and classroom activities and projects.

Text Books:

1. Rani. D. Sudha, “A Manual for English Language Laboratories”, Pearson Education, 2014.
2. Suresh Kumar, “A Handbook for English Language Laboratories”, Foundation Books, 2009.
3. Sanjay Kumar and Pushp Lata, “Communication Skills”, Oxford University Press, 2nd edition, 2015.
4. Lesikar R V et al., “Business Communication: Connecting in a Digital World”, McGraw Hill Education, 2015.

Suggested Readings:

1. Kumkum Bhardwaj, “Fundamentals of Business Communication”, Wiley (Dreamtech Press), 1st Edition, 2019.
2. Julian Dakin, “The Language Laboratory and Language learning”, Addison-Wesley-Longman Ltd, UK, 1973.
3. Simon Morton, “The Presentation Lab: Learn the Formula behind Powerful Presentations”, Wiley; 1 st edition, 2014.
4. Steve Duck, David T. McMahan, “The Basics of Communication- A Relational Perspective”, Sage Publishers, 2nd Edition, 2012.
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.

Course-Code	Course Title				Core/ Elective	
P21MB301	OPERATIONS MANAGEMENT				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	5	-	-	40	60	5

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. To develop aggregate capacity plans and Mater Production Schedule in operation environments and enabling the importance of facility location, layout and line balancing.
3. To identify and eliminate nonessential operations and develop feasible method of performing a job by applying work study techniques.
4. To calculate inventory levels and order quantities to make use of various inventory classification models.
5. To advance cognizance on Total Quality Management and to efficaciously implement the contemporary Quality techniques in an Organisation.

Unit - I: Introduction

Similarities and Differences between Products & Services. Basic Manufacturing Process: Casting, Machining, Welding, shearing Extrusion, heat treatment and unconventional machining. The transformation Process: Manufacturing, Service & Hybrid Agile Manufacturing. Operations Strategy.

Process design – Project, Job, Batch, Assembly and Continuous. Factors effecting Process design. Functions of Production, Planning & Control. Interface of Product Life Cycle & Process Life Cycle.

Unit – II: Long – range capacity Planning:

Capacity Planning, Line Balancing, facility location and Facility layout. Service facility layout.

Aggregate Planning: Aggregate Demand, criteria for selecting Aggregate Plans, Aggregate Plans for Service & mathematical Models for Aggregate Planning.

Master Production Scheduling: Objective, Procedure and Time frame.

Sequencing of Operations: n-Jobs with one, two and three facilities.

Maintenance Management: Repair Programmes, Break down, Preventive and Corrective

maintenance. Maintenance issues in service organizations.

Unit - III: Work Study & Service Management:

(a) Work study: Definition and its advantages and the various components. Techniques of methods analysis and work measurement

(b) Service Management: Nature of services. Types of Service operations- Quasi manufacturing, customer as participant and customer as product, Scheduling challenges in various service Operations, Value creation through service. Service quality, Culture and innovation

Unit - IV: Materials Management:

Need and importance of Materials management. Materials Requirement Planning, Manufacturing Resource Planning. Purchase Management: Sources of Supply of Materials, selection, evaluation and rating of Vendors . Methods of vendor rating. Value Analysis : the concept and its role in cost reduction.

Unit - V: Stores Management:

Inventory decision: Need ,functions and Significance of Inventory, Safety Stock . Deterministic Models of Inventory: Purchase and Manufacturing Models without and with shortages. Probabilistic Models of Inventory : Fixed order quantity systems and fixed period quantity systems

Stores Management: Functions of Stores and Materials control. Classification, Codification , Simplification and Standardization of materials . Bin Card, Double-Bin and stores Ledger. Selective Inventory Control: ABC, XYZ, VED, FNS and SDE Analysis.

Suggested Readings:

1. Norman Gaither & Greg Frazier, Operation Management 9th edition, Cengage Learning..
2. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
3. Amol Gore and Robert Panizzolo, Operation Management
4. R. Panneerselvam, Production and Operation Management 3rd edition, PHI
5. Danny Samson and Prakash J.Singh, "Operations Management-An integrated approach", 2009, 1st Ed. Cambridge
6. Ray Wild, "Operations Management, 2003, Thomson Learning.
7. KanishkaBedi, "Production and Operations Management", 2007, 3rd Ed. Oxford University Press.
8. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
9. S.N. Chary Production & Operation Management.

Course-Code	Course Title				Core/ Elective	
P21MB302	E- BUSINESS				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	5	-	-	40	60	5

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. Understand various concepts and developments of Physical, E-Commerce and M-Commerce.
2. Develop various models of E-commerce to gain Competitive Advantage.
3. Design and use appropriate Electronic Payment Systems.
4. Apply appropriate Network Security and Firewalls in E-Business activities.
5. Understand various types of e-services and Legal, Ethical and privacy issues associated with E-Business.

Unit I: Introduction

E-Business and Global Economy, E-Business –Advantages & Disadvantages, E-Business Value Chains, E-Business Models- B2B, B2G, C2C, C2G.

E-Business Infrastructure-Internet, Intranet, Extranet and WWW- Online Payment Basics – E-Cash, E-Wallets, Stored Value Cards.

Unit II: E-Business Environment & e-Marketing

Legal, Ethical & Taxation Issues – Legal Environment of E-Business, Use and Protection of Intellectual Property Rights in Online Business-Online Crime, Ethical issues, Taxation Issues.

e-Marketing- Web Marketing Strategies, Communicating with different Marketing Segments, Advertising on Web - E-Mail Marketing, Creating and Maintaining Brands, Search Engine Positioning and Domain Names.

Unit III: Mobile Commerce Basics

Introduction to mobile commerce- Scope, Benefits, limitations of mobile commerce, M-Commerce frame work, M-Commerce Business Models, E-Commerce vs M-Commerce, Mobile commerce services – Types of M-Commerce Services, Mobile commerce applications.

Unit IV: Mobile Commerce Technology

Wireless and Mobile Communication –Wireless Communication, Satellite Communication Mobile Communication Systems, Mobile Phone Cellular Network, Mobile Access Technology–Mobile Communication Standards, 1G, 2G, 3G, 4G and 5G systems.

Key Players- Mobile Devices, Mobile Service Providers – Mobile Commerce Service Providers,

Unit V: Mobile Commerce Applications

Mobile Products- **Mobile Banking**- M-Banking Business Models, M-Banking Technologies, M-Banking Services, Advantages & Challenges. **Mobile Ticketing** -Process, Applications, Advantages, Apps, M-Ticket Providers. **Mobile Payment Systems** –Characteristics, Models, Privacy & Security Issues, M-Payment Service Providers. **Mobile Computing** –Nomadic or Ubiquitous, Business Applications of Mobile Computing, **Mobile Value Added Services, Privacy, Security & Legal Issues relating to M-Commerce.**

Suggested Readings:

1. **Creating a Winning E-Business**- H. Albert Napier, Ollie Rivers, Stuart Wagner, JB Napier- Cengage Learning- Second Edition.
2. **E-Commerce, Strategy, Technology and Implementation**- Gary P. Schneider- Cengage Learning – Second Edition.
3. **Mobile Commerce**- KarabiBandyopadhyay – PHI-EEE.
4. **Electronic Commerce from Vision to Fulfillment** – Elias M. Awad –Pearson Education- Low Price Edition – Third Edition.
5. **E-Marketing** – Judy Strauss, Adel El Ansary, Raymond Frost- Pearson Education- Low Price Edition.

Course-Code	Course Title				Core/ Elective	
P21MB303	OPERATIONS RESEARCH				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	5	-	-	40	60	5

Course Objectives: The Objectives of this Course are:

1. To familiarize the Students with the basic Concepts and tools of Operations Research.
2. To make the Students understand the mathematical models used in Operations Research.
3. To provide the Students to learn the techniques constructively to make effective Business decisions.

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

1. Develop mathematical model and solve the real life system with limited constraints by applying LPP.
2. Formulate and solve transportation and assignment concepts to implement Supply chain management.
3. Evaluate alternatives using decision making under risk and uncertainty and game theory.
4. Apply PERT and CPM techniques to plan, schedule and control project.
5. Apply simulation process in queuing theory to evaluate the system.

Unit – I: Introduction

- i. Introduction to OR- Origin, Nature, definitions, Managerial applications and limitations of OR.
- ii. Linear and Non- Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems).
- iii. Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

Unit – II: Allocation Model - I

- i. LPP - Simplex Method- Solution to LPP problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.
- ii. Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.
- iii. Sensitivity analysis and its implications.

Unit – III: Allocation Model - II

- i. Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method(LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
- ii. Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution- Hungarian method.
- iii. Travelling salesman problem, Managerial applications of AP and TSP.

Unit – IV: Network Models

- i. Network fundamentals- scheduling the activities -Fulkerson's Rule –CPM- earliest and

latest times -determination of ES and EF in the Forward Pass - LS and LF in backward pass determination of Critical Path, Crashing, time cost trade off.

ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

Unit – V: Waiting Line / Competitive Strategy Models

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

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

iii. Simulation- Process of simulation, Applications of simulation to different management Problems.

Suggested Readings:

1. N.D. Vohra, “Quantitative Techniques in Management”, 2010, 4th Ed. TMH.
2. J.K. Sharma, “Operations Research Theory and Applications 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, “Introductory Operations Research theory and applications”, 2008, Springer.
4. Chakravarty, P, “Quantitative Methods for Management and Economics”, 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, “Quantitative analysis for Management”, 2007, 9th Ed. Pearson.
6. Pannerselvam, R, “Operations Research”, 2006, 3rd Ed. PHI.
7. Selvaraj, R, “Management Science Decision Modeling Approach”, 2010, 1st Ed. Excel.
8. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, “Operations Research Principles and Practice”, 2nd Ed. John Wiley and Sons.
9. Hillier, Frederick S. & Lieberman, “Introduction to Operations Research Concepts and Cases”, 2010, 8th Ed. TMH.
10. Prem Kumar Gupta & others, “Operations Research”, 2010, S. Chand.

Course-Code	Course Title				Core/ Elective	
P21MB304	FINANCIAL RISK MANAGEMENT (FINANCE)				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To make the Students understand the various facets of Risk Management.
2. To provide in-depth the concept of Derivatives and its various types.
3. To familiarize 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

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk–Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process–pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

Unit – II: Measurement and Management of Risk:

Value at risk (VaR): The concept, computation, stresses testing, back testing.

Cash flow at risk (CaR): VaR and CaR to make investment decisions.

Managing risk when risk is measured by VaR or CaR

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

Asset-Liability Management (ALM): evolution & concept, RBI guidelines.

Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

Unit – III: Techniques and Tools of Risk Management: Forward contracts and Futures contracts

The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

Forward contracts: Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.

Futures contracts: Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract.

Differences between forward contracts and futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk–minimizing hedge.

Unit – IV: Techniques and Tools of Risk Management: SWAPS

Definition, types of swaps. Interest rate swaps, Currency swaps.

Interest rate Swaps: Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.CurrencySwaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

Unit – V: Techniques and Tools of Risk Management: Options

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

Suggested Readings:

1. Dun and Bradstreet, “Financial Risk Management”, 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, “Fundamentals of Risk Management”, 2010, Institute of Risk Management.
3. Ravi Kumar, “Asset Liability Management”, Vision Books Pvt. Ltd.
4. David. A. Dubofsky& Thomas. W. Miller, Jr., “Derivatives Valuation and Risk Management”, 2003, Oxford University Press.
5. Jean-Philippe Bouchaud and Mark Potters, “Theory of Financial Risk and Derivative Pricing”, 2009, 2nd Ed. Cambridge press
6. John C. Hull &SankarshanBasu, “Options, Futures and Other Derivatives”, 7th Ed, Pearson Education.
7. “Theory and Practice of Treasury and Risk Management in Banks”, Indian Institute of Banking and Finance, March 2006, Taxmann
8. Peter S. Rose & Sylvia C. Hudgins, “Bank Management & Financial Services”, 7th Ed, Tata McGraw-Hill
9. Rene. M. Stulz, “Risk Management & Derivatives”, 2003, Thomson Southwestern.
10. Jayanth Rama Varma, “Derivatives and Risk Management”, TMH.
11. Don M.Chance& Robert Brooks, “Derivatives and Risk Management Basics”, 2008, Indian Edition, Cengage Learning
12. M. A. H. Dempster, “Risk Management: Value at Risk and Beyond”, 2002, Cambridge press.

Course-Code	Course Title			Core/ Elective		
P21MB305	PRODUCT AND BRAND MANAGEMENT (MARKETING)			Core Course		
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	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: Product and Branding Decisions:

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion.

Brand management: Branding, Brand positioning, repositioning strategies and Brand Loyalty, Brand Equity, Brand management practices.

Unit - II: Product Market Evolution:

Strategy and Planning. New Product Development: Innovation and New Product Development (NPD), Theories of NPD, Models of NPD, Generic Product Development Process.

New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International, Risk-return analysis.

Unit - III: Product Modification and New Product Introduction:

Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea-Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

Unit - IV: Market Segmentation:

Market Structure Analysis. Preference Segmentation. Perceptual mapping, Preference – choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS–flow charts and concepts.

Business Analysis-Cost Behavior-learning curve analysis. Innovation diffusion and adoption

process- Demand Analysis–First Purchase and repeat purchase, trial and repeat models.

Unit - V: Product Development and Testing :

Product Launching, Six guiding principles of product launching, Pre-testing, Test marketing, Marketing Mix allocations. Planning annual Budget and strategy. PLANOPT Model & MARMIX Model. Organization for product Management.

Suggested Readings:

1. Pessemier Edgar, "Product Management", 1982, John Wiley & Sons.
2. Japan K. Panda, Product and Brand Management. I edition Oxford.
3. KirtiDatta Brand Management Principles and Practices Oxford Publication
4. Sridhar J Murthy and Gary L Lilien, "Marketing Models", 2006, PHI.
5. U C Mathur, "Product and Brand management", 2009, Excel Books New Delhi.
6. Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.
7. Kavin Keller, "Strategic Brand Management", 2008, Pearson Ed 3rd Edition.
8. Ulrich K T, Anitha Goyal, "Product Design and Development", 2010, McGraw Hill.
9. Bently, Davis & Ginsbury, "Trade Markets and Brands", 2008, Cambridge University Press
10. Chunnawala, "Compendium of Brand Management", 2008, HPH.
11. Richard Elliott, "Strategic Brand management", 2007, Oxford press.
12. Helen Edwards, "Creating Passion brands", 2009, Kogan Page Publishers.
13. Wind Yoram, "Product Policy", 1982, Addison and Wesley.

Course-Code	Course Title				Core/ Elective	
P21MB306	COMPENSATION MANAGEMENT (HUMAN RESOURCES)				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To impart techniques and methods for competing employer – employee negotiations for arriving at optimal compensation system.
2. To understand the Concept of Compensation Management and its importance in Employee Retention.

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. An overview of Strategic Compensation Management
2. Understand the concepts Compensation and Employee Behaviour.
3. Understand and implement Building Market Competitive Compensation System.
4. Learn and determine the Components of Employee Benefits Management.
5. Execute Contemporary Strategic Compensation Challenges.

UNIT - I: Introduction to Strategic Compensation Management:

Concept of compensation-Exploring and defining the compensation context–System of compensating–compensation dimensions-concept of reward–Role of compensation in Organization-Non-financial compensation system–Concept of total reward system-New trends in compensation management–The 3-P compensation concept.

UNIT – II: Compensation and Employee Behaviour:

Bases For Traditional Pay System and Modern Pay System–Establishing Pay Plans–Aligning Compensation Strategy with HR Strategy and Business Strategy–Seniority and Longevity pay–Linking Merit Pay with Competitive Strategy–Incentive Pay–Person focus to Pay–Team Based Pay.

UNIT – III: Designing Compensation System:

Building internally consistent Compensation System–Creating Internal Equity through Job Analysis and Job Valuation–Building Market Competitive Compensation System–Compensation Surveys–Integrating Internal Job Structure with External Market Pay Rates–Building Pay Structures that Recognize Individual Contributions–Constructing a Pay Structure–Designing Pay for Knowledge Program.

UNIT – IV: Employee Benefits Management:

Components–Legally required Benefits–Benefits Administration–Employee Benefits and Employee Services–Funding Benefits through VEBA–Costing the Benefits–Components of Discretionary Core Fringe Compensation–Designing and Planning Benefit Program–Totally Integrated Employee Benefit Program.

UNIT – V: Contemporary Strategic Compensation Challenges:

International Compensation and Competitive Strategies-Executive Compensation Packages–Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules–Compensation for Expatriates and Repatriates–Strategic Issues and Choices in Using Contingent and Flexible Workers.

Suggested Readings:

1. Handerson, “Compensation Management in a Knowledge Based World”, 2007, Pearson Ed. 9th Ed.
2. Joseph J.Martocchio, “Strategic Compensation”, 2006, Pearson Ed Richard I 3rd Ed.
3. Milkovich&NewMan, “Compensation”, 2005, Tata McGraw –Hill, New Delhi.
4. Dr. Kanchan Bhatia, “Compensation Management”, 2009, Himalaya Publishing House.
5. Tapomoy Deb, “Compensation Management”, 2009, Excel Books, New Delhi.
6. Dipak Kumar Bhattacharyya, “Compensation Management”, 2009, Oxford University Press.

Course-Code	Course Title				Core/ Elective	
P21MB307	DECISION SUPPORT SYSTEMS (SYSTEMS)				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To Provide an understanding about computerized Information Support System for Decision Making in Organization.
2. To provide an understanding about Implementations of DSS, Models, Artificial Intelligence
3. To provide understanding of Data Warehouse and Data Mining.

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

1. Understand the concepts and evolution of DSS.
2. Develop and implement the DSS models
3. Understand the concepts of Distributed DSS Technologies and EIS.
4. Understand Artificial Intelligence and Expert Systems.
5. Understand Data Warehousing and data Mining.

Unit I: Introduction

Evolution of DSS- Definition of DSS – Need and benefits of DSS. Decision Making Process- Types of Decisions, A framework For DSS Support- DSS as Information System- Types of DSS – Individual, Group.

Unit II: Development and Implementation of DSS and Models in DSS:

DSS Architecture- Hardware, Software Tools for DSS- Approaches to Development – Implementation, Models in DSS – Types of Models.

Unit III: Group DSS and Groupware:

Group Decision Making - problems with groups- MDM Support Technologies-Distributed Group DSS- Distributed DSS Technologies- Executive Information Systems-definition-EIS Components – Making the EIS work – The Future of Executive Decision Making and The EIS.

Unit IV: Artificial Intelligence (AI) and Expert System (ES):

Definition of Artificial Intelligence – Artificial Intelligence vs. Natural Intelligence- The Intelligence of AI- Expert Systems- Definition, Structure of ES- Designing and Building ES- Benefits of ES –Examples of ES- Intelligent Software Agents.

Unit V: Data Ware Housing and Data Mining:

Data Ware house – Definition- Data Marts, Data Stores, Meta Data – Characteristics of Data Ware House – Data Warehouse Architecture- Implementing Data Warehouse. Data Mining- Definition- Online Transaction Processing Techniques use to Mine Data, Data Mining Techniques-Limitations of Data Mining- Data Visualization.

Suggested Readings:

1. Efreem G. Mallach, “Decision Support and Data Warehouse Systems”, Tata McGraw Hill

Edition.

2. George M. Marakas, “Decision Support Systems” In the 21st Century, PHI, EEE, Second Edition.

3. Simon French, John Maule and Nadia Papamichail, “Decision Behaviour, Analysis and Support”, 1st edition, 2009, Cambridge press.

4. Efraim Turban, Jay E. Aronson, Teng-Peng Liang, Ramesh Sharda, “Decision Support and Business Intelligence”, Eighth Edition, Pearson LPE.

5. Efraim Turban, “Decision Support and Expert System”, MSS, PHI.

Course-Code	Course Title				Core/ Elective	
P21MB308	International Finance (FINANCE)				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. This course aims to acquaint the students with the basic process of international finance from the point of view of an organization.
2. To provide a detailed analysis of International Financial System and International taxation.
3. To provide an insight about Foreign Exchange Market, Foreign rate determination.

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

1. Analysis the foreign exchange market
2. Study the international risk environment.
3. Acquire the knowledge on Exchange Rate Determination & Risk Management
4. Understand the Multinational Corporate Decisions in Global Markets
5. Understand international tax law.

Unit - I: International Financial System: Evolution of international financial system—gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global financial institutions—IMF, Bank for International Settlements; international banking—euro bank, types of banking offices—correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments—euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs

Unit - II: Foreign Exchange Market : Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives—forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report

Unit – III: Exchange Rate Determination & Risk Management: Theories of exchange rate behaviour, Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis; Risk Management in Multinational Corporations - Types of risk-currency risk, transaction exposure, translation exposure,

economic exposure and assessment; interest rate risk, country risk assessment–political risk, financial risk; risk management through hedging–natural hedges, hedges with currency derivatives–forward market hedge, options market hedge, money market hedge, hedging exposure through swaps, other financial and non financial methods of hedging.

Unit-IV: Multinational Corporate Decisions in Global Markets: Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision–Foreign direct investment (FDI)–motives, FDI theories–theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification– rationale, barriers, home country bias

Unit - V: International Tax Environment: Types of taxation–income tax, withholding tax, value added tax, Tobin tax; tax environment– worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organisation Structure for reducing tax liabilities– Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centres, reinvoicing centre, Tax Havens; Objectives of Taxation – tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning – TP methods, TP rules in India

Suggested Readings:

1. Eun C.S., Resnick B.G., “International Financial Management”, 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., “International Finance”, 2009, 5th Ed. Routledge, Taylor & Francis Group.
3. Shailaja G, “International Finance”, 2011, 2nd Ed. Orient Blackswan.
4. Hendrik Van den Berg, “International Finance and Open Economy Macro Economics”, 2009, 1st Ed. Cambridge.
5. Sharan V., “International Financial Management”, 2009, 5th Ed. PHI, EEE.
6. Madura J., “International Financial Management”, 2010, 4th Ed. Cengage Learning.
7. Apte P.G., “International Finance”, 2008, 2nd Ed. McGraw Hill.
8. “Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
9. MadhuVij, “International Financial Management”, 2010, 3rd Ed. Excel Books.
10. Jain, Peyrard and Yadav “ International Financial Management,” Trinity Press, 2010. 19

Course-Code	Course Title				Core/ Elective	
P21MB309	PROMOTION AND DISTRIBUTION MANAGEMENT (MARKETING)				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To provide an understanding about the relevance of marketing communication, promotion activities and management of distribution networks.

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

1. Understand Marketing Communications
2. understand and developed Integrated Marketing Communication
3. understand the role of Personal Selling
4. Infer the detailed basic cognitive process of sales Promotion and Support media.
5. Understand the Role and functions of channels of distribution.

Unit-I: Marketing Communications:

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

Unit – II: Developing Integrated Marketing Communications:

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

Unit – III: Personal Selling:

Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

Unit – IV: Sales Promotion and Support media:

Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement.

Support media – Elements of Support media and their role.

Direct marketing, the internet & Interactive Marketing, publicity and public relations.

Monitoring, evaluating & controlling promotion programme.

Unit – V: Distribution Management:

Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

Suggested Readings:

1. Shimp “Advertising and Promotion”, 2007, Cengage Learning.
2. George E Belch, Micheal A Belch &KeyoorPurani “Advertising and Promotion”, 2010, Tata McGraw Hills, 7th Ed.
3. Shah &D’souza “Advertising & Promotion”, 2010, Tata McGraw Hills.
4. Iane, King & Russel “Advertising Procedure” 6/c Pearson Publishers.
5. S.A. Chunnawalla, K.C.Sethia “Advertising”, 2010, HPH.
6. SHH Kazmi& Satish Batra “Advertising & Sales Promotion”, 2009, Excel Publishers.
7. Dr. S. Gupta “Sales & Distribution Management”, 2010, Excel Books, 2nd Ed.
8. Krishna K. Havaladar and Vasant M. Cavale “Sales & Distribution Management”, 2009, Tata McGraw Hills.
9. Roddy Mullion “Sales Promotion”, 2010, KoganParge Publishers.
10. Panda &Sahadev “Sales & Distribution Management”, 2008, Oxford University Press, U.P.
11. Ogvinn, Allen &Semenik “Advertising Management”, 2010, Cengage Learning.
12. David Aker Advertisement Management
13. Tony Carter “Sales Force Management”, 2008, Jaico Publishers.
14. Rositer& Percy, “Ad-Management & Integrated Marketing Communication”, 2006, Tata McGraw Hills.

Course-Code	Course Title				Core/ Elective	
P21MB310	ORGANIZATION DEVELOPMENT (HUMAN RESOURCES)				Elective	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: Course Objective : To Create a mind set of planned changed, Techno - structural and strategic interventions for Development of Organization through organizational Transformation.

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

1. Collect and evaluate data to judge the effectiveness of OD interventions;
2. Evaluate the implementation of OD interventions and judge their usefulness against other change tools and techniques;
3. Analyse activity data from organizational systems in order to frame effective OD interventions.
4. Understand the Human and Organizational process approaches towards problem solving.
5. Conceptualize and implement Techno-Structural and Strategic Interventions.

Unit – I: General Introduction to OD:

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution- Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

Unit - II: Foundations of OD:

Models and Theories of Planned Change-(a) Lewin’s Change Model (b) Burke–Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Team work-Parallel learning structures-A ‘normative-reductive’ strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

Unit—III: Managing the OD Process:

Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-Conditions for optimal success of OD-Issues in Consultant–Client Relationship.

Unit—IV: Human Process Interventions:

Human Process approaches: T-Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in Team interventions: Role Analysis Technique-Role

Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team Building interventions.

Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

Unit—V: Techno-Structural and Strategic Interventions:

Techno-structural interventions: Structural Design-(i) Restructuring organization-Downsizing-Reengineering (ii) Employee involvement: Quality Circles-Total Quality Management (iii) Work Design: Engineering approach-System Approach.

Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change – Self – designing organizations-Organizational Learning.

Suggested Readings:

1. Thomas G. Cummings, Christopher G Worley, “Organization Development and Change”, 2007, Thomson, 8th Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “Organization Development”, 2006, Pearson Education.
3. Wendell French, Cicil, H. Bell, Jr. (6e) “Organization Development”, Prentice Hall of India.
4. Reider Dale, “Organization & Development — Strategies, Structures, and Process”, 2006, Sage Publications, New Delhi.
5. Kavitha Singh, “Organization Change & Development”, 2005, Excel Books.
6. R. Sullivan, Gary Mclean, Jossey Bass. Brown, “Practicing Organization Development’, 2006, Pearson Education.
7. S. Ramanarayan, T.V. Rao, Kuldeep Singh, “Organization Development-Intervention and Strategies”, 2006, Response Books.

Course-Code	Course Title				Core/ Elective	
P21MB311	BUSINESS ANALYTICS (SYSTEMS)				Elective	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: Course Objective : The objective of the course is to provide an understanding of Basic concepts of Business Analytics like Descriptive, Predictive and Prescriptive Analytics and an overview of Programming using R.

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

1. To understand methods and models of Business Analytics.
2. To understand the descriptive analytics and data visualization techniques.
3. Foster an ability to critically understand and analyse Predictive Analytics
4. To understand and synthesize Linear optimization and decision Analysis.
5. To analyse and write Programming in R

Unit I: Introduction to Business Analytics

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data.

Unit II: Descriptive Analytics

Over view of Description Statistics (Central Tendency, Variability), Data Visualization-Definition, Visualization Techniques – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.

Unit III: Predictive Analytics

Trend Lines, Regression Analysis –Linear & Multiple, Forecasting Techniques, Data Mining -Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling.

Unit IV: Prescriptive Analytics

Overview of Linear Optimization, Non Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.

Unit V: Programming Using R.

R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

Suggested Readings:

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- **Essentials of Business Analytics**, Cengage Learning.
2. James Evans, **Business Analytics**, Pearson, Second Edition, 2017.
3. Albright Winston, **Business Analytics- Data Analysis-Data Analysis and Decision Making**, Cengage Learning, Reprint 2016.
4. Sahil Raj, **Business Analytics**, Cengage Learning.

Course-Code	Course Title				Core/ Elective	
P21MB312	DIGITAL MARKETING				Elective	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: Course Objective : The objective of this course is to understand the importance of digital marketing and its applications.

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

1. Analyse the confluence of marketing, operations, and human resources in real-time delivery.
2. Demonstrate cognitive knowledge of the skills required in conducting online research and research on online markets, as well as in identifying, assessing and selecting digital market opportunities.
3. Explain emerging trends in digital marketing and critically assess the use of digital marketing tools by applying relevant marketing theories and frameworks.
4. Investigate and evaluate issues in adapting to globalised markets that are constantly changing and increasingly networked.
5. Interpret the traditional marketing mix within the context of a changing and extended range of digital strategies and tactics.
6. Comprehend the importance of conversion and working with digital relationship marketing.
7. Analyse cross-cultural and ethical issues in globalised digital markets.

UNIT - I:

Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing.

UNIT - II:

Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels, Digital Marketing Trends.

Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers.

UNIT - III:

Digital Marketing Plan: Need and Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. .

UNIT - IV:

Search Engine Marketing and Online Advertising: Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

UNIT - V:

Social Media Marketing: Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Micro blogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Suggested Readings:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
5. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
6. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016

Course-Code	Course Title			Core/ Elective		
P21MB313	INNOVATION & ENTREPRENEURSHIP			Elective		
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: Course Objective : This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation and technology in the entrepreneurial process. It is not about small business or life style businesses but instead the development of growth oriented businesses - whether for-profit or not-for-profit. Entrepreneurship is both a way of thinking and of doing. It involves "building something from nothing" and successful entrepreneurs know how to manage and mitigate uncertainty and risk. The course content is relevant to those individuals thinking about starting a business or who are already in business - large or small, those who are interested in commercialising their own innovations or of others, and those who advise entrepreneurs or engage in policy making in the entrepreneurship area.

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

1. Entrepreneurship and Innovation minors will be able to sell themselves and their ideas. Students master oral and visual presentation skills and establish a foundation of confidence in the skills necessary to cause others to act.
2. Entrepreneurship and Innovation minors will be able to find problems worth solving. Students advance their skills in customer development, customer validation, competitive analysis, and iteration while utilizing design thinking and process tools to evaluate in real-world problems and projects.
3. Entrepreneurship and Innovation minors will be able to mobilize people and resources. Students identify and secure customers, stakeholders, and team members through networks, primary customer research, and competitive and industry analyses in order to prioritize and pursue an initial target market in real-world projects.

4. Entrepreneurship and Innovation minors will be able to create value. Students are able to create presentations and business plans that articulate and apply financial, operational, organizational, market, and sales knowledge to identify paths to value creation through 1) company formation (for-profit); 2) social innovation (nonprofit); or 3) intellectual property licensing.
5. Entrepreneurship and Innovation minors will develop and cultivate endurance. Students increase their awareness and deliberately practice the skills and disciplines necessary to increase confidence and agency; foster self-efficacy and self-advocacy; improve communication and problem-solving skills, manage strong impulses and feelings; and identify personal purpose.

UNIT I

Introduction to Entrepreneurship: Entrepreneurs; entrepreneurial personality and intentions - characteristics, traits and behavioral; entrepreneurial challenges.

UNIT II

Entrepreneurial Opportunities: Opportunities. discovery/ creation, Pattern identification and recognition for venture creation: prototype and exemplar model, reverse engineering.

UNIT III

Entrepreneurial Process and Decision Making: Entrepreneurial ecosystem, Ideation, development and exploitation of opportunities; Negotiation, decision making process and approaches, Effectuation and Causation.

UNIT IV

Crafting business models and Lean Start-ups: Introduction to business models; Creating value propositions-conventional industry logic, value innovation logic; customer focused innovation; building and analyzing business models; Business model canvas, Introduction to lean startups, Business Pitching.

UNIT V

Organizing Business and Entrepreneurial Finance: Forms of business organizations; organizational structures; Evolution of Organisation, sources and selection of venture finance options and its managerial implications. Policy Initiatives and focus; role of institutions in promoting entrepreneurship.

Suggested books

Ries, Eric(2011), The lean Start-up: How constant innovation creates radically successful businesses, Penguin Books Limited.

Blank, Steve (2013), The Startup Owner's Manual: The Step by Step Guide for Building a Great Company, K&S Ranch.

S. Carter and D. Jones-Evans, Enterprise and small business- Principal Practice and Policy, Pearson Education (2006)

T. H. Byers, R. C. Dorf, A. Nelson, Technology Ventures: From Idea to Enterprise, McGraw Hill (2013)

Osterwalder, Alex and Pigneur, Yves (2010) Business Model Generation.

Kachru, Upendra, India Land of a Billion Entrepreneurs, Pearson

Bagchi, Subroto, (2008),Go Kiss the World: Life Lessons for the Young Professional, Portfolio Penguin

Bagchi, Subroto, (2012). MBA At 16: a Teenager's Guide to Business, Penguin Books

Bansal, Rashmi, Stay Hungry Stay Foolish, CIIE, IIM Ahmedabad

Bansal, Rashmi, (2013). Follow Every Rainbow, Westland.
 Mitra, Sramana (2008), Entrepreneur Journeys (Volume 1), Booksurge Publishing
 Abrams, R. (2006). Six-week Start-up, Prentice-Hall of India
 Verstraete, T. and Laffitte, E.J. (2011). a Business Model of Entrepreneurship, Edward Elgar Publishing.

Course-Code	Course Title				Core/ Elective	
P21MB401	STRATEGIC MANAGEMENT				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	5	-	-	40	60	5

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 to Strategic Management**

Strategic Management, Definition, process, Tasks of Strategic Management, Factors shaping strategy, Developing strategic Vision. Mission, Objectives. Crafting and Executing strategy. Concept of Strategic Intent, A model of strategy and Elements, Developing Strategic Model, Strategy Positioning, Choices- Strategy in action.

Unit: II**Environmental Analysis for Strategy**

Strategic Position; Evaluating a company's External and Internal Environmental analysis for creating strategy, Macro Environmental factors; Demographic elements, Political forces, Economic elements, Socio-cultural factors, Technological Issues. Industry analysis; BCG, GE and Add Little models for understanding Industry, Key Drivers for a Change ; SWOT analysis, Porter's Diamond Model, Value chain analysis, Core competencies- Cost Efficiency, , Capability building and Management

Unit: III**Strategy Formulation and Sustenance**

Strategy Formulation; Business-Level strategy- Creating and Sustaining Competitive advantages; Generic strategies, Choice based strategies, Industry Life Cycle, Stages, Emerging Industry, Maturing Industry, Stagnant industry, Fragmented Industry, Competitive analysis; Tailoring Strategy to fit specific industry, Strategy for Leaders, Runner-Up firms, weak and crisis Business

Unit: IV**Alternative Strategy Development**

Strategy Alternatives; Corporate Level international Strategy; Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Unbundling, Using Offensive and defensive strategies. Outsourcing Strategies, Activities, Benefits, growth and Drivers of outsourcing. Market diversification, merger, acquisition strategies, Strategic Alliances.

Unit: V**Strategy Implementation and Corporate Ethics**

Strategy Implementation: Strategies Evaluation and Control, Corporate Governance, Good corporate Citizenship, Environmental Change- Attaining Behavioural Control, Instilling Corporate Culture and Promoting S M A R T governance. Re-Designing Organizational Structure and Controls, Strategic Leadership, Strategic Entrepreneurship, Crafting Social Responsibility, Social and Ethical responsibilities of Corporate Organizations.

Suggested Books:

1. Arthur A Thompson Jr, Strickland "Strategic Management- Concepts and Cases" TATA McGraw Hill Company Ltd, Second Reprint 2010, New Delhi.
2. Gerry Johnson, Kevan Scholes, Richard Whittington, "Exploring corporate Strategy" 2009, Pearson Ed Ltd, United Kingdom, 2nd Edition.
3. Michael Hitt, Ireland, Hoskinson, "Strategic Management" 2010, Cengage Learning, New Delhi
4. Fred R. David, "Strategic Management" 2008, 12th Edition, PHI Learning Limited, New

Delhi.

5. Garth Saloner, Andrea Shepard, Joel Podolny, “Strategic Management” 2001, International Edition John Willy Publication, New York.

6. Michael Porter, “Competitive Strategy” 2005 Reprint, Free Press, London.

7. UpendrraKachru, “Strategic Management- Concepts and cases” 2005, EXCEL BOOKS, New Delhi.

8. R.M.Srivastava, “Management Policy and Strategic Management- Concepts, Skills and Practices”2014 Revised edition, H P H , Hyderabad.

Course-Code	Course Title				Core/ Elective	
P21MB402	BUSINESS INTELLIGENCE				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	5	-	-	40	60	5

Course Objectives: The Objectives of the Course are:

1. To provide knowledge of Business Intelligence 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 types, and the various applications of Business Analytics on different Domains.

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

1. Understand the basic Concepts of Business Analytics in an Organization.
2. Establish the Data Warehousing Mechanism.
3. Experiment various methods of Visualization and Data mining methods.
4. Compare and contrast among Descriptive, Predictive and Prescriptive Analytics.
5. Practice the application of Business Analytics in different domains.

Unit I

Introduction to Business Intelligence (BI)

Definition, History and Evolution, Styles of Business Intelligence, Benefits of Business Intelligence, Real-time Business Intelligence, Business Intelligence Value Chain, Architecture Business

Intelligence.

Unit II

Data Warehousing and Data Mining

- a) Data Warehousing(DwH): - Definition, Characteristic, types, Data ware housing frame work, DwH 3 tier architecture, Alternative Architectures, Data ware housing Integration, Data ware housing- Development Approaches, Real time Data ware housing.
- b) Data Mining :- Definition, Characteristic, Benefits, Data Mining Functions, Data Mining Applications, Data Mining techniques and tools. Text Mining, Web Mining.

Unit III

Business Performance Measurement (BPM)

Definition, BPM vs BI, Summary of BPM Process, Performance Measurement, BPM Methodologies, BPM Architecture and Applications, Performance Dash boards.

Unit IV

Business Analytics and Data Visualization

- a) Business Analytics - Definitions, Tools and techniques of BA, Advanced Business Analytics Business Analytics and Web, Usage, Benefits and Success of Business Analytics.
- b) Data Visualization: Definition, New Direction in Data Visualization, GIS, GIS vs GPS

Unit V

Business Intelligence Implementation

- a) Implementing Business Intelligence – Implemental Factors, Critical Success factors of Business Implemental, Managerial Issues related to BI Implementation. Business Intelligence and Integration Implementation – Types, Need, Level of Business Intelligence Integration.
- b) Emerging trends in Business Intelligence Implementation- Social Net works and Business Intelligence, Collaborative Decision Making, RFID and Business Intelligence, Reality Mining.

References:-

1. Business Intelligence – A Managerial Approach – by Turban, Sharada, Delen, King - Pearson – Second Edition - 2014
2. Decision Support and Business Intelligence Systems – Turban, Aaronson, Liang, Sharada – Pearson, latest Edition
3. Successful Business Intelligence, Cindi Howson, McGraw Hill Education – Indian Edition.

Course-Code	Course Title			Core/ Elective		
P21MB403	SUPPLY CHAIN MANAGEMENT			Core Course		
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	5	-	-	40	60	5

Course Objectives: The Objectives of the Course are:

1. To facilitate the Students to plan a Career in Business and to get a clear understanding of the Supply Chain Management.
2. To provide insights in to the role of Supply Chain Management in an Organization.
3. To make them focus on Warehousing and Transportation techniques, 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. Understand the History, Evaluation and various Concepts of Supply Chain Management.
2. Classify and compare Various Processes and Technology used in Supply Chain management.
3. Analyse and differentiate various strategies in Transportation and Warehousing Supply Chain management.
4. Analyse Various Strategic issues and Manufacturing Techniques in relation to Supply Chain management.
5. Develop best Network Design, Planning and Operations in Supply Chain management.

Unit - I:

Introduction to supply chain Management

Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy- Global Supply Chain Management, Value chain and value delivery systems for SCM, Bull-whip effect.

Unit - II:

Supply Chain Structure and Inventory in SC

Logistics Management, Intergrated logistics Management, Inbound and Outbound Logistics, Logistics Planning and strategy, Reverse Logistics. Inventory management and its role in customer service.

Unit - III:

Role of Transportation in Supply Chain

Transportation in Supply Chain, Transportation formats, and factors influencing their choice, Multi Modal transport, Warehousing – Types of warehouses, Warehousing operations, Warehouse Management Systems. Third Party warehousing, Role and Importance of handling systems.

Unit - IV:

Information Technology in SCM

Information and Communication Technology in SCM, Role of IT in SCM. Current IT trends in SCM, RFID, Bar coding. Retail SCM – problems and prospects, Role of Packaging

Unit - V:

Key Operation Aspects in Supply Chain

Supply chain Network Design, Distribution network in Supply Chains, Channel design, Factors influence design, role and importance of Distributors in SCM, Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers, Customers and employees, linkage between HRM and SCM.

Suggested Books:

1. Shah, J, “Supply Chain Management”, 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, “Principles of Supply Chain Management”, 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, “Essentials of Supply Chain Management”, 2009, 1st Ed. Jaico,
4. Chandrasekaran. N, “Supply Chain Management process, system and practice”, 2010, Oxford, 1st Ed.
5. Altekar, V. Rahul, “Supply Chain Management”, 2005, PHI.
6. Leenders, Michiel R and others, “Purchasing and Supply Chain Management”, 2010, TMH.
7. Coyle, J.J., Bardi E.J. Etc., “A Logistics Approach to Supply Chain Management”, 2009 Cengage, 1st Ed.
8. Stapenhrust, T, “The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners”, 2009, Elsevier.
9. Ling Li, “Supply Chain Management: Concepts, Techniques and Practices”, 1st ed, 2009, Cambridge.
10. Power Mark J & others, “The Outsourcing Hand book How to implement a successful outsourcing process”, 2007, Kogan page, 1st Ed.
11. Gustafsson K & others, “Retailing Logistics & Fresh food Packaging Managing change in the supply chain”, 2008, Kogan page, 1st Ed.
12. KachruUpendra, “Exploring the Supply Chain Theory and Practice”, 2009, Excel books.

Course-Code	Course Title				Core/ Elective	
P21MB404	INVESTMENT MANAGEMENT (FINANCE)				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	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:

Investments:

Concept; Real vs. Financial assets; Investment decision process; Sources of investment-information; Investment vs. Speculation; Factors to be considered in investment decision-Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioral Finance and heuristic driven biases.

Unit – II:

Fixed Income Securities - Analysis, Valuation and Management

Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily / optionally convertible bonds,

Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing Bond Portfolio: Bond immunization, active and passive bond portfolio management strategies.

Unit – III

Common Stocks- Analysis and Valuation

Basic Features of Common Stock, Approaches to valuation–Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

Unit – IV:

Portfolio Theory:

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

Unit – V:

Portfolio Evaluation:

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

1. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
2. ZviBodie, Alex Kane, Marcus.A.J, PitabasMohanty, "Investments", TMH, 8th Ed.
3. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
4. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
5. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, McGraw Hill
6. Herbert. B. Mayo, "Investments: an Introduction", Thomson – South Western. 9th Ed.

7. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
8. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
9. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
11. Stephen A. Ross, Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
12. S. Chand "Investment Management: Security Analysis & Portfolio Management".
13. S. Kevin, "Analysis and Portfolio Management", PHI.
14. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
15. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
16. Graham & Dodd, "Security Analysis and Portfolio Management", McGraw Hill.

Course-Code	Course Title			Core/ Elective		
P21MB405	CONSUMER BEHAVIOUR (MKT)			Core Course		
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	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 to Consumer Behaviour

Contemporary Dimensions of Consumer Behaviour, CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

Unit – II:

Theories of Consumer Behaviour

Learning principles and their marketing implications: Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

Unit – III:

Impact of Culture on Consumer Behaviour

Social and cultural settings: Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Life Style Influences.

Unit – IV:

Consumer Behaviour Decision

Consumer decision making: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

Unit – V:

Models of Consumer Behaviour

Models of Consumer Behaviour: Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model. Consumerism

Suggested Books:

1. Schiffman and Kannik, “Consumer Behavior”, 2004, Pearson Education / PHI.
2. Black-well, R. Miniard PW and Engel, “Consumer Behavior”, 2005, Thomson Learning.
3. Loudon and Della Bitta, “Consumer Behavior”, 2004, TMH.
4. Dinesh Kumar Consumer Behavior Consumer Behaviour, 2014, oxford University Press
5. Gary Lilien, “Marketing Models”, 2000, PHI.
6. Suja R. Nair, “Consumer Behaviour in Indian perspective”, 2010, HPH.
7. Sheth and Mittal, “Consumer Behavior”, 2004, Thomson Learning.
8. StishBatra, “Consumer Behavior”, 2009, Excel Books New Delhi.

Course- Code	Course Title			Core/ Elective		
P21MB406	PERFORMANCE MANAGEMENT (HUMAN RESOURCE)			Core Course		
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	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 Organization.

Unit – I:

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

Unit – II:

Performance Appraisal: Assessment center-psychometric tests. Role Play–Self-appraisal-360 Degree appraisals-Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behavior and outcomes, Attribution theory-Causal matrix. Diagnosis and Performance improvement. Performance review, Performance analysis.

Unit – III:

Performance Bench marking:

Human information processing and performance loop, performance shaping factors–Yerkes–Dodson’s Law-Corporate performance management-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

Unit – IV:

Competency mapping and Pay Plans:

Competency Mapping–Mercer’s Human Capital Wheel–Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model- Competency causal flow model-Competency gap–Competency Assessment-Balanced Score Card framework.

Unit – V:

Performance Metrics and Models:

Performance measures pyramid. Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert’s performance matrix and Behavior Engineering model. Direction of trouble shooting with Behavior model–Mager and Pipes trouble shooting model - ATI performance improvement model, Spangenberg’s Integrated model of PM, Sears model for organizational performance.

Suggested Books:

1. Michael Armstrong, “Performance Management”, 2010, Kogan Page.
2. Robert L Cardy, “Performance Management”, 2008, PHI.
3. A.S. Kohli & T. Deb, “Performance Management”, 2009, Oxford.
4. H. Aguinis, “Performance Management”, 2009, Pearson.
5. T.V. Rao, “Performance Management & Appraisal System”, 2008, Sage.
6. A.M. Sarma, “Performance Management systems”, 2010, HPH.
7. B.D. Singh, “Performance Management systems”, 2010, Excel books.
8. S. N. Bagchi, “Performance Management”, 2010, Cengage.
9. M Armstrong, “Performance Management & Development”, 2010, Jaico.
10. Prem Chadha, “Performance Management”, 2009, Macmillan.
11. Joe Willmore, “Performance Basics”, 2004, ASTD Press.

Course-Code	Course Title			Core/Elective		
P21MB407	DATA BASE MANAGEMENT SYSTEM (SYSTEM)			Core Course		
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	3	1	-	40	60	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:

Database Concepts and Modeling:

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

Unit – II:

Relational Languages and Relational Database:

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

Unit – III:

Transaction Processing:

Transaction concepts, states, atomicity, durability, Serializability, isolation, transaction definition in SQL, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

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

Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Data analysis, data mining, data warehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system. World Wide Web, OLAP

Unit – V:**ORACLE:**

Introduction: SQL-SQL commands for data definition & data manipulation, views-procedures indexing, PL/SQL, forms design process, triggers, SQL report writer, SQL menus, Approach and Advantages –Exception Handling – Procedures - Functions- Packages - Triggers.

Suggested Books:

1. Lee Chao, “Database Development and Management”, 2016, Special Indian Ed. Auerbach Publications.
2. Abraham Shbershatz, Henry F. Korth& S Sudershan- “Data Base System Concepts”, McGraw Hill.2015
3. Rob & Coronel, “Database Systems”, Thomson. 2015
4. Page, Jr. Special edition Using Oracle 8/8i, Prentice Hall- 2015
5. Narayan S. Umanath& Richard W. Scamwell, “Data Modeling and Data Base Design”, Thomson – India Edition. 2014
6. Lemme& Colby, “Implementing and Managing Oracle Databases”, Prentice Hall.2014
7. Hansen & Hansen, “Database Management& Design”, Prentice Hall. 2014

RDBMS – LAB Oracle – Practical Syllabus

- | | |
|---|-------------------------------------|
| 1. Creating Tables & Applying All Constraints | 2. Inserting Data into Tables |
| 3. Updating Tables | 4. Alias Table |
| 5. Deleting Data From Table | 6. Drop Table |
| 7. Working with All SQL Queries using functions (Number, string functions etc.) | 9. Working with Joins |
| 8. Working with sub queries | 11. Creating Objects |
| 10. Creating Views
(i.e. Cluster, Synonyms, Indexes etc.) | 12. Writing PL/SQL programs |
| 13. Creation of Cursors | 14. Creation of Functions. |
| 15. Creation of Procedures. | 16. Creation of Triggers |
| 17. Generation of SQL report
different objects. | 18. Creating forms and working with |
| 19. Graphics | 20. Reports. |

Course-Code	Course Title				Core/Elective	
P21MB408	BANKING AND INSURANCE				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	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.
4. To provide insights into Insurance Services and Claims Management.

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

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

Unit – I:

Introduction to Banking: Structure of Indian Banking system- scheduled commercial banks, foreign banks; commercial banks versus payment banks; Types of banking –universal banking, wholesale banking, private banking, retail banking; Evolution of Banking in India–nationalization, banking reforms; financial intermediation by banks; Role of commercial banking and economic development, RBI, Banker-Customer relationship, Functions of a Bank, Banking Sector and organization of Banks; Different types of accounts, Various services offered by banks, Sources of risk in banks; Analyzing banks' financial statements

Unit –II:

Uses of Bank Funds: Features of Bank Credit, Different types of accounts, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features, Loan Pricing: The basic model, pricing of fixed &

....floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis, NPAs:- concept of gross and net NPAs, causes, implications & recovery of NPAs, Priority sector lending.

Unit – III:

Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital, Concept of Economic Model, Concept of Regulatory Capital, Basel Accords I,II and III; Banking Innovations:-Core Banking Solution, Retail Banking-Products & Services-Nature, Scope, Future and Strategies, Plastic Money, National Electronic Funds Transfer, ATM, Mobile Banking, M Wallets, Net Banking; Bancassurance; Payment & Settlement systems in Banks – Clearing and Gateways.

Unit – IV:

Introduction to Insurance: Definition and nature of Insurance, Role and importance of Insurance, History and Development of Insurance, Risk Management and the Role of Insurance, Features of insurable risk; Principles of insurance; Legal aspects of Insurance Contract, Functions of Insurers, Types of Insurers, Reinsurance, Prospects of Insurance Companies, Overview of IRDA.

Unit – V:

Life Insurance and General Insurance: The concept of Life Insurance, Life Insurance Products- Traditional and Market Related, Pension Plans, Group Insurance, Insurance for the underprivileged; Tax treatment of Life Insurance; Claims settlement, Distribution channel-Marketing intermediaries; General insurance types - Health and accident, Motor, Fire, Credit and crop

Suggested Books:

1. Introduction to Banking, VijayaragavanIyengar, Excel Books, 2009.
2. Banking and Insurance, O.P.Agarwal, Himalaya Publishing, 2010.
3. Bank Management & Financial Services, Peter.S.Rose& Sylvia. C. Hudgins, Tata McGraw Hill
2010, 7th Edition.
4. Bank Financial Management, IIBF, Macmillan 2010.
5. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson,
2nd
Edition.
6. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley,
India
7. Indian Insurance – A Profile, H. Narayanan, Jaico Publishing House, 2008
8. Risk Management & Insurance, S. Arunajatesan, T.R. Viswanathan, MacMillan 2009
9. Introduction to Risk Management & Insurance, Mark. S.Dorfman, Prentice-Hall of India
Private Limited-2007, 8th Edition.
10. Insurance – Principles and Practice, M.N.Mishra and S.B.Mishra, S.Chand, 16th Edition

Course-Code	Course Title				Core/ Elective	
P21MB409	SERVICES AND GLOBAL MARKETING (MKT)				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. To familiarize with characteristics of services, global marketing concepts and make them understand the concepts of services and global 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 global theories and discuss the issues of global management, emerging concepts.

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

1. Understand overview of services and global and its significance.
2. Understand concepts of service, challenges in delivering quality services and global industry trends.
3. Apply suitable marketing mix for various services and develop strategies to deal with characteristics of services.
4. Analyze consumer evaluations of global offerings and apply global concepts to real situations and formulate global marketing strategies.
5. Examine the applications of Digital and Social Media Marketing in the Globalized market.

Unit – I:

Service:

Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

Unit – II:

Service 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 Marketing:

Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability. Building customer Relationship through Segmentation and retention strategies. Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.

Unit – IV:

Introduction to Global Marketing

Importance of Global Markets–Consumer Markets–The Environment of Global Marketing– Cultural Environment–Economic Environment–Demographic Environment–Political and Government Environment–Technological Environment.

Unit – V:

International Brands and International Products

Identifying Global customer needs–Satisfying Global Customers–Coordinating Marketing Activities– Global Product Planning–Product Objectives–New Products in Global Marketing–Distinction between Global Marketing and Indian Marketing .

Suggested Books:

1. Govind APTC Services MKT., Oxford Lee & Carter, Global Marketing, Oxford
2. Lovelock, Chatterjee, “Services Marketing People, Technology Strategy”, 2006, 5th Ed, Pearson Ed.
3. Rampal M. K and Gupta S. L, “Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi.
4. Francis Cherunilam, “International Marketing”, 2008, HPH, Mumbai, 11th Ed.
5. Sreeramulu&Neelakantam, International Marketing, Paramount Publications, 2013
6. Dr. Gajendra Sharma, “International Marketing, Test and Cases”, Excel Books, New Delhi.
7. Kate, Jean Pierre, H. David, “International Marketing, 2008, Cengage Learning, India Pvt. Ltd. New Delhi.
8. SvendHollensen&MadhumitaBanergee, “Global Marketing”, 2010, 4th Ed. Pearson Publications.
9. Onkavisit, “International Marketing”, 2008, 5th Ed. Routledge Publications.
10. C. Bhattacharjee, “Services Marketing, Concepts and Planning”, 2010, Excel Books, New Delhi.
11. Philip R Careora, John L Graham, Prashant Salwan, “International Marketing”, Tata McGraw Hill Pvt. Ltd. New Delhi.
12. S.M.JHA, “Services Marketing”, 2009, HPH, Mumbai.
13. P. K. Vasudeva “International Marketing”, 4th Ed Excel Books, New Delhi.
14. Vinnie Jauhari, Kirti Dutta, “Services”, Oxford University Press, New Delhi.

Course-Code	Course Title				Core/ Elective	
P21MB410	TALENT AND KNOWLEDGE MANAGEMENT (HR)				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives: The Objectives of the Course are:

1. The purpose of the course is to make the students learn about strategic environment
2. The purpose of decision making to impart case based for make students know the real-time decision making.
3. To offer knowledge on various approaches to talent and knowledge management in business organizations.
4. To offer knowledge on various approaches to talent and knowledge management in business organizations

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

1. Understand to how managing the talent and knowledge among the employees
2. Analyse and segregate the potential resourceful knowledge to lead the future employees at hand.
3. Understand different approach in regards with the talent and knowledge management and apply to the required approach suitable to the organization.
4. Implementation of knowledge management frameworks in decision making.
5. Determine Organizational impacts of knowledge management and Knowledge management assessment of an organization.

Unit – I:

Meaning and importance of talent management. Designing and building a talent reservoir–Segmenting the Talent Reservoir. Talent Management Grid. Creating a talent management system. Institutional strategies for dealing with talent management.

Unit – II:

Competency–meaning, characteristics, types–Steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.

Unit – III:

The nature of knowledge management–Alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

Unit – IV:

Knowledge management framework of Hansen–Earl’s seven schools of knowledge management– Alvesson and Karreman’s knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.

Unit – V:

Organizational impacts of knowledge management-on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization–importance, types and timing. Knowledge

discovery systems.

Suggested Books:

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", 2004, Tata McGraw Hill edition.
2. Ed by Larry Israelite, "Talent Management", ASTD Press.
3. Sajjad M Jasmuddin, "Knowledge Management", 1st ed, 2009, Cambridge.
4. Stuart Barnes, "Knowledge Management Systems", Ed, Cengage Learning
5. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal "Knowledge Management", 2009, Pearson Education Inc.
6. Donald Hislop, "Knowledge management in Organizations", 2009, Oxford University Press, Second edition.
7. Sudhir Warier, "Knowledge Management", Vikas Publishing House Pvt. Ltd.
8. Thorne & Pellant, "The Essential Guide to Managing", Viva Books.
9. Stuart Barnes (Ed) "Knowledge Management Systems". Cengage Learning.

Course-Code	Course Title				Core/ Elective	
P21MB411	SOFTWARE PROJECT MANAGEMENT (SYS)				Core Course	
Prerequisites	Contact Hour per Week			CIE	SEE	Credit
	L	T	P			
	4	-	-	40	60	4

Course Objectives:

1. To make the students learn about strategic environment
2. To help make decision to impart case based for students to know the real-time decision making.
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. Understanding the overview & importance of application of project management
2. Analyze the various tool and technique of different software projects.
3. Analyze the data for staff planning and use it in accordance with the organizations prospects.
4. Understand the ability to manage several projects, big and small projects of the industry.
5. To Implement the Managing people and Organizational behavior in Software Projects.

Unit I:

Introduction to Software Project Management

Project definition, Importance of software project management, software project versus other types, activities covered by software project management, categorizing software products, overview of project planning, step wise project planning

Unit II:

Project Evaluation and cost estimation

Strategic Assessment –Technical Assessment –Cost Benefit Analysis –Cash Flow Forecasting – Cost Benefit Evaluation Techniques – Risk Evaluation.– Basics of Software estimation – Effort and Cost estimation techniques
– COSMIC Full function points - COCOMO II-a Parametric Productivity Model - Staffing Pattern

Unit III:

Activity Planning

Objectives of Activity planning- Project schedules –Activities –Sequencing and scheduling – Network Planning models –Forward Pass & Backward Pass techniques –Critical path (CRM) method– Risk identification– Assessment – Monitoring –PERT technique –Monte Carlo simulation, Resource Allocation – Creation of critical patterns –Cost schedules.

Unit IV:

Project Management and Control

Framework for Management and control – Collection of data, Project termination – Visualizing progress – Cost monitoring – Earned Value Analysis- Project tracking – Change control- Software - Configuration Management – Managing contracts – Contract

Management.

Unit V:

Staffing In Software Projects

Managing people – Organizational behavior – Best methods of staff selection – Motivation – The Oldham-hackman job characteristic model – Ethical and Programmed concerns – Working in teams –Decision making – Team structures – Virtual teams – Communications genres – Communication plans.

Suggested Books:

1. Bob Hughes, Mike Cotterell and Rajib Mall: Software Project Management – Fifth Edition, Tata McGraw Hill, New Delhi, 2012
2. Robert K. Wysocki “Effective Software Project Management” – Wiley Publication, 2011.
3. Walker Royce: “Software Project Management”- Addison-Wesley, 1998.
4. Gopalswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education (India), Fourteenth Reprint 2013.
5. Jalote, “Software Project Management in Practice”, Pearson Education, 2002. 16