

Course Structure and Syllabus
For
MASTER OF BUSINESS ADMINISTRATION
(Effective from the Academic Year 2020-21)



Preamble: The curriculum of Post graduate (Master of Business Administration) program offered by the Department of Management Studies under Academic Regulation 2020 is prepared in accordance with the curriculum framework of AICTE, UGC. Further the Outcome Based Curriculum (OBC) is designed with Choice Based Credit and Semester System (CBCSS) enabling the learners to gain professional competency with multi-disciplinary approach catering the in industry requirement. In addition, the curriculum and syllabi is designed in a structured approach by deploying Feedback Mechanism on Curriculum from various stakeholders viz. Industry, Potential Employers, Alumni, Academia, Professional Bodies, Research Organizations and Parents to capture their voice of the respective stakeholders.

The Curriculum design, delivery and assessment, the three major pillars of academic system is completely aligned in line with Outcome Based Education (OBE) to assess and evaluate the learning outcomes to facilitate the learners to achieve their Professional and Career Accomplishments.

The Vision

To be a globally recognized institution for creating leaders in the emerging areas of business

The Mission

- To provide value-added and experiential programs and create a learning organization
- To create professionally ethical and socially responsible individuals
- To employ teaching pedagogy that promotes critical thinking, innovation and entrepreneurship

Program Educational Objectives (PEOs)

- To equip students with theoretical and application-based management education
- To inculcate the desire to pursue lifelong learning
- To develop capabilities for effective communication, presentation, teamwork and leadership skills

Program Outcomes (POs)

The post graduates of master of business administration of NSRIT will be able to demonstrate the following outcomes in terms knowledge, skill and behavioural competencies at the time of graduation with the expected target performance level.

1. Apply knowledge of management theories and practices to solve business problems
2. Foster analytical and critical thinking abilities for data based decision making in chosen specialized areas
3. Ability to develop leadership competency with values
4. Ability to understand, analyse and communicate, economic, legal, global, and ethical perspectives of business
5. Ability to lead and achieve organization goals, contributing effectively to a team environment
6. Honing varied formats of communication skills.

Department of Management Studies

Credit requirement for the award of the degree under academic Regulation 2020 – 2021 for the candidates admitted from the academic year 2021 onwards

MBA (Regular Degree)	Two Years 102
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Semester I

No.	Code	Course	Contact Hours			
			L	T	P	C
01	20MB101	Management Theory and Organization Behavior	4	0	0	4
02	20MB102	Quantitative Analysis for Business Decisions	4	0	0	4
03	20MB103	Managerial Economics	4	0	0	4
04	20MB104	Business Environment	4	0	0	4
05	20MB105	Accounting for Managers	4	0	0	4
06	20MB106	Business Communication and Soft Skills	4	0	0	4
07	20MB107	Legal Aspects of Business	4	0	0	4
08	20MB108	Business Communications and Soft Skills Laboratory	0	0	4	2
Sub-total			28	0	4	30

Semester II

01	20MB201	Financial Management	4	0	0	4
02	20MB202	Marketing Management	4	0	0	4
03	20MB203	Human Resource Management	4	0	0	4
04	20MB204	Production & Operations Management	4	0	0	4
05	20MB205	Research Methodology	4	0	0	4
06	20MB206	Entrepreneurship Development	4	0	0	4
07	20MB207	IT - Lab for Business	0	0	4	2
Sub-total			24	0	4	26

Semester III

01	20MB301	Operations Research	4	0	0	4
02	-	Elective - I	3	0	0	3
03	-	Elective - II	3	0	0	3
04	-	Elective - III	3	0	0	3
05	-	Elective - IV	3	0	0	3
06	-	Elective - V	3	0	0	3
07	-	Elective - VI	3	0	0	3
08	20MB001	Industrial Project (Based on Summer Internship)	3	0	0	6
Sub-total			25	0	0	28

Semester IV

01	20MB401	Strategic Management and Business Policies	4	0	0	4
02	-	Elective - VII	3	0	0	3
03	-	Elective - VIII	3	0	0	3
04	-	Elective - IX	3	0	0	3
05	-	Elective - X	3	0	0	3
06	20MB002	Comprehensive Viva - Voce	0	0	0	2
Sub-total			16	0	0	18

Elective - I
Human Resource Management

No.	Code	Course	Contact Hours			
			L	T	P	C
01	20MBH01	Human Resource Planning	3	0	0	3
02	20MBH02	Compensation Management	3	0	0	3
03	20MBH03	Industrial Relations	3	0	0	3
04	20MBH04	Talent Management	3	0	0	3
05	20MBH05	International Human Resource Management	3	0	0	3

Elective - II
Financial Management

No.	Code	Course	Contact Hours			
			L	T	P	C
01	20MBF01	Investment Analysis and Portfolio Management	3	0	0	3
02	20MBF02	Banking and Financial Services	3	0	0	3
03	20MBF03	Cost Management	3	0	0	3
04	20MBF04	International Financial Management	3	0	0	3
05	20MBF05	Strategic Financial Management	3	0	0	3

Elective - III
Marketing Management

No.	Code	Course	Contact Hours			
			L	T	P	C
01	20MBM01	Consumer Behavior and Customer Relationship Management	3	0	0	3
02	20MBM02	Sales and Distribution Management	3	0	0	3
03	20MBM03	Advertising and Brand Management	3	0	0	3
04	20MBM04	Global Marketing Management	3	0	0	3
05	20MBM05	Services Marketing	3	0	0	3

Elective - IV
Logistics and Supply Chain Management

No.	Code	Course	Contact Hours			
			L	T	P	C
01	20MBL01	Supply Chain Management	3	0	0	3
02	20MBL02	Enterprise Resource Planning	3	0	0	3
03	20MBL03	Purchasing and Materials Management	3	0	0	3
04	20MBL04	Global Supply Chain and Logistics Management	3	0	0	3
05	20MBL05	Logistics and Ware House Management	3	0	0	3

Elective - V
Systems

No.	Code	Course	Contact Hours			
			L	T	P	C
01	20MBS01	Data Mining for Business Decisions	3	0	0	3
02	20MBS02	Web Designing	3	0	0	3
03	20MBS03	Business Analytics	3	0	0	3
04	20MBS04	Big Data Analytics	3	0	0	3
05	20MBS05	Enterprise Resource Planning in Management	3	0	0	3

I - SEMESTER

20MB101 Management Theory and Organization Behaviour

4 0 0 4

At the end of the course, students will be able to

Code	Course Outcomes
20MB101.1	Explain the transition process of management thought from traditional period to modern approaches
20MB101.2	Transfer the understanding of functions of management into a practical situation
20MB101.3	Identify and analyze the factors affecting individual behaviour
20MB101.4	Compare and contrast various theories on motivation and develop strategies for resolving group conflict
20MB101.5	Analyze organizational culture and learning of organizational culture in organization

Unit I: Management

10 Hours

Concept, Evolution of Management thought - Contributions of F. W. Taylor, Henry Fayol, Max Weber, Bernard, Elton Mayo. Management Functions, Roles and Skills of Managers. Styles of Management - Japanese vs American.

Unit II: Planning

10 Hours

Nature and Purpose, steps in Planning, Types of Plans, setting objectives, Management by Objectives (MBO), Decision Making - Process and Techniques.

Unit III: Organizing

12 Hours

Nature and Purpose, Formal and Informal Organizations, Types of Organization Structures, Line and Staff, Delegation, Centralization Vs Decentralization, Span of Control, Elements of Staffing. Controlling- Control Process, Controlling Techniques.

Unit IV: Dynamics of Individual Behavior

14 Hours

Personality: Concept, Trait Theory, Psychoanalytical Theory, Big Five Personality Theory, Determinants of Personality. Perception: Concept and Process; Values and Attitudes, Attitude Formation; Learning: Concept, Theories.

Unit V: Motivation

14 Hours

Concept, Theories – Maslow's Need Hierarchy theory, Herzberg's Two Factor Theory, McClelland's Theory, Aldermen's ERG Theory, McGregor's - Theory X and Theory Y, Motivational applications; Leadership: Concept, Leadership styles –Likert's Managerial Styles, Managerial Grid. Theories of Leadership - Trait, Contingency.

Case Study is Compulsory

Text Books

1. James A. F. Stoner, Edward Freeman R. and Danirl R. Gilbirt, Jr., "Management", 6th Edition, Pearson Education India, 2018
2. Heinz Weihrich and Harold Koontz, "Essentials of Management – An International Perspective", 10th Edition, Tata McGraw Hill, 2015
3. Prasad L. M., "Principles and Practices of Management", 10th Edition, Sultan Chand and Sons.

Reference Books

1. Stephen Robbins and Mary Coulter, "Management", 14th Edition, Pearson Education India, 2019
2. Uday Pareek, Organizational Behavior, 3rd Edition, Oxford University Press, 2011
3. Subba Rao P., "Management and Organizational Behavior", 3rd Edition, Himalaya Publishing House, 2017



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20MB102: Quantitative Analysis for Business Decisions.**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB102.1	To use matrix methods for solving simultaneous linear equations useful for various managerial applications
20MB102.2	To understand the cause and effect relationship between different variables useful for business decision-making.
20MB102.3	To apply transportation methods solving of various managerial problems
20MB102.4	To apply linear programming Techniques to find out the effective solutions. For various Managerial problems.
20MB102.5	To apply PERT and CPM Techniques to optimize the time and cost.

Unit-I**12 Hours**

Functions-linear, quadratic and logarithmic. Permutations and combinations. Matrices Solving system of equation. Measures of Central Tendency, Measures of Dispersion, Correlation and regression analysis. Concept of probability rules, baye's theorem.

Unit- II**10 Hours**

Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees.

Unit –III**12 Hours**

Transportation, Assignment Models & Game theory: Definition and application of the transportation model, solution of the transportation problem, the Assignment Model

Unit –IV**12 Hours**

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable techniques: Big M method, Two phase method.

Unit V**14 Hours**

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing –

Case Study is Compulsory

Text Books:

1. J.K. Sharma, Business Mathematics (Theory & Applications) , And Books India, New Delhi.
2. K. Sivayya & K. Satya Rao, Business Mathematics, Technical publishers.
3. J.K. Sharma, Business Statistics, Pearson Publications, New Delhi

References:

1. S.P. Gupta, Statistical Methods, Chand and Company, New Delhi.
2. Levin and Rubin, Statistics for Management, Prentice Hall of India.
3. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publishing House,



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20MB103: Managerial Economics**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB103.1	Integrate economics framework with business management
20MB103.2	Outline the practical issues of demand and supply conditions for managerial decisions
20MB103.3	Analyse the competition levels and adopt pricing strategies and other decisions.
20MB103.4	Apply business decisions for growth and expansion by understanding the various economic functions.
20MB103.5	Understand the impact of macroeconomic indicators.

Unit-I Introduction to Economics:**12 Hours**

Introduction to Economics: Economic and Non-Economic Activities- Definition, Nature & Scope of Managerial Economics; Functions of Managers: Decision Making and Forward Planning; Objective of Firms: Traditional (Profit maximization), Modern (Sales and Revenue Maximization) and Behavioral (Utility Maximization) Theories, Value Maximization Vs Profit Maximization. Economic Optimization: Constrained and Unconstrained optimization problems. Problems on Optimization and Maximization.

Unit-II: Theories of Demand and Supply**12 Hours**

Demand Analysis: Meaning and Determinants of demand, law of demand and exceptions to the law; Elasticity of Demand: Price; Income, Cross and Promotional elasticity of demand. Methods of Measurement of elasticity; Forecasting of Demand: Meaning, Purpose, Significance and Methods, Features of a Good Forecasting Method. Supply Analysis: Meaning and Determinants of Supply, Law of Supply and Elasticity Concepts. Equilibrium Price, Market Price, Normal Price and other concepts. Changes in Price.

Unit-III: Production and Cost Analysis**12 Hours**

Theory of Production: Meaning and Factors of Production, Production function with one variable Input (Law of Variable Proportion), with two variable inputs (Law of Returns to Scale) Theory of Cost: Different cost concepts and Different relations between Cost and output in short run and long run. Managerial uses of Revenue and Cost concepts (Break-Even Point).

Unit-IV: Market Analysis**12 Hours**

Classification of Markets (Location, Time & Competition based Markets); Equilibrium Price and Output determination in perfect market, Monopoly, Oligopoly and Monopolistic markets. Cost Oriented Pricing Strategies.

Unit-V: Macro Concepts for Business Decisions:**12 Hours**

National Income: concept & Various Methods of Measurements- Inflation: types and causes of inflation, Measurement of inflation, Philips curve and Steps to Control inflation; Business Cycles: Causes and Measures to control Business Cycles.

Case Study is Compulsory

Text Books:

1. Dwivedi.D. N Managerial Economics, Vikas Publishing House.
2. Koutsyannis.A – Modern Micro Economics, Macmillan Publishers.
3. Suma Damodaran: Managerial Economics, Oxford University Press
4. Mithani.D.M: Principles of Economics, Himalaya Publishing House.

References:

1. Mehata.P.: Managerial Economics, Text and Cases, S.Chand & Co.
2. Trivedi.M.L: Managerial Economics, Theory and Applications, Tata Mc Graw Hill Publishing Co.



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20MB104: Business Environment**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB104.1	Understand the economic systems and major economic reforms in India
20MB104.2	Analyze the environment of a business and understand the cause of industrial sickness
20MB104.3	Evaluate the monetary policy and fiscal policy of the country
20MB104.4	Explain the mechanisms and policies governing the international business Environment
20MB104.5	Discuss various elements of Indian Trade policy

Unit-1 Business Environment,**12 Hours**

Concept and Significance – Internal and External factors (Socio, Cultural, Political, legal Technological, Ecological) Influencing Business. Emerging trends in Indian Business Environment.

Unit-II: Economic Environment of Business**12 Hours**

Economic Environment of Business – Indian Economy – Basic Characteristics of Indian Economy Economic Planning – Objectives & Strategies of Economic Planning. NITI AYOJ, GST, Industrial Policy Resolutions – 1948, 1956, 1991 (NIP) and FEMA.

Unit-III: Indian Financial System**12 Hours**

Money Market – Money and Aggregates of Money Supply and Money Multiplier, Demand for Money and Credit Creation by Commercial Banking. Role of RBI in controlling the credit supply; Important Objectives and Instruments of Monetary Policy in controlling Credit Supply and Fiscal Policies Capital Market structure and Functions of Stock and Commodity exchanges.

Unit-IV:WTO**10 Hours**

Nature – significance—challenges and mechanisms. WTO – Agreements in the Uruguay round including TRIPS, TRIMS and GATS – Disputes settlement mechanism – Dumping and antidumping measures.

Unit-V Indian Companies: Competition Act, 2002**12 Hours**

Competitiveness, Changes & Challenges. Sustainable Development. Concept of Corporate Social Responsibility. Business Ethics and good Governance.

Case Study is Compulsory

Text Books:

1. Dutt R. & Sundaram K. P. M - Indian economy, S. Chand, Delhi
2. Aswathappa-Business Environment, Himalaya Publishing House, New Delhi

References:

1. Francis Cherunilam- Business Environment (Text & Cases). Himalaya Publishing House, New Delhi.
2. S. K. Misra & V. K. Puri, Economic Environment of Business, Himalaya Publishing House

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20MB105:Accounting for Managers**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB105.1	Understand basic principles, concepts and conventions of accounting
20MB105.2	Construct final accounts for a business firm through formal accounting process
20MB105.3	Identify and appraise various sources of capital and their features.
20MB105.4	Analyze financial statements and judge the financial performance of a firm
20MB105.5	Understand the financial reporting and its types

Unit-I: Accounting for Management**12 Hours**

Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Management Accounting – Role of Accountant in Modern Organization.

Unit-II: Financial Accounting-**12 hours**

Financial Accounting- Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet. Cash flow statement and funds flow statement (theory only).

Unit-III: Elements of Cost**14 Hours**

Cost Sheet Preparation – Absorption Vs Marginal Costing –Cost –Volume –Profit Analysis – Cost Behavior – Breakeven Analysis – Contribution Approach –Profit Planning.

Unit-IV: Cost Analysis for Decision making**14 Hours**

Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make or Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Product Mix – Plant Shutdown Decision.

Unit-V: Budgeting**12 Hours**

Types of Budgets – Financial Vs Operational Budgets – Short Term Vs Long Term Budgets – Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads (Theory only)– Construction and Preparation of Cash Budget- Flexible Budget, Master Budget (Theory only) – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

Case study is compulsory

Text Books:

1. I.M. Pandey, Management Accounting, Vikas PublishingHouse.
2. S.P. Jain& K.L. Narang, Accounting for Managerial Decisions, KalyaniPublishers.
3. Horngren, C.T., Introduction of Management Accounting, Prentice Hall of India.

References:

1. Khan and Jain, Management Accounting, Tata Mc GrawHill.
2. Gupta and Sharma, Management Accounting, Kalyani Publishers, S.N. Maheswari, Accounting for Mana
vikas publications.



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20MB106: Business Communication And Soft Skills**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB106.1	Student will acquire and demonstrate effective business writing and presentation skills
20MB106.2	Student is able to acquire the capability to understand the impact of intra and interpersonal factors on communication
20MB106.3	Student will acquire effective verbal and nonverbal communication skills
20MB106.4	Student will learn to communicate cross culture and wide range of business audience
20MB106.5	Student will acquire report writing skills.

UNIT-I: Role of Communication In Business-**12 Hours**

Objective of Communication- The Process of Human Communication & Media of Communication-Written Communication-Oral Communication-Silence-Developing Listening Skills- Improving Non-verbal Communication skills- Business Etiquette- Understanding Cultural Effects.

Unit-II: Managing Organization Communication**12 Hours**

formal and Informal Communication-Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis- Mastering the art of Conducting and giving Interviews.

Unit-III: Managing Interpersonal Communication**12 Hours**

Role of Perception, Emotion and motivation in Inter Personal Communication-Communication-Styles, Barriers of Communication-Gateways to Effective Interpersonal Communication.

Unit-IV: Business Presentation Skills-**14 Hours**

Significance of Business Correspondence- Essentials of Effective Business Correspondence- Business Letter and Forms- Presentation skills- Conducting Departmental Meetings-Use of Technology aided Business Communication Telephone Communication, Visual Communication, Audio Visual Communication, E-mail Messages- Tele and video conferencing

Unit-V: Report Writing**14 Hours**

Meaning and Significance- Structure of Reports- Negative, Persuasive and Special Reporting; Informal Report- Proposals; Formal Reports- Organization of Press Report-Media Management

Case study is compulsory

Text Books:

1. C.S. Rayudu, Business Communication, HPH
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi.
3. Penrose, Business Communication for Managers, Cengage, New Delhi.

References:

1. Urmila Rai & S.M. Rai, Business Communication, Himalyan Publishers,
2. Meenalshi Raman—Business Communication Oxford University Press.
3. K Bhardwaj, Professional Communication, IK In Pub House, New Delhi.



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20MB107: Legal Aspects Of Business**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB107.1	Student will be able to handle disputes/legal challenges pertaining to organization
20MB107.2	Student can apply basic legal knowledge in business transactions.
20MB107.3	Student will be able to understand the legal environment of business pertaining to any organization
20MB107.4	Student will be able to react to the situations in the society by applying consumer protection Act, environmental protection Act and Right to information Act to redress the grievances/issues of the stake holders.
20MB107.5	Student will be able to understand company laws to organize corporate business.

Unit-I: Contract Act**12 Hours**

Contract Act: Contract Element of valid contract: Offer and Acceptance, Consideration Capacity to contract, Free consent, Coercion, undue influence, Misrepresentation, fraud, Legality of the object -Classification of contract-performance of contract - Discharge of contract – breach of contract Quasi contract.

Unit-II: Law of Agency**12 Hours**

Law of Agency: Essentials, kinds of agents, Rights and Duties of Agent and Principal, Creation of Agency, Termination of Agency. Law of Partnership 1932: Definition, Essentials of Partnership, Formation of Partnerships, Kinds of Partners, Authorities, Rights and Liabilities of Partners, Registration of Partnership, Dissolution of Partnership Firm.

Unit-III: Negotiable instruments Act 1881**12 Hours**

Negotiable instruments Act 1881: Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments-Promissory Notes, Bills of Exchange and Cheques. Parties to Negotiable Instruments, Negotiation, Presentment, Discharge and Dishonor of Negotiable Instruments.

Unit-IV: Sale of goods act 1930:**12 Hours**

Sale of goods act 1930: Definition of Sale, Sale v/s Agreement to Sell, Goods, Price and Time, Condition and Warranties, Express and Implied Conditions, "Doctrine of Caveat Emptor", Performance of Contract of Sale, Rights of Unpaid Seller - Remedies for breach of Contract of Sale of Goods, Consumer Protection Act, 1986 – Objectives of the Central Council and State council – Rights of Consumers – Consumer Redressed Machinery.

Unit-V: Companies Act, 2013**12 Hours**

Companies Act, 2013: Company meaning & characteristics and kinds, Registration & Incorporation Memorandum of Association, Doctrine of Articles of Association Prospectus – Shares - Directors: appointment, removal, power & duties, Meetings - Winding up. Basics of Environment Protection Act and Right to Information Act.

Case Study is Compulsory

Text Books:


1. N D Kapoor-Elements of Mercantile Law-SultanChand.
2. S.S. Gulshan& G. K. Kapoor: Business Law, New AgeInternational.
3. Akhileshwar Pathak, Legal Aspects of Business, 3/e, TataMcGraw-Hill.

References:

1. P.K. Goel, Business Law for Managers, Biztantra – Dreamtechpress.
2. K.R. Bulchandani, Business Law for Management, 4/e, Himalaya Publishing House.

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20MB108: Business Communication & Soft Skills Lab**4 0 0 2**

At the end of the course, students will be able to

Code	Course Outcomes
20MB108.1	Student will able to the fundamentals of communication and the way it is applied in Organizations
20MB108.2	Student will able to the elements of organizational communication
20MB108.3	Student will Develop the art of effective writing skills according to the business situations
20MB108.4	Student will Develop the art of effective reading and listening skills.
20MB108.5	Student will Prepare effective reports.

Unit-I: Listening and speaking skills-

Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmers, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).

Activities for

Unit-1

1. Dos and Don'ts of Group Discussions.
2. Tell me about yourself.
3. Self SWOT Analysis
4. Analysis of Academic Video clip uploaded on the system for the student.
5. News Presentation- Current affairs.

Unit-II: Organizational Communication

Choosing the organization – goal setting - Time management — leadership traits – Team work – communicating across teams- designing career and life planning.

Activities for Unit-II:

1. Individual goal setting – process / SMART goals.
2. Designing a team activity to be conducted in the class.
3. Preparing a schedule plan for conducting an event (with proper time management).
4. Designing a self-career plan.
5. Prepare a time management chart for your daily schedule. (Prioritization)

Unit-III: Nonverbal communication and body language

Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes.

Activities for Unit-III:

1. Maintaining the body language for interviews.
2. Presenting oneself to an interviewer.
3. Importance of kinesics in an interview.
4. Role plays on cross cultural communication.

Unit-IV: Written communication

Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

Activities for Unit-IV:

1. Preparation of effective Resume.
2. Write dialogues for the following situation: Mr. A calls a Hotel in Shimla to make a reservation for four people.
3. Write dialogues for the following situation: Mr.K gives direction to his friend how to reach the JNTUK University.
4. Write a covering letter for job application in TCS.
5. Write at least 5 E-mail etiquette.

Unit-V: Presentation skills

Designing presentations and enhancing presentation skills.

Activities for Unit-V:

1. Prepare a PowerPoint presentation on presentation skills.
2. How to make an effective presentation.
3. Prepare and present a PPT on any topic given by the examiner

References :

1. Mallika Nawal: "Business Communication", Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organizational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: "Business Communication", Oxford University Press, New Delhi
4. C.S.G. Krishnama charyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing

House, Mumbai

5. Paul Turner: "Organizational Communication", JAICO Publishing House, New Delhi.
6. Sathya Swaroop Debasish, Bhagaban Das "Business Communication", PHI Private Limited, New Delhi, 2009.
7. R.K. Madhukar: "Business Communication", Vikas Publishing House, New Delhi, 2012.
7. Kelly M Quintanilla, Shawn T.Wahl: "Business and Professional Communication", SAGE, New Delhi, 2012.
8. Sangita Mehta, NeetyKaushish: "Business Communication", University Science Press, New Delhi,

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II - SEMESTER

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20MB201 Financial Management

At the end of the course, students will be able to

Code	Course Outcomes
20MB201.1	Understand the concept of financial management, its objectives and roles played By the financial manager.
20MB201.2	Analyze the factors determining the capital structure of an organization
20MB201.3	Compare various investment appraisal techniques
20MB201.4	Understand the factors influencing the dividend declaration in a company
20MB201.5	Evaluate factors determining working capital requirements and understand the factors affecting the working capital of a firm

Unit-I: Introduction**12 Hours**

Nature, Scope and Objectives of Financial Management-Profit Maximization Vs Wealth Maximization. Finance Functions – Financial Planning and Forecasting - Role of Financial Manager. Financial statement analysis and interpretation – Types of Analysis – Objectives, Tools of Analysis- Ratio Analysis: Objectives, Uses and Limitations. Classification of Ratios - Liquidity, Profitability, Financial and Turnover Ratios.

Unit-II: Financing Decision:**12 Hours**

Financial Leverage –EPS-EBIT Analysis–Cost of Capital Weighted Average Cost of Capital. Capital Structure Factors Affecting Capital Structure, Theories of Capital Structure

Unit-III: Investment Decision**14 Hours**

Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- Discounted Cash Flow Techniques –Net Present Value, Profitability Index and Internal Rate of Return.

Unit-IV: Dividend Decision**12 Hours**

Meaning and Significance – Theories of Dividend – Determinants of Dividend –Dividend policy – Bonus Shares –Stock Splits.

Unit-V: Working Capital Decision**12 Hours**

Working Capital Decision: Meaning – Classification and Significance of Working Capital – Components of Working Capital – Estimation of working capital Requirement-Cash Management Models –Cash Budgeting – Accounts Receivables – Credit Policies–Inventory Management.

Case Study is Compulsory

Text Books:


1. Pandey IM, Financial Management, Oxford University Press.
2. Prasanna Chandra, Financial Management, Tata McGraw Hill.
3. Khan & Jain, Financial Management, Tata McGraw Hill.

References:

1. James C. Van Horne, Financial Management & Policy, Prentice Hall of India.
2. Sharma R.K & Gupta Shashi, Financial Management, Kalyani Publishers.
3. Madan Mohan, G.Syamalarao, Sheela, Financial Management, Himalaya Publishing House.

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Chairman
Board of Studies (MBA)

20MB202: Marketing Management**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB202.1	Analyze the marketing environment and Competitive forces in the market
20MB202.2	Design appropriate STP strategies and understand the importance of Marketing Research
20MB202.3	Evaluate various elements of Product strategies
20MB202.4	Formulate pricing strategies and distribution channel by considering various factors affecting the same
20MB202.5	Design promotional mix strategies for a business while incorporating ethical considerations

Unit-I: Introduction to Marketing Management**12 Hours**

Definition, Importance and Scope of Marketing; Core Concepts of Marketing; Company Orientations towards Marketing; Marketing Process; Selling Vs Marketing; Elements of Marketing Mix; Competitive Analysis and Strategies; Marketing Information System: Need, Importance and Structure.

Unit-II: Segmentation Targeting and, Positioning (STP)**12 Hours**

Basis for Segmentation, STP process, Levels of Segmentation, Patterns of Targeting and Positioning strategies. Consumer behavior: Importance, Factors affecting Consumer Behavior, Consumer Decision Making Process; Marketing Research Process.

Unit-III: Product strategies**14 Hours**

Goods Vs Services Product: Levels, Product Hierarchy, Product Classification-, Consumer Goods, Industrial Goods, Product Mix Decisions, Product Line Decisions, New Product Development process, Product Life Cycle strategies. Branding: Definition, Types and Branding process; Components of Labeling, Packaging types and Process.

Unit-IV: Pricing and Placing Strategies**10 Hours**

Meaning, Objectives, Process, Methods, and Strategies. Placing Strategies Distribution channel, Importance, Functions, Levels of Channels, Types of Intermediaries and their role.

Unit-V: Promotional Strategies**10 Hours**

Integrated Marketing Communication(IMC) Process, Elements of Promotional Mix- Advertising, Publicity, Sales Promotion Personal Selling Direct Marketing and Public Relations; Emerging Trends in Marketing, Ethics in Marketing, Introduction to E-marketing.

Case study is compulsory

Text Books:

1. Philip Kotler, Marketing Management, Pearson Education.
2. W.J. Stanton, Michael J. Etzel & Bruce J. Walker, Fundamentals of Marketing, McGraw Hill International.
3. Ramaswamy V.S. & Namakumari S, Marketing Management: Global Perspective – Indian Context, Macmillan

References:

1. Tapan K Panda, Marketing Management, Excel Books.
2. S.A.Sherlekar, R.Krishnamoorthy, K.S.Bose & K.V.V.Murali Someswara Rao, Marketing Management, Himalaya Publishing House.

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Chairman
Board of Studies (MBA)

20MB203 Human Resource Management**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB203.1	Understand recruitment processes and selection procedure
20MB203.2	Assess employee performance and design suitable T&D activities
20MB203.3	Evaluate various elements of Product strategies
20MB203.4	Construct and calculate the salary structure and outline the IR issues
20MB203.5	Compose HR metrics and evaluate the trends of HRM.

Unit-I: Introduction**8 Hours**

Significance of HRM, Scope, Functions of HRM, Policies & Roles of HRM, changing environment of HRM and challenges, Ethical Aspects of HRM.

Unit-II: Human Resource Planning**12 Hours**

Human Resource Planning, Objectives, Factors influencing Human Resource Planning, HR Planning Process, Job Analysis, Recruitment, Process and Sources of Recruitment; Selection, Process of selection and Techniques, Errors in selection Retention of employees.

Unit-III: Human Resource Development**14 Hours**

Training Vs Development, Need, Process of Training, Methods of Training, Training Evaluation, Development techniques, need for development, Career Planning, Performance Appraisal System, Methods of Appraisal, and Common errors.

Unit-IV: Compensation Management**12 Hours**

Compensation Management, Concepts and Components of wages - Factors influencing Wage fixation, Job evaluation – Methods of payment, Incentives and Fringe benefits.

Unit-V: Managing Industrial Relations**14 Hours**

Managing Industrial Relations – Components of IR - Trade Unions, Functions of Trade Union – Employee Participation – Importance and Schemes, Collective Bargaining – Grievance Redressal, Industrial Dispute – Settlement mechanism.

Case Study is compulsory

Text Books:


1. P.Subba Rao, Human Resource Management Himalaya, Mumbai.
2. Aswathappa.K. Human Resources and Personnel Management, Tata MC Grail.
3. Monappa.A & Saiyadain. M. Personnel Management, Tata McGraw Hill

References:

1. Gary Dessler, Human Resources Management. Pearson publication
2. C.B.Mammoria, Personnel Management.



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Board of Studies (MBA)

20MB204: Production And Operations Management**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB204.1	Understand the role of Operations in overall Business Strategy of the firm - the application of Operations management policies and techniques manufacturing firms
20MB204.2	Design the conversion system and also to understand the factors influencing while designing a system
20MB204.3	Understand the quality dimensions of the product along with productivity improvement models
20MB204.4	Understand the process scheduling work and also planning the sequence of operations
20MB204.5	Apply latest technologies in operations management

Unit-I: Introduction**12 Hours**

Nature and Scope of Production and Operations Management- Historical Evolution – Types of Manufacturing Systems – Difference between Manufacturing and Service Operations - Role of Production and Operations Manager.

Unit-II: Production Planning and Control**10 Hours**

Stages in PPC – Gantt chart – PPC in Mass, Batch, and Job Order Manufacturing, Lean Manufacturing -Aggregate Planning.

Unit-III: Plant Location**12 Hours**

Facility Location, Multiple Location Theories and Layout Planning –Types of Layouts –Models Used in Lay Out Designs Material Handling Equipment's – Material Handling Principles.

Unit-IV: Productivity**12 Hours**

Factors affecting Productivity – Job Design – Process Flow Charts – Method Study – Work Measurement Performance Rating Allowances - Standard Time - Work sampling. Maintenance Management – Industrial Safety.

Unit-V: Material Management**14 Hours**

Costs associated with Inventory – Economic Order Quantity – ABC Analysis - Materials Requirement Planning Just In Time Production - Total Quality Management – SQC - Acceptance Sampling – Control Charts – Quality Circles – Zero Defects Programmers–six sigma – ISO –Applications of Computer in Production and Operations.

Case Studies are compulsory

Text Books:

1. Dr.B.S.Goel, Production & Operations Management, Pragathi Prakash, Meerut.
2. K. Aswatappa, K.Shridhara Bhat, Production and Operations Management, HPH,Mumbai.
3. Panneerselvem, Production and Operation Management, PHI.

References

1. Chunnawala, Production & Operation Management, HPH, Mumbai.
2. Rogerto Russel, Taylor, Production And Operations Management, PHI.



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Board of Studies (MBA)

20MB205: Research Methodology**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB205.1	Understand basic statistics and tools for collecting data and designing databases
20MB205.2	Learn how to effectively leverage data for strategic decision making
20MB205.3	Conduct and interpret a variety of hypothesis tests to aid decision making in a business context
20MB205.4	Critically evaluate statistical results
20MB205.5	Formulate and test hypothesis

Unit-I: Introduction to research methodology**12 Hours**

Introduction to research methodology, Nature, scope and importance of research methodology, Research process, types of research, motivation for research, Limitations of research, Defining the research problem, formulating the hypothesis testing of hypothesis.

Unit-II: Research Design**12 Hours**

Formal and informal research designs, Sampling and sampling design, Types of sampling, Sampling Techniques, Probabilistic and Non-Probabilistic sampling methods.

Unit-III: Data collection**12 Hours**

Primary and secondary data, Classification and Tabulation of Data, Diagrammatic Presentation of Data, Construction of a Questionnaire, Features of a good questionnaire, Questionnaire vs. Schedule.

Unit-IV: Measurement and Scaling**12 Hours**

Nominal, ordinal, interval and ratio scales, Guttman, Liker and Differential Scales Non-parametric tests- Sign test, Median test, Kolmogorov-Smirnov test.

Unit-V: Multivariate data analysis techniques**12 Hours**

Multiple regression, Factor analysis, Discriminate analysis, Analysis of Variance (ANOVA). Preparation of research report.

Case study is compulsory

Text Books:

1. Naval Bajpai, Business Research Methods, Pearson Publishers.
2. C.R.Kothari & Gaurav Garg, Research Methodology (Methods and Techniques), New age Publishers.
3. Donald R Cooper & Pamela S Schindler, Business Research Methods, Tata McGraw Hill Publishers.

References:

1. Pannerselvam, Research Methodology, Printece Hall of India.
2. Kenneth S Bordens, Research Design and Methods, McGraw Hill publishers.



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Board of Studies (MBA)

20MB206: Entrepreneurship Development**4 0 0 4**

At the end of the course, students will be able to

Code	Course Outcomes
20MB206.1	Understand the nature of entrepreneurship and identify personal attributes that Enable best use of entrepreneurial opportunities.
20MB206.2	Analyze various types of Entrepreneurship and successful criteria
20MB206.3	Select products/services, doing feasibility study and prepare detail project report
20MB206.4	Appraise product development, market promotion with environmental change and monitoring financial conditions and funding of the project.
20MB206.5	Analyze Govt. policies and initiatives on supportive schemes and legal issues And liaison with institutions working for the cause.

Unit-I: Entrepreneurship**12 Hours**

Importance and Role of Entrepreneurship in Economic Development, Characteristics of Entrepreneurship and Qualities of an Entrepreneur, Theories of Entrepreneurship, Stimulants of Entrepreneurship and Barriers to Entrepreneurship, Entrepreneurial Ethics and Social Responsibility.

Unit-II: Institutional support**12 Hours**

Role of Government, Role of Financial Institutions, Role of Commercial Banks, Role of Development Financial Institutions such as IDBI, ICICI, NABARD, SIDBI & SFC, Role of other supporting institutions such as SIDO, NIESBUD, DIC, Entrepreneurship Development Institute, MSMEs.

Unit-III: Women Entrepreneurship**12 Hours**

Role & Importance, Profile of successful Indian and global women Entrepreneurs, Problems of Women Entrepreneurs, Role of government and Non-Government Organizations in promoting Women Entrepreneurship in India.

Unit-IV: Project Management**12 Hours**

Concept of Project and classification of Project, Identification, Project Formulation, Project Report, Project Design, Project Appraisal, Profitability Appraisal, Project Planning, Social cost benefit analysis, Financial analysis, Project financing, Venture Capital.

Unit-V: Training**12 Hours**

Designing Appropriate Training Programmers to Inculcate Entrepreneurial Spirit, Significance of Entrepreneurial Training, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees.

Case Study is Compulsory

Text Books:

1. Vasant Desai, Dynamics of Entrepreneurship Development, Himalaya Publishers.
2. Mathew, J. Manimala, Entrepreneurship Theory at the Crossroads, Wiley India.
3. Tabarrok, Entrepreneurial Economics, Oxford Universal

References:

1. C.V.Bakshi, Entrepreneurship Development, Excel Publications.
2. Balaraj Singh, Entrepreneurship Development, Wisdom Publications.



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Board of Studies (MBA)

20MBP207: Information Technology Lab for Business

4 0 0 2

At the end of the course, students will be able to

Code	Course Outcomes
20MB207.1	Enrich the knowledge on information technology in an organization.
20MB207.2	Understand the basic operations and features of SQL.
20MB207.3	Demonstrate the migration from the basic concepts to working with functions using MS Excel.
20MB207.4	Explore the data collection and analyzing techniques..
20MB207.5	Prepare and analyze mathematical documents, presentation, mini projects and reports.

Unit-I: Introduction of various software used for business

12 Hours

Significance in the current business environments - Introduction of software, MS Office, SQL.

Unit-II: Financial modeling

12 Hours

Present value of cash flows, Valuations, Financial ratio analysis, Forecasting, Trend analysis of data, Random input generations.

Unit-III: Basic of Accounting:

10 Hours

Type of Accounts, Rules of Accounting, Principles of concepts and conventions, double entry system, Book keeping Mode of Accounting, Financial Statements, Transaction, Recording Transactions. Getting the functional with Tally, Creation and setting up of company in Tally.

Unit-IV: Accounting Masters in Tally

10 Hours

Features- Configurations- Setting up Account Heads.

Unit-V: Inventory in Tally

10 Hours

Stock –groups – Stock Categories – God owns / Location Units of Measure - Stock Items - Creating Inventory Masters for National Traders.

References:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012 Paul Mcfedries, "Excel 2013 Formulas and Functions", Pearson Education, , 1st Edition,2013.
2. Dodge Mark, Stinson Craig, "Microsoft Excel 2013 Inside Out", Prentice Hall of India, 1st Edition, 2013.
3. Guy Hart Davis, how to do everything with Microsoft Office Excel, Tata McGraw Hill, Revised 1st Edition, 2010.



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Board of Studies (MBA)

III - SEMESTER**20MB301 Operations Research****4 0 0 4**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MB301.1	Understand the nature, models, benefits and limitations of Operations Research
20MB301.2	Apply mathematical models using linear programming techniques
20MB301.3	Demonstrate the transportation and assignment models in business problems
20MB301.4	Illustrate the use of network techniques for successful project implementation
20MB301.5	Demonstrate the queuing and simulation models

Unit I**10 Hours**

Introduction to Operations Research: Introduction to OR; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (only theory) L.P.P, Big-M Method – Dual L.P. and Its Applications.

Unit II**11 Hours**

Transportation Models: Unbalanced Transportation Problem, Theoretical concept of Degeneracy; Assignment problems; General Structure; Finding Optimal Solution; Maximization problem, Restrictions on Assignments. queuing Theory – M/M/I and M/M/C models.

Unit III**9Hours**

Dynamic Programming – Applications of D.P. (Capital Budgeting, Production, Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound method.

Unit IV**10 Hours**

Game Theory – Two Person Zero sum Games – Pure Strategies – Mixed Strategies –Dominance Principle – Graphic and Algebraic Method – Linear Programming Approach – Simulation – Simulation Inventory and Waiting Lines.

Unit V**12 Hours**

Project Management – PERT and CPM – Crash Time – Crash Cost Trade Off – Resource Levelling and Resource Allocation – Non-Linear Programming Model Formulation – Graphic Method of Solving Simple Problems

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Textbooks:

1. Quantitative Techniques in Management, ND Vohra, Tata Mc Graw Hill Publishing Co. Ltd, 4th Edition, 2012.
2. Operations Research: Theory and Applications – Sharma J. K,4/e, Macmilan,2010

Reference books:

1. Operations Research: Theory, Methods and Applications- Sharma S.D, KedarNath, Ram Nath & Co, 2010.
2. Anderson et al, Quantitative Methods for Business, Thomson Publishing, 12th Edition, 2013.
3. Tulsian, Quantitative Techniques theory and problems, Pearson, PHI, 2011
4. S.D.Sharma, "Operations Research", KedarNath and Ram Nath & Co.Ltd, 2010
5. C.R. Kothari, "Quantitative Techniques", Vikas Publishing House, 3/e, 2004
6. Operations Research: An Introduction-Taha H. A, 9/e, PHI, 2012.

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Chairman
Board of Studies (MBA)

20MBH01 Human Resource Planning**3 0 0 3****Course Outcomes:** At the end of the course, the student will be able to:

Code	Course Outcomes
20MBH01.1	Write sound job descriptions, job specifications and job postings
20MBH01.2	Identify Knowledge, Skills, Abilities & Other (KSA&O) human qualities required to performance job successfully.
20MBH01.3	Develop a structured, job-related interview for employment screening across all the verticals
20MBH01.4	Choose among commercially available testing procedures as appropriate design in different context & Implement a validation study
20MBH01.5	Identify legal and ethical concerns in hiring and apply their knowledge to develop a complete, professional hiring plan

Unit-I**8 Hours**

Introduction to Human Resource Planning: Human resource planning concepts, Concepts of Staffing, Factors affecting Staffing, Staffing Process, staffing models, process Job Analysis-- Concept, Specifications, Description, Process and Methods, Uses of Job Analysis Job Design--Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing.

Unit-II**9 Hours**

Manpower Planning: Human Resource Planning and Business Environment; Defining and Drawing Manpower Systems- Stocks and Flows; Human Resource Distribution Mapping and Identifying Surplus; Downsizing Strategies-Legal and voluntary frame work.

Unit-III**10 Hours**

Recruiting and selecting the right talent: recruitment and selection needs-recruitment process-alternative to recruitment Concept of Selection, Criteria for Selection, Process, Application (Blank Format). Screening – Pre and Post Criteria for Selection, Steps of Selection Interviewing– Types and Guidelines for Interviewer & Interviewee, Types of Selection Tests, Selection Hurdles and Ways to Overcome Them Current trends in Recruitment and Selection

Unit-IV**8 Hours**

Induction– Concept, Types- Formal/Informal, Advantages of Induction, how to make Induction Effective Orientation & on boarding- Program and Types, Process, Socialization- Types and Tactics. Career and Succession Management: Definition and Meaning, Need for Career and Succession Planning, Career and Succession Planning: Career Stage, Career Management, The 5-Stage Process of Succession Planning.

Unit-V**4 Hours**

Training and Development: Overview of training and development systems, organizing training department, training and development policies, linking training and development to company's strategy, Requisites of Effective Training, Training Needs Assessment (TNA) Designing Training and Development Programs

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:

1. Gate wood, Field and Barrick Human Resource Selection, 8th Ed, Cengage Learning, ISBN-13:9781305102682
2. Heneman, HerbertG. ,III,&Judge, TimothyA. (2009). Staffing Organizations, Sixth Edition. Middleton, WI: Mendota House/McGraw-HillIr win.

Reference books:

1. Recruitment And Selection: Theories And Practices Dipak Kumar Bhattacharyya, Cengage India,
2. Armstrong, Michael & Baron Angela. Handbook of Strategic HRM (1st ed.). New Delhi: Jaico Publishing House.
3. Ulrich, Dave, Small wood, Norm.,Top grading: How Leading Companies Win By Hiring, Coaching And Keeping The Best People. Paramus, New Jersey: Prentice Hall, ISBN:0735200491



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Board of Studies (MBA)

20MBH02 Compensation Management**3 0 0 3**

At the end of the course, students will be able to:

Code	Course Outcomes
20MBH02.1	Demonstrate an understanding of various concepts of performance management and their implications for organizational development
20MBH02.2	Apply Performance and Compensation management
20MBH02.3	Demonstrate the concept on compensation and benefits from national and international context.
20MBH02.4	Analyze the compensation and benefit system of the industry and construct suitable compensation structure as per the organization requirement.
20MBH02.5	Concepts in addressing organizational problems to come up with optimal, feasible solutions.

Unit I**8 Hours**

Performance Management: Meaning of performance, Definition of performance management, Objectives and benefits of performance management, Importance of performance management, and elements of effective Performance Management., Performance counseling: Introduction, definition, performance counseling for higher job performance, Performance counseling skills.

Unit II**9 Hours**

Performance Appraisal: Meaning, Objectives, barriers to performance appraisal, who can appraisal, when to appraise, performance appraisal process, traditional and Modern performance appraisal methods, Balance score card, Outcome merits- Economic value added, Other economic measures, Building a high performance culture

Unit III**9 Hours**

Compensation: Meaning of compensation, Forms of pay, Financial and non-financial pay, pay model, Internal and external equity in compensation systems, Similarities and differences in strategies, developing a total compensation strategy, strategic pay Decisions, specify competitive pay policy.

Unit IV**9 Hours**

Incentives Incentive Plan, individual incentives, pay for performance, Pay Discrimination, compensation of special group Benefits: Benefit determination Process, legally required benefits: Retirement, medical and other benefits, Employee profit sharing, employee stock option, gain sharing International Compensation: Recognizing variation, the social contract, Culture and pay, Preliminary considerations of international compensation, Strategic choice in global compensation.

Unit V**6 Hours**

Performance consulting: concept, need & role, designing and using performance relationship map. Ethics in Performance Management: Introduction, Meaning, Principles of ethics in performance management, objectives and significance of ethics in performance, ethical issues and dilemmas in performance management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Performance Management, A S Kohli, T Deb, Oxford Publication, Fifth edition, 2010
2. Performance Management, Robert L Cardy, PHI Publication,
3. Compensation, George T Milkovich, Jerry M Newman, CS VenkataRatnam, 9th edition, McGraw-Hill, 2009.

Reference Books:

1. Performance management, Premchandha, Macmillan publication
2. Compensation and Benefit design, Bashker D Biswas, FT Press, 2012.
3. Compensation management, Ersonishyamsingh, Excel Books.
4. Compensation and Benefit Design, Bashker D Biswas, FT Press, 2012
5. Strategic Compensation, Joseph J Martocchio, 6th edition, Pearson.
6. Compensation & Reward Management, BD Singh, 2nd edition, Excel Book

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Board of Studies (MBA)

20MBH03 Industrial Relations**3 0 0 3****At the end of the course, the student will be able to:**

Code	Course Outcomes
20MBH03.1	Demonstrated scripture knowledge of the field of industrial relations.
20MBH03.2	Analyze and evaluate the key processes of industrial relations at the workplace level and the relationships to the institutions in a global, economic and social context.
20MBH03.3	Investigate solutions to industrial relations problems based on research and assessment of current practices
20MBH03.4	Familiarize with the legal requirements to maintain industrial relations.
20MBH03.5	Understand the legal requirements to maintain industrial relations.

Unit I**7Hours**

Introduction Industrial Relations - Industrial Relations: Scope and Significance – Causes and Consequences of Industrial, Disputes – Recent Trends in Industrial Relations

Unit II**7 Hours**

Collective Bargaining in India: Definition, functions of collective bargaining, collective bargaining process, prerequisites for collective bargaining. **Trade Unions:** Introduction, functions of trade unions, objectives of important trade unions, procedure for registration, rights and privileges of registered trade unions, problems of trade unions, measures to strengthen trade union movement in India, paradigm shift in Trade Union Environment in India.

Unit III**8 Hours**

Grievance procedure and Discipline management: Grievance, meaning and forms, approaches to grievance machinery, model grievance procedure. Discipline-Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry, Industrial Conflicts: Nature of conflicts and its manifestations causes and types of Industrial conflicts, prevention of Industrial conflicts and settlement of Industrial conflicts, Social Audit.

Unit IV**8 Hours**

Industrial legislations: An overview of the following glaborenactments covering the definitions, applicability, provisions, Factories Act 1948, Industrial disputes act 1947 Industrial employment (standing order) Act 1946. Maternity Benefit Act, 1961, Contract Labor Act, 1970

Unit V**6 Hours**

Schemes of Workers' Participation in Management in India. Payment of Wages Act, 1936, Payment of Gratuity Act 1972 Payment of Bonus Act, 1965, Employees provident fund act 1952, Workmen's compensation act 1923.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:

1. Dynamics of Industrial Relations, Mamoria & Mamoria, Himalaya Publications, 2012
2. Industrial Relations and Labor Laws, 5th Edition, SC Srivastava, Visas Publications

Reference books:

1. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
2. Craig, Robert L., Training and Development Hand book, Mc Graw Hill.
3. Garner, James, Training Intervention in Job Skill Development, Addison-Wesley.
4. Mathis, Jackson, Tripathy: —Human Resource Management: A south- Asian Perspective, Cengage Learning, New Delhi, 2013
5. Subba Rao P: -Personnel and Human Resource Management: Text and Cases II, Himalaya Publications, Mumbai, 2013.



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Board of Studies (MBA)

20MBF01 Investment Analysis and Portfolio Management**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBF01.1	Understand how the firms can benefit from various investment avenues in the financial markets
20MBF01.2	Calculate the risk and return of various securities
20MBF01.3	Make use of fundamental analysis and technical analysis.
20MBF01.4	Construct the own portfolio and can do portfolio revision and portfolio evaluation.
20MBF01.5	Understand portfolio evaluation.

Unit I**9 Hours**

Introduction to Investment: Basic concepts. Various investment avenues – financial and non-financial Instruments. Financial markets. Risk-return trade off. Measurement of historical risk & returns. Expected risk & returns. Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, Secondary Market- Major Players in the secondary market, Functioning of Stock Exchanges,

Unit II**9 Hours**

Analysis of Risk & Return: Concept of total risk, systematic risk, unsystematic risk, default risk, interest rate risk, market risk, management risk, purchasing power risk, valuation of Bond-Valuation of equity share.

Unit III**9 Hours**

Analysis of Equity Investments: Fundamental analysis. Economy- industry-firm analysis–Financial & non-financial factors to be considered. Technical analysis – basic concepts. Various technical tools & charts like Rate of Change Indicator (ROC), Relative Strength Indicator (RSI), Moving Average Convergence & Divergence (MACD), Oscillators, Japanese candlestick etc. Behaviour of Stock Market Prices: Market efficiency – various forms of market efficiency. Testing the efficiency. Random walk hypothesis. (Theory and problems)

Unit IV**8 Hours**

Modern Portfolio Theory: Asset allocation decision. Markowitz model. Sharpe's single index model. Optimum portfolio selection. Portfolio Management. Steps in portfolio creation. Active & passive portfolio management. Portfolio evaluation. Sharpe's ratio, Treynor & Jensen measure. Portfolio revision – various methods, regulations of asset managers (theory and problems)

Unit V**6 Hours**

Performance Evaluation of Portfolios: Sharpe Model–Jensen's Model for PF Evaluation, Evaluation of Mutual Funds.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:


1. Investment Analysis and Portfolio Management – Prasanna Chandra, 3/e, TMH, 2010.
2. Investments – Zvi Bodie, Kane, Marcus & Mohanty, 8/e, TMH, 2011.
3. Investment Management – VK Bhalla (S. Chand & Co)
4. Security Analysis & Portfolio Management – Punithavathy Pandian

Reference books:

1. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e, Pearson, 2011.
2. Fundamentals of investment – Alexander, Sharpe, Bailey, 3/e, PHI, 2001.
3. Security Analysis & Portfolio Management – Nagarajan K & Jayabal G, 1/e, New Age international, 2011.
4. Investment – An A to Z Guide, Philip Ryland, 1/e, Viva Publishers, 2010.

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Board of Studies (MBA)

20MBF02 Banking and Financial Services**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBF02.1	Demonstrate an understanding of banks and other financial institutions.
20MBF02.2	Demonstrate an understanding of Indian capital markets depositories and custodians.
20MBF02.3	Have an in-depth understanding of various financial services like underwriting, leasing & hire purchase.
20MBF02.4	Demonstrate an understanding of concepts and developments in credit rating, factoring,.
20MBF02.5	Demonstrate an understanding of Debt policy and Debt management in financial institutions

Unit I**8 Hours**

Banking system and structure in India- Evolution of Indian Banks-Types of banks–Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds. -Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act.

Unit II**10 Hours**

Banker as lender – Types of loans – Overdraft facilities – Discounting of bills —Charging of Security bills-pledge –mortgage–assignment. Asset Liability Management (ALM) in banks: Components of Liabilities and Components of Assets, Significance of Asset Liability management, Purpose and objectives. PA management – Introduction- Identification of NPAs- Asset classification- Prudential Norms-

Unit III**9 Hours**

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory, Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking– Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue, Management – Regulation of Merchant Banking in India.

Unit IV**8 Hours**

Venture Capital and Mutual – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds.

Unit V**8 Hours**

Credit rating: Definition and meaning, Process of credit rating off instruments, Rating methodology, Rating agencies, Rating symbols of different companies. Rating agencies for SMEs. Factoring: Origin, Types, Factoring mechanism, advantages, factoring charges, characteristics, benefits, difference between factoring and forfeiting, growth of forfeiting in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:

1. Principles and Practices of Banking-IIBF,2/e,Macmillan,NewDelhi.
2. Elements of Banking & Insurance–Jyotsna Seth & NishwanBhatia,PHI,2009.
3. Financial services- Khan M.Y,6/e,McGrawHill,2011.

Reference books:

1. Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.
2. Banking and Financial System- PrasadK, Nirmala, ChandradasJ. Himalaya Publishing House, Mumbai.
3. Management of Banking and Insurance–SondhiN.K, Vrinda Publications.
4. Banking and Insurance–AggarwalO. P, HPH.

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Board of Studies (MBA)

20MBF03 Cost management**3 0 0 3****At the end of the course, the students will be able to,**

Code	Course Outcomes
20MBF03.1	Understand the cost concepts, cost behavior and cost accounting techniques.
20MBF03.2	Make use of cost information to application marginal costing techniques.
20MBF03.3	Understand the budgeting techniques..
20MBF03.4	Prepare cost audit reports.
20MBF03.5	Demonstrate the stander costing methods and techniques to analyzation of businesses

Unit I**8 Hours**

Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs Classification of costs- Methods of Costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet Overheads, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simulation eousequations, Absorption of Overhead, Theory on Under and Over absorption of Overhead)

Unit II**10 Hours**

Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision Making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing. Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC,(theory and problems)

Unit III**9 Hours**

Budgetary Control: - Objectives of Budgetary control, types of budgets, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. Sales budget, cash budget.

Unit IV**8 Hours**

Cost Audit, -objectives, Advantages, Areas and Scope of Cost Audit, Cost Audit in India -- Practical—Read the contents of their port of Cost Audit and the annexure to the Cost Audit report. Management Audit- Aims and the objectives, Scope of Management Audit. Reporting to Management – Purpose of Reporting-Requisite so far good report.

Unit V**6 Hours**

Standard Costing: -, analysis of Variances, Simple Problems on Material and Labour variances only. (Theory and problems).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:

1. Cost Accounting: Theory and Practice-Bhabatosh Banerjee, 12/e, PHI.
2. A Text book of Cost and Management
3. Accounting–Arora M.N, 11/e, Vikas.
4. A Text book of Cost Management-G.V Kesava Rao, D Gopinath, M.G.Krishnamurthy and Anita S.Yadav, Paramount Publishing House, 2013.

Reference books:

1. Cost Accounting–Khan M.Y and Jain P. K, TMH.
2. Principles and Practice of Cost Accounting–Bhattacharyya, 3/e, PHI.
3. Cost and Management Accounting–Arora M.N, 3rd enlarged and Rev.ed., HPH.
4. Managerial Accounting–James J. Ambalvo, 2/e, Wiley India Pvt.Ltd.
5. Management Accounting–Khan M.Y and Jain P.K, 6/e, McGraw Hill, 2012.



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Board of Studies (MBA)

20MBM01 Consumer Behaviour and Customer Relationship Management**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBM01.1	Acquire an understanding of the concepts and meaning of consumer behavior, marketing communication.
20MBM01.2	Demonstrate comprehensive and integrative nature social cultural dimensions of consumer behavior, factors impacting attitudes and behavior.
20MBM01.3	Analyze the importance of psychological and behavioral concepts of consumers thus formulate the to achieve the objectives and excel.
20MBM01.4	Make understand the various concepts of opinion leadership
20MBM01.5	Understand customer relationship strategies

Unit I**8 Hours**

Introduction to Consumer Behavior: Introduction to the study of Consumer Behaviour – Consumer and Marketing Strategy –Determinants of Consumer Behaviour – Profile of the Indian Consumer.

Customer Relationship Management Fundamentals: Definition and Significance of Customer Relationship Marketing, Theoretical perspectives of relationship, Evolution of Relationship marketing, Stages of relationship, Issues of relationship, Purpose of relationship marketing.

Unit II**8 Hours**

Individual Influences on Consumer Behavior:

Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Motivation Theories and Marketing Strategy – Maslow's Hierarchy of Needs, McGuire's Psychological Motives(Cognitive Preservation Motives, Cognitive Growth Motives, Affective Preservation Motives, Affective Growth Motives).

Unit-III**8 Hours**

External Influences on Consumer Behavior:

Social Class: Social Class Basics, what is Social Class? (Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India,

Culture and Subculture: Major Focus on Indian Perspective Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Sub cultured invasion and consumption pattern in India, Types of subcultures

Unit IV

7 Hours

Consumer Decision Process – Problem Recognition – Information Search –Evaluation of alternatives and selection – Post Purchase Behaviour – Organizational buyer, Behaviour – Diffusion of Innovation

Unit-V

7 Hours

Customer Relationship Management: Facets and Elements of CRF – CRM Process –Importance of CRM – Planning and Managing CRM Programme – Concept of Customer Loyalty– Customer Value Assessment – Customer Retention Strategies – CRM in services.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit

Text books:

1. Consumer Behavior-Leon Schiffman, Lesslie Kanuk, 10/e, Pearson, 2010.
2. Consumer Behavior: Building Marketing Strategy–Dell. Hawkins, & Others, 11/e TMH.
3. Consumer Behavior: The Indian Context (Concepts and Cases)– S.Ramesh Kumar .Paperback, 2017

Reference books:

1. Consumer Behavior-Henry Asseal, Cenage Learning.
2. Consumer Behavior in Indian Perspective– Suja Nair, Himalaya Publications
3. Consumer Behavior: Text and Cases–Satish Batra and S.H.H. Kazmi, Paperback, 2008



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Board of Studies (MBA)

20MBM02 Sales and Distribution Management**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBM02.1	Demonstrate the in conceptual understand in go ft he different concepts, techniques and approaches required for effective decision making in the area of sales management
20MBM02.2	Display the skills and knowledge that are critical for generating, evaluating and selecting sales strategies for the company.
20MBM02.3	Explain and appreciate an understanding of the contemporary retail management issues, strategies and trends in retailing.
20MBM02.4	Demonstrate the significance of retailing and its role in the success of modern world and apply knowledge and in sights of retailing to solve an organization's problem.
20MBM02.5	Understand global retail marketing concept.

Unit I**8 Hours**

Introduction to sales management: Meaning, Evolution, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager.

Selling skills& Selling strategies: Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-u action.

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, methods of setting quota,

Unit II**7 Hours**

Sales force motivation and compensation: Recruitment and selection of sales force, Training of sales force Nature of motivation, Importance, Process and factors in the motivation, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process.

Unit III**8 Hours**

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:**7 Hours**

Marketing Channels – Structure and Functions – Channel Design – Selecting Channel, Members – Motivating Channel Members.

Unit V:**7 Hours**

Channel Conflicts – Reasons – Managing Channel Conflicts Evaluating Channel, Member Performance – Supply Chain Management – Managing Logistics.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text books:


1. Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.
2. Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press.

Reference books:

1. Managing of Sales Force by Spiro Stanton Rich, 11/e, TMH, 2003.
2. Salesmanship and Sales Management - P. K. Sahu & K. C. Raut, 3/e, Vikas Publishing House.
3. Shimp - Advertising and Promotion II, 2007, Cengage Learning.
4. George E. Belch, Michael A. Belch & Keyoor Purani — Advertising and Promotion II, 2010, Tata McGraw Hills, 7th Ed.
5. Shah & D'souza - Advertising & Promotion II, 2010, Tata McGraw Hills.

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Chairman
Board of Studies (MBA)

20MBM03 Advertising and Brand management**3 0 0 3****At the end of the course, the students will be able to,**

Code	Course Outcomes
20MBM03.1	Understand Advertising concept and opportunities.
20MBM03.2	Demonstrate their conceptual skills in identifying various issues related to Brand Management and the relationship between Corporate Strategy and Brand Management.
20MBM03.3	Apply the basic understanding of strategies and tactics involved in brand building, In different sectors.
20MBM03.4	Evaluate various methods of valuating brands and the implications in business transactions
20MBM03.5	Apply the global branding strategies and management of brands in the organization.

Unit-I**9 Hours**

Role of Advertising in Promotional Mix – Introduction to Advertising – Advertising and Communication Integrated Marketing (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

Unit II**7 Hours**

Brand Equity: Sources, steps in building brands , Brand building blocks, David Aaker's Brand Equity Model

Brand Identify and Positioning: Need for identification and Positioning, Dimensions of Brand equity, Brand identity prism, Point of parity and Point of Difference.

Unit III**9 Hours**

Choosing Brand Elements to build Brand Equity: Criteria for choosing brand elements, Options and tactics for brand elements – Brand Name, guidelines and procedure, Awareness, Brand Associations, Logos and Symbols, Slogans, Packaging

Leveraging Brand Knowledge: Meaning, Dimensions of Brand Knowledge, Brand Extension, Brand Licensing, Co-Branding, Brand Architecture and Portfolio Management.

Unit IV**9 Hours**

Designing and Sustaining Brand Strategies: Brand Hierarchy, Branding Strategy, Brand Revitalization and Rejuvenation, Branding Industrial Products, Building Brands Online.

Brand Imitation: Meaning, Kinds of Imitations, Factors affecting Brand Imitation, Imitation vs Late Market Entry, First Mover Advantages, Imitation Strategies.

Unit V**9 Hours**

Branding Across Boundaries: Geographic Extension, Sources of Opportunities and Barriers for Global Branding, Managerial Global Brands, Organization for a Global Brand.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXTBOOKS:

1. Strategic Brand Management: Jean, Noel. Kapferer, Kogan Page India
2. Brand Management: Tapan. K. Panda, Excel Publication.
3. Strategic brand Management: Rosenbaum-Elliot, R. Percy, Pervan. S, Oxford University Press

REFERENCEBOOKS:

1. Building Strong Brands, Aaker. D, Simon and Schuster
2. The Seven Principles of Brand Management, Gupta. N. R, Tata McGraw-Hill Education
3. Compendium of Brand Management, Chunnawala, HPH
4. Product and Brand Management, U. C. Mathur, Excel Books



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Board of Studies (MBA)

20MBL01 Supply Chain Management**3 0 0 3****At the end of the course, the students will be able to,**

Code	Course Outcomes
20MBL01.1	Understand the fundamental Concepts of supply chain and logistics management.
20MBL01.2	Demonstrate the concepts on supply chain network design, demand forecasting and inventory management
20MBL01.3	Understand performance of Logistic for the effective supply chain performance
20MBL01.4	Apply the concepts of transportation, Sourcing and Coordination in the corporate
20MBL01.5	To understand the global logistics and SCM and grab the professional opportunities in the field of logistics and supply chain management.

Unit I**9 Hours**

Introduction to Supply Chain Management- Supply chain, Logistics and supply chain management, objectives, importance, decision phases, process view, competitive and supply chain strategies, achieving strategic fit, supply chain drivers, obstacles, framework, facilities, inventory, transportation, information, sourcing, pricing, Integrative management and supply chain process.

Unit II**10 Hours**

Designing the Supply Chain Network-Designing the distribution network–role of distribution–Factors influencing distribution–design options–e-business and its impact–distribution networks in Practice–network design in the supply chain–role of network–factors affecting the network design Decisions.

Planning Demand and Supply-Role of forecasting in supply chain–Basic approaches to Demand forecasting–The role of T in forecasting, Forecasting in practices.

Unit III**9 Hours**

Introduction to logistics management- Definition, Importance of logistics management, Functions of logistic Management, Integrated logistics, The logistical value proposition, Strategic Integrated logistics management, Integrated logistics information system, logistic planning and strategy: Hierarchy of planning process, the strategic logistic plan, Evaluation and selection of channel members. Procurement: Meaning, Role of Purchasing in Logistic management, Procurement process, Managing the procurement process, Supplier relationship.

Unit IV**9 Hours**

Transportation Networks and Sourcing- Role of transportation – modes of transportation and their performance – transportation infrastructure and policies-design options and their trade-offs Tailored transportation, Transportation service: traditional carrier, Package services, Intermodal transportation, non-operating Intermediaries.

Unit-V**9 Hours**

Managing global Logistics and global Supply Chains: The global supply chains -Global supply chain business processes –Global strategy –Global purchasing –Global logistics – Channels in Global logistics – Role of IT in the supply chain – Internal supply chain management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Suni I Chopra ,Peter Meindi&DharamVirKalra,SupplyChainManagement–strategy,planningandoperation,PHI, 6thEdition, 2016
2. DavidJCloss, DonaldJBowersox&MBixbyCooper,SupplychainLogisticManagement,McGrawHill3rdEdition,2016.
3. KShridhara Bhat,Logistic Management, HimalayaPublishingHouse,Secondedition,2018

Reference Books:

1. Essential sof Logistic & supply chain Management, K Shridhara Bhat,Fourth edition,Himalaya Publishing House.
2. Wisner,KeongLeongandKeahChoonTan,principlesofsupplychainmanagementabalancedapproach,Thomson Press.
3. David Simchi- Levi et al, designing and managing the supply chain–concepts, strategies, and case studies, McGraw Hill InternationalEdition.



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Board of Studies (MBA)

20MBL02 Enterprise Resource Planning**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBL02.1	Understand the fundamentals of enterprise resource planning.
20MBL02.2	Demonstrate the importance of implementing ERP
20MBL02.3	Understand the advantages and disadvantage of different ERP products available in the market
20MBL02.4	Apply ERP Programs, map the ERP requirements with business process requirements
20MBL02.5	Understand of ERP and ERP products available in the market

Unit I: 10 Hours

Introduction to ERP: Overview of ERP, MRP, ERP and Evolution of ERP, Integrated Management Systems, Reasons for the growth of ERP, Business Modelling, Integrated Data Model, Foundation of Business, Obstacles of applying IT, ERP MARKET. ERP & Competitive advantage, Basic Constituents of ERP

Unit II: 8Hours

Business Process Re-Engineering (BPR): BPR Process, Clean Slate Re-engineering, Technology Enabled Reengineering, Myths regarding BPR.

Business Intelligence Systems-Data Mining, Data Warehousing, On-line Analytical Processing (OLAP).

Unit III: 8Hours

ERP MODULES: Finance, Controlling, Accounting System, Manufacturing and Production Systems; Sales and Distribution Systems, Human Resource Systems; Plant Maintenance System, Material Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

Unit IV: 8Hours

ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP and IS.

ERP Products: SAP, Oracle, Microsoft Dynamics, PeopleSoft

Unit V 6 Hours

ERP & Competitive advantage, Basic Constituents of ERP, ERP PRODUCTS: SAP, Oracle, Microsoft Dynamics, PeopleSoft.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Motiwala, Enterprise Resource Systems, Pearson, 2009
2. Alexis Leon, Enterprise Resource Planning, TMH, 2008
3. Enterprise Resource Planning and MIS, Venugopal Rao, Excel, 2009.

Reference Books:

1. VinodKumarKardanddNKVenkataKriстан,ERPconcepts&Practice,PHI,2008
2. Concepts inERP, Monk,2/eThomson,2009
3. Vaman, ERP in Practice, TMH,2008
4. Mahadeo Jaiswal & Ganesh Vanapalli, Enterprise ResourcePlanningMacmillan,2008

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Board of Studies (MBA)

20MBL03 Purchasing and Materials Management**3 0 0 3****At the end of the course, the students will be able to,**

Code	Course Outcomes
20MBL03.1	Examine the key processes of procurement management in order to assess the in roles in a business system.
20MBL03.2	Apply the knowledge of procurement to make appropriate procurement decisions in different business situations
20MBL03.3	Recommend sourcing strategies through supplier evaluation systems for the acquisition of different products and services.
20MBL04.4	Apply key elements of quality management in areas of leadership, customer focus and satisfaction, supplier partnership, employee involvement, performance measures
20MBL05.5	Analyze the inventory control process and quality management and reduce variations there by

Unit I**8 Hours**

Procurement Management: An overview, changing role of purchasing, Strategic purchasing, Globalization and strategic purchasing, Strategic purchasing process, Internal aspects, Vertical internal alignment, Horizontal internal alignment, Horizontal integration and the role of purchasing, preventing a misalignment, Barriers to horizontal integration and purchasing involvement.

Unit II**10 Hours**

Sourcing strategies: Global sourcing, Category management, Portfolio models, Kraljic matrix, Effects of Globalization, Supplier Selection, Single vs multiple sourcing, Supplier relationship management, Supply chain networks, Supplier involvement, Contract management, Supplier evaluation and relationship models, Drivers and Barriers.

Unit III**7 Hours**

TQM Frame work, benefits, awareness and obstacles, Quality-Vision, Mission and Policy statements, Customer Focus-Customer perception of quality, Kano Model, Dimensions of product and service quality, Cost of quality. Concept of Quality circle, 5S principles, 8D Methodology.

Unit IV**9Hours**

Quality Function Deployment, Process, benefits, Voice of Customer, FMEA, Seven Quality Control Tools – Old and New, Business Process Reengineering, Bench marking, Six sigma.

Unit V

9 Hours

Inventory Control: Definition, Purposes of Inventory, Inventory Costs, Independent versus Dependent Demand, Inventory Systems: Single-period and Multiple-period inventory systems, Fixed-order quantity Models: Establishing Safety Stock Levels, Fixed order Quantity Model with Safety Stock, Inventory Control and Supply Chain Management: Three Simple Inventory Systems, ABC Inventory Planning, Inventory on a Grand scale, Inventory Controlling Services.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Baily,P,Farmer,D,Crocker,B,Jessop,DandJones,D(2008)*ProcurementPrinciplesandManagement*,10thed n, Prentice-Hall, Pearson Education Limited, England.
2. DaleH.Besterfieldetal, Total Quality Management, Third edition, PearsonEducation (FirstIndianReprints2004).
3. Shridhara BhatK,Total Quality Management– Text and Cases, Himalaya Publishing House,FirstEdition2002.

Reference Books:

1. Benton,Jr.WC(2007)*Purchasing and Supply Management*,1stedn,NewYork:McGraw-HillIrwin.
2. Handfield,RB,Monczka,RM,Giunipero,LCandPatterson,JL(2009)*Sourcing and Supply Chain Management*, 4thedn, Canada:South-Western, Cengage Learning.
3. Janakiram.B,Gopal.R.K,(2006),TotalQualityManagement,1stEdition,PrenticeHallIndia Learning Private Limited



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Board of Studies (MBA)

20MBS01 Data Mining For Business Decisions**3 0 0 3****At the end of the course, the students will be able to,**

Code	Course Outcomes
20MBS01.1	Apply Data mining techniques for quicker and better decisions. Whenever there is a need for data mining helps.
20MBS01.2	Demonstrate business intelligence tools and data processing knowledge.
20MBS01.3	Apply data mining techniques and for business solutions.
20MBS01.4	Demonstrate web mining application and data base approaches.
20MBS01.5	Understand different business applications using data mining.

Unit I**9 Hours**

Introduction to Data Mining: Introduction—Scope of Data Mining—What is Data Mining—How Does Data Mining Works—Predictive Modeling—Data Mining and Data Ware housing—Architecture for Data Mining: Profitable Applications—Data Mining Tools:

Unit II**8 Hours**

Business Intelligence: Introduction, Business Intelligence—Business Intelligence tools—Business Intelligence Infrastructure—Business Intelligence Applications—BI versus Data Ware house--BI versus Data Mining—Future of BI. Data Preprocessing: Introduction—Data Preprocessing Overview--Data Cleaning—Data Integration and Transformation—Data Reduction—Discretization and Concept Hierarchy Generation.

Unit III**8 Hours**

Data Mining Techniques an Overview: Introduction—Data Mining—Data Mining Versus Data base Management System—Data Mining Techniques—Association rules—Classification—Regression—Clustering—Neural networks. Clustering—Introduction—Clustering—Cluster Analysis--Clustering Methods--Kmeans—Hierarchical clustering—Agglomerative clustering—Divisive clustering—clustering and segmentation software—evaluating clusters.

Unit IV**8 Hours**

Web Mining—Introduction—Terminologies-- Categories of Web Mining-- Web Content Mining-- Web Structure Mining-- Web Usage Mining-- Applications of Web Mining and Agent based and Database approaches—Web Mining Software.

Unit V**8 Hours**

Applications of Data mining: Introduction—Business Applications Using Data Mining--Risk management and targeted marketing—Customer profiles and feature construction—Medical applications (diabetic screening)—Scientific Applications using Data Mining—Other Applications

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Introduction to data mining by Tan, Steinbach & Kumar.
2. Data Mining: Concepts and Techniques, Third Edition by Han, Kamber&Pei.
3. Data Mining and Analysis Fundamental Concepts and Algorithms by Zaki&Meira.
4. Data Mining: The Text book by Aggarwal.
5. DataMiningforBusinessIntelligencebyGalitShmueli,NitinR.Patel,PeterC.Bruce

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Board of Studies (MBA)

20MBS02 Web Designing

3 0 0 3

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBS02.1	Understand Web fundamentals and process development
20MBS02.2	Explore HTTP
20MBS02.3	Develop HTML structures
20MBS02.4	Understand cascading style sheets
20MBS02.5	Understand Java script

UNIT I

8 Hours

Web Fundamentals: Introduction to The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers (Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

UNIT II

9 hours

Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E-mail Client. (lab sessions to be conducted)

UNIT III

9 Hours

Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

UNIT –IV:

9 Hours

Cascading Style Sheets (CSS): Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

UNIT– V

9 Hours

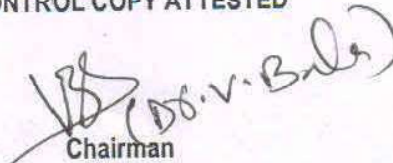
Java Script: Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted). (Lab Sessions to be conducted wherever it is required)

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Uttam K Roy: —Web TechnologiesI — Oxford University Press, 2010.
2. Jon Duckett: —HTML & CSS: Design and Build WebsitesI – John Wiley & Sons, 2014.

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Board of Studies (MBA)

20MBS03 Business Analytics**3 0 0 3****At the end of the course, the students will be able to,**

Code	Course Outcomes
20MBS03.1	understanding of how managers use business Analytics to solve business problems
20MBS03.2	Understand Business Analytics for decision making
20MBS03.3	Familiarizes the students with the processes needed to develop, report, and analyze business data.

UNIT I**9 Hours**

Introduction to Business Analytics: Evolution of Business analytics, scope, Data for Business Analytics, Models in Business Analytics, problem solving with business analytics- Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Descriptive, Predictive, and Prescriptive Analytics, Dashboards Business Analytics Process Cycle.

UNIT II**9 Hours**

Analytics on Spreadsheets: Basic Excel, Excel Formulas, Excel Functions, Data Queries. Descriptive Analytics: Descriptive Statistical measures - Populations and samples, Statistical notations, Measures of Location, Measures of Dispersion, and Measures of Association. Statistical Inference: Hypothesis testing, one-Sample Test, Two-Sample Test, Two tailed Hypothesis for mean, ANOVA. Predictive Analytics: Simple Linear regression, Multiple Linear regression, Residual Analysis, Building regression models, Regression with categorical Independent variables – CASE STUDIES.

UNIT III**9 Hours**

Machine Learning, Supervised Learning and Unsupervised Learning, Clustering & Segmentation, Affinity/ Association Analysis, Data Reduction, Visual Analytics and Data Visualization Prescriptive Analytics: Building Linear Optimization models, Implementing Linear Optimization models on spreadsheets, Solving Linear Optimization models- CASE STUDIES.

UNIT IV**9 Hours**

Marketing Analytics, Models and metrics- Market Insight – Market data sources, sizing, PESTLE trend analysis, and porter five forces analysis - Market Basket Analysis, Text Analytics, Spreadsheet Modelling - Sales Analytics: E Commerce sales mode, sales metrics, profitability metrics and support metrics.

UNIT V**9 Hours**

Introduction to Big Data, Master Data Management. Data Mining on what kind of data, what kinds of patterns can be mined, which technologies are used, which kinds of applications are targeted, Major issues in Data Mining. Getting to know your Data: Data Objects and Attribute Types, Basic Statistical Descriptions of Data, Data Visualization, Measuring data Similarity and Dissimilarity.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

References:

1. Analytics at Work by Thomas H. Davenport, Jeanne G.Harris and Robert Morison, Harvard Business Press, 2010.
2. Getting Started with Business Analytics: Insightful Decision – Making by David Hardoon, Galit Shmueli, Chapman & Hall/CRC, 2013.
3. Business Intelligence: A Managerial Approach by Efraim Turban, Ramesh Sharda, Dursun Delen and Daid King, Pearson Publication, 2012.
4. Business Intelligence Making Decision through Data Analytics, Jerzy Surma, Business Expert Press, 2011.
5. Successful Business Intelligence: Secrets to Making BI a Killer App by Cindi Howson, Tata McGraw Hill Edition 2012.
6. R for Everyone: Advanced Analytics and Graphics, Jared Lander, Addison Wesley.

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Board of Studies (MBA)

IV – SEMESTER**20MB401 Strategic Management And Business Policies****4 0 0 4**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MB401.1	Understand strategic management concepts.
20MB401.2	Acquire knowledge on tools and techniques for Strategic analysis.
20MB401.3	Know strategies for competing in globalized environment and markets.
20MB401.4	Know the process of Strategy Evaluation and Control.
20MB401.5	Understand strategy implementation and execution

UNIT-I**10 Hours**

Introduction: Concepts in Strategic Management, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies–Factors that shape a company's strategy–Crafting a strategy.

UNIT-II**10 Hours**

Environmental Scanning: Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model.

UNIT-III**10 Hours**

Strategy Formulation: Strategy Framework for Analyzing Competition, Porter 's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies

UNIT-IV**10 Hours**

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalizing and institutionalizing strategy- Organizational Values and Their Impact on Strategy– Resource Allocation– Planning systems for implementation.

UNIT-V**10 Hours**

Strategy Evaluation and control – Establishing strategic controls - Measuring performance –appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance –Strategic surveillance -strategic audit.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Hitt & Ireland et al, Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
2. Gregory Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.

Reference Books:

1. P. SubbaRao: Business Policy and Strategic Management, Himalaya Publishing House, New
2. Delhi, 2010
3. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
4. R. Srinivasan: Strategic Management, PHI Learning, New Delhi, 2009
5. Adrian Habersberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009

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Board of Studies (MBA)

20MBH04 Talent Management**3 0 0 3**

At the end of the course, students will be able to:

Code	Course Outcomes
20MBH04.1	Demonstrate the knowledge on talent management.
20MBH04.2	Apply the concepts of competency methods in talent management.
20MBH04.3	Analyze the prominence of performance management in managing the talent.
20MBH04.4	Gain the insights of various talent management practices like performance management,
20MBH04.5	Gain the insights of various talent management practices like employee engagement, succession and career planning.

Unit – I**8 Hours**

Talent Management: Meaning and significance of talent management. Aligning HRM goals to business, attracting talent, Talent acquisition, retaining talent, Becoming the best employer by employer, branding activities, in calculating performance culture, Employee Downsizing, right sizing the workforce, Employee outsourcing: Employee Moonlighting, work life balance, Diversity management, providing HR leadership to business.

Unit - II**8 Hours**

Competency Mapping & Methods of Data Collection: Features of competency methods, historical development, definitions, approaches to mapping and case studies in competency mapping. Competency mapping procedures and steps- business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, shortcut method, mapping future jobs and single in combining jobs, using competency profiles in HR decisions.

Unit-III**10 Hours**

Methods of data collection for mapping. -Observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, and job task analysis, behavioral event interview. Developing competency models from raw data recording, analyzing the data, content analysis of verbal expression, validating the competency models.

Unit - IV**8 Hours**

Performance management & employee development: Introduction, Personal Development plans, 360 Degree feedback as a developmental tool, Career planning & development, performance management & reward systems: performance linked remuneration system, pay for performance, performance linked career planning & promotion policy.

Unit - V

8 Hours

Employee Engagement, Succession Planning- meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Succession.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Competence at work –Life M.Spencer,SigneM.Spencer.JohnWiley1993
2. Competency mapping, Assessment and Growth – Naik G.P, IIHRM, 2010

Reference Books:

1. Performance Management-DixitVarsha,1/e, Vrinda Publications Ltd
2. A Hand book of Competency Mapping – SeemaSangi, Response Performance Management- Herman Aguinis, Pearson Education, 2007.
3. The Talent Management Hand Book – Lance A.Berger& Dorothy R. Berger, Tata McGraw Hill.
4. Appraising & Developing Managerial Performance – Rao T.V,Excel Books



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Board of Studies (MBA)

20MBH05 International HRM**3 0 0 3****At the end of the course, students will be to:**

Code	Course Outcomes
20MBH05.1	Demonstrate their conceptual understanding of fundamental concepts of IHRM, its special features and emergence.
20MBH05.2	Demonstrate their conceptual knowledge of the recruitment and selection processes in a global business corporation.
20MBH05.3	Demonstrate their conceptual knowledge of and compensation management practices in MNCs.
20MBH05.4	Demonstrate their conceptual skill of industrial relations issues and international HRM strategies.
20MBH05.5	Apply their conceptual knowledge of the IHRM in real time problems.

Unit I**8 Hours**

Introduction to IHRM: Definition, The different setting of International Human Resource Management, Difference between IHRM and Domestic HRM. Models of IHRM, Approaches to IHRM, Socio-cultural context Role of culture in International HRM, Culture and employee management issues, culture and specific HRM issues.

Unit II**10 Hours**

Recruitment, Selection and staffing in International context: International Managers- PCN, HCN, AND TCN, recruitment methods using head-hunters, cross-national advertising, e-recruitment; different selection methods, Selection criteria and techniques, different approaches to multinational staffing decisions international staffing issues, Current scenario in international training and Development, expatriate training, repatriate training.

Unit III**8 Hours**

Performance Management: A conceptual background, performance management cycle, models, performance and appraisal in IHRM appraisal of expatriate, third and host country employees, issues and challenges in international performance management, country specific performance management practices.

Unit IV**7 Hours**

International Compensation: Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries.

Unit V**8 Hours**

International labour relations and International HRIS: Key issues, response of labour unions to MNCs. Social dumping, IHRIS: Meaning, Role of IT in HR, Designing of HRIS, HRIS model, Applications of HRIS in Employee Management, Limitation of HRIS.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. International Human Resource Management – Peter J Dowling, Denice E Welch, Cengage Learning
2. International Human Resource Management – Monir H Tayeb –Oxford University Press -2005.

Reference Books:

1. International Human Resource Management- Anne-Wil Harzing, Joris Van Ruys seveldt-SAGE,2004
2. International Human Resource Management, K Aswathappa, Sadhna Das, McGraw Hill Companies
3. International Human Resource Management, Tony Edwards, Chris Rees, Person Education
4. International Human Resource Management: Policies and Practices by Dennis Briscoe, Randall Schuler, IbraizTarique, Taylor& Francis, 4/e, 2012.
5. International Human Resource Management –PLRao, Excel Books

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A handwritten signature in black ink, appearing to be "V.B.", written over the printed name "Chairman".

Board of Studies (MBA)

20MBF04 International Financial Management**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBF04.1	Understand the role of foreign exchange market in international financial management and the key determinants of exchange rate.
20MBF04.2	Gain knowledge about foreign exchange risk management
20MBF04.3	Explain the functioning of world financial markets and institutions.
20MBF04.4	Gain knowledge about the foreign exchange exposure and management.
20MBF04.5	Demonstrate the significance of international financial management in the global context

UNIT I**8 Hours**

International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

UNIT II**9 Hours**

Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives–Swaps, futures and Options and Forward Contracts.

UNIT III**9 Hours**

International Parity Relationships & Forecasting Foreign Exchange rate: -Measuring exchange rate Movements-Exchange rate equilibrium–Factors effecting foreign exchange rate Fore casting foreign exchange rates. Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage Cross Rates-Arbitrage profit in foreign exchange markets

UNIT IV**9 Hours**

Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment

UNIT V**8 Hours**

Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. International Financial Management –MadhuVij, Excel Books, 2010.
2. International financial Management–B. Janaki ram, S. PSrinivasan,3/e,2015, Dream tech press

Reference Books:

1. Multinational Financial Management–AlanC.Shapiro,10/e, WileyIndiaPvt.Ltd.,2011.
2. International Financial Management – SiddaiahT,1/e, Pearson,2011.
3. International Finance– ImadMoosa,3/e, TataMcGrawHill,2011.
4. International Financial Management– ApteP.G,6/e, TMH,2011.
5. International Financial Management-Jeff Madura, Cengage Learning 2008.

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Board of Studies (MBA)

20MBF05 Strategic Financial Management**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBF05.1	Understand the formulation, Implementation and Monitoring of Strategic Financial decisions of the firm
20MBF05.2	Understand the Value Based Management and Value Metrics
20MBF05.3	Understand the ethical aspects of Strategic financial Management
20MBF05.4	Analysis about merger process, legal aspects of Mergers/amalgamations and acquisitions/ takeovers.
20MBF05.5	Understand takeover procedures.

Unit I**8 Hours**

Introduction to Strategic Financial Management: SFM, Interface of Financial Policy and Strategic Policy, the relevance, importance and the constituents. Strategic aspects of Investment policies, strategic aspects of financing & Dividend policies, Strategic cost management.

Unit II**8 Hours**

Financial Strategy for Capital Structure: Leverage Effect and Shareholders 'Risk-Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

Unit III**10 Hours**

Value Based Management & Value Metrics: Shareholder value creation, Traditional approaches, New approaches **value drivers**, Marabon approach, Alcar approach, Mckinsey approach, EVA approach, BCG approach, Executive compensation and value creation, stock approach & Indexed Stock options. Value Metrics: Traditional measures of EPS, RDI, ROCE etc. New metrics of: Market to book ration, Total shareholder return, Total Business return, EBITDA. Market value added, Economic project, Economic value added, return on Net assets, future growth value, cash value added, cash flow return on investment and the Balanced score **cord**. (Theory and problems)

Unit IV**7 Hours**

Mergers & Acquisitions & Restructuring: Mergers, for MS of Mergers, Reasons for Mergers, Process of Mergers, legal procedures Tax aspects, Accounting aspects, Evaluation of Mergers using DCF techniques, Stock Vs cash payments, Basis for exchange & shares, (theory and problems)

Unit V**7 Hours**

Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure–Takeover Defenses–Takeover Regulations of SEBI – Distress Restructuring Strategy– Sell offs – Spin Offs –Leveraged Buyouts.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Strategic Financial Management, Prasanna Chandra, McGraw-Hill Education,4/e,2014
2. Strategic Financial Management, G. P. Jakhotia, vikas publishing House

Reference Books:

1. An Introduction to Strategic Financial Management, Allen, Kogam page
2. Managerial Finance, Fred Weston and E. Brigham, Dryden Press
3. Coopers & Lybr and, Strategic Financial: Risk Management, Universities Press(India)Ltd.
4. Robichek, A, and Myers, S., Optimal Financing Decisions, PrenticeH all Inc.
5. James T. Gleason, Risk The New Management Imperative in Finance, A Jaico Book



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Board of Studies (MBA)

20MBM04 Global Marketing Management**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBM04.1	Demonstrate their conceptual understanding international marketing management process, design and theories
20MBM04.2	Apply the major concepts and initiatives relating to the design of international marketing strategy.
20MBM04.3	Analyze and apply the important essential ingredients for developing international marketing strategy
20MBM04.4	Understand global marketing channels and distribution strategies.
20MBM04.5	Analyze concept of export–import business and country wide implications

Unit I**8 Hours**

Global Marketing: Scope and Significance of Global Marketing, The importance of global /international marketing, Differences between international and domestic marketing International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment.

Unit II**7 Hours**

Global Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

Unit III**7 Hours**

Global product management: International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic Alternatives. New products in Intentional Marketing, Product and culture, brands in International Market.

Unit IV**7 Hours**

International Marketing Channels: channels–Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Advertising and Branding, Grey Market goods.

Unit–V**5 Hours**

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. International Marketing, Philip Cateora and John Graham, TataMc GrawHill, New Delhi.
2. International Marketing Management–An Indian Perspective, Varshney and Bhattacharya, Sultan Chand & Sons, New Delhi.

Reference Books:

1. Global Marketing Management, Keegan, Prentice Hall of India, New Delhi.
2. Import and Export Documentation MannuleNabi
3. Essentials of international Marketing, Donald L. Brady, 1st Edition, Jaico Publishing House, 2011
4. Export: What, Where, How, Para Ram, Anupam Publishers, Delhi.

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Board of Studies (MBA)

20MBM05 Services Marketing**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBM05.1	Demonstrate the knowledge and understand the uniqueness of services characteristics and its marketing implications.
20MBM05.2	Apply concepts, measure and analyze several facets in the area of services marketing essentials for the success of a service sector firm.
20MBM05.3	Analyze and interpret the knowledge of principal models of service marketing and the applications in the service sector firm.
20MBM05.4	Recognize the challenges faced in services delivery as outlined in the services gap model
20MBM05.5	Understand marketing strategies for different services

Unit I**9 Hours**

Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services. Service Market Segmentation, Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and Positioning service value addition to the service product, planning and branding service products, new service development.

Unit II**8 Hours**

Pricing strategies for services: Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies in to practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

Unit III**8 Hours**

Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the in tangibility of service performances.

Unit IV**6 Hours****Managing Service Delivery Process:**

Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.

Unit V**8 Hours**

Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across the Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.
2. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education

Reference Books:

1. Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.
2. Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.
3. Nimit Chowdhury & Monika Chowdhury, Textbook of Marketing of Services The Indian Experience, Macmillan India Ltd., 2005



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Board of Studies (MBA)

20MBL04 Global Supply Chain And Logistics Management**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBL04.1	Exemplify the concepts of supply chain and logistic from global prospects.
20MBL04.2	Execute the knowledge in facing contemporary challenges and taking business decision.
20MBL04.3	Analyze the global market demand and manage the companies supply chain and logistics activities globally.
20MBL04.4	Evaluate the global purchasing, operating and transporting the goods and services.
20MBL04.5	Outline the concepts on outsourcing, performance measurement and information technology in global supply chain.

Unit I**9 Hours**

Introduction: Role of the Supply Chain, Managing the Supply Pipeline for Global Trade Flows, Comparison between National (Domestic) and International Logistics, Factors Driving Global Supply Chain Management, Problems and Challenges facing global supply chain & logistic management, Trends towards globalization in the supply chain, Customs and Global Supply Chain Management, Management of the Inventory in the Supply Chain Analysis Including Vendor Management, Factors Contributing to the Development of Logistics, Global Logistics Management process, The new competitive framework.

Unit II**9 Hours**

Demand analysis: The emergence of the value-conscious customer, Market Environment, Market Entry Strategy, Constituents of the Export Sales Contract, Market Development Strategy with Global Logistics Focus. Elements of logistics customer service; Strategies for logistics customer service, delivering sustainability through supply chain management: Purchasing or procurement; Production or manufacturing

Unit III**9 Hours**

International Purchasing Systems Constituents/ Strategy and its Interface with the Management of the Global Supply Chain, Incentivisation and the relationship management choice. Operations Management: Benchmarking – Supply Chain, Global Supply Chain Management, Supply Chain Cycle Time Management Reduction International Transport: Introduction, Trade-Offs in International Logistics –Trade-Off, Speed, Frequency, Packing, Insurance, Warehousing, Assessing the utilization of vehicle fleets; Factors constraining vehicle utilization; Measures to improve vehicle utilization

Unit IV**9 Hours**

Outsourcing: Definition; Reasons for outsourcing the pitfalls in outsourcing; Global supply chain sand the out sourcing risks, Risk management and the supply chain. Improving management of supply chains by information technology: Introduction; Coordination of supply chains within formation technology

Unit V:**7 Hours**

Performance measurement and management in the supply chain: The balanced scorecard – the standard for goalsetting and measurement; Fundamental concepts of supply chain management and measurement; mastering the complexity of supply chain and logistics performance management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Global Supply Chain Management and International Logistics ,Alan E.Branch, Routledge Publisher.
2. Global Logistics– Newdirectioninsupplychainmanagement,Donaldwaters,6thedition,KoganPage

Reference Books:

1. Supply chain management: A global Prospect, Nada RSanders, Wiley publisher.
2. GlobalSupplyChainManagement,MattDrake,firstedition,BusinessExpresspress.
3. Global supply chain Management: Leveraging processes, measurements and tools for strategic corporate advantage, G. Tomas MHult, David Clossand David Frayer, McGrawHillPublisher2nd edition.



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Board of Studies (MBA)

20MBL05 Logistics and Ware House Management**3 0 0 3****At the end of the course, the students will be able to,**

Code	Course Outcomes
20MBL05.1	Understand the various roles of logistics in competitive strategy.
20MBL05.2	Understand the transport functionalities and the suitable modal characteristics of logistics.
20MBL05.3	Implement different applications in warehouse management for better operations.
20MBL05.4	Identify areas for improvement and devise proper distribution channels.
20MBL05.5	Enable the various aspects in technology management

Unit I**9 Hours**

Introduction: Definition – Types of Logistics - Scope of Logistics – Importance of Logistics Management –Need & Development -Functions–Role of logistics in Competitive strategy- Role of Logistics in the supply chain management–Role of logistics in the Economy–Role of Logistics in the organization. E-Logistics

Unit II**8 Hours**

Distribution channels, Out sourcing and reverse logistics: Distribution channel structure-channel members, channel strategy–Supporting distribution channels-Logistics requirements of channel members–DRP land DRPII Logistics outsourcing – catalysts -benefits - value proposition – Third and fourth party logistics. Reverse Logistics: Types of reverse logistics

Unit III**9 Hours**

Transportation, Material handling and packaging Transportation System–Transportation Infrastructure–Transport functionality and principles–Supplier soft transport Services- Single mode operators–specialized carriers–Intermodal Operators– Nonoperation intermediaries. Transportation Management –Basic Transport economics and pricing–Transport Decision making Material Handling– Managing the warehouse resource–Handling requirements–Storage requirements–Basic Handling Considerations Packaging – Perspectives- Consumer Packaging- Industrial Packaging. Damage protection

Unit IV**8Hours**

Ware house management: warehousing functions – Nature – Types- Importance - Relationship with other functions stores systems and procedures- incoming- materials control- stores accounting and stock verification- operational efficiency productivity- cost effectiveness- performance measurement Warehouse facility development–kinds of storage–ware house management systems.

Unit V:**9 Hours**

Logistics Information: LIS –Introduction-Information functionality-activities Involved-Principles of designing ore LIS applications. LIS Architecture: Components-Two Form Activities-Planning and co-ordination flows and operating Flows-Flow and use of integrated logistics information.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Bowersox Donald, Logistics Management–The Integrated Supply Chain Process, Tata McGraw Hill, 2010
2. ShridharaBhat K, Logistics Management, HimalayaPublishingHouse,3rdEdition,2018.

Reference Books:

- 1.Coyleetal., The Management of Business Logistics, ThomsonLearning,7thEdition,2004.
2. Ailawadi C Satish& Rakesh Singh, Logistics Management ,PHI,2005.
3. Bloomberg DavidJetal., Logistics, Prentice Hall India,2005.
4. Pierre David, International Logistics, Biztantra,2003.
- 5.Ronald H.Ballou, Business Logistics and Supply Chain Management, Pearson Education,5thEdition,2007.



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Board of Studies (MBA)

20MBS04 Big Data Analytics**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBS04.1	Understand the Big Data Platform and its Use cases.
20MBS04.2	Provide an overview of Apache Hadoop
20MBS04.3	Provide HDFS Concepts and Interfacing with HDFS and Map Reducing programme
20MBS04.4	Provide hands on Hadoop Eco System
20MBS04.5	Apply analytics on Structured, Unstructured Data. • Exposure to Data Analytics with R.

UNIT I**9 Hours**

Introduction to Big Data: Big Data-definition, Characteristics of Big Data (Volume, Variety, Velocity, Veracity, Validity), Importance of Big Data , Patterns for Big Data Development, Data in the Warehouse and Data in Hadoop [Zikopoulos] - Introduction to Hadoop: Hadoop- definition, Understanding distributed systems and Hadoop, Comparing SQL databases and Hadoop, Understanding Map Reduce, Counting words with Hadoop—running your first program, History of Hadoop, Starting Hadoop - The building blocks of Hadoop, Name Node, Data Node, Secondary Name Node, Job Tracker and Task Tracker

UNIT II**9 Hours**

HDFS: Components of Hadoop -Working with files in HDFS, Anatomy of a Map Reduce program, Reading and writing the Hadoop Distributed File system -The Design of HDFS, HDFS Concepts, The Command-Line Interface, Hadoop File system, The Java Interface, Data Flow, Parallel Copying with distcp, Hadoop Archives. Hadoop I/O: Compression—Serialization-- Avro and File-Based Data structures.

UNIT III**9 Hours**

Map Reduce Programming: Writing basic Map Reduce programs - Getting the patent data set, constructing the basic template of a Map Reduce program, counting things, adapting for Hadoop's API changes, Streaming in Hadoop. Map Reduce Advanced Programming: Advanced Map Reduce - Chaining Map Reduce jobs, joining data from different sources.

Unit IV

Hadoop Eco System --User Defined Functions-- Data Processing operators. Hive : Hive Shell-- Hive Services-- Hive Metastore-- Comparison with Traditional Databases--HiveQL-- Tables, Querying Data and User Defined Functions. Hbase : HBasics—Concepts—Clients—Example-- Hbase Versus RDBMS. Big SQL : Introduction

UNIT V

9 Hours

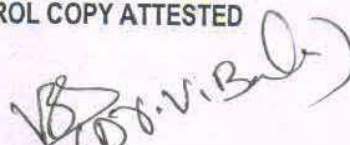
Graph Representation in MapReduce: Modeling data and solving problems with graphs, Shortest Path Algorithm, Friends-of-Friends Algorithm, PageRank Algorithm, BloomFilters. **Data Analytics with R Machine Learning :** Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering. **Big Data Analytics with BigR.**

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit

Reference Books:

1. Tom White – Hadoop: The Definitive Guide II Third Edit on, O'reily Media, 2012.
2. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis II, Springer, 2007.
4. Jay Liebowitz, –Big Data and Business Analytics II Auerbach Publications, CRC press (2013)
5. Tom Plunkett, Mark Hornick, –Using R to Unlock the Value of Big Data: Big Data Analytics with Oracle R Enterprise and Oracle R Connector for Hadoop II, McGraw-Hill/Osborne Media (2013), Oracle press.
6. Anand Rajaraman and Jeffrey David Ullman, -Mining of Massive Datasets II, Cambridge University Press, 2012.
7. Bill Franks, -Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics II, John Wiley & sons, 2012.
8. Glen J. Myat, -Making Sense of Data II, John Wiley & Sons, 2007
9. Pete Warden, –Big Data Glossary II, O'Reily, 2011.

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Board of Studies (MBA)

20MBS05 Enterprise Resource Planning in management**3 0 0 3**

At the end of the course, the students will be able to,

Code	Course Outcomes
20MBS05.1	Describe the meaning of ERP.
20MBS05.2	Explain the importance of ERP Implementation.
20MBS05.3	Distinguish Pre ERP implementation and post ERP implementation.
20MBS05.4	Compare ERP System Options and Selection Methods.
20MBS05.5	Research on ERP present and future.

UNIT-I: 9 Hours

Introduction to ERP: Overview of ERP – Introduction and Evaluation –advanced ERP-SCM and CRM systems and related technologies – ERP life cycle ERP implementation Life cycle- SDLC and ERP lifecycle

UNIT-II: 9 Hours

ERP Implementation: reasons for ERP failure. pre-implementation Tasks–Implementation methodologies – Process definition - Dealing with employee resistance Training and Education – Project management and monitoring Success and failure factor ERP implementation.

UNIT-III: 9 Hours

Post ERP implementation: Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics.

UNIT-IV: 9 Hours

ERP System Options and Selection Methods: Optimal Means of Developing an ERP, Measurement of Project Impact, IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

UNIT-V: 9 Hours

ERP present and future: Turbo charge the ERP system-EAI–ERP. Internet and WWW-Future Directions and trends in ERP – Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES:

1. Singla: –Enterprise Resource PlanningII, Cengage Learning, NewDelhi,2013.
2. Alexleon: –Enterprise Resource PlanningII, TMH, NewDelhi,2011.
3. Mahadeo Jaiswal, Ganesh Vanapalli: –Enterprise Resource PlanningII, MacMillon, NewDelhi,2013.
4. N. Venkateswaran: –Enterprise Resource PlanningII, SCITECH Publication, NewDelhi,2009.
5. S.Kesharwani ,SBodduluri, M Ashok Kumar:–EnterpriseResourcePlanningII, Paramount Publishing

House, New Delhi, 2012.

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Board of Studies (MBA)

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