

FOREWORD

CMR Technical Campus, established in the year 2009, Approved by AICTE, New Delhi, Permanently Affiliated to JNTUH, twice Accredited by NBA and has been bestowed with NAAC 'A' Grade of 3.12 score on 04 scale in February 2019 for its remarkable academic accomplishments accompanied by its unflinching spirit and dedication to impart quality technical education to the deserving aspirants. The institution has commenced functioning independently within the set norms prescribed by UGC and AICTE. The performance of the institution manifests the confidence that the prestigious monitoring body, the UGC has on it, in terms of upholding its spirit and sustenance of the expected standards of functioning on its own consequently facilitating the award of degrees for its students. Thus, an autonomous institution is provided with the necessary freedom to have its own curriculum, examination system and monitoring mechanism, independent of the affiliating University but under its observance.

CMR Technical Campus takes pride for having won the confidence of such distinguished academic bodies meant for monitoring the quality in technology education. Besides, the institution is delighted to sustain the same spirit of discharging the responsibilities that it has been conveying since a decade to attain the current academic excellence, if not improving upon the standards and ethics. Consequently, statutory bodies such as the Academic Council and the Boards of Studies have been constituted under the supervision of the Governing Body of the College and with the recommendations of the JNTU Hyderabad, to frame the regulations, course structure and syllabi for autonomous status.

The autonomous regulations, course structure and syllabi have been framed in accordance with the vision and mission of the institution along with certain valuable suggestions from professionals of various ancillary fields such as the academics, the industry and the research, all with a noble vision to impart quality technical education and contribute in catering full-fledged engineering and management graduates to the society.

All the faculty members, the parents and the students are requested to study all the rules and regulations carefully and approach the Director to seek any clarifications, if needed, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The cooperation of all the stake holders is sought for the successful implementation of the autonomous system in the larger interests of the institution and for brightening the career prospects of engineering and management graduates.

DIRECTOR

CMR TECHNICAL CAMPUS

Vision:

To impart quality education in serene atmosphere thus strive for excellence in Technology and Research.

Mission:

- To create state of art facilities for effective Teaching – Learning process.
- Pursue and Disseminate knowledge based research to meet the needs of Industry & Society.
- Infuse Professional, Ethical and Societal values among Learning Community.

Quality Policy:

- The management is committed in assuring quality service to all its stakeholders like parents, students, alumni, employees, employers and the community.
- Continual quality improvement by establishing and implementing mechanisms and modalities.
- Transparency in procedures and access to information and actions.

Core Values:

The CMR Technical Campus is guided by the following core values in delivering its mission and pursuing its vision.

- **A**ccountability: Demonstrate responsibility for our actions; establish and communicate clearly defined and articulated goals and objectives.
- **B**enchmark: To develop and pursue high standards by encouraging skill development and entrepreneurship to meet industry and society needs.
- **C**ommitment: Focus on students and stakeholders needs; continuously evaluate and improve academics, research and infrastructure.
- **D**ignity: Recognize the expertise of all members of the institute and encourage individual contribution and also include stakeholders in the decisions that affect them.

Department of Master of Business Administration

Vision

To create an ecosystem for incubation of business knowledge and intellectual capital for Corporate challenges.

Mission

- To develop global competencies by enhancing Employability skills.
- To be a Centre of Excellence in creating and nurturing Entrepreneurship and Leadership with sensitivity towards society.
- To contribute towards knowledge generation and dissemination, evolving ethical and value based learning.

Program Outcomes:

POs describe the skills, knowledge and values which are expected to acquire by the students at time of Post-Graduation from the program.

PO1: To Understand economical, social and political environment and regulatory framework nationally and internationally.

PO2: To Understand individual moral and ethical behaviour and community responsibilities towards organisation and society

PO3: To Identify the customer needs and to convert the same into integrated production and distribution of goods and services and information

PO4: To inculcate managerial skill, talent and knowledge and to develop quality managers.

PO5: To Develop creative thinking so as to adapt innovative problem solving methods and predicting the future with near perfection.

PO6: To acknowledge good qualities of a leader and to develop good leaders to lead the business.

PO7: To embody knowledge, skill and talent to address various issues pertaining to human resources.

PO8: To impart knowledge of analysing financial statement and interpreting the same for decision making

PO9: To make understand financial modelling and building efficient portfolio and investment decision.

PO10: To build ability to analyse problem, identify, formulate and use appropriate managerial skill for obtaining its solutions.

PO11: To impart integrated knowledge and to make capable to perform as management professionals to instill continued learning throughout the career.

PO12: To expose contemporary issues and its impact at micro and macro level and the methods to address.

**CMR TECHNICAL CAMPUS
UGC AUTONOMOUS**

Kandlakoya (V), Medchal Road, Hyderabad–501401, Telangana State (India)

**Academic Regulations of MBA (Regular/Full Time) Programme
Choice Based Credit System (CBCS) 2022-23 [R22]**

(Effective for the students admitted into I year from the Academic Year 2022-23 and onwards)

- 1.** CMR Technical Campus (CMRTC) offers **Two Years (Four Semesters)** full-time Master of Business Administration (**MBA**) Degree programme, under CBCS.
- 2. ADMISSION CRITERIA AND MEDIUM OF INSTRUCTION**
 - 2.1. Admission into first year of MBA - Regular Two Year Post Graduate Degree Programme**
 - 2.1.1 Eligibility:** A candidate seeking admission into the first year of Two Year MBA Post Graduate Degree Programme should have:
 - Admission to the MBA programme shall be made subject to eligibility, qualification prescribed by the JNTUH University from time to time.
 - Admission to the post graduate degree programme shall be made on the basis of either the merit rank or Percentile obtained by the qualified student in the relevant qualifying Examination/ the merit rank obtained by the qualified student in an entrance test conducted by Telangana State Government (TSICET) for MBA programme / an entrance test conducted by JNTUH/ on the basis of any other exams approved by the JNTUH University, subject to reservations as laid down by the Govt. from time to time.
 - 2.1.2. Admission Procedure:** Admissions are made into the First Year MBA - Regular Two Year Post Graduate Degree Programme as per the stipulations of the TSICET.
 - (a) **Category A:** 70% seats are filled through TSICET counselling.
 - (b) **Category B:** 30% seats are filled by the management.
 - 2.2. College Transfers:** There shall be no college transfers after the completion of admission process.
 - 2.3. Medium of Instruction:** The medium of instruction and examinations for the entire MBA - Regular Two Year Post Graduate Degree Programme will be in **ENGLISH** only.
- 3. MASTER OF BUSINESS ADMINISTRATION (MBA) - REGULAR TWO YEAR POST GRADUATE DEGREE PROGRAMME STRUCTURE**
 - 3.1 Admitted under MBA - Regular Two Year Post Graduate Degree Programme:**
 - 3.1.1** A student after securing admission shall pursue the post graduate programme in MBA

for a minimum period of **Two Academic Years** (4 semesters), and a maximum period of **Four Academic Years** (8 semesters) starting from the date of commencement of **First Year First Semester** failing which he shall forfeit his seat in MBA programme. Under any circumstances, the student shall not take more than four academic years to fulfill all the academic requirements for the award of MBA degree from the date of commencement of first year first semester, failing which the student shall forfeit the seat in MBA programme.

3.1.2 The Two Year MBA Post Graduate Degree Programme is structured for a total of 102 credits in which first Year is designed with 54 credits (Each Semester 27 Credits for I & II semesters), Second Year is designed with 48 Credits (Each semester 24 Credits for III & IV semesters including 6 credits for field work / Internship) as per the guidelines of AICTE & JNTUH.

3.1.3 A student shall register for all subjects for total of 102 credits as specified and listed in the course structure for the chosen specialization, put in the required attendance and fulfill the academic requirements for securing 102 credits obtaining a minimum of 'B' Grade or above in each subject, and all 102 credits securing Semester Grade Point Average (SGPA) ≥ 6.0 (in each semester) and final Cumulative Grade Point Average (CGPA) (i.e., CGPA at the end of MBA Programme) ≥ 6.0 , to complete the MBA Programme successfully.

3.2 Course Structure (Semesters, Credits & Course Classifications):

The Course Structure is designed based on the AICTE Model Curriculum (Jan-2018) for Post-Graduate Degree Courses in Management. UGC / AICTE specified definitions / descriptions are adopted appropriately for various terms and abbreviations used in these Academic Regulations / Norms, which are listed below:

3.2.1 Semester Scheme:

MBA (Regular) programme is of 2 Academic Years (4 semesters) with the Academic Year being divided into two semesters of 22 weeks (≥ 90 instructional days) each, each semester having - 'Continuous Internal Evaluation (CIE)' and 'End Semester Examination (ESE)'. Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) as indicated by UGC and curriculum/course structure as suggested by AICTE/JNTUH are followed. The terms 'SUBJECT' and 'COURSE' imply the same meaning here and refer to 'Theory Subject', or 'Lab Course', or 'Seminar', or 'Internship', or 'Project' as the case may be.

3.2.2 Credit Courses:

- a) All Subjects / Courses are to be registered by a student in a Semester to earn Credits. Credits shall be assigned to each Subject / Course in a L: T: P: C (Lecture Periods: Tutorial Period: Practice Periods: Credits) Structure based on the following general pattern:

Theory	Credit	Practical	Credit
1Hr. Lecture (L) per week	1.0 credit	1Hr. Practical (P) per week	0.5 credit
1Hr. Tutorial (T) per week	1.0 credit	2Hrs Practical (Lab) per week	1.0 credit

Contact Hours: Weekly contact hours ranges from a minimum of 26 and to a maximum of 30 hours per week (i.e. 1 hour = 60 Minutes) including theory, practice and project/internship courses.

3.2.3 Subject / Course Classification and Nomenclature:

CMRTC has followed all the guidelines specified by AICTE / UGC / JNTUH for the classification of all subjects / courses offered at MBA programme and are mentioned below.

S. No.	Broad Course Classification	Course Code	Course Group/ Category	Course Description	Breakup of Credits
1	Core Courses (CC)	CC	CC-Core Courses	Includes theory subjects related to the parent Discipline / department.	72
		PR	PR-Projects/ Internship Courses	Project based on core contents Related to parent Discipline / department.	06
2	Elective Courses (EC)	PE	PE-Professional Core Elective Courses	Includes elective subjects related to the parent discipline/department	18
		OE	OE-Open Elective Courses	Elective subjects which include interdisciplinary subjects or subjects in an area outside the parent discipline/department	06
Total Number of Credits					102

4 COURSE REGISTRATION

- 4.1 A 'Faculty Advisor or Mentor' shall be assigned to each student, who advises each student about the MBA Programme, its course structure and curriculum, choice/option for subjects/courses, based on his/her competence, progress and interest.
- 4.2 Academic section of the college invites 'registration forms' from students before the beginning of the semester through online submission, ensuring 'date and time stamping'. The online registration requests for any 'current semester' shall be completed before the commencement of End Semester Examinations (ESE) of the 'preceding semester'.

- 4.3 A student can apply for **online** registration, **only after** obtaining the ‘**written approval**’ from the faculty advisor or counselor, which should be submitted to the college academic section through the Head of the Department. A copy of it shall be retained with the Head of the Department, the faculty advisor and the student.
- 4.4 If the student submits ambiguous choices or multiple options or erroneous (incorrect) entries during **online** registration for the subject(s)/course(s) under a given/specified course group/ category as listed in the course structure, only the first mentioned subject/course in that category will be taken into consideration.
- 4.5 Subject/ Course Options exercised through **on-line** Registration are final and **cannot** be changed or inter-changed; further, alternate choices will not be considered. However, if the Subject/ Course that has already been listed for Registration by the Head of the Department in a semester could not be offered due to any unforeseen or unexpected reasons, then the student shall be allowed to have alternate choice - either for a new subject (subject to offering of such a subject), or for another existing subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of the Department, with due notification and time-frame schedule, within the **first week** from the commencement of Class-work for that semester.
- 4.6 **Open Electives:** Students have to choose one open elective whenever offered from the list of open electives given as per course structure i.e., in II Year of MBA (III & IV Semesters).
- 4.7 **Professional Electives:** Students have to choose **three professional core elective courses** in III semester and also IV semester of II Year MBA. There are **four streams** of professional elective courses offered i.e., **Entrepreneurship, Finance, HRM, and Marketing**. Under each stream there are **six elective** courses are available and students are free to exercise their options.
- 5. SUBJECTS / COURSES TO BE OFFERED**
- 5.1 A typical Section (or Class) Strength for each Semester shall be 60. A subject / course may be offered to the students, **if only** a minimum 1/3 of students register to the course. The Maximum Strength of a Section is limited to 80 (60 + 1/3 of the Section Strength).
- i) More than **one faculty member** may offer the **same subject** (lab / practical’s may be included with the corresponding theory subject in the same semester) in any semester. However, selection choice for students will be based on ‘**first come first serve**’ basis

and ‘**CGPA criterion**’ (i.e. the first focus shall be on early **on-line entry** from the student for registration in that semester, and the second focus, if needed, will be on CGPA of the student).

- ii) If more entries for registration of a subject come into picture, then the concerned Head of the Department shall take the necessary decision, whether or not to offer such a subject / course for **two (or multiple) sections**.

6. ATTENDANCE REQUIREMENTS

The programmes are offered on the basis of a unit system with each subject being considered a unit. Attendance is calculated separately for each subject.

- 6.1.** Attendance in all classes (Lectures/Laboratories/Practice/Seminar etc.) is compulsory. The minimum required attendance in each theory including the attendance of mid-term examination / Laboratory etc. is 75%. Two periods of attendance for each theory subject shall be considered, if the student appears for the mid-term examination of that subject. A student shall not be permitted to appear for the Semester End Examinations (SEE), if his attendance is less than 75%. A Student shall be eligible to appear for the End Semester Examination (ESE) of any Subject / Course, if he acquires a minimum of 75% of attendance in that Subject / Course for that semester.
- 6.2** **Condoning of shortage of attendance** in each course upto 10% (65% and above, and below 75%) in each semester may be granted by the College Academic Committee on genuine and valid grounds, based on the student’s representation with supporting evidence. A prescribed fee per subject shall be payable for condoning shortage of attendance after getting the approval of college academic committee for the same.
- 6.3** A stipulated fee shall be payable towards condoning of shortage of attendance.
- 6.4** Shortage of Attendance below 65% in any Subject / Course shall in **NO** case be condoned.
- 6.5.** A Student, whose shortage of attendance is not condoned in any subject(s) in any semester, is considered detained in that subject(s) and is not eligible to appear for End Semester Examination(s) of such subject(s) in that semester, and he has to seek re-registration for those subject(s) in subsequent semesters, and attend the same as and when next offered.
- 6.6** A student fulfilling the attendance requirement in the present semester shall not be eligible for readmission into the same class.
- 6.7** A Candidate shall acquire minimum required attendance subject-wise in at least **THREE** theory subjects in each semester for promoting to the next Semester.

7. **ACADEMIC REQUIREMENTS FOR PROMOTION/COMPLETION OF REGULAR MBA PROGRAM**

The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in item no. 6 The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks per subject/course (theory / laboratory), on the basis of Internal Evaluation (for 40 marks) and End Semester Examination (for 60 marks).

7.1 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/course, if he secures not less than:

- 40% of marks (16 out of 40 marks) in the Continuous Internal Evaluation (CIE).
- 40% of marks (24 out of 60 marks) in the Semester End Examination (ESE); and
- A minimum of 50% of marks in the sum total of CIE (Continuous Internal Evaluation) and ESE (End Semester Examination) taken together; in terms of Letter Grades this implies securing '**B**' Grade or above in a subject.

7.2 A Student shall be deemed to have satisfied the **academic requirements and earned the credits allotted** to Theory, Lab/Practice, Field Work/Internship, and Project courses, if he/she secures not less than 50% of the total marks in each of them. The student would be treated as failed, if he/she - (i) does not submit a Field work/Internship certificate and appear before department evaluation committee as per the schedule given, (ii) does not attend the viva-voce as per the schedule given or secures less than 50% of Marks (< 50 Marks) in project cum viva-voce evaluations as per the schedule. Student may '**reappear once**' for each of the above evaluations as and when scheduled. If any student fails in '**re-appearance**' evaluation also, then the student has to appear for the same in the next subsequent semester in the supplementary examinations.

7.3 Promotion Rules:

S. No.	Promotion	Conditions to be fulfilled
1	First year first semester to first year second semester.	A candidate shall put a minimum required attendance in at least three theory courses offered in first year first semester for getting promoted to the next semester i.e., I year II Semester.
2	First year second semester to second year first semester.	A candidate shall put a minimum required attendance in at least three theory courses offered in first year second semester for getting promoted to the next semester i.e., I year II year I Semester.
3	Second year first semester to second year second semester.	A candidate shall put a minimum required attendance in at least three theory courses offered in second year first semester for getting promoted to the next semester i.e., II year II Semester.

- 7.4** A student shall - register for all subjects covering 102 credits as specified and listed in the course structure for the chosen MBA Post Graduate Programme and fulfill all the attendance and academic requirements for securing 102 credits by obtaining a minimum of **B Grade or above** in each subject/course, and **‘earn all 102 credits securing SGPA \geq 6.0 (in each semester) and final CGPA (i.e., CGPA at the end of Programme) \geq 6.0’**, to successfully complete the Programme for award of MBA degree. Marks and Letter Grades obtained in all those subjects covering the above specified 102 Credits alone shall be considered for the calculation of final CGPA, which shall be indicated in the Grade Card of II Year II Semester. Student(s) should note that (1) The SGPA will be computed and printed on the marks memo only if the candidate passes in all the subjects offered and gets minimum B grade in all the subjects. (2) CGPA is calculated only when the candidate passes in all the subjects offered in all the semesters and secure 102 credits.
- 7.5** A Student who fails to earn **102** credits as per the specified course structure, and as indicated above, within **four** academic years from the date of commencement of his first year first semester, shall forfeit his seat in MBA programme and his admission **shall stand cancelled.**
- 7.6** When a student is detained due to shortage of attendance in any subject(s) in any semester, no Grade allotment will be made for such subject(s). However, he is eligible for re-registration of such subject(s) in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which he is re-registered, by paying the prescribed fees per subject. In all these re-registration cases, the student shall have to secure a fresh set of internal marks and End Semester Examination marks for performance evaluation in such subject(s), and SGPA/CGPA calculations.
- 7.7** A student eligible to appear for the End Semester Examination in any subject, but absent from it or failed (failing to secure ‘B’ Grade or above), may reappear for that subject at the supplementary examination as and when conducted. In such cases, his CIE (Internal Marks) assessed earlier for that subject will be carried over, and added to the marks secured in the supplementary examination, for the purpose of evaluating his performance in that subject.

8. EVALUATION - DISTRIBUTION AND WEIGHTAGE OF MARKS

The performance of a student in each semester shall be evaluated subject- wise (irrespective of credits assigned) for a maximum of 100 marks. The MBA project work (main project viva voce) will also be evaluated for 100 marks.

8.1 For the theory subjects 60 marks shall be awarded for the performance in the Semester End Examination and 40 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid-Term Examinations conducted, first Mid-Term examinations in the middle of the Semester and second Mid-Term examinations during the last week of instruction.

8.2 Evaluation of Theory Subjects / Courses

A. Continuous Internal Evaluation: In CIE, for theory subjects, during a semester, there shall be two mid-term examinations. Each Mid-Term examination consists of two parts i) Part – A for 10 marks, ii) Part – B for 20 marks with a total duration of 2 hours as follows:

1. Mid-Term Examination for 30 marks:

- a. Part - A: Descriptive paper for Part-A (10 marks) Consists of one compulsory question with 5 sub questions (2, 2, 1 questions from Units I, II, III respectively in I Mid-Term and 1, 2, 2 questions from Units III, IV, V respectively in II Mid-Term) carrying 2 marks each.
- b. Part – B: Descriptive paper for Part-B (20 marks) consists of 3 questions (May contain sub questions) carrying 8 marks, 8 marks & 4 marks from Units I, II, III respectively in I Mid-Term and 4 marks, 8 marks & 8 marks from Units III, IV, V respectively in II Mid-Term with internal choice. The student has to answer all the questions.

The average of the two Mid-Term examinations (I Mid-Term & II Mid-Term) shall be taken as the final marks for Mid –Term examination (for 30 marks).

The remaining 10 marks of Continuous Internal Assessment (out of 40) are distributed as:

2. Assignment for 5 marks. (Average of 2 Assignments each for 5 marks)
3. PPT/Poster Presentation/ Case Study/Video presentation/Survey/Field Study/Group discussion /Role Play on a topic in the concerned subject for 5 marks before II Mid-Term Examination.

While the first mid-term examination shall be conducted on 50% of the syllabus, the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

Five (5) marks are allocated for assignments (as specified by the subject teacher concerned). The first assignment should be submitted before the conduct of the first mid-term examination, and the second assignment should be submitted before the conduct of the second mid-term examination. The average of the two assignments shall be taken as the final marks for assignment (for 5 marks).

PPT/Poster Presentation/ Case Study/ Video presentation/ Survey/ Field Study/ Group discussion /Role Play on a topic in the concerned subject for 5 marks before II Mid-Term Examination.

The student, in each subject, shall have to earn 40% of marks (i.e. 16 marks out of 40 marks) in CIE, 40% of marks (i.e. 24 marks out of 60) in ESE and Overall 50% of marks (i.e. 50 marks out of 100 marks) both CIE and ESE marks taking together.

The student is eligible to write End Semester Examination of the concerned subject, if the student scores $\geq 40\%$ (16 marks) of 40 Continuous Internal Evaluation (CIE) marks.

In case, the student appears for End Semester Examination (ESE) of the concerned subject but not scored minimum 40% of CIE marks (16 marks out of 40 internal marks), his performance in that subject in ESE shall stand cancelled inspite of appearing the ESE.

B. End Semester Examinations: The duration of ESE is 3 hours. The details of the End Semester question paper pattern are as follows:

- The end semester examinations will be conducted for 60 marks consisting of two parts viz. i) Part- A for 10 marks, ii) Part - B for 50 marks.
- Part-A is compulsory question, which consists of ten sub-questions (two from each unit) carrying equal marks.
- Part-B consists of five questions (numbered from 2 to 11) carrying 10 marks each. Each of these questions is from each unit and may contain sub-questions. For each question there will be an “either” “or” choice, which means that there will be two questions from each unit and the student should answer either of the two questions.

8.3 Evaluation of Practical Subjects / Courses:

For practical subjects there shall be a Continuous Internal Evaluation (CIE) during the semester for 40 marks and 60 marks for semester end examination. Out of the 40 marks for internal evaluation:

1. A write-up on day-to-day experiment in the laboratory (in terms of aim, components/procedure, expected outcome) which shall be evaluated for 10 marks
2. 10 marks for viva-voce (or) tutorial (or) case study (or) application (or) poster presentation of the course concerned.
3. Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for 10 marks.
4. The remaining 10 marks are for Laboratory Project, which consists of the Project design / Program execution / field study submission which shall be evaluated after completion of laboratory course and before semester end practical examination.

The End Semester Examination (ESE) for practical subject / course shall be conducted at the end of the semester by one internal and one external examiner appointed by the Head of the Institution as per the recommendation of the concerned Head of the Department.

In the End Semester Examination held for 3 hours and total 60 marks are divided and allocated as shown below:

1. 10 marks for write-up
2. 15 for experiment/program
3. 15 for evaluation of results
4. 10 marks for presentation on another experiment/program in the same laboratory course
5. 10 marks for viva-voce on concerned laboratory course.

The student, in each subject, shall have to earn 40% of marks (i.e. 16 marks out of 40 marks) in CIE, 40% of marks (i.e. 24 marks out of 60) in ESE and Overall 50% of marks (i.e. 50 marks out of 100 marks) both CIE and ESE marks taking together.

The student is eligible to write End Semester Examination of the concerned subject, if the student scores $\geq 40\%$ (16 marks) of 40 Continuous Internal Evaluation (CIE) marks.

In case, the student appears for End Semester Examination (ESE) of the concerned subject but not scored minimum 40% of CIE marks (16 marks out of 40 internal marks), his performance in that subject in ESE shall stand cancelled inspite of appearing the ESE.

- 8.4 For conducting laboratory end examinations, one internal examiner and one external examiner are to be appointed by the Principal of the College and this is to be informed to the Director of Evaluation within two weeks, before commencement of the lab end examinations. The external examiner should be selected from outside the College concerned but within the cluster. No external examiner should be appointed from any other College in the same cluster/any other cluster which is run by the same Management. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted.
- 8.5 There shall be a summer internship during the summer vacation of I Year II Semester and the evaluation is done in II Year I Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/mentor and a senior faculty of the department. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted.
- 8.6 Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.
- 8.7 A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 8.8 Registration of Project Work: A candidate is permitted to register for the project work at the beginning of II Year II Semester after satisfying the attendance requirement in all the subjects, both theory and laboratories upto II Year I Semester. The duration of the project work is one semester.
- 8.9 After satisfying 8.8, a student, in consultation with his Project Supervisor, has to present the title, objective, and plan of action of his project work to the Project Review Committee (PRC) for approval within **two weeks** from the commencement of II Year II Semester. The student can initiate the Project work after obtaining the approval of the PRC. The Supervisor and PRC will examine the progress of the Project Work during pre-submission project seminar. For the subject ‘pre-submission project seminar’, there will be only internal evaluation for 100 marks. Evaluation shall be done by the PRC for 50 marks and the Supervisor shall evaluate the

work for another 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examination as and when notification is issued. Pre-submission project seminar has to be conducted along with 1st and 2nd mid-term examinations.

- 8.10** If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 8.11** A candidate is permitted to submit project thesis with the approval of PRC not earlier than **16 weeks** from the date of commencement of fourth semester. For the approval of PRC, the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC during the Pre-submission project seminar at 2nd mid-term examinations.
- 8.12** After approval from the PRC, a soft copy of the thesis should be submitted for ANTI-PLAGIARISM check and the plagiarism report should be submitted to the Institute and be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than **30%**. If the similarity index has more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis after one month. The maximum number of re-submissions of thesis after plagiarism check is limited to TWO. The candidate has to register for the Project work and work for one semester. After three attempts, the admission is liable to be cancelled. The college authorities are advised to make plagiarism check of every soft copy of theses before submissions
- 8.13** Three copies of the project dissertation certified by the supervisor & HOD shall be submitted to the controller of examinations. However, the student is permitted to submit project thesis with the approval of PRC before commencement of II Mid Examinations of II Year II Semester.
- 8.14** The thesis shall be adjudicated by an external examiner selected by the Institution. For this, the Head of the Department shall submit a panel of **three** examiners from among the list of experts in the relevant specialization as submitted by the supervisor concerned and Head of the Department.
- 8.15** If the report of the external examiner is unsatisfactory, the candidate shall revise and resubmit the Thesis. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. Subsequent actions for such dissertations may be considered, only on the specific recommendations of the external examiner and /or Project Review Committee. No further correspondence in this matter will be entertained, if there is no specific recommendation for resubmission.

- 8.16** If the report of the external examiner is satisfactory, the Head of the Department shall coordinate and make arrangement for the conduct of Main Project Viva - Voce examination. The Main Project Viva-Voce examination will be evaluated for 100 marks. The Main Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The candidate has to secure a minimum of 50% of marks in Main Project Viva-Voce examination. For Main Project Viva – Voce examination one external examiner shall be allotted for a group of ten students (in a panel minimum of three students should be there). The Main Project Viva-Voce examination shall be conducted within two weeks after completion of the fourth semester end examinations. The Students need to prepare the PPT (Slides) of the project work for the Viva –voce examination.
- 8.17** If he fails to fulfill the requirements as specified in 8.16, he will reappear for the Main Project Viva- Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree, unless he is asked to revise and resubmit his project work by the board within a specified time period (within **four** years from the date of commencement of his first year first semester).
- 8.18** The Main Project Viva-Voce External examination marks must be submitted to the Examination Section of the Institution on the day of the examination.

9. RE-ADMISSION/RE-REGISTRATION

9.1 Re-Admission for Discontinued Student

A student, who has discontinued the MBA degree programme due to any reason whatsoever, may be considered for '**readmission**' into the same degree programme (with the same specialization) with the academic regulations of the batch into which he gets readmitted, with prior permission from the authorities concerned.

- 9.2** If a student is detained in a subject (s) due to shortage of attendance in any semester, he may be permitted to **re-register** for the same subject(s) in the same category (core or elective group) or equivalent subject, if the same subject is not available, as suggested by the Board of Studies of that department, as and when offered in the subsequent semester(s), with the academic regulations of the batch into which he seeks re-registration, with prior permission from the authorities concerned.

- 9.3** **A candidate shall be given one chance to re-register and attend the classes for a maximum of two subjects**, if the internal marks secured by a candidate are less than 40% and failed in those subjects but fulfilled the attendance requirement. A candidate must re-register for failed subjects within four weeks of commencement of the class work and secure the required minimum attendance. In the event of the student taking this chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stand cancelled.

10. EXAMINATIONS AND ASSESSMENT - THE GRADING SYSTEM

- 10.1** Marks will be awarded to indicate the performance of the student in each theory subject, lab/practical/practice/Summer Internship/Project, based on the percentage of marks obtained in Continuous Internal Evaluation plus End Semester Examination, both taken together, as specified in item 8 above, a corresponding letter grade shall be given.
- 10.2** As a measure of the student's performance, a 10-point Absolute Grading System using the following letter grades (UGC Guidelines) and corresponding percentage of marks shall be followed.

% of Marks Secured (Class Intervals)	Letter Grade	Grade Points
90% and above ($\geq 90\%$, $\leq 100\%$)	O (Outstanding)	10
Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$)	A ⁺ (Excellent)	9
Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$)	A (Very Good)	8
Below 70% but not less than 60% ($\geq 60\%$, $< 70\%$)	B ⁺ (Good)	7
Below 60% but not less than 50% ($\geq 50\%$, $< 60\%$)	B (above Average)	6
Below 50% ($< 50\%$)	F (Fail)	0
Absent	AB	0

- 10.3** A student obtaining 'F' grade in any subject shall be considered 'failed' and will be required to reappear as 'supplementary student' in the End Semester Examination (ESE), as and when offered. In such cases, his internal marks (CIE marks) in those subject(s) will remain same as those he obtained earlier.
- 10.4** A letter grade does not imply any specific % of marks.
- 10.5** In general, a student shall not be permitted to repeat any subject/course (s) only for the sake of 'grade improvement' or 'SGPA/CGPA improvement'. However, he has to repeat all the subjects/courses pertaining to that semester if he is detained.
- 10.6** A student earns grade point (GP) in each subject/course, on the basis of the letter grade obtained by him in that subject/course (excluding mandatory non-credit courses). Then the corresponding 'credit points' (CP) are computed by multiplying the grade point with credits for that particular subject/course.

$$\text{Credit Points (CP)} = \text{Grade Point (GP)} \times \text{Credits}$$

- 10.7** The student passes the subject/course only when he gets GP ≥ 6 (B grade or above).
- 10.8** The Semester Grade Point Average (SGPA) is calculated by dividing the sum of credit points ($\sum \text{CP}$) secured from all subjects / courses registered in a semester, by the total number of credits registered during that semester. SGPA is rounded off to **two** decimal places. SGPA is thus computed as

$$\text{SGPA (Si)} = \frac{\sum (\text{CiGi})}{\sum \text{Ci}}$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

- 10.9** The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student overall semesters considered for registration. The CGPA is the ratio of the total credit points secured by a student in **all** registered courses in **all** Semesters, and the total number of credits registered in **all** the semesters. CGPA is rounded off to **two** decimal places. CGPA is thus computed from the I year second semester onwards, at the end of each semester, as per the formula

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

Where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester. For merit ranking or comparison purposes or any other listing, **only** the ‘**rounded off**’ values of the CGPAs will be used.

Illustration for calculation of CGPA & SGPA

Illustration of calculation of SGPA					Illustration of calculation of CGPA			
Course	Credits	Letter	Grade	Credit	Semester	Credits	SGPA	Credits x
		Grade	Points	Points				SGPA
Course 1	4	O	10	4x10=40	Sem I	27	8	27x8=216
Course 2	4	A+	9	4x9=36	Sem II	27	7	27x7=189
Course 3	4	A	8	4x8=32	Sem III	24	7.5	24x7.5=180
Course 4	3	B+	7	3x7=21	Sem IV	24	6.5	24x6.5=156
Course 5	3	B	6	3x6=18	Total	102		741
Course 6	3	B	6	3x6=18		CGPA=7.25		
Total	21			165				
	SGPA = 165/21 = 7.85					CGPA = 741/102 = 7.25		

11. AWARD OF DEGREE AND CLASS

- 11.1** If a student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire MBA Programme, and secures the required number of **102** Credits (with CGPA ≥ 6.0), shall be declared to have ‘QUALIFIED’ for the award of the MBA Degree that he was admitted into.

11.2 Award of Class

After a student has earned the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

Class Awarded	Grade to be Secured
First Class with Distinction	≥ 7.75 CGPA
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

Note: A student with final CGPA (at the end of the PGP) < 6.00 shall not be eligible for the Award of Degree.

11.3 Award of Medals: Students fulfilling the conditions listed under item 12.2 alone will be eligible for award of ‘College ranks’ and ‘Medals’.

11.4 Transcripts: After successful completion of prerequisite credits for the award of degree a transcript containing performance of all academic years will be issued as a final record. Duplicate transcripts will also be issued if required after the payment of requisite fee and also as per norms in vogue.

12. WITHHOLDING OF RESULTS

If the student has not paid the fee to college at any stage, or has dues pending against his/her name due to any reason whatsoever, or if any case of indiscipline is pending against him/her, the result of the student may be withheld, and he/she will not be allowed to go into the next higher semester. The award or issue of the degree may also be withheld in such cases.

13. SUPPLEMENTARY EXAMINATIONS

Supplementary examinations for odd semester subjects will be conducted along with even semester regular examination and vice versa.

14. TRANSITORY REGULATIONS

A. For students detained due to shortage of attendance:

1. A Student who has been detained in I year of Previous Regulations due to lack of attendance, shall be permitted to join I year I Semester of R22 Regulations and he is required to complete the study of MBA programme within the stipulated period of four academic years from the date of first admission in I Year.
2. A student who has been detained in any semester of II year of Previous regulations for want of attendance, shall be permitted to join the corresponding semester of R22 Regulations and is required to complete the study of MBA within the stipulated period of four academic years from the date of first admission in I Year. The R22 Academic Regulations under which a student has been readmitted shall be applicable to that student from that semester. See rule (B) for further Transitory Regulations.

B. For readmitted students in R22 Regulations:

4. A student who has failed in any subject under any regulation has to pass those subjects in the same regulations.
5. The maximum credits that a student acquires for the award of degree, shall be the sum of the total number of credits secured in all the regulations of his/her study including R22 Regulations. **There is NO exemption of credits in any case.**
6. If a student is readmitted to R22 Regulations and has any subject with 80% of syllabus common with his/her previous regulations, that particular subject in R22 Regulations will be substituted by another subject to be suggested by the University.

Note: If a student readmitted to R22 Regulations and has not studied any subjects/topics in his/her earlier regulations of study which is prerequisite for further subjects in R22 Regulations, the College Principals concerned shall conduct remedial classes to cover those subjects/topics for the benefit of the students.

15. STUDENT TRANSFERS

- 15.1** There shall be no branch transfers after the completion of admission process.
- 15.2** The students seeking transfer to CMRTC from various other institutions have to pass the failed subjects which are equivalent to the subjects of CMRTC, and also pass the subjects of CMRTC which the students have not studied at the earlier institution. Further, though the students have passed some of the subjects at the earlier institutions, if the same subjects are prescribed in different semesters of CMRTC, the students have to study those subjects in CMRTC in spite of the fact that those subjects are repeated.
- 15.3** The transferred students from other Institutions to CMRTC who are on rolls shall be provided one chance to write the CBT (for internal marks) in the **equivalent subject(s)** as per the clearance letter issued by the University.
- 15.4** One chance shall be provided to write the internal examinations in the **equivalent subject(s)** to the students transferred from other institutions to CMRTC as per the clearance (equivalence) letter issued by the University.

16. RULES OF DISCIPLINE

- 16.1** Any attempt by any student to influence the teachers, examiners, faculty and staff of controller of examination for undue favours in the exams, and bribing them either for marks or attendance will be treated as malpractice cases and the student can be debarred from the college.
- 16.2** When the performance of the student in any subject(s) is cancelled as a punishment for indiscipline, he is awarded zero marks in that subject(s).
- 16.3** When the student's answer book is confiscated for any kind of attempt or suspected malpractice, the decision of the Malpractice Prevention Committee would be final.

17. MALPRACTICE

- 17.1 Malpractice Prevention Committee:** The committee shall examine the student's malpractice and indiscipline cases occurred, while conducting the examinations and recommend appropriate punishment to the Academic Council after taking explanation from the student and concerned invigilator as per the malpractice rules mentioned below. The committee consists of
- a) Controller of Examinations - Chairman
 - b) Addl. Controller of Examinations. - Convener
 - c) Subject Expert - Member
 - d) Head of the Department of which the student belongs to - Member
 - e) The Invigilator concerned - Member

17.2 Malpractice Rules: Disciplinary Action for Improper Conduct in Examinations

S. No.	Nature of Malpractices / Improper Conduct	Punishment
1(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
1(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate shall be cancelled.
3	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet,	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not

	during or after the examination.	be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6	Refuses to obey the orders of the Addl. Controller of examinations / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the addl. Controller of examinations or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the addl. Controller of examinations, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that

		subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Chief superintendent for further action to award suitable punishment.	

19. SCOPE

- i) Wherever the words 'he, him, his' occur in the regulations, they shall include 'she, her'.
- ii) The Academic Regulations should be read as a whole, for the purpose of any interpretation.
- iii) The above mentioned rules and regulations are applicable in general to MBA (Regular) unless and otherwise specific.
- iv) In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman of the Academic Council is final.

20. REVISION AND AMENDMENTS TO REGULATIONS

The Academic Council may revise or amend the academic regulations, course structure or syllabi at any time, and the changes or amendments made shall be applicable to all students with effect from the dates notified by the Academic Council.

CMR TECHNICAL CAMPUS
UGC AUTONOMOUS
MBA Syllabus (w. e. f. A.Y. 2022-23)

MASTER OF BUSINESS ADMINISTRATION

SEMESTER - I						
S. No	Course Code	Course Title	L	T	P	Credits
1	22MB101PC	Management and Organizational Behavior	4	0	0	4
2	22MB102PC	Business Economics	4	0	0	4
3	22MB103PC	Financial Reporting & Analysis	4	0	0	4
4	22MB104PC	Research Methodology and Statistical Analysis	4	0	0	4
5	22MB105PC	Legal and Business Environment	4	0	0	4
Open Elective-1						
6	22MB101OE	Business Ethics and Corporate Governance	3	0	0	3
	22MB102OE	Project Management				
	22MB103OE	Sustainability Management				
	22MB104OE	Cross Cultural Management				
7	22MB106PC	Business Communication Lab	0	0	2	2
8	22MB107PC	Statistical Data Analysis Lab	0	0	2	2
Total Credits			23	0	4	27

SEMESTER - II						
S. No	Course Code	Course Title	L	T	P	Credits
1	22MB201PC	Human Resource Management	4	0	0	4
2	22MB202PC	Marketing Management	4	0	0	4
3	22MB203PC	Financial Management	4	0	0	4
4	22MB204PC	Quantitative Analysis for Business Decisions	4	0	0	4
5	22MB205PC	Entrepreneurship and Design Thinking	4	0	0	4
6	22MB206PC	Logistics & Supply Chain Management	4	0	0	4
Open Elective-2						
7	22MB201OE	Total Quality Management	3	0	0	3
	22MB202OE	Marketing Research				
	22MB203OE	International Business				
	22MB204OE	Rural Marketing				
Total Credits			27	0	0	27

Internship during Summer vacation (after Semester –II)

SEMESTER - III						
S.No	Course Code	Course Title	L	T	P	Credits
1	22MB301PC	Production & Operations Management	4	0	0	4
2	22MB302PC	Management Information Systems	4	0	0	4
3	22MB303PC	Business Analytics	4	0	0	4
4	Professional Elective-1		4	0	0	4
	22MB311PE	M: Digital Marketing				
	22MB312PE	F: Security Analysis and Portfolio Management				
	22MB313PE	H: Talent and Performance Management systems				
	22MB314PE	E: Startup and MSME Management				
5	Professional Elective-2		4	0	0	4
	22MB321PE	M: Sales and Promotion Management				
	22MB322PE	F: Risk Management and Financial Derivatives				
	22MB323PE	H: Learning and Development				
	22MB324PE	E: Technology Business Incubation				
6	Professional Elective-3		4	0	0	4
	22MB331PE	M: Consumer Behavior				
	22MB332PE	F: Strategic Cost and Management Accounting				
	22MB333PE	H: Employee Relations				
	22MB334PE	E: Innovation and Entrepreneurship				
7	22MB304PR	Summer Internship	0	0	2	2
Total Credits			24	0	2	26

SEMESTER - IV						
S.No	Course Code	Course Title	L	T	P	Credits
1	22MB401PC	Strategic Management	4	0	0	4
2	Professional Elective-4		4	0	0	4
	22MB441PE	M: International Marketing				
	22MB442PE	F: International Financial Management				
	22MB443PE	H: International Human Resource Management				
	22MB444PE	E: Entrepreneurial Finance				
3	Professional Elective-5		4	0	0	4
	22MB451PE	M: Services Marketing				
	22MB452PE	F: Strategic Financial Management				
	22MB453PE	H: Leadership and Change Management				
	22MB454PE	E: Entrepreneurial Marketing				
4	Professional Elective-6		4	0	0	4
	22MB461PE	M: Marketing Analytics				
	22MB462PE	F: Financial Analytics				
	22MB463PE	H: HR Analytics				
	22MB464PE	E: Family Business Management				
5	22MB402PR	Pre-submission Project Seminar	0	0	2	2
6	22MB403PR	Main Project Viva-Voce	0	0	4	4
Total Credits			16	0	6	22

SEMESTER – I

22MB101PC: MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

L	T	P	C
4	0	0	4

Course Objectives:

- To enable students to understand the Evolution, Functions and Theories of Management
- To orient on the aspects of planning and decision-making using relevant management processes
- To impart knowledge on the processes of Organizing and Controlling with the help of various Types of Organization Structures
- To describe the various aspects of individual and group behaviours in an organizational setting
- To elaborate on the impact of leadership and motivation for employee high performance

Course Outcomes: Students will be able to:

- Gain understanding of the Concepts of Management, its Evolution, Functions and the Theories contributed by various Management Thinkers.
- Learn the process of planning, goal setting and the process of decision making with the help of various models.
- Learn the processes of Organizing and Controlling with the help of various Organizational Structures.
- Appreciate the relevance of Individual and group behaviour in an organization and the role of Culture and dynamics
- Identify different Leadership Styles, Skills and the Theories of Motivation

Unit – I: Introduction to Management: The Management Process, Management Functions, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioral. Management Sciences Theories: Systems and Contingency Theory, Hawthorne experiment.

Unit – II: Planning and Decision Making: Planning and Goal Setting, Types of Plans, steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom’s Participative Decision-making Model.

Unit – III: Organizing and Controlling: Organizational Structure, Principles of Organizing, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges, Span of Management

Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Contemporary issues in Controlling.

Unit – IV: Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams.

Unit – V: Leadership and Motivation: Leadership Traits, Leadership Styles, Leadership Theories, Authority, Power and Politics. Transitional Analysis, Conflict management, Stress Management

Motivation: Approaches to Motivation, Maslow’s Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor’s Theory, ERG theory, McClelland’s Needs Theory, Valance Theory.

Suggested Readings:

- K. Aswathappa, Organisational Behaviour, Himalaya Publications, 8e, 2021.
- Harold Koontz, Heinz Weihrich, Mark V Cannice, Essentials of Management, Tata McGraw Hill Education, 11e, 2020.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson Education, 18e, 2018.
- Ricky W Griffin, Management Principles and Practices, Cengage Learning, 11e, 2017.
- Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
- Chandrani Singh, Aditi Ktri, Principles and Practices of Management and Organizational Behaviour, Sage Publications, 1e, 2016.
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 1e, 2015.

SEMESTER - I**22MB102PC: BUSINESS ECONOMICS**

L	T	P	C
4	0	0	4

Course Objectives.

- To provide an understanding of the basic concepts associated with Business Economics.
- To impart the knowledge of various aspects of Demand and Supply
- To highlight the importance of Production and Cost concepts in a Firm.
- To elaborate on the nature of various Market Structures.
- To enable the understanding of various Pricing Strategies

Course Outcomes: Students will be able to

- Understand the Concepts and Principles of Business Economics.
- Learn various concepts and practical applications of Demand and Supply viz. Laws, Types, Elasticity, Forecasting and Equilibrium.
- Learn concepts and applications related to Production and Cost of a firm.
- Learn the features of various Market Structures along with the Decision-making with regards to Price and Output in Short and Long Terms.
- Understand the concepts of Pricing Practices, Theory of Firm and Managerial & Behavioral Theories of a Firm

Unit – I: Introduction to Business Economics: Definition, Nature and Scope, Relationship with Other Disciplines, Role of Managerial Economist in the organization. Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty, Macro Economic concepts- National income, Inflation, Business Cycle.

Unit – II: Theory of Demand and Supply: (a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Types of Demand. Elasticity of Demand, Types, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting, Indifference curve Analysis (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium.

Unit – III: Production and Cost Analysis: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of Scale, Innovations and Global Competitiveness. Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short-run and Long-run, Short-run vs. Long-run Costs, Average Cost Curves, Break Even Analysis.

Unit – IV: Market Structures- Pricing and Output decisions: Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – both the Long-run and the Short-run.

Unit – V: Pricing Strategies: Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioral Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping.

Suggested Readings:

- D.M. Mithani, Managerial Economics, Himalaya Publishing House, 9e, 2022.
- Satya P. Das & J.K. Goyal, Managerial Economics, Sage Publications, 2e, 2022.
- Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, Oxford Publications, 9e,2020.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, Tata McGraw-Hill, 3e,2018.
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019.
- Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
- P. N. Chopra, Managerial Economics, Kalyani Publishers,1e,2018.

SEMESTER – I**22MB103PC: FINANCIAL REPORTING AND ANALYSIS**

L	T	P	C
4	0	0	4

Course Objectives:

- To provide understanding of the concepts of Financial Reporting & Analysis.
- To highlight the importance of Accounting Process.
- To elaborate on the methods of inventory valuation.
- To elucidate the management of funds/ cash from operations of the company.
- To impart knowledge of various ratios, analysis and interpretation of financial statements.

Course Outcomes: Students will be able to

- Understand the Concepts and Principles of Accounting.
- Understand the Accounting Process in detail.
- Learn various aspects in depreciation, Inventory and Goodwill.
- Analyze the Working Capital and Flow of Funds and Cash into the Business
- Prepare, analyze and Interpret Financial Statements.

Unit – I: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and Conventions and The Generally Accepted Accounting Principles (GAAP), Their Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle, Accounting Equation.

Unit – II: The Accounting Process: Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments. Rectification of Errors. Accounting from Incomplete Records, Advantages and Disadvantages of Single Entry and Double Entry System and the Differences between the two, Preparation of Accounts, and Ascertainment of Profit from Incomplete Records, Accounting Treatment as per the Statement of Affairs Method and Calculation of Missing Figures.

Unit – III: Valuation Models: Valuation of Assets, Tangible vs. Intangible Assets. Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting.

Unit – IV: Financial Statement Analysis-I: Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid Costs. Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement, Horizontal Analysis and Vertical Analysis of Company.

Unit – V: Financial Statement Analysis-II: Analysis and Interpretation of Financial Statements, Liquidity, Leverage, Solvency and Profitability Ratios, Valuation Ratios, Du Pont Chart, Accounting Standards Issued by ICAI, Focus on INDAS, International Financial Reporting Standards (IFRS).

Suggested Readings:

- S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, VikasPublishing House, 5e, 2022.
- Narayanaswamy. R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.
- Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 2022.
- Raj Kumar Sah, Financial Accounting, Cengage Learning, 2e, 2020.
- Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited,2015.
- V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015.

SEMESTER – I**22MB104PC: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

L	T	P	C
4	0	0	4

Course Objectives:

- To introduce the basic concepts of Research Methodology.
- To impart knowledge on concepts and types of Research Design; Data and its Collection methods along with various tools used for Data Collection.
- To demonstrate Tabulation and Graphical Representation of One, Two, Three-Dimensional Data; to introduce the concepts of Statistics and Small Sample Tests.
- To highlight the significance of Statistical Tools for analysis and interpretation of Qualitative & Quantitative data
- To introduce the concepts of Time Series and Index Numbers and train on writing Research Reports effectively.

Course Outcomes: Students will be able to:

- Gain a conceptual overview of Research and the relevant concepts to Research.
- Learn the different types of Research Designs, Data Collection Tools and Procedures.
- Use different methods of representing data through Graphs and Tables; gain an overview of Statistics and relevant concepts and conduct Small Sample Tests.
- Learn to solve mathematical problems related to ANOVA (One-way and Two-way), Correlation and Regression.
- Learn the application of Time Series and Index Numbers; appreciate the need for preparing and presenting a structured Research Report.

Unit – I: Introduction to Research: Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Ethics in Business Research.

Unit – II: Research Design: Research Problem, Purpose of Research Design, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Characteristics of Good Research Design, Sampling and its Applications. Data Collection Methods & Tools: Types of Data, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Sources of Error in Measurement.

Unit – III: a) Tabulation of Univariate, Bivariate and Multivariate Data, Data Classification and Tabulation, Diagrammatic and Graphical Representation of Data. One-Dimensional, Two-Dimensional and Three-Dimensional Diagrams and Graphs. Introduction to Statistics, Measurement of Central Tendency and Dispersion. **b) Small Sample Tests:** t-Distribution, Properties and Applications, Testing for One and Two Means, Paired t-Test, Hypothesis Formulation and Testing.

Unit – IV: a) Analysis of Variance: One-Way and Two-Way ANOVA (with and without Interaction). Chi-Square Distribution: Test for a Specified Population Variance, Test for Goodness of fit, Test for Independence of Attributes. **b) Correlation Analysis:** Correlation, Limits for Coefficient of Correlation, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation, Linear and Multiple Regression Analysis.

Unit – V: Time Series Analysis and Report Writing:

Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. **Index Numbers:** Introduction, Characteristics and Uses of Index Numbers, Types of Index Numbers, Unweighted Price Indexes, Weighted Price Indexes, Tests of Adequacy and Consumer Price Indexes.

Report Writing: Importance of Report writing, Types of Research Reports, Report Preparation and Presentation, Report Structure, Report Formulation, Guides for Effective Documentation, Research Briefings. Referencing Styles and Citation in Business Management Research.

Suggested Readings:

- Ranjit Kumar, Research Methodology: Step-by-step Guide for Beginners, sage, 4e, 2022.
- S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 46e, 2021.
- Shashik. Gupta, P Rangi, Research Methodology: Methods, Tools & Techniques, Kalyani Publishers, 6e, 2020.
- Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
- Deepak Chawla, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016.
- William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Barry J. Babin, Business Research Methods Cengage Learning, 8e, 2016.
- P.C. Tulsian, Bharat Jhunjunwala, Business Statistics, S. Chand Publishing, 2016.

SEMESTER – I**22MB105PC: LEGAL AND BUSINESS ENVIRONMENT**

L	T	P	C
4	0	0	4

Course Objectives:

- To educate on the Legal and Regulatory Framework for doing business in India.
- To elucidate various aspects in Law of Contract.
- To explain about Negotiable Instruments and RBI guidelines on Digital Transactions.
- To enlighten students the significance of Monetary, Fiscal Policy, Union Budget.
- To impart knowledge of different Business Regulations and Environmental Laws.

Course Outcomes: Students will be able to:

- Understand the Business Laws related to Incorporation of a company.
- Learn the Law of Contract & Sale of Goods
- Learn the salient features of Negotiable Instruments Act 1881
- Learn the Reforms Undertaken by the Government with respect to the challenging business environments.
- Gain insights of the Regulatory Framework in India.

Unit – I: Introduction: Companies Act, 2013, Steps and Procedure for Incorporation of a Company, Appointment of Directors, Powers, Duties, & Liabilities of Directors, Role of Audit and Auditors, Change of Auditors, Related Party Transactions, Company Meetings, Resolutions, Winding-up of a Company.

Unit – II: Law of Contract: Nature and Types of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object. Unlawful and illegal Agreements, Contingent Contracts, Performance and Discharge of Contracts, Remedies for Breach of Contract.

Contracts-II: Indemnity and Guarantee, Contract of Agency, Sale of Goods Act-1930: General Principles, Conditions & Warranties, Performance of Contract of Sale, Auction Sale and E-Auctions.

Unit – III: Negotiable Instruments Act - 1881: Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, Parties to Negotiable Instruments, Types of Endorsements, Holder, Holder in Due-course, Dishonor and Discharge of Negotiable Instruments, Offences by the Companies, Amendments, RBI Guidelines on Digital Transactions.

Unit – IV: Business Environment: Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions.

Unit – V: Business Regulations and Environment Laws:

- a) Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights.
- b) Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices.

Suggested Readings:

- Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e,2022.
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.
- Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021.
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.
- Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.
- MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House,5e, 2018.

SEMESTER – I**22MB101OE: BUSINESS ETHICS AND CORPORATE GOVERNANCE****(OPEN ELECTIVE)**

L	T	P	C
3	0	0	3

Course Objectives:

- To enable understanding of the basic concepts of Business Ethics and Corporate Governance in Indian and Global Context.
- To elaborate on various aspects in Professional Ethics.
- To explain Corporate Governance practices followed in Indian corporate. +
- To enlighten students the significance of Company Board and Governance Ratings.
- To explain different aspects of CSR and Business Council for Sustainable Development (BCSD) India.

Course Outcomes: Students will be able to

- Understand the Need for Business Ethics and Corporate Governance in India.
- Apply Knowledge of Established Methodologies of Solving Professional Ethical Issues.
- Learn Codes and Committees in Corporate Governance.
- Understand the Role of Board in Corporate Governance.
- Assess the Stakeholder perspective of Corporate Governance

Unit – I: Business Ethics in the Changing Environment: Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg’s Study, Carol Gilligan’s Theory, Principles of Ethics.

Unit – II: Professional Ethics: Introduction to Professional Ethics, Ethics in Production and Product Management, Ethics of Marketing Professionals, Ethics in HRM, Ethics of Finance and Accounting Professionals, Ethics of Advertisement, Ethics of Media Reporting, Ethics of Healthcare Services. Ethical Dilemma, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics.

Unit – III: Corporate Governance: Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India, Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance.

Corporate Governance Codes and Committees: Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees.

Unit – IV: Role of Board: Types of Directors Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings.

Unit – V: Corporate Social Responsibility (CSR): Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135)

Suggested Readings:

- Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.
- C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
- C.S.V. Murthy, Business Ethics, Himalaya Publishing House, 1e, 2019.
- C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018.
- Martin J. Ossewaarde, Introduction to Sustainable Development, sage,1e,2018.
- Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4e,2016.
- T.N. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
- Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press,2015.

SEMESTER - I**22MB102OE: PROJECT MANAGEMENT
(OPEN ELECTIVE)**

L	T	P	C
3	0	0	3

Course Objectives:

- To provide understanding of management of projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.
- To impart knowledge on various aspects in Project Appraisal.
- To educate on Project Finance Evaluation techniques.
- To explain to students the importance of organizational behaviour in Project Management.
- To elucidate different Control Mechanisms to manage a project.

Course Outcomes: Students will be able to

- Understand and appreciate the importance of Project Management.
- Learn Project Planning, Execution and implementation.
- Apply Project Appraisal Methods to Cash Flows and Corporate Practices of Dividend Payment
- Understand intricacies of Project Evaluation techniques for better decision making.
- Appreciate the significance of Organizational & Team Behaviors in projects.

Unit – I: Introduction: Introduction to Project Management, Project Characteristics, Project Life Cycle, Project Identification, Formulation and Implementation, Project Management in different Sectors: Construction, Services Sector, Public sector and Government Projects. Systems Approach to Project Management.

Unit – II: Project Appraisal: Project Planning, Steps in Project Planning, Scheduling, Project Appraisal, Feasibility Study, Technical, Commercial, Economic, Financial, Management, Social CostBenefit Analysis, Project Risk Analysis.

Unit – III: Project Finance: Project Cost Estimation, Project Financing, Investment Criteria, Project Evaluation Techniques, Pay Back Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Cash Flows Estimation for New and Replacement Projects, Cost of Capital, Risk Analysis.

Unit – IV: Project Control: Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and Control, Agile Project Management, Scrum, Lean Production and Project Management.

Unit – V: Organizational Behavior in Project Management: Organizational Structure and Integration, Role of Project Manager, Roles in the Project Team, Project Stakeholder Engagement, Leadership in Project Management, Participative Management, Team Building Approach, Conflict Management in Projects, Stress Management.

Suggested Readings:

- Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagaasar, Project Management, SagePublications, 1e, 2021.
- Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 9e, 2019.
- Jack Gido, Jim Clements, Rose Baker, Mind Tap for Successful Project Management, CengageLearning, 7e, 2018
- John M, Nicholas, Herman Steyn, Project Management for Engineering, Business and Technology, 5e, Routledge, 2017.

SEMESTER - I
22MB103OE: SUSTAINABILITY MANAGEMENT
(OPEN ELECTIVE)

L	T	P	C
3	0	0	3

Course Objectives:

- To highlight the importance of Business Sustainability Management.
- To impart knowledge of various aspects in Environment and Economic Sustainability.
- To explain Sustainability Process and its strategies.
- To elucidate on the importance of Sustainability in Urban Metabolism.
- To appreciate the importance of Market and Sustainability.

Course Outcomes: Students will be able to

- Understand the importance of Climate change and global warming.
- Learn about environment pollution and sustainability, economic approaches to sustainable development.
- Assess the steps in sustainable planning for competitive advantage.
- Understand sustainable and circular value chain, sustainability marketing.
- Appreciate the relevance of Market Sustainability.

Unit – I: Sustainability and Business: Introduction to Sustainability, Triple Bottomline Approach, Global Reporting Initiative (GRI) Guidelines, Sustainability and Responsibility, Sustainability Framework, Business Engagement with Sustainability, Climate Change and Global Warming, Sustainability Development, Five Steps to Successful Engagement, Difference between Corporate Social Responsibility (CSR) and Sustainability, Current Major Sustainability Trends.

Unit – II: Environment and Economic Sustainability: The Environment and Economic Growth Linkage, Impact of Transport Infrastructure Development, Interconnection of the Environment and Economic Development, Environment Pollution and Sustainability, Economic Approaches to Sustainable Development.

Unit – III: Sustainability Process and Strategies: Process to Achieve Sustainability, Working with Processes, Process Approach and Control, Resource Management, Official Strategy, Effective Processes, Efficient Processes, Sustainability Strategies, Steps in Sustainability Strategy Formulation, Steps in Sustainable Planning, Unsustainable Take-Make-Waste Business Models, Sustainable Models, Sustainability Self-Assessment by Sectors and Functions.

Unit – IV: Sustainability in Urban Metabolism: Introduction, Sustainable and Circular Value Chain, Systemic Perspective on Value Creation, Emergence and Dynamics of Circular Value Systems, Materials and Methods, Territorial Analysis, Natural Capital, Human Capital, Economic and Manufacture Capital, Social Capital, Cultural Capital, Consequential Lifecycle Assessment.

Unit – V: Market and sustainability: Introduction, Defining Human Needs, Material Services and Characteristics, Integrating Material Services, Sustainability Marketing Mix, Benefits of Sustainability Marketing, Strategy for Sustainability Marketing, Sustainable Consumer Behaviour, Segmentation, Positioning, Competitive Advantage, Sustainability Reporting, Importance of Trust, Sustainability Reporting Guidelines.

Suggested Readings

- Pardeep Singh, Pramit Verma, Daniela Perrotti, K.K.Srivastava, Environmental Sustainability and Economy, Elsevier Science, 1e,2021.
- Rudiger Hahn, Sustainability Management: Concepts, Instruments, and Stakeholders from a Global Perspective, Paper pack edition, 2022.
- Hardisty, Paul Environmental and Economic Sustainability Press, Routledge, 1e, 2019.
- Dr. Deb Prasanna Choudhury, Sustainability Management: Strategies and execution for achieving Responsible Organizational Goals, 1e, 2018.

SEMESTER – I**22MB104OE: CROSS CULTURAL MANAGEMENT
(OPEN ELECTIVE)**

L	T	P	C
3	0	0	3

Course Objectives:

- To enable understanding of importance of cross culture in conduct of business.
- To elucidate various aspects in reconciling cultural dilemmas, culture and styles of management.
- To explain culture and corporate structures.
- To elucidate on the importance of business communication across cultures.
- To highlight the importance of Working with International teams.

Course Outcomes: Students will be able to

- Understand the importance of the influence of national culture on business culture.
- Learn about value orientations and dimensions.
- Assess culture and leadership, culture and strategy, cultural change in organizations.
- Understand cross cultural team management.
- Learn the aspects of working with international teams and multiple cultures and management of conflicts

Unit – I: Introduction: Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, The Influence of National Culture on Business Culture. Business Cultures: East and West.

Unit – II: Cultural Dimensions and Dilemmas: Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values.

Unit – III: Culture and Organizations: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy, Cultural Change in Organizations, Culture and Marketing, Cultural Diversity.

Unit – IV: Culture and Communications: Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally.

Unit – V: Cross Cultural Team Management: Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships.

Suggested Readings:

- Marie-Joelle Browaey, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.
- David C. Thomas: Cross Cultural Management, Sage Publications, 4e, 2017.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
- Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
- Jerome Dumetz, Cross-cultural Management Textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA.

SEMESTER - I**22MB106PC: BUSINESS COMMUNICATION LAB**

L	T	P	C
0	0	2	2

Course Objectives:

- To demonstrate the importance various modes of communication and their applications in business.
- To develop Business Writing skills with practice of writing letters and improving the readability of written communication.
- To highlight the importance of writing business reports and proposals.
- To impart knowledge and skills necessary for development of verbal (speech & presentation) and non-verbal (body language) skills.
- To orient on the contemporary aspects in communication.

Course Outcomes: Students will be able to

- Appreciate the importance and influence of Business Communication and learn its applications for the purpose of self-development.
- Learn by practice of writing a variety of formal and informal letters & e-mails and reports and improve the readability of written documents
- Identify the intricacies of writing Business Reports and Proposals
- Develop verbal (oral) skills by giving presentations and participating in group discussions; appreciate the impact of body language in the process of communication
- Polish their etiquette, improve telephonic skills and appreciate the need for culture in maintenance of public relations.

Unit – I: Introduction: Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication: Respecting Social Protocol, Networking and Socializing Professionally, Non-Verbal Communication, Listening, Communication through social media, Business Meetings.

Unit – II: Developing Business Writing Skills: Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.

Unit – III: Business Reports and Proposals: Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report, Corporate Report and Business Proposal, Citing Sources.

Unit – IV: Oral and Employment Communication: The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations. Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview.

Unit – V: Contemporary Aspects in Communication: Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.

Suggested Readings:

- Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
- Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
- Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6e, 2019.
- Ober Newman, Communicating in Business, Cengage Learning, 2015.
- Rebecca Moore Howard, Writing Matters, 3e, Mc Graw Hill Education, 2018.
- Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
- Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
- Elevate English, Mc Graw Hill, www.ellevateenglish.com.

SEMESTER - I**22MB107PC: STATISTICAL DATA ANALYSIS LAB**

L	T	P	C
0	0	2	2

Course Objectives:

- To highlight the importance of application of Statistical tools to Research Problem / Projects.
- To enable the practice of MS- EXCEL / SPSS.
- To demonstrate the management and analysis of data using graphs, tables, worksheets, pivot tables etc.
- To educate students on the significance of data from external Sources.
- To highlight the importance of statistical analysis for better decision making.

Course Outcomes: Students will be able to

- Understand the importance of the main functions of MS- Excel /SPSS.
- Practice advance Excel Tools for conduction of Data Analysis
- Evaluate Data Analysis using Pivot Tables and Pivot Charts.
- Analyze the Data using Descriptive Statistics
- Conduct various Parametric and Non-parametric Tests using MS Excel / SPSS

Unit – I: Introduction to Statistical Packages: MS – EXCEL or SPSS: Introduction, Uses, Functions and Features of Statistical Packages, Getting started with Excel/SPSS, Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-ins, Using Help Function, Customizing the Quick Access Toolbar.

Unit – II: Creating and Using Templates: Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers, Manipulating Data, Using Data Names and Ranges, Filters and Sort and Validation Lists.

Unit – III: Data from External Sources: Using and Formatting Tables, Basic Formulae and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document, Advanced Formulae and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.

Unit – IV: Data Analysis – I: Tabulation, Bar Diagram, Multiple Bar Diagram, Pie Diagram, Measures of Central Tendency: Mean, Median, Mode. Measures of Dispersion: Variance, Standard Deviation, Coefficient of Variation. Correlation and Regression Lines.

Unit – V: Data Analysis – II: t-test, F-test, ANOVA One-way classification, Chi-square Test, Independence of attributes.
Time series: Forecasting Method of Least Squares, Moving Average Method. Inference and Discussion of Results.

Suggested Readings:

- R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
- Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
- D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MSEXcel, PHI, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
- Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009.

SEMESTER – II**22MB201PC: HUMAN RESOURCE MANAGEMENT**

L	T	P	C
4	0	0	4

Course Objectives:

- To educate on the concepts, significance and role of Human Resource Management in an Organization.
- To impart knowledge on the aspects of Talent Management, Manpower Planning, Recruitment and selection.
- To educate on the processes of Training & Development and Performance Management & Appraisals.
- To highlight the significance of effective Compensation, Rewards and Employee Welfare Practices in Organizations along with the relevant Acts.
- To elucidate on the aspects of employee relations and stress management along with the relevant Acts.

Course Outcomes: Students will be able to

- Understand the concepts, role and functions of HRM and appreciate the need of HR to act as a Strategic Business Partner of the Organization.
- Learn the methods of conducting Job Analysis, process of writing Job Descriptions & Specifications and the processes of recruitment and selection.
- Gain an understanding of various concepts and practices of Employee Training & Development and Performance Management & Appraisals.
- Learn the principles and practices of Employee Compensation and Rewards, with the help of Job Evaluation & Broad-banding etc. and the salient features of Workmen Compensation Act and Minimum Wages Act.
- Appreciate the need for effective Employee Relations and learn the salient features of Industrial Disputes Act and Factories Act.

Unit – I: Introduction of HRM: Introduction to HRM, Line Managers, HR Role and Responsibilities, New Approaches to Organizing HR, Globalization & Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, High Performance Work System's, Equal Employment Opportunity, HR Score Card. Human Resource Information System (HRIS), e-HRM, HR Analytics: An Introduction.

Unit – II: Recruitment and Selection: Basics of Talent Management Process, Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Satisfaction, Job Enlargement, Job Enrichment and Job Rotation, HR Planning, Recruitment, e-Recruitment & Selection Process, Planning & Forecasting of human Resources, Sources of Recruitment, Recruitment on Diverse Work Force, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews.

Unit – III: Training and Development and Performance Management: Importance of Training and Development, Training Process, Analyzing Training Needs & Designing the Program, Implementation of training programs, Training Methods, Management Development Process, Evaluation of Training and Development programs.

Performance Management: Concept of Performance Management and Appraisal, The Performance Appraisal Process, Techniques for Performance Appraisal, Career Management.

Unit – IV: Compensation and Employee Welfare: Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Compensating Managerial and Professional Jobs, Performance based Pay Benefits: Insurance, Retirement Benefits, Employee Welfare Facilities. Salient Features of Workmen Compensation Act & Minimum Wages Act.

Unit – V: Employee Relations: Labor Movement, Collective Bargaining Process, Grievances: Grievances Handling Procedure, Employee Separation, Employee Safety and Health, Occupational Safety Law, Work Place Health Hazards Problems, Remedies and Work-Life Integration, Salient Features of Industrial Disputes Acts 1947, Factories Act. **Prevention of Sexual Harassment (PoSH)** and Migrant Labor Act.

Suggested Readings:

- P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.
- Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- Gary Dessler, Biju Varkkey, Human Resource Management, Pearson, 4e, 2017.
- Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016.
- Biswajeet Pattanayak, Human Resource Management, 5e, 2018.
- K. Aswathappa, Human Resource Management: Text and Cases, TMH, 8e, 2017.
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases, Vikas Publishing, 2e, 2016.

SEMESTER – II

22MB202PC: MARKETING MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

- To enable understanding of the basic concepts and applications of Marketing and Marketing Research.
- To educate on the aspects of analyzing Market Opportunities and Customer Value and Marketing Mix.
- To elucidate on designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
- To clarify the significance of Distribution decisions, Promotion & Communication strategies.
- To highlight the importance of pricing decisions & personal communication.

Course Outcomes: Students will be able to

- Understand the important concepts and principles of Marketing Management and Marketing Research.
- Learn about the analysis of Market Opportunities and Customer Value with the help of Marketing Mix Elements.
- Learn the significance of designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
- Assess Global marketing, green marketing strategies for sustainable development.
- Gain insights of the key aspects of pricing decisions and the role of communication

Unit – I: Introduction to Marketing: Importance and Scope of Marketing, Core Marketing Concepts, Market Place, Marketing in Practice, Marketing Environment, Marketing Strategies and Plans, The New Marketing Realities, Marketing Analytics: An Introduction. Market Research, Marketing Research Process, Marketing Information Systems. Marketing Research and Ethics, International Marketing Research.

Unit – II Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision-making, Building Customer Value, Analyzing Consumer Markets, Consumer Behavior, Cultural, Social & Personal Factors, Developing Products & Brands, Product Levels; Classifying Products, Product Range, Product Line & Product Mix, Product Life Cycles, New Product Development, New Service Development, Stages of Product/Service innovation development, The Process of Adoption, Branding.

Unit – III: Designing a Customer Driven Strategy: Market Segmentation, Targeting, Positioning Process, Segmentation of Consumer Market, Business Market, Requirement for Effective Segmentation, Market Targeting, Evaluating Market Segmentation, Selecting Target Market Segmentation, Positioning and Repositioning, Positioning Maps, Product Positioning Strategies.

Unit – IV: Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel Intermediates and Functions, Channel Structure, Channel for Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotional Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Direct and Online Marketing. Marketing Communication: Communication Process, Communication Promotion Mix, Factors Affecting the Promotion Mix.

Unit – V: Pricing Decisions & Personal Communication: Importance of Price, Cost Determinant of Price, Markup Pricing, Profit Maximization Pricing, Break-even Pricing, Pricing Strategies, Ethics of Pricing Strategy, Product Line Pricing, Word of Mouth, Rural Marketing, Bottom of the Pyramid, Relationship Marketing, Retail Marketing, Digital marketing, social media and Mobile Marketing, Market Sustainability and Ethics, Global marketing, Green Marketing.

Suggested Readings:

- Rosalind Masterson, Nichola Phillips, David Pickton, Marketing: An Introduction, SagePublications, 5e, 2021.
- G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth, MarketingManagement, Pearson, 16e, 2022.
- Philip Kotler, Gray Armstrong, Prafulla Agnihotri, Principles of Marketing, 18e, PearsonEducation, 2020.
- Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective CengageLearning, 2016.
- Arun Kumar & N. Meenakshi, Marketing Management, Vikas Publications, 3e, 2016.

SEMESTER – II

22MB203PC: FINANCIAL MANAGEMENT

*The students need Discounting Table and Annuity tables for the examination.

L	T	P	C
4	0	0	4

Course Objectives:

- To provide an understanding of basic decisions taken by a Finance Manager in a corporate and help the manager to understand the use of resources efficiently, effectively and economically.
- To explain the various aspects in Investment Decision.
- To learn about Capital structure and its theories.
- To educate students on the significance of dividends and valuation of the firm.
- To elucidate the importance of working capital management, management of current assets.

Course Outcomes: Students will be able to:

- Understand the concept of time value of money.
- Learn about the capital budgeting techniques and cost of capital.
- Learn the significance of Capital structure vs. financial structure.
- Assess dividend policies of Indian companies, determinants of working capital, analysis of investment in inventory.
- Understand the Concepts and Applications of Working Capital Management and Management of Current Assets.

Unit – I: The Finance Function: Nature and Scope, Evolution of Finance Function, Its New Role in the Contemporary Scenario, Goals of Finance Function, Profit Maximization and Wealth Maximization, the Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model.

Unit – II: The Investment Decision: Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow, Data for New Projects, Capital Budgeting Techniques: Traditional and DCF Methods. The NPV vs. IRR Debate, Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty. Cost Of Capital: Concept and Measurement of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital. Importance of Cost of Capital in Capital Budgeting Decisions.

Unit – III: Capital Structure and Dividend Decisions: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Break-even Analysis of Financial Leverage, Capital Structure Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.

Unit – IV: Dividend Decisions: Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, the Basic Models, Forms of Dividend. Declaration and Payment of Dividends. Bonus Shares, Rights Issue, Share- splits, Major Forms of Dividends, Cash and Bonus Shares. Dividends and Valuation. Major Theories centered on the works of Gordon, Walter and Lintner, Dividend Policies of Indian companies.

Unit – V: (a) Working Capital Management and Finance: Working Capital Management: Components of Working Capital, Gross vs. Net Working capital, Determinants of Working Capital Needs, the Operating Cycle Approach. Financing of Working Capital through Bank Finance and Trade Credit. **(b) Management of Current Assets:** Basic Strategies for Cash Management, Cash Planning, Cash Budget, Cash Management Techniques/Processes. Marketable Securities: Characteristics, Selection Criterion, Management of Receivables, Credit Policy, Credit Evaluation of Individual Accounts, Monitoring Receivables. **(c) Management of Inventory, Inventory Management Process, Inventory Control Systems, Analysis of Investment in Inventory.**

Suggested Readings:

- Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.
- M.Y Khan, P K Jain, Financial Management-Text and Problems, Mc Graw Hill, 8e, 2019.
- I M Pandey, Financial Management, Vikas Publications, 11e, 2015.
- James Cvan Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi, 12e, 2011.
- Eugene F. Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
- Arindam Banerjee, Financial Management, Oxford Publications, 2016.

SEMESTER – II

22MB204PC: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

L	T	P	C
4	0	0	4

Course Objectives:

- To impart knowledge of basic tools of Operations research in solving the management problems using mathematical approaches for decision making.
- To teach the methods of solving Linear Programming Problems.
- To impart knowledge on assignment model and transportation problem.
- To impart knowledge on the significance of decision tree and Network analysis.
- To highlight the importance of Queuing Theory.

Course Outcomes: Students will be able to:

- Understand the origin and application of operations research.
- Learn about the Formulation of Linear Programming Problem for different areas.
- appreciate the significance of variations of assignment problem, methods for finding Initial feasible solution.
- Learn the aspects of Decision Theory and Network Analysis
- Gain insights of the theoretical principles and practical applications of different queuing models.

Unit – I: Introduction to Operations Research: Nature and Scope of Operations Research: Origins of OR, Applications of OR in different Managerial Areas, Problem Solving and Decision-making, Quantitative and Qualitative Analysis. Defining a Model, Types of Models, Process for Developing an Operations Research Model, Practices, Opportunities and Shortcomings of using an OR Model.

Unit – II: Linear Programming Method: Structure of LPP, Assumptions of LPP, Application Areas of LPP, Guidelines for Formulation of LPP, Formulation of LPP for Different Areas, Solving of LPP by Graphical Method: Extreme Point Method, Simplex Method, Converting Primal LPP to Dual LPP, Limitations of LPP.

Unit – III: Assignment Model: Algorithm for Solving Assignment Model, Hungarians Method for Solving Assignment Problem, Variations of Assignment Problem: Multiple Optimal Solutions, Maximization Case in Assignment Problem, Unbalanced Assignment Problem, Travelling Salesman Problem.

Transportation Problem: Mathematical Model of Transportation Problem, Methods for Finding Initial Feasible Solution: Northwest Corner Method, Least Cost Method, Vogels Approximation Method, Test of Optimality by Modi Method, Unbalanced Supply and Demand, Degeneracy and its Resolution.

Unit – IV: Decision Theory: Introduction, Ingredients of Decision Problems. Decision-making under Uncertainty, Cost of Uncertainty Under Risk, Under Perfect Information, Decision Tree, Construction of Decision Tree.

Network Analysis: Network Diagram, PERT, CPM, Critical Path Determination, Project Completion Time.

Unit – V: Queuing Theory: Queuing Structure and Basic Component of a Queuing Model, Distributions in Queuing Model, Different Queuing Models with FCFS, Queue Discipline, Single and Multiple Service Station with Finite and Infinite Population. Game Theory, Saddle Point, Value of the Game.

Suggested Readings:

- Mik Wisniewski, Dr Farhad Shafti, Quantitative Analysis for Decision Makers, Pearson,7e,2019.
- Miguel Ángel Canela, Inés Alegre, Alberto Ibarra ,Quantitative Methods for Management: A Practical Approach, Springer International Publishing,1e,2019.
- James E. Sallis, Geir Gripsrud, Ulf Henning Olsson, Ragnhild Silkoset ,Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS, Springer International Publishing,1e,2021.
- R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015.
- N.V.S.Raju, Operations Research: Theory and Practice, CRC Press, 2020.
- R. Pannerselvam, Operations Research, Prentice Hall International, 3e, 2015
- J.K. Sharma, Operations Research: Theory and applications, Macmillan, 5e, 2013.

SEMESTER – II**22MB205PC: ENTREPRENEURSHIP AND DESIGN THINKING**

L	T	P	C
4	0	0	4

Course Objectives:

- To understand the Entrepreneurial process and also inspire them to be Entrepreneurs.
- To highlight importance of entrepreneurial motivational behavior, entrepreneurial competencies, entrepreneurial Stress.
- To elucidate on the opportunities and challenges of entrepreneurship
- To clarify students, the significance of Principles, process of Design Thinking.
- To educate on Development of Prototypes, Testing Ideas and Implementing Design Thinking.

Course Outcomes: Students will be able to:

- Understand the approaches to entrepreneurship.
- Learn about the individual entrepreneurial mind-set and Personality.
- Learn the significance of Feasibility Analysis, Industry, competitor analysis, new venture development.
- Understand the principles of implementation of Design Thinking.
- Appreciate the relevance of Creativity in the process of implementation of Design Thinking

Unit – I: Understanding Entrepreneurial Mindset: The Evolution of Entrepreneurship, Qualities, Skills, Functions of Entrepreneurs, Types of Entrepreneurs, Approaches to Entrepreneurship, Process Approach, Role of Entrepreneurship in Economic Development.

The individual Entrepreneurial Mindset and Personality: The Entrepreneurial Journey, Stress and the Entrepreneur, The Entrepreneurial Ego, Entrepreneurial Motivations, Motivational Cycle, Entrepreneurial Motivational Behavior, Entrepreneurial Competencies, Entrepreneurial Stress.

Unit – II: Strategic Perspectives in Entrepreneurship: Strategic Planning, Strategic Actions, Strategic Positioning, Business Stabilization, Building the Adaptive Firms, Understanding the Growth Stage, Internal Growth Strategies and External Growth Strategies, Unique Managerial Concern of Growing Ventures.

Unit – III: Opportunities and Challenges of Entrepreneurship: Initiatives by the Government of India to Promote Entrepreneurship, Social and Women Entrepreneurship. Feasibility Analysis, Industry and Competitor Analysis, Formulation of the Entrepreneurial Plan, The Challenges of New Venture Start-ups, Developing an Effective Business Model, Blue and Red Ocean Strategies, Sources of Finance, Critical Factors for New venture Development, Evaluation Process. Intellectual Property Protection: Patents, Copyrights, Trademarks and Trade Secrets, Avoiding Trademark Pitfalls.

Unit – IV: Design Thinking – An Introduction: Principles of Design Thinking, Process of Design Thinking, planning a Design Thinking Project, Understanding of the Problem, Problem Analysis, Reformation of the Problem, Empathetic Design Methods.

Unit – V: Prototype, Testing Ideas, Implementing Design Thinking: Creativity, Creativity Process, Creativity Techniques, Business Idea, Evaluation of Ideas, Kano Method, Finding Gaps in the Market Place, Prototype, Lean Startup Method, Visualization, Presentation Techniques, Desirability Testing, Methods to Initiate Ventures, Creating New Ventures, Acquiring an Established Venture, Franchising, Advantages and Disadvantages, Implementing Design Thinking, Agility for Design Thinking.

Suggested Readings:

- Devayani M. Lal, Design Thinking, Sage Publications, 1e, 2021.
- Ali J Ahmed, Punita Bhatt, Lain Acton, Entrepreneurship in Developing and Emerging Economies, Sage Publications, 1e, 2019.
- Christian Mueller- Roterberg, Handbook of Design Thinking –Tips and Tools for how to designThinking, Independently Published, US, 2018.
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill, 10e, 2018.
- Bruce R. Barringer/ R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
- D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 1e, 2012.

SEMESTER – II**22MB206PC: LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

L	T	P	C
4	0	0	4

Course Objectives:

- To provide understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain.
- To impart knowledge on the various functions of logistics management.
- To educate on designing of the supply chain network.
- To clarify the significance of establishing global supply chain.
- To highlight the role of information technology in supply chain.

Course Outcomes: Students will be able to:

- Understand the cyclical perspective of logistics and supply chain process.
- Learn about the distribution, transportation, warehousing related issues and challenges in supply chain.
- Appreciate the significance of network design in the supply chain.
- Gain knowledge of various models / tools of measuring the Supply Chain Performance.
- Appreciate the role of coordination and technology in supply chain management.

Unit – I: Understanding Supply Chain: Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Logistics & SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Strategic Fit, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability.

Unit – II: Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, Transportation: Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. Outsourcing: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL).

Unit – III: 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, Modeling for Supply Chain.

Unit – IV: Supply Chain Performance: Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network.

Unit – V: Coordination in a Supply Chain: Importance of Coordination, Lack of Supply Chain Coordination and the Bullwhip Effect, Obstacles to Coordination, Managerial Levels, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain, Supply Chain 4.0.

Suggested Readings:

- IMT Ghaziabad, Advanced Supply Chain Management, Sage Publications, 2021.
- Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
- K Sridhara Bhat, Logistics & Supply Chain Management, HPH,1e,2017.
- Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.
- Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning, 1e,2005.
- Ballou, R.H. Business Logistics Management. Pearson Education, 5e,2014.
- Coyle, Bardi, Langley, The Management of Business Logistics – A Supply Chain Perspective, Thomson Press, 7e,2003.

MBA SEMESTER - II**22MB2010E: TOTAL QUALITY MANAGEMENT
(OPEN ELECTIVE)**

L	T	P	C
3	0	0	3

Course Objectives:

- To provide understanding of the basic concepts Quality concept, principles, various tools, statistical process control for the implementation of quality management with ISO certification process and its need for the industries.
- To explain to students to why TQM principles are important.
- To impart knowledge of different tools and techniques of TQM.
- To elaborate on various aspects in Quality Management Systems.
- To educate on the models of TQM implementation in manufacturing and service sectors.

Course Outcomes: Students will be able to:

- Understand the need for Quality.
- Learn the relevant TQM models like PDCA Cycle, 5S, Kaizen, Quality Circles.
- Learn statistical aspects relevant for process control.
- Assess the relevance of Total Productive Maintenance, FMEA, Six Sigma.
- Learn different Quality Management Systems.

Unit – I: Introduction: Evolution of Quality, Quality Definition, Need for Quality, Dimensions of Product and Service Quality, Basic Concepts of TQM, TQM Framework, Quality Philosophies, Contributions of Deming, Juran and Crosby, Feigenbaum, Ishikawa and Taguchi, Barriers to TQM, Quality Statements, Customer Focus, Customer Orientation, Customer satisfaction, Customer Complaints, Customer Retention, Costs of Quality.

Unit – II: TQM Principles: Leadership, Strategic Quality Planning, Quality Councils, Employee Involvement, Motivation, Empowerment, Team and Teamwork, Quality Circles Recognition and Reward, Performance Appraisal, Continuous Process Improvement, PDCA Cycle, 5S, Kaizen, SupplierPartnership, Partnering, Supplier Selection, Supplier Rating.

Unit – III: Statistical Process Control: Statistical Fundamentals such as Mean and Standard Deviation, Chance and Assignable Causes, Control Charts for Variables, Process Capability Analysis such as Cp and Cpk, Seven basic (Traditional) Quality Control Tools: 1) Check Sheets (Tally Sheet) 2) Stratification (Alternatively, Flowchart or Run-chart) (Trend Analysis) 3) Histograms 4) Pareto Chart (80-20 Rule) 5) Cause-and-Effect Diagrams (Fishbone or Ishikawa Diagram) 6) Scatter Diagrams 7)Control charts.

Unit – IV: Tools and Techniques: Quality Functions Development (QFD), Benefits, Voice of Customer, Information Organization, House of Quality (HOQ), Building a HOQ, QFD Process, Taguchi Method and Quality Loss function, Failure Mode Effect Analysis (FMEA): Requirements of Reliability, Failure rate, Total Productive Maintenance (TPM), Seven New Management Tools for Process Improvement: Affinity diagram, Interrelationship Diagram, Tree Diagram, Matrix Diagram, Matrix Data Analysis, Arrow Diagram, Process Decision program Chart, Benchmarking and POKA YOKE, Six Sigma, Methodologies: DMAIC, DFSS, Six Sigma Belts, Quality Circles.

Unit – V: Quality Management Systems: Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001, Requirements, Implementation, Documentation, Writing the Documents, Quality Auditing, TQM Culture, Quality Auditing, QS 9000, ISO 14000, Concepts, Requirements and Benefits, TQM Implementation in Manufacturing and Service Sectors.

Suggested Readings:

- Sunil Sharma, Total Quality Management, Sage Publications, 1e, 2018.
- Bester field, et al., Total Quality Management, Pearson Education Asia, 3e , 2006.
- Suganthi, L. and Samuel, A., Total Quality Management, Prentice Hall (India) Pvt. Ltd., 2006.
- Janakiraman. B and Gopal.R.K., “Total Quality Management – Text and Cases”, Prentice Hall(India) Pvt. Ltd., 2006.
- James R. Evans and William M. Lindsay, “The Management and Control of Quality”, 6th Edition, South-Western (Thomson Learning), 2005.
- Oakland, J.S., TQM – Text with Cases, Butterworth – Heinemann Ltd., Oxford, 3rd Edition, 2006.

MBA SEMESTER – II**22MB202OE: MARKETING RESEARCH
(OPEN ELECTIVE)**

L	T	P	C
3	0	0	3

Course Objectives:

- To provide conceptual understanding of marketing research, its design, and application of research methodology to Marketing issues.
- To explain to students the need for creating proper marketing research proposal.
- To impart knowledge on sampling and acquire knowledge on probability and non-probability sampling techniques.
- To impart knowledge on the concepts of measurement and scaling.
- To highlight the role of marketing research methodology in different business contexts.

Course Outcomes: Students will be able to:

- Understand the importance of marketing research.
- Learn various aspects in research design.
- Learn sampling design process.
- Understand the characteristics of a good measurement, scaling and sampling methodology.
- Learn hypothesis testing and data presentation.

Unit – I: Introduction to Marketing Research: Meaning and Scope of Marketing Research, Factors that Influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing Decision-making, International Marketing Research, Marketing Research in social media, Mobile Marketing Research, Ethics in Marketing Research, Use of Information Technology in Marketing Research.

Unit – II: Marketing Research Design: The Process of Defining the Problem and Developing an Approach, Defining a Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal.

Unit – III: Sampling and Data Collection: Sampling Design Process, Classification of Sampling Techniques, Probability and Non-Probability Sampling Techniques, Internet Sampling, Sampling Distribution, Sample Size Determination, Non-Response Issues in Sampling.
Sources of Data Collection, Methods of Data Collection.

Unit – IV: Measurement and Scaling: Concept of Measurement, Types of Measurement Scales: Likert, Semantic Differential, Guttman, Interval, Q-Sort, Nature of Measurement, Characteristics of a Good Measurement, Nature of Attitude Scale, Rating Scale, Ranking Scale, Questionnaire Design, Editing, Coding and Tabulation of data.

Unit – V: Analysis and Presentation of Data: Data Preparation, Data Preparation Process, Statistically Adjusting Data, Frequency Distribution, Cross Tabulation, Hypothesis Testing, Bi-Variate Analysis, Correlation, Regression, Multi-Variate Analysis, Discriminant, Logit Analysis, Factor Analysis, Cluster Analysis.
Report Writing, Report Preparation and Presentation.

Suggested Readings:

- Naresh Malhotra, Satyabhushan Dash, Marketing Research, Pearson,7e, 2019.
- GC Beri, Marketing Research, 4e, 2018, Mc Graw Hill 2018.
- Donald R Cooper, Pamela S Schindler, Marketing Research Concepts and Cases, Mc GrawHill, 2005.
- David J Luck, Ronald S Rubin, Marketing Research, 9e, PHI, 2006.
- David A Aaker, V. Kumar, Georges, Marketing Research, 9e, Wiley India Pvt Ltd, 2009.
- Donald S. Tull, Del I. Hawkins, Marketing Research –Measurement & Method, PHI PrivateLimited, 2009.

SEMESTER – II**22MB203OE: INTERNATIONAL BUSINESS
(OPEN ELECTIVE)**

L	T	P	C
3	0	0	3

Course Objectives:

- To highlight the need and importance of studying International Business and provide understanding of the concepts associated with International Business
- To impart knowledge of Classical and Modern International Trade Theories.
- To educate on the aspects of Business, Economic and Regional Integration and Multilateral Trade Agreements
- To elucidate on the elements of Strategy & Structure in International Business
- To highlight the role played by various Functional Areas of Business in International Business Operations

Course Outcomes: Students will be able to:

- Understand the Concepts, Principles and Approaches of International Business.
- Learn the evolution of International Trade thought process with the help of classical and modern theories of International Trade.
- Gain insights of the aspects of Business and Economic Integration with the help of various Regional Economic Integrations and Multilateral Trade Agreements.
- Understand the Strategy and Structure of International Business with the help of Value Chain Analysis, Environmental Scanning, Strategic Alliances.
- Gain knowledge of the contribution of major functional areas of business viz. Production, Finance, Marketing and HRM in International Business Operations.

Unit – I: Introduction to International Business: Need for International Business, Drivers of Globalization, Distinction between Domestic and International Business, International Business Approaches, Modes of International Business, Impediments in International Business, Opportunities and Challenges of International Business, Ease of Doing Business (World Bank), Multi National Corporation (MNCs), International Business Environment: Cultural, Political, Social and Technological Environment.

Unit – II: International Trade Theories: Classical Theories: Mercantilism, Absolute Advantage Theory, Comparative Advantage Theory and Factor Endowment Theory. Modern Theories: Country Similarity Theory, Product Life Cycle Theory, New Trade Cycle Theory and National Competitive Advantage Theory. India's Foreign Trade, Foreign Direct Investment in India, Balance of Payments.

Unit – III: International Business and Economic Integration: Levels of Economic Integration, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), The Customs Union, The Common Market, The Economic Union. Arguments Surrounding Economic Integration, Regional Economic Groups: European Union, NAFTA, ASEAN, SAARC, QUAD and G8. Multilateral Trade Agreements: GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

Unit – IV: Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances, Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance Development Process, Economic Considerations for Strategic Alliances. Choosing an Organizational Design Structure, Issues in Global Organizational Design.

Unit – V: International Business Operations: Issues involving International Production: Sourcing and Vertical Integration. Major Activities in International Marketing: Brand Decisions. Issues of International Financial management: Forex Market, International Monetary System, International Financial Markets, Export Financing. Managing International HR Activities: HR Planning, Recruitment and selection, Expatriate Selection and Training. Cross Cultural Issues in International Business.

Suggested Readings:

- Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, Mc Graw Hill, 11e, 2019.
- Ehud Menipaz, Amit Menipaz and Shiv S Tripathi, International Business – Theory and Practice, Sage Publishers, 1e, 2017.
- Michael R. Czinkota, Ilkka A. Ronkainen, Michael H. Moffett, International Business, Wiley, 8e, 2011.
- K Ashwatappa, International Business, Mc Graw Hill, 6e, 2015.
- Sanjay Misra, P.K. Yadav, International Business: Text & Cases, PHI, 2009.
- Rakesh Mohan Joshi, International Business, Oxford University Press, 2009.
- Subba Rao, International Business, Himalaya Publications, 2007.

SEMESTER – II**22MB204OE: RURAL MARKETING
(OPEN ELECTIVE)**

L	T	P	C
3	0	0	3

Course Objectives:

- To enable understanding of the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India
- To describe the different rural marketing Strategies to be adopted by the corporate.
- To elaborate on the rural market brand and channel management aspects.
- To help understand the factors that influence rural consumers during purchase of products
- To impart knowledge on various applications and innovation strategies in rural marketing.

Course Outcomes: Students will be able to:

- Understand the importance of Indian Rural Economy.
- Learn various rural marketing strategies
- Learn challenges of Retail Channel Management.
- Understand the aspects of rural business research.
- Learn e- rural marketing, CSR, IT for rural development, e- Governance for Rural India.

Unit – I: Introduction: Nature and Characteristics of Rural Market, Understanding the Indian Rural Economy, Rural Marketing Models, Rural Marketing Vs Urban Marketing, Parameters Differentiating Urban & Rural Market, Differences in Consumer Behavior in Rural and Urban Markets.

Unit – II: Rural Marketing Mix: Rural Marketing Mix, Additional Ps in Rural Marketing, 4As of Rural Marketing Mix, New Product Development for Rural Market, Rural Market Product Life Cycle, Objectives behind New Product Launch, New Product Development process.

Unit – III: Rural Market Brand & Channel Management: Brand Loyalty in Rural Market, Regional Brands Vs National Brands, Channel Management, Indian Rural Retail Market, Rural Retail Channel Management, Strategies of Rural Retail Channel Management.

Unit – IV: Rural Market Research: Sources of Information, Factors Influencing Rural Consumers during Purchase of Products, Rural Consumer Life style, Approaches and Tools of Marketing Research, Rural Business Research, Evolution of Rural Marketing Research, Sources and Methods of Data Collection, Data Collection Approaches in Rural Areas, Data Collection Tools for Rural Market. Limitation and Challenges in Rural Marketing Research, Role of Rural Marketing Consulting Agencies.

Unit – V: Applications and Innovations: Marketing of Consumer Products, Services, Social Marketing, Agricultural Marketing, Rural Industry Products, Innovation for Rural Market, Marketing Strategies, e- Rural Marketing, Agricultural Co-operative Marketing, Rural Market Mapping, Corporate Social Responsibility, Organized Rural Marketing, IT for Rural Development, e-Governance for Rural India.

Suggested Readings:

- Dinesh Kumar, Punam Gupta, Rural Marketing, Sage Publications, 2017.
- Pradeep Kashyap, Rural Marketing, 3e Pearson Education, 2016.
- T P Gopaldaswamy, Rural Marketing, Environment, problems and strategies, Vikas Publications, 3e, 2016.
- Sanal Kumar Velayudhan, Rural Marketing, Sage Publications, 2e, 2012.
- C. S. G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
- Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.

SEMESTER – III**22MB301PC: PRODUCTION AND OPERATIONS MANAGEMENT**

L	T	P	C
4	0	0	4

Course Objectives:

- To provide understanding of the concepts of production and operations management in an organization and analytical methods.
- To explain to students the steps in new product design and analysis.
- To provide an understanding of plant location and layout.
- To help understand the Process and factors that influence scheduling.
- To impart knowledge of various aspects of materials management viz. e-Procurement, Green Purchasing.

Course Outcomes: Students will be able to:

- Understand the importance concepts of operations management.
- Learn various strategies in product and process design, analysis.
- Learn examine the various aspects of plant location and product layout.
- Understand the aspects of scheduling.
- Gain insights of integrated materials management, e-procurement, materials planning

Unit – I: Introduction to Operations Management: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems, Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management, Productivity, World Class Manufacturing, Sustainable Operations Management, Industry 4.0.

Unit – II: Product Design and Analysis: New Product Development, its Concepts, Steps of Product Design, Process Planning and Design, Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design, Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis, Value Engineering, Lean Production System.

Unit – III: Plant Location and Plant Layout: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem.

Plant Layout - Plant Layout: Introduction, Classification of Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout, Layout Design Procedures.

Unit – IV: Scheduling: Introduction, Johnson’s Algorithm, Extension of Johnson’s Rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, Heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality Control Concepts.

Unit – V: Materials Management: Integrated Materials Management, Components of Integrated Materials Management, Materials Planning, Inventory Control, Purchase Management, e- Procurement, Green Purchasing, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

Suggested Readings:

- K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2e, 2021.
- S N Chary, Productions and Operations Management, Mc Graw Hill, 2019.
- Jay Heizer, Barry Render, Operations Management, 11e, 2016.
- Panneerselvam, Production and Operations Management, PHI, 3e, 2012.
- Ajay K. Garg, Production and Operations Management, TMH, 2012.
- K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
- B. Mahadevan, Operations Management: Theory and Practice, Pearson Education 2e, 2010.

SEMESTER – III**22MB302PC: MANAGEMENT INFORMATION SYSTEMS**

L	T	P	C
4	0	0	4

Course Objectives:

- To help understand the importance of information systems in organization for decision making.
- To elucidate the business applications of information systems.
- To provide understanding of the system development life cycle.
- To impart knowledge of new approaches for system building in the digital firm era.
- To highlight the challenges of cybercrime.

Course Outcomes: Students will be able to:

- Understand the importance of MIS for strategic advantages.
- Learn various business applications of information systems like e-business, BPR, DSS.
- Learn examine the information system planning.
- Understand alternative methods for building information system.
- Learn cyber security with inter networks security defenses.

Unit – I: Introduction: Information Systems in Business, Types of Information Systems, Managerial Challenges of IT, Components of Information System Resources and Activities. System for Collaboration and Social Business, Ethical and Social Issues in Information System, Information System for Strategic Advantages.

Unit – II: Business Applications of Information Systems: e-Business Systems, Functional Business Systems, Customer Relationship Management, BPR, ERP Systems, Supply Chain, e-Commerce, DSS, Business Analytics, Business Intelligence and Knowledge Management System.

Unit – III: Management of Information Systems: Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Lifecycle, V-Model, Computer Assisted and Software Engineering Tools, Prototypic Iterative Model, Evaluation & Maintenance.

Unit – IV: Management of Information Systems: System Development and Organizational Change, Business Process Redesign, Systems Analysis, System Design, System Development Process, Methodology for Modeling and Designing System, Alternative Methods for Building Information System, New Approaches for System Building in the Digital Firm Era, Agile System.

Unit – V: Introduction to Cyber Crime: Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Blockchain.

Suggested Readings:

- James A.O' Brien, George M. Marcus, Management Information Systems, Ramesh Behl, McGraw Hill, 11e, 2019.
- Jaytilak Biswas, Management Information System, Sage Publications, 1e, 2020.
- Laudon & Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e, 2017.
- Sahil Raj, Management Information Systems, Pearson, 2e, 2018.
- D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3e, 2010.
- Jawadkar, Management Information Systems Text and Cases, Tata Mc Graw Hill, 2012.

SEMESTER – III**22MB303PC: BUSINESS ANALYTICS**

L	T	P	C
4	0	0	4

Course Objectives:

- To orient on the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.
- To explain the different descriptive statistical measures.
- To impart knowledge on the aspects of predictive analytics.
- To provide understanding of the scope of data mining, regression trees, logistical regression.
- To elaborate on various applications of simulation in business.

Course Outcomes: Students will be able to:

- Understand the importance of business analytics in practice.
- Learn various rural marketing strategies
- Learn challenges of data modelling.
- Understand the aspects data mining.
- Learn Monte Carlo simulation, risk analysis and decision tree analysis.

Unit – I: Introduction to Data Analytics: Introduction to Data, Importance of Analytics, Data for Business Analytics, Big Data, Business Analytics in Practice. Data Visualization, Data Visualization Tools, Data Queries, Statistical Methods for Summarizing Data, Exploring Data using Pivot Tables.

Unit – II: Descriptive Statistical Measures: Population and Samples, Measures of location, Measures of Dispersion, Measures of Variability, Measures of Association. Probability Distribution and Data Modeling, Discrete Probability Distribution, Continuous Probability Distribution, Random Sampling from Probability Distribution, Data Modeling and Distribution fitting.

Unit – III: Predictive Analytics: Karl Pearson Correlation Technique, Multiple Correlation, Spearman's Rank Correlation, Simple and Multiple Regression, Regression by the Method of Least Squares, Building Good Regression Models. Regression with Categorical Independent Variables, Linear Discriminant Analysis, One-Way and Two-Way ANOVA.

Unit – IV: Data Mining: Scope of Data Mining, Data Exploration and Reduction, Unsupervised Learning, Cluster Analysis, Association Rules, Supervised Learning, Partition Data, Classification Accuracy, Prediction Accuracy, K-Nearest Neighbors, Classification and Regression Trees, Logistics Regression.

Unit – V: Simulation: Random Number Generation, Monte Carlo Simulation, What If Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

Suggested Readings:

- James E.Sallis, Geir Gripsrud, Ulf Henning Olsson,Ragnhild Silkoset,Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS,Springer International Publishing,1e,2021.
- Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019.
- James Evans, Business Analytics, Pearson Education,2e, 2017.
- Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics,Cengage Learning, 2015.
- Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
- Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.
- Thomas Eri, Wajid Khattack& Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015.

SEMESTER – III**22MB311PE: DIGITAL MARKETING**

L	T	P	C
4	0	0	4

Course Objective:

- To provide an understanding of the basic concepts of Digital Marketing.
- To highlight the importance of various channels of Digital Marketing
- To impart knowledge of various aspects of marketing in digital era.
- To elucidate the various aspects in search engine marketing and online advertising.
- To highlight the impact of social media on marketing.

Course Outcome: Students will be able to:

- Understand Evolution of digital marketing, its strategies and platforms.
- Learn the relevance of digital marketing channels.
- Learn the significance of digital marketing.
- understand the relevance of online advertising.
- Understand the methods of measuring the digital media performance

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

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

Marketing in the Digital Era: Segmentation: Importance of Audience Segmentation, Use of Digital Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using DigitalMedia for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty.

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

Unit – IV: Search Engine Marketing (SEM) and Online Advertising: Importance of SEM, Understanding Web Search: Key Words, HTML Tags, Inbound Links. Online Advertising vs. Traditional Advertising. Payment Methods of Online Advertising: CPM (Cost-per-Thousand) and CPC (Cost-per- click). Display of Ads: Choosing a Display Ad Format, Landing Page and its Importance.

Unit – V: Social Media Marketing: Understanding social media, Social Networking with Facebook, LinkedIn, Blogging as a Social Medium, Microblogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Suggested Readings:

- Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021.
- Annmarie Hanlon, Digital Marketing: Strategic Planning & Integration, Sage Publications, 1e,2019.
- Chuck Hemann & Ken Burbary, Digital Marketing Analytics, Pearson, 2e, 2018.
- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

SEMESTER – III**22MB312PE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

L	T	P	C
4	0	0	4

Course Objective:

- To enable understanding of the investment process, investment alternatives, Valuation of debt and equity.
- To impart knowledge of the Portfolio Analysis.
- To elaborate various aspects in Bond Valuation.
- To educate on the various aspects in Equity valuation.
- To discuss the methods of performance evaluation of mutual funds.

Course Outcome: Students will be able to:

- Understand the Indian financial system and also about Investment.
- Learn the relevance of risk and returns.
- Learn various influences bond valuation and management.
- Understand the relevance of equity valuation of cash market and derivatives.
- Identify the need for mutual funds in India.

Unit – I: Introduction to Investment: Introduction, Indian Financial System and Structure, Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment, Securities Market of India, Securities Trading and Settlement, Types of Orders, Margin Trading, Roles and Responsibilities of SEBI.

Unit – II: Portfolio Analysis: Risk and Return Analysis, Markowitz Portfolio Theory, Mean – Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit – III: Bond Valuation: Classification of Fixed Income Securities, Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Holding Period Return, Bond Pricing Theorems, Bond Duration, Modified Duration. Active and Passive Bond Management Strategies, Bond immunization, Bond Volatility, Bond Convexity.

Unit – IV: Equity Valuation: a) Intrinsic Value versus Market Value, Equity Valuation Models-Discounted Cash Flow Techniques, Dividend Discount Models (DDM), Growth Rate cases for DDM, Free Cash Flow Valuation Approaches, Relative Valuation Techniques, Earnings Multiplier Approach, Price/ Earnings, Price/ Book Value, Price/ Sales Ratio, EVA. b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

Unit – V: Performance Evaluation: Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models: Sharpe Model, Treynor Model, Jensen Model, Fama’s Decomposition.

Suggested Readings:

- ZVI Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty Investments, Mc Graw Hill, 11 e,2019.
- Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
- Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014.
- William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments,Prentice Hall, 2012.
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6e,Pearson.
- Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
- Prasanna Chandra: Investment analysis and Portfolio Management” 4th Edition, TMH, 2013.

SEMESTER - III**22MB313PE: TALENT AND PERFORMANCE MANAGEMENT SYSTEMS**

L	T	P	C
4	0	0	4

Course Objective:

- To provide an understanding of the importance of talent and performance management.
- To elucidate how companies integrate competencies with Talent management process.
- To help learn various aspects in performance management.
- To impart knowledge of the various aspects in PMS Process and implementation.
- To elaborate on Employee development, Reward & Legal Systems.

Course Outcome: Students will be able to:

- Understand Talent Management Process along with its key components.
- Learn the significance of performance management and employee development in organizations.
- Learn different approaches to Performance Management System.
- Understand KRA's and KPI's and performance metrics.
- Identify the importance of reward systems in organizations.

Unit – I: Introduction to Talent Management (TM): Meaning and Importance of TM, Scope of TM. Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centers.

Unit – II: Implementing Competency based TM: Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength.

Unit – III: Performance Management (PM): Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy.

Unit – IV: PMS Process & Implementation: Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.

Unit – V: PM: Employee Development, Reward & Legal Systems: Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS.

Suggested Readings

- Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications, 1e, 2021.
- Sonal Minocha, Dean Hristov: An Integrated Approach, Sage Publications, 1e, 2019.
- Gowri Joshi, Veena Vohra, Talent Management, Cengage Learning, 1e, 2018.
- Lance A. Berger, Dorthony R. Berger, TMH Education, 3e, 2018.
- Seema Sanghi, The Handbook of Competency Mapping, Sage Publishers, 3e, 2016.
- Herman Aguinis, Performance Management, Pearson, 3e, 2013.

SEMESTER - III**22MB314PE: STARTUP AND MSME MANAGEMENT**

L	T	P	C
4	0	0	4

Course Objective:

- To orient on the importance of Startup and MSME Management.
- To enlighten on how companies identify its requirements.
- To impart knowledge of various legal aspects in startup management.
- To elucidate various aspects to evaluate entrepreneurial performance
- To discuss in detail various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- Understand various Startup opportunities.
- Learn Business Startup, Ideation, and Venture Choices.
- Learn Legal and other requirements for new ventures.
- Learn Problems of entrepreneurs.
- Understand the Forms of Financial support.

Unit – I: Introduction to Startup and MSME: The Rise of the Startup Economy, The Six Forces of Change, The Startup Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India.

Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues and Challenges of MSMEs, MSME Policies in India.

Unit – II: Startup Requirements: The Big Idea, Generate Ideas with Brainstorming, Business Startup, Ideation, Venture Choices. Identifying Startup Capital Resource Requirements, Estimating Startup Cash Requirements, Developing Financial Assumptions, constructing a Process Map, Positioning the Venture in the Value Chain, Launch strategy to reduce Risks, Startup Financing Metrics, Feasibility Analysis, The Cost and Process of Raising Capital, Unique Funding Issues of High-tech Ventures, Funding with Equity, Financing with Debt, Funding Startups with Bootstrapping, Crowd Funding.

Unit – III: Startup and Legal Environment: Stages of Growth in a New Venture, Growing with the Market, Growing within the Industry, Venture Life Patterns, Reasons for New Venture Failures, Scaling Ventures, Preparing for Change, Leadership Succession. Support for Growth and Sustainability of the Venture. The Legal Environment, Approval for New Ventures, Taxes or Duties Payable for New Ventures.

Unit – IV: Management of MSME: Management of Product Line; Communication with Clients, Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of MSME, Problems of Entrepreneurs, Sickness in MSME, Reasons and Remedies, Evaluating Entrepreneurial Performance

Unit – V: Institutional Support for MSMEs: Forms of Financial Support, Long-term and Short-term Financial Support, Sources of Financial Support, Dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Schemes for Women Entrepreneurs.

Suggested Readings:

- Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures, Pearson, 2019.
- Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's RoadMap, 2e, Routledge, 2017.
- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
- Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
- S.R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building YourStartup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.

SEMESTER – III

22MB321PE: SALES AND PROMOTION MANAGEMENT

L	T	P	C
4	0	0	4

Course Objective:

- To provide an understanding of the basic concepts of sales and promotion management.
- To highlight the importance of advertising and choosing appropriate advertising media.
- To impart knowledge of the concepts associated with sales management.
- To help understand the various aspects in sales promotion.
- To elucidate the aspects of sales distribution.

Course Outcome: Students will be able to:

- Understand Evolution of Sales and Promotion Management.
- Learn the relevance of various types of Advertising.
- Appreciate the significance of sales management.
- Assess the relevance of sales promotion strategies.
- Appreciate the need for the distribution channels.

Unit – I: Promotion: Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. **Managing Promotional Tools:** Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity.

Unit – II: Advertising and Advertising Media:

A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout.

B) Types of Media: Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

Unit – III: Sales Management: Importance, Types of Selling, Difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation.

Unit – IV: Sales Promotion: Concepts, Need and Objective, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies: Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising. Ethical and legal aspects of sales promotion.

Unit – V: Sales Distribution: Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, Channels for Rural Markets, Channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers. Managing Conflict, Reasons for Channel Conflicts. Managing International Channel of Distribution. Ethical issues in Sales and Distribution Management.

Suggested Readings:

- Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.
- George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.
- Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
- Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016.
- Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015.
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011

SEMESTER - III

22MB322PE: RISK MANAGEMENT AND FINANCIAL DERIVATIVES

L	T	P	C
4	0	0	4

Course Objective:

- To orient on the concepts of Risk Management, measurements and risk management strategies using derivatives.
- To provide understanding of various risk measurement tools.
- To impart knowledge of various aspects in derivatives market.
- To elucidate various aspects in Risk Management.
- To provide understanding of various techniques in Risk Management.

Course Outcome: Students will be able to:

- Understand risk management and derivatives.
- Learn the relevance of Basel norms, types of risks.
- Learn various aspects about Derivatives Market in India.
- Understand the uses of options strategies.
- Examine the importance of SWAP Market.

Unit – I: Introduction to Risk Management & Measurement: Risk Management, Scope of Risk Management, Benefits of Risk Management, Classification of Risks: Systematic Risk and Unsystematic Risk, Business Risk, Financial Risk. Financial Markets, Market Risk: Price Risk, Currency Risk, Liquidity Risk, Interest Risk, Credit and Counterparty Risk, Operational Risk, Model Risk, Risk Management Process.

Risk Measurement Tools: Capital Adequacy Ratio, Basel Norm: Basel Accord I, II & III, Need and Scope of studying Basel Norms, **Types of risk:** Interest Rate Risk, Market Risk, Credit Risk, Operational Risk, Exchange Rate Risk, Liquidity Risk. **Value at Risk (VaR), Cash Flow at Risk:** Applications and Problems on VaR & CaR.

Unit – II: Introduction to Derivative Markets - Forward Contracts: Derivative Market, Types of Derivatives, Development and Growth of Derivative Markets, Factors influencing the Growth of Derivatives Market in India, Regulations of Derivative Market.

Forward Contract, Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity Forward Contract, Counterparty Risk in the Forward Contract, Difference between Forward and Spot Market,

Unit – II: Derivative Markets - Futures Contract: Future Contract Design, Physical Settlement, Delivery Options and Cash Settlement, Future Market, Global Futures Market size, Commodity Futures, Equity Futures, Stock Index Futures, Currency Futures, Futures on Government Bonds, Notes and Bills, Cost of Carry Model for Futures and Forwards.

Unit – IV: Risk Management Techniques – Options Contract: Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing, **Put - Call Parity Theorem:** Option Pricing, Arbitrage Pricing. **Binomial Pricing Model: The Black- Scholes Options Pricing Model,** Uses of Options Strategies.

Unit – V: Risk Management Techniques – SWAPS Contract: SWAP Market and its Evolution, **Interest Rate Swap:** Structure of a Typical Interest Rate Swap, Pricing and Valuation of Interest Swaps, Interest Rate Swap Strategies, Interest Rate Swaps in India. **Currency Swaps:** Currency Swaps Stature, Currency Swaps Pricing and Valuing Currency Swap, Currency Swap in India, **Equity Swap:** Equity Swap Pricing and Valuing of Equity Swap, Equity Swap Strategies, Pricing and Valuing of Commodity Swap, Carbon Credit, Weather Derivatives.

Suggested Readings:

- John C Hull, Risk Management and Financial Institutions, Wiley, 5e,2018.
- Jayanth Rama Varma, Derivatives and Risk management, Tata McGraw Hill,1e, 2011.
- Don M Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9e,Cengage, 2013.
- Dhanesh K. Khatri, Derivatives and Risk Management, Macmillan, 1e,2012
- Rene M. Stulz, Risk Management & Derivatives, Cengage Learning, 1e,2003.

SEMESTER - III**22MB323PE: LEARNING AND DEVELOPMENT**

L	T	P	C
4	0	0	4

Course Objective:

- To provide understanding of the concept of Learning with emphasis on training and Development and its role in organizational Development.
- To impart knowledge on Strategic Training and development Process.
- To make students to learn various methods of training.
- To elucidate on various aspects in Development.
- To help understand Contemporary issues in Learning and Development.

Course Outcome: Students will be able to:

- Understand Learning theories with the emphasis on learning outcomes.
- Learn the significance of Training in organization.
- Learn different training methods.
- Understand essentials of management development.
- Identify the Training needs, Training methods for different sectors.

Unit – I: Introduction to Learning: Concepts of Learning, Phases in Learning, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal theories, Need theories, Expectancy theory, Adult Learning Theory and Information Processing Theory. The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

Unit – II: Training Strategy and Designing Training: The evolution of Training’s Role, Strategic Training and Development Process, Training Needs in Different Strategies, Models of Training Department. Training Needs Assessment, Reasons for Planned Training. Designing the Training Program, Developing the Group and the Climate, Trainers and Training Styles, Evaluating Training and Follow-on Support.

Unit – III: Training Methods: Traditional Methods: Presentation Methods, Hands-on Methods, Group Building Methods. E-Learning and use of Technology in Training, Technology Influence on Training and Learning, Technology and Multimedia, Computer based Training, Developing Effective Online Learning, Blended Learning, Mobile Technology and Training Methods, Technologies for Training Administration.

Unit – IV: Development: Employee Development, Essential Ingredients of Management Development, Strategy and Development, Approaches to Employee Development: Formal Education, Assessment, Job Experiences. Interpersonal Relationships, Development Planning Process, Company’s Strategies for Providing Development, E-Learning and Employee Development. Electronic MDPs.

Unit – V: Contemporary issues in Training and Development: Orientation Training, Diversity Training, Sexual Harassment Training, Team-training, Cross-functional Teams, Cross-cultural Training, Training for Talent Management and Competency mapping. Career Management, Career Management Systems, Career Paths, Career Plateau, Coping with Career Breaks, Training for Virtual Work Arrangements.

Suggested Readings:

- Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, McGraw Hill, 7e, 2019.
- Rolf Lynton, Uday Pareek, Training for Development, 3e, Sage Publishers, 2012.
- P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.
- Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley, 1e,2014
- G. Pandu Naik, Training and Development, Excel Books, 2011.
- Steve W.J. Kozlowski, Eduardo Salas, Learning, Training, and Development in Organizations, Routledge, 2010.

SEMESTER - III**22MB324PE: TECHNOLOGY BUSINESS INCUBATION**

L	T	P	C
4	0	0	4

Course Objective:

- To provide an understanding of the importance of Startup and MSME Management.
- To discuss the aspects of how companies identify its requirements.
- To help learn various legal aspects in startup management.
- To discuss the aspects of evaluation of entrepreneurial performance
- To elucidate various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- Understand various Startup opportunities.
- Learn Business Startup, Ideation, and Venture Choices.
- Learn Legal and other requirements for new ventures.
- Learn Problems of entrepreneurs.
- Understand Forms of Financial support.

Unit – I: Introduction to Technology Business Incubation (TBI): Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status.

Unit – II: Planning the TBI: Preparatory Process, Feasibility Process and Business Plan, Key Players and Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits.

Unit – III: TBI Implementation and Operations: Organization Structure, Training of the Management Team, Marketing the Incubator, Selecting Tenant Companies, Exit Policy, Serving Tenant Companies: Progression of Service Needs, Training Clients, Counselling and Mentoring, Enhancing and Assessing Performance.

Unit – IV: TBI in India: Introduction, TBIs: Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives.

Unit – V: Global Perspective of TBI: Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation.

Suggested Readings:

- M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche Nationalbibliothek, 2021.
- Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche Nationalbibliothek, 2019.
- Rustam Lalkaka, Technology Business Incubation, UNESCO, 2006.
- https://www.startupindia.gov.in/content/sih/en/compendium_of_good_practices/incubationsupport.html
- <https://cis-india.org/internet-governance/blog/technology-business-incubators.pdf>

SEMESTER - III**22MB331PE: CONSUMER BEHAVIOR**

L	T	P	C
4	0	0	4

Course Objective:

- To enable understanding of marketing decisions keeping in mind the consumer behaviour.
- To explain the influence of culture, sub culture, social class, social group, family and personality on consumer behaviour
- To help learn about consumer perception and motivation.
- To highlight the aspects in consumer decision making process.
- To help understand the impact of consumerism and ethics.

Course Outcome: Students will be able to:

- Understand Evolution of consumer behaviour.
- Learn the relevance various influences on consumer behaviour.
- Learn the significance of personality, attitudes of the consumer.
- Assess the relevance of the different models of Consumer decision making.
- Identify the need for the marketing ethics towards consumers.

Unit – I: Understanding Consumer Behaviour: Defining Consumer Behaviour, need for Consumer Behaviour, Understanding Consumer through Research Process, Consumer Behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

Unit – II: Environmental Influences on Consumer Behaviour: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour. Consumer Behaviour Models: Advert Sheth Model, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model.

Unit – III: Consumer as an Individual: Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

Unit – IV: Consumer Decision Making Processes: Problem Recognition, Search and Evaluation, Purchasing Processes, Post Purchase Behaviour, Models of Consumer Decision making, Consumers and the Diffusion of Innovation.

Unit – V: Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer Responses to Consumer Issues, Marketing Ethics towards Consumers.

Suggested Readings:

- Zubin Sethna, Jim Blythe, Consumer Behavior, Sage Publications, 4e, 2019
- Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
- David I. Loudon and Albert J. Della Bitta, TMH, 4e, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 1e, 2012.
- S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 1e, 2013.
- Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 1e, 2015.

SEMESTER - III**22MB332PE: STRATEGIC COST AND MANAGEMENT ACCOUNTING**

L	T	P	C
4	0	0	4

Course Objective:

- To provide understanding of various aspects in strategic cost and management accounting.
- To elucidate the role of cost accounting for better managerial decision making.
- To impart knowledge of various aspects in CVP and ABC analysis.
- To discuss in detail various aspects in budget and budgetary control.
- To help understand the variances and their importance in cost accounting.

Course Outcome: Students will be able to:

- Understand the cost analysis and control.
- Learn the relevance of unit, job, process costing for strategic decisions.
- Learn various aspects of activity-based management.
- Understand the role of types of budgets and the budgeting process in non-profit organizations.
- Identify the need for establishing cost standards

Unit – I: Introduction to Cost and Management Accounting, Cost Analysis and Control:

Management Accounting Vs. Cost Accounting Vs. Financial Accounting, Role of Accounting Information Planning and Control, Strategic Decisions and the Management Accountant. Enhancing the value of Management Accounting Systems. Cost Concepts and Managerial use of Classification of Costs, Cost Analysis and Control: Direct and Indirect Expenses, Allocation and Apportionment of Overheads (Problems), Calculation of Machine Hour rate (Problems).

Unit – II: Costing for Decision making: Unit Costing, Job Costing, Cost Sheet and Tender and Process Costing and their Variants (Problems), Treatment of Normal Losses and Abnormal Losses, Inter- process Profits, Costing for By-products and Equivalent Production (Problems). Application of Managerial Costing for Control, Profit Planning(Problems), Closing down of a Plant, Dropping a Product line, Charging General and Specific Fixed Costs, Fixation of Selling Price, Make or Buy Decisions, Key or Limiting Factor. Selection of Suitable Product Mix, Desired level of Profits, Diversification of Products, Closing down or Suspending activities,

UNIT – III: Cost-Volume-Profit (CVP) Analysis and Activity-Based Costing (ABC):

Essentials of CVP Analysis. The Breakeven Point using Equation Method, Contribution Margin Method and Graph Method. Target Operating Income. Target Net Income and Income Taxes. Breakeven Analysis for Decision making. Margin of Safety. Application of BEP for various Business Problems (Problems), CVP analysis in Service and Nonprofit Organizations. Activity Based Cost (ABC) Systems(Problems): Comparison of Traditional and Activity Based Cost Systems. Emergence of ABC Systems. Activity Hierarchies. Tracing Costs to Activities, Tracing Costs from Activities to Products, Customer Profitability, Process Efficiency. Activity Based Management. ABC Systems in Service Organizations. The Technological Edge of using ABC Systems.

Unit – IV: Budgetary Control: Budget, Budgetary Control, Steps in Budgetary Control, Flexible Budget(Problems), Different Types of Budgets(Problems): Sales Budget, Cash Budget, Production Budget, Performance Budgets and Computerized Budgeting. Activity Based Budgeting. Budgeting Process in Non-Profit Organizations. Zero Based Budgeting. Criticisms of Budgeting. An Introduction to Cost Audit and Managerial Audit

UNIT – V: Standard Costing and Variance Analysis: Standard Costing – Establishing cost standards, Standard Cost and Standard Costing, Standard Costing Vs Budgetary Control, Standard Costing Vs Estimated Cost, Standard Costing and Marginal Costing, Analysis of Variance(Problems), Material Variance, Labour Variance and Sales Variance. Reconciling Budgeted Profit and Actual Profit. Standard Absorption Costing. Overhead cost variances after sales variance.

Suggested Readings:

- S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 6e,2019.
- James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi,7e, 2019.
- M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 7e 2017.
- Horngren, Data, Foster, Cost Accounting: A Managerial Emphasis. Pearson Education ,16e,2017.
- Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications, 5e, 2012.
- Colin Drury, Cost and Management Accounting, Cengage Learning,8e,2015.
- John K Shank and Vijay Govindarajan. Strategic Cost Management The new tool for competitive Advantage. The Free press. 2008.
- Atkinson, Banker, Kaplan and Young, Management Accounting PHI, 2006.

SEMESTER - III**22MB333PE: EMPLOYEE RELATIONS**

L	T	P	C
4	0	0	4

Course Objectives:

- To provide an overview of Industrial Relations, Legal Framework and Management of Trade Unions in Indian Organizations
- To elucidate on the processes of Negotiations and Collective Bargaining
- To elucidate on the aspects of Tripartism and Social Dialogue
- To impart knowledge on Labor Legislation with help of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc.
- To impart knowledge on Labor Legislation with help of various Acts such as Industrial Disputes Act.

Course Outcomes: The students will be able to

- Understand the changing nature of Labor/Workforce in India and appreciate the need for knowing and maintaining good relations with Industry and Trade Unions.
- Learn the legal framework/process of Collective Bargaining and the aspects of Negotiation, Social Security and Drafting of Agreements.
- Learn various aspects of Tripartism, Social Dialogue and the role of Government in Industrial Relations
- Understand the salient features of various Acts such as Factories Act, Minimum Wages Act, ESI Act etc. and the need for maintenance of good Employee Relations
- Understand the salient features of Acts such as Industrial Disputes Act, Occupational Safety, Health and Working Conditions Code etc.

Unit – I: Industrial Relations: Economy and the Labour Force in India, Approaches to Industrial Relations, Industrial Relations in Comparative Framework, Management and Employer Organizations. Introduction, Origin and Growth of IR. Trade Unions: Introduction, Definition and Objectives, Growth and Structure of Trade Unions in India, Trade Unions Act, 1926 and Legal framework, Union Recognition, Union Problems, Non-Union Firms, Management of Trade Unions in India.

Unit – II: Collective Bargaining: Nature and Legal Framework of Collective Bargaining, Levels of Bargaining and Agreements, Change in the Labor Management Relations in the Post-Liberalized India, Changes in the Legal Framework of Collective Bargaining, Negotiated Flexibility, Productivity Bargaining, Improved Work Relations, Public Sector Bargaining and Social Security, Negotiating Techniques and Skills, Drafting of an Agreement.

Unit – III: Tripartism and Social Dialogue: Types and Levels of Tripartism, Social Dialogue and the Reform Process, Strengthening Tripartite Social Dialogue, Role of Government in Industrial Relations.

Unit – IV: Labor Legislation – I: Factories Act, 1948, Employee Compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. The Prohibition of Sexual Harassment of Women at Workplace Act, 2013, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972, The Unorganized Workers' Social Security Act, 2008.

Unit – V: Labor Legislation – II: Industrial Disputes Act, 1948, Meaning, Nature and Scope of Industrial Disputes, Causes and Consequences. Dispute Settlement Machinery. Grievance Handling, Causes of Grievances, Standing Orders Act 1948. 2021-22 Reforms into Labor Laws: Right to Minimum Wages (**Code on Wages, 2019**), Social Security for Everyone (Social Security Code, 2020), Right of Security to Workers in all situations (OSH Code (Occupational Safety, Health and Working Conditions Code) – 2020), Towards end to Disputes (Industrial Relations (IR) Code, 2020), Welfare of Interstate Migrant Workers.

Suggested Readings:

- C.S. Venkat Rathnam, Industrial Relations, Oxford University Press, New Delhi, 2nd Edition 2019.
- D.P.Sahoo, Employee Relations, Text & Cases, 1e, Sage Publications, 2020.
- Parul Gupta, Industrial Relations & Labour Laws for Managers, Sage Publications, 2019.
- Arun Monappa, Industrial Relations, Tata McGraw Hill Publishing Company Limited, New Delhi, 2017.
- C.B. Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publishing House Pvt Ltd, 13e, 2014.
- P.N. Singh and Neeraj Kumar, “Employee Relations Management”, Pearson Education, 2010. https://labour.gov.in/sites/default/files/Labour_Code_Eng.pdf

SEMESTER - III**22MB334PE: INNOVATION AND ENTREPRENEURSHIP**

L	T	P	C
4	0	0	4

Course Objectives:

- To highlight the relevance of creative thinking in the context of Innovation and Entrepreneurship.
- To provide an overview of the models of creative problem solving.
- To impart knowledge of the models and methods of developing creative intelligence.
- To provide an overview of innovation management and theories of outsourcing new product development.
- To provide a micro and macro perspective of innovation.

Course Outcomes: The students will be able to

- Gain an understanding of the concepts and processes of creativity and appreciate the need for improving the quality of creativity.
- Learn the methods of creative problem solving.
- Orient themselves on developing creative intelligence and unblock their creative energies
- Learn the concepts and methods of innovation and ideation and the theories of outsourcing new product development.
- Develop a perspective of micro and macro level innovation.

Unit – I: The Creativity Phenomenon: Creative Cerebration, Creative Personality and Motivation, Creative Environment, Creative Technology, Creativity Training Puzzles of Creativity, Spiritual and Social Roots of Creativity, Essence, Elaborative and Expressive Creativities, Quality of Creativity, Existential, Entrepreneurial and Empowerment Creativities, Criteria for Evaluating Creativity, Credible Evaluation, Improving the Quality of our Creativity.

Unit – II: Mastering Creative Problem Solving: Structuring of ill-defined problems, Creative Problem Solving, Models of Creative Problem Solving, Mechanisms of Divergent Thinking, Useful Mechanisms of Convergent Thinking, Techniques of Creative Problem solving

Unit – III: Creative Intelligence: Creative Intelligence Abilities, A Model of Creative Intelligence, Convergent Thinking Ability, Traits Congenial to Creativity, Creative Personality and Forms of Creativity, Motivation and Creativity, Blocks to Creativity: Fears and Disabilities, Strategies for Unblocking Energy of your Creativity, Designing Creativogenic Environment.

Unit – IV: Innovation Management: Concept of Innovation, Levels of Innovation: Incremental Vs Radical Innovation, Inbound and Outbound Ideation, Open and Other Innovative Ideation Methods. Theories of Outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

Unit – V: Micro and Macro Perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies, Organizational Factors affecting Innovation at the Firm Level, Leadership and Innovations, Open Innovation, Innovation Framework, Innovations Developed by Open Technology Communities.

Suggested Readings:

- Mike Kennard, Innovation and Entrepreneurship, Routledge,2021.
- Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.
- Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
- Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.
- Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
- A. Dale Timpe, Creativity, Jaico Publishing House, 2003.

SEMESTER – III**22MB303PR: SUMMER INTERNSHIP**

L	T	P	C
0	0	2	2

Course Objectives: To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding dynamics in an organization.

Course Outcomes: Students will be able to understand a) Management Functions and Organizational Structure b) Organizational Dynamics in terms of Organizational Behaviour, Culture and Climate c) Functional Domain Knowledge d) Processes and Systems d) External and Internal Environment Impact on the Organization.

Approach to Summer Internship:

- Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework.
- The students in consultation with Supervisor / Mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the University.
- The students can approach any Business Organizations / Corporate of Public and Private Sectors, Government Departments, Research Organizations, J-Hub, T-Hub, Wehub etc. for the Summer Internship. The students should do the Internship during the summer break.
- Summer Internship report has to be submitted to the Department after approval by the concerned Supervisor/Mentor and the Head of the Department for the Power Point (PPT) Presentation for Evaluation.
- Summer Internship Report is evaluated for 25 marks for Internal Exam and for 75 marks for External Exam.
- The Report has to be evaluated by the Head, Supervisor/ Mentor and the senior faculty of the Department.

SEMESTER – IV**22MB401PC: STRATEGIC MANAGEMENT**

L	T	P	C
4	0	0	4

Course Objectives:

- To enable strategic orientation in conduct of the business.
- To explain to students about different tools and techniques of strategic analysis.
- To educate on strategy implementation, planning systems for implementation.
- To provide understanding of various turnaround and diversification strategies.
- To elucidate qualitative and quantitative benchmarking to evaluate performance.

Course Outcomes: Students will be able to:

- Understand the importance of strategic management process.
- Learn various market life cycle models for strategic analysis.
- Learn Strategies for competing in global markets and internet economy.
- Appreciate the need for having appropriate Turnaround and Diversification Strategies.
- Understand the aspects of strategy evaluation and control.

Unit – I: Introduction: Concepts in Strategic Management, Strategic Management Process, developing a Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company's Strategy, Environmental Scanning: Industry and Competitive Analysis. Evaluating Company's Resources and Competitive Capabilities by using SWOT Analysis, Value Chain Analysis and Competitive Advantage.

Unit – II: Tools and Techniques for Strategic Analysis: Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Strategy Formulation, Types of Strategies: Offensive Strategy, Defensive strategy. Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations.

Unit – III: Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operationalizing and Institutionalizing Strategy, Strategies for Competing in Global Markets and Internet Economy, Organizational Values and their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation.

Unit – IV: Turnaround and Diversification Strategies: Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Alliances and Cooperatives, Diversification Strategy: Why Firms Diversify, Different Types of Diversification Strategies, the Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation. International Strategies.

Unit – V: Strategy Evaluation and Control: Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context.

Suggested Readings:

- Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
- Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory and Practice, Sage Publications, 3e, 2020.
- Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017.
- Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
- V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books, 1e, 2012
- Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
- S K Sarangi, Modern Strategic Management, Everest Publishing, 2012.

SEMESTER - IV**22MB441PE: INTERNATIONAL MARKETING**

L	T	P	C
4	0	0	4

Course Objective:

- To enable understanding of the Global Markets, Markets, formulation of Global Marketing Strategies and its Implementation.
- To impart knowledge of the Global Environmental Drivers.
- To elucidate various aspects in global customers.
- To help identify the various aspects in global marketing.
- To highlight the impact of Implementing Global marketing strategies.

Course Outcome: Students will be able to:

- Understand the Global Marketing Management
- Learn the relevance of WTO, EXIM Policy.
- Learn various influences of the Global Consumer
- Understand the relevance of International Marketing Mix, distribution promotion strategies.\
- **Identify the need for E-Marketing channels**

Unit – I: Introduction to International Marketing: Nature, Importance, Features and Scope of International Marketing, Comparison of Domestic and International Marketing, Environment and Sustainability, Opportunities and Challenges in International Marketing, Stages of International Marketing Involvement, Motivating Factors of International Marketing, Reasons and Strategies of Internationalization.

Unit – II: Global Environmental Drivers: WTO and Globalization, Types of External Environments: Political, Economic, Social, Technological, Environmental and Legal. EXIM Policy of India. International Trade and its Barriers, Trade in Goods & Services, Regional Integration and Multi-lateral Trade Agreements.

Unit – III: Global Customers: Drivers of the Global Consumers, Influences on the Global Consumer, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Country (Market) Selection, Assessing International Market Size and Sales Potential. Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes and Strategies, Opportunities and Challenges of Entry Modes. Digital Revolution & Global E-Commerce.

Unit – IV: Global Marketing: Globalization Drivers: Market, Cost, Environmental, Competitive Factors. International Marketing Mix, Developing the Global Marketing Program, Segmentation of Products and Services, Distributors & Channels, Direct & Indirect Marketing Channels. Promotion Strategies, Pricing Strategies, Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

Unit – V: Implementing Global Marketing Strategies: Negotiation with Customers and Selection Method, Cultural and International Negotiations, E-Marketing Channels Organization, Implementing Global Marketing Program, Export Documentation, Export Procedures, Steps in processing an Export Order.

Suggested Readings:

- Daniel Baack, Barbara Czarnecka, Donal Baack, International Marketing, 2e, Sage, 2019.
- Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, Cengage,10e, 2017.
- Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e,2012.
- Prateek Maheshwari, International Marketing, Wiley,8e, 2017.
- Philip R. Cateora John L Graham Prashant Salwan, International Marketing TMH,13e, 2011.
- Warren J. Keegan, Mark C. Green, Global Marketing, Pearson,7e 2013
- P.K. Vasudeva, International Marketing, 4th edition, Excel Books, 2012.

SEMESTER – IV

22MB442PE: INTERNATIONAL FINANCIAL MANAGEMENT

L	T	P	C
4	0	0	4

Course Objective:

- To provide an understanding about MNC Financial Management.
- To elucidate various aspects of Balance of Payments.
- To enlighten on various aspects in Foreign Exchange Market.
- To discuss on the methods of Measuring exchange rate movements.
- To help understand the Asset-Liability Management and International Financing.

Course Outcome: Students will be able to:

- Understand recent changes and challenges in International Financial Management.
- Learn Factors affecting International Trade flows
- Learn various aspects about International Stock market.
- Understand the uses of exchange rates.
- Examine the importance of International Financing.

Unit – I: Introduction: An Overview, Importance, Nature and Scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent Changes and Challenges in International Financial Management.

Unit – II: International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting Components of BOP, Factors affecting International Trade Flows, Agencies that facilitate International Flows. Indian BOP Trends (Problems).

International Monetary System: Evolution, Gold Standard, Bretton Woods's System, the Flexible Exchange Rate Regime, Evaluation of Floating Rates, the Current Exchange Rate arrangements, the Economic and Monetary Union (EMU) and Developments.

Unit – III: Foreign Exchange Market: Function and Structure of the Forex Markets, Major Participants, Types of Transactions and Settlements Dates, Foreign Exchange Quotations. Process of Arbitrage, Speculation in the Forward Market. Currency Futures and Options Markets, Overview of the other markets, Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Market.

Unit – IV: (a) Exchange Rates: Measuring Exchange Rate Movements, Factors influencing Exchange Rates. Government influence on Exchange Rates, Exchange Rate Systems. Managing Foreign Exchange Risk. International Arbitrage and Interest Rate Parity. Relationship between Inflation, Interest Rates and Exchange Rates, Purchasing Power Parity, International Fisher Effect, Fisher Effect (Problems), Interest Rate Parity, Expectations Theory (Problems)

Unit – V: Asset–liability Management: (a) Foreign Direct Investment, International Capital Budgeting, International Capital Structure and Cost of Capital. International Portfolio Management.

(b) International Financing: Equity, Bond Financing, Parallel Loans, International Cash Management, Accounts Receivable Management, Inventory Management. Payment methods of International Trade, Trade Finance Methods, Export – Import Bank of India, Recent Amendments in EXIM policy, Regulations and Guidelines.

Suggested Readings:

- Cheol Eun, Bruce Resnick, Tuugi Chuluun, International Financial Management, TMH, 9e, 2021.
- P.G. Apte, Sanjeevan Kapshe, International Financial Management, TMH, 8e, 2020.
- Alan C. Shapiro, Multinational Financial Management, John Wiley, 11e, 2019.
- Jeff Madura, International Corporate Management, Cengage, 13e, 2016.
- S. Eun Choel and Resnick Bruce: International Financial Management, TMH, 2012
- Sharan.V, International Financial Management 6e, PHI, 2014.

SEMESTER – IV

22MB443PE: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

- To provide an overview of concepts, nature and manpower related aspects of International Human Resource Management
- To highlight on the role of IHRM in devising successful business strategies of multinational corporations
- To elucidate the aspects of Global Human Resource Planning and Staffing
- To impart knowledge of the principles of global workforce training
- To educate on the process of process of planning, managing and appraising the performance of global workforce; highlighting on the need for managing the complexities related to Compensation of global workforce.

Course Outcomes: The students will be able to

- Gain an overview of the nature, scope and importance of International Human Resource Management
- Understand and appreciate the role of International Human Resource Management in development and execution of strategies for success of multinational corporations.
- Learn the role of International Human Resource Management in long-term planning and staffing of manpower globally
- Gain insights of the strategic role of Training and Development of Expatriates in management of international assignments.
- Acquaint themselves with the process of global performance management and understand the complexities of global compensation

Unit – I: Introduction and Overview: Importance to International HRM, Difference between Domestic and International Manager, Global Market Context: Key Perspective in Global Workforce Management, Cultural Foundations of International Human resource Management, Understanding Culture, Cross Culture Differences in Workplace, Major Models of National Culture, Final Caveats on Culture and Global Workforce Management, Changes and Challenges in the Global Labor Market, Globalization, Technological Advancement, Change in Labour Force Demographics and Migration, Emerging on the Contingent Workforce, Offshore Sourcing, Global Workforce Management Challenges.

Unit – II: The Key role of International HRM in Successful MNC Strategy: Knowledge Transfer, Global Leadership Training and Development, Strategic Control Needs, Competitive Strategy of Multinational Corporations, Structuring for Optimal Global Performances, Linking Human Resource Management Practices to Competitive Strategy and Organization Structure, Paradigm Shift of International Human Resource Management from Contingency Model to Process Development.

Unit – III: Global Human Resource Planning: From Strategy to Decision about Work Demand and Labor Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, HR Planning for the Long-term. **Global Staffing:** General Actors Affecting Global Staffing, Global Recruitment of Human Resources, Global Selection of Human Resources.

Unit – IV: Global Workforce Training and Development: Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. **Managing International Assignments:** Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments.

Unit – V: Global Workforce Performance Management: Performing Management Process, Important Consideration for Global Performance Management, Planning and Implementing Global Performance Appraisal. **Compensation for a Global workforce:** Objectives of International Compensation Management, Complexities in International Compensation Management, Factors that affect International Compensation, Components and Structure of International Compensation Package. Approaches to International Compensation Management Expatriation and Repatriation.

Suggested Readings:

- Srinivas R Kandula, International Human Resource Management, Sage, 4e, 2018.
- Anne-Wil Harzing and Ashly H. Pinnington, International Human Resource Management, Sage Publications, 4e, 2017.
- S.C. Gupta, International Human Resource Management, McMillan, 2e, 2017.
- Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 3e, 2015.
- Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
- Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, Thomson, 5e, 2008.
- Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Reading and Cases in International Human Resource Management, Routledge, 4e, 2007.

SEMESTER – IV**22MB444PE: ENTREPRENEURIAL FINANCE**

L	T	P	C
4	0	0	4

Course Objective:

- To highlight the importance of Entrepreneurial Finance.
- To elucidate how companies Organize and Operate the Venture.
- To impart knowledge of various aspects in financial planning.
- To provide understanding of various aspects in venture valuation.
- To discuss the aspects of financing the growing ventures.

Course Outcome: Students will be able to:

- Understand Financing through venture lifecycle in a company.
- Learn Startup and First Round Financing Sources.
- Learn the significance of Financial Planning throughout the Venture's life cycle.
- Understand Mechanics of venture valuation.
- Understand the importance of venture capital financing.

Unit – I: Finance for Entrepreneurs: Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance, The Successful Venture Lifecycle, Financing through Venture Lifecycle, Lifecycle Approach for Teaching, Entrepreneurial Finance. Developing Business Idea, Business Model. Screening Venture Opportunities: Pricing / Profitability Considerations, Financial / Harvest Considerations. Financial Plans and Projections.

Unit – II: Organizing and Operating the Venture: Financing a New Venture, Seed, Startup and First Round Financing Sources, Financial Bootstrapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the Resources to Start and Build a New Venture, Asset and Liabilities and Owners Equity in Business, Sale Expenses and Profits Internal Operating Schedules, Statement of Cash Flows, Operating Breakeven Analysis. Evaluating Operating and Financial Performance using Ratio Analysis.

Unit – III: Financial Planning: Financial Planning throughout the Venture's Lifecycle, Short Term Cash Planning Tools, Projected Monthly Financial Statements. Types and Costs of Financial Capital: Implicit and Explicit Financial Capital Costs, Financial Markets, Determining the Cost of Debt Capital, Investment Risk, Estimating the Cost of Equity Capital, Weighted Average Cost of Capital.

Unit – IV: Venture Valuation: Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of Valuation, Developing the Projected Financial Statements for a Discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier and Discounted Dividends.

Unit – V: Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the Fund Objectives and Policies, Organizing the New Fund, Soliciting Investments in the new Fund, Capital Call, Conducting Due-diligence and Actively Investing, Arranging Harvest or Liquidation, Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Suggested Readings:

- Leach, Melicher, Entrepreneurial Finance, South-Western College Pub, 5e, 2022.
- Marco Da Rin Thomas Hellman, Fundamentals of Entrepreneurial Finance, Oxford Publishers, 1e, 2020.
- M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
- Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

SEMESTER – IV

22MB451PE: SERVICES MARKETING

L	T	P	C
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Course Objective:

- To provide understanding of the concepts of services marketing.
- To help understand the consumer perceptions of service.
- To impart knowledge of various aspects in Innovation and Quality.
- To elucidate various aspects in Managing Service Operations.
- To help appreciate the impact of Distribution Channels in Service Industry.

Course Outcome: Students will be able to:

- Understand Marketing Management of companies offering Services.
- Learn the relevance of services.
- Learn various influences of the consumer behaviour in services.
- Understand the relevance of service operations.
- Identify the need for promotion strategies for services.

Unit – I: Introduction to Services Marketing: Services: Concepts, Characteristics and Classification of Services. Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services Sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

Unit – II: Focusing on Consumer: Consumer Behaviour in Services, Relevance of Consumer Behaviour, Consumer Expectations in Service, Consumer Perceptions of Service, Customer Satisfaction, Understanding Consumer Requirements: Listening to Customers through Research, Building Customer Relationships, Customer Feedback, Service Failure, Service Recovery and Recovery Strategies.

Unit – III: Innovation and Quality: Service Innovation: Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, Stages in Service Innovation and Development, Service Quality, Gap model of Service Quality: Customer Gap and Provider Gaps, Closing Gaps. Service Excellence, Service Standards: Factors & Types. Physical Evidence: Managing Physical Evidence, Servicescape and Designing the Servicescape.

Unit – IV: Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Service Delivery: Employee's role & Customer's role. Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

Unit – V: Managing Service Promises: Managing Distribution Channels in Service Industry, Strategies for Distribution, Managing People in Service Industry and its Challenges, Pricing Strategies for Services and its Methods, Promotion Strategies for Services, Need for Coordination in Marketing Communication, Strategies to match Service Promises with Delivery.

Suggested Readings:

- Wirtz Jochen, Lovelock Christopher, Services Marketing: People Technology Strategy, Pearson Education, 9e, 2022.
- Mathur, SP, Mathur, Nishu, Service Marketing, New Age International (P) Ltd Publishers. 1e, 2018
- Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit, Services Marketing - Integrating Customer Focus Across the Firm, McGraw Hill Education, 2018.
- K. Douglas Hoffman, John E.G. Bateson, Services Marketing Concepts Strategies & Cases, Cengage Learning, 5e, 2017.
- S. Shajahan, Services Marketing: Himalaya Publishing House. 2017.
- Govind Apte: Services Marketing, Oxford Press, 2011.
- John E.G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2012.

Suggested Audio Visuals link

1. <https://www.youtube.com/watch?v=5MBEHY7Q0Ls>
2. <https://www.youtube.com/watch?v=xFvbgddv7C4>
3. <https://www.youtube.com/watch?v=1zYsQsJvbog>
4. <https://www.youtube.com/watch?v=MnsVEKEqVoM>

SEMESTER - IV**22MB452PE: STRATEGIC FINANCIAL MANAGEMENT**

L	T	P	C
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Course Objective:

- To orient on various aspects in strategic financial management.
- To elaborate on the role of finance manager for making better investment decisions.
- To impart knowledge of various aspects in Strategic Investment Decisions.
- To discuss in detail the aspects pertaining to Strategic Financing Decisions.
- To elucidate the practical aspects of Mergers, Acquisitions and Value Based Management.

Course Outcome: Students will be able to:

- Understand financial strategy and control of a company.
- Learn the relevance of risk and uncertainty in making strategic decisions.
- Learn various aspects of capital budgeting.
- Understand the capital structure, dividend policy, financial distress, restructuring.
- Identify the different diversification strategies and mergers and acquisitions.

Unit – I: Financial Strategy and Planning: Strategic approach to Financial Management, Definition, Characteristics, Scope and Importance of Strategic Financial Management. Success Factors and Constraints to Strategic Financial Management. Financial Forecasting, Techniques, Financial Planning Process, Decision-making and Problem-solving process.

Unit – II: Investment Decisions under Risk and Uncertainty: Concepts of Risk and Uncertainty. Risk Analysis in Investment Decisions, Risk Adjusted Rate of Return, Certainty Equivalents, Probability Distributions of Cash Flows, Decision Trees, Sensitivity Analysis and Monte Carlo Approach to Simulation, Investment Decisions under Capital Constraints and Capital Rationing. Corporate Cost of Capital - Divisional Cost of Capital.

Unit – III: Strategic Investment Decisions: Real Options, the Timing of Options, Project Abandonment Decisions. IRR - Multiple IRR, Modified IRR, Pure, Simple and Mixed investments. Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions. Discounted Pay back, Post Pay Back, Surplus Life and Surplus Pay Back, Bail Out Pay Back, Return on Investment, Terminal Value, Single Period Constraints, Multi Period Capital Constraint and an Unresolved Problem, NPV Mean Variance analysis, Hertz Simulation and Hillier Approaches.

Unit – IV: Strategic Financing Decisions: Capital Structure and Value Creation. Signaling Theory. Tools for developing an Effective Capital Structure. Financial Flexibility and Financial Discipline. Capital Structure Puzzle.

Dividend Policy and Firm Value. Linter's Dividend Model, its Salient features, Dividend Puzzle. Buy Back of Shares and its Characteristics, Modes and Methods of Buy Back of Shares. Reasons, Benefits and Constraints to Buy Back of Shares. Impacts of Share Buybacks. SEBI Regulations.

Financial Distress and Restructuring. Characteristics and Causes of Financial Distress. Costs of Financial Distress. Impacts of Financial Distress. Financial Distress Restructuring. The Insolvency and Bankruptcy Code 2016, Corporate Insolvency Resolution Process, Liquidation Process.

Unit – V: Mergers, Acquisitions and Value Based Management: Mergers and Acquisitions, Need, Strategy, Diversification and Mergers and Acquisitions, Value Creation in Mergers and Acquisitions. Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers and Acquisitions and Cases. Value-based Management: Introduction, Elements and Importance of Value-based Management.

Suggested Readings:

- A. N. Sridhar, Strategic Financial Management, Shroff Publishers, 3e, 2018
- Kalyani Karna, Strategic Financial Management, 2019.
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
- I. M. Pandey: Financial Management, Vikas, 2012
- Brigham & Ehrhardt: Financial management, text and Cases, Cengage, 2012
- MY Khan and PK Jain: Financial Management: Text, problems & Cases, TMH, 2012

SEMESTER - IV

22MB453PE: LEADERSHIP AND CHANGE MANAGEMENT

	L	T	P	C
Course Objectives:	4	0	0	4

- To introduce the concepts, philosophies, studies and approaches of Leadership
- To impart knowledge of various theories and styles of leadership
- To orient on the role of leadership in changing business environment, with the help of various change management models
- To elucidate the aspects of organizational structure, culture and management of organizational change
- To educate on the strategies for managing change through the process of organizational development

Course Outcomes: The students will be able to

- Gain an understanding of the concepts and principles of leadership by studying the contributions made by various philosophers and Universities.
- Learn from the various theories and styles of leadership and their contribution to the subject matter of leadership from time to time.
- Appreciate the role of leader in the ever-changing business scenario and gain knowledge of various models of change.
- Understand the role of power, politics and conflicts in times of change, management of resistance to change in the process of implementing organizational change.
- Gain insights of the process of organizational development from a consultative perspective.

Unit – I: Introduction to Leadership: Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin’s Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

Unit – II: Leadership Theories and Styles: Contingency Theories of Leadership: Fiedler’s Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX), The Hersey - Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership, Adaptive Leadership, Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Models for Leadership at All Levels.

Unit – III: Leadership & Organizational Change: Role of a Leader in Changing Business Environment, Qualities & Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change, Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin’s Three-step Model, McKinsey’s 7-S Model, Action Research Model, John Kotter’s Eight-step Model, Organization Intelligence Model, ADKAR Model.

Unit – IV: Management of Organizational Change: Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People Opposing Change and People with Positive Response, Resistance to Change and Management of Resistance to Change.

Unit – V: Strategies for Managing Change: Factors for Effective Change. Organization Development (OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation of an Intervention & Closing an Engagement.

Suggested Readings:

- Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.
- Change Management & OD – Ratna Raina, Sage Publications, 1e, 2018.
- Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 1e, 2016.
- Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015.
- John P. Kotter, Leading Change, HBR Press, 2012.
- Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010.

SEMESTER - IV

22MB454PE: ENTREPRENEURIAL MARKETING

L	T	P	C
4	0	0	4

Course Objective:

- To enable understanding of the importance of Entrepreneurial Marketing.
- To help learn how companies master structures of organizational growth.
- To impart knowledge of various aspects in Growth Strategies.
- To elucidate various aspects in Entrepreneurial Market Development Strategies.
- To elaborate on the Entrepreneurial Marketing Tools.

Course Outcome: Students will be able to:

- Understand Marketing mix of an enterprise.
- Learn the Growth and marketing strategies.
- Learn Market Development strategies.
- Understand entrepreneurial communication.
- Understand the importance of entrepreneurial marketing

Unit – I: Introduction to Entrepreneurial Marketing: Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying Entrepreneurial Marketing Opportunities, Market Research, Demand Forecasting.

Unit – II: Enterprise Growth: Concept of Enterprise Growth, Forms, Types, Structures of Organizational Growth, Gazelles and Mice, Growth Objectives, Operative and Strategic Targets, Growth Analysis, Portfolio Analysis, ERRC Grid, SWOT Analysis, and Raising Entrepreneurial Finance.

Unit – III: Growth Strategies and Models: Growth Strategies: Concept and Forms, Internal, External and Co-operative Growth strategies. Growth Models: Lifecycle and Phase Model, Integrated Lifecycle Model (Evolutionary), Greiner's Growth Model (Revolutionary), and Complexity Management (Process) Model.

Unit – IV: Entrepreneurial Market Development Strategies: Positioning, Segmentation, Targeting, Entrepreneurial Communication Strategy, Entrepreneurial Pricing Strategy, Entrepreneurial Distribution Strategy, Building Customer Relationships, Marketing Plans.

Unit – V: Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free-ride Marketing., Tools of Entrepreneurial Marketing: Buzz, social media, Viral Marketing.

Suggested Readings:

- Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
- Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
- Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies with Growth Ambitions, Garant Publishers, 2011.
- Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
- Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing Global Perspectives, Emerald Group Publishing, 2013.
- Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.

SEMESTER - IV**22MB461PE: MARKETING ANALYTICS**

L	T	P	C
4	0	0	4

Course Objectives:

- To provide an understanding of Fundamentals of Marketing Analytics
- To elaborate on the scope of MS Excel for conduction of Marketing Analytics,
- To highlight the importance of Management of Customer Expectations through Marketing Analytics,
- To orient on the usage of Marketing Analytics for Product Pricing and
- To impart knowledge on Market Segmentation methods and Advertising using Marketing Analytics.

Course Outcomes: Students will be able to

- Learn the Concepts of Marketing Analytics and their relevance in business,
- Use MS Excel to deal with Marketing Data at basic level,
- Appreciate Customer's journey through Product Selection Process and Customer Lifetime Value,
- Conduct Analysis in Determining the Pricing Strategies and
- Understand the Process of Optimizing Clusters and Measure the Effectiveness of Promotion.

Unit – I: Introduction to Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of PivotTables and Organizing Data.

UNIT – II: Summarizing Marketing Data: Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables.

UNIT – III: Customer Analytics: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.

Unit – IV: Pricing Analytics: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

Unit – V: Segmentation & Promotion Analytics: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

Suggested Readings:

- Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
- Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
- Chuck Hermann, Ken Burbary, Digital Marketing Analytics, Que Publishing, 2e, 2018.
- Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic DecisionMaking, Oxford Higher education, 2021.
- Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
- Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

SEMESTER - IV**22MB462PE: FINANCIAL ANALYTICS**

L	T	P	C
4	0	0	4

Course Objective:

- To enable understanding of various aspects in Financial Analytics.
- To help understand time value money, risk and return aspects.
- To impart knowledge of various capital budgeting techniques.
- To elucidate various aspects of Equity Valuation.
- To enlighten on the aspects of Bond Valuation.

Course Outcome: Students will be able to:

- Understand techniques of financial statements.
- Learn the relevance of time value money.
- Learn various aspects of capital budgeting.
- Understand industry, technical and economic analysis.
- Learn duration of bond and immunization strategies.

Unit – I: Techniques of Financial Statement: Horizontal, Vertical Analysis, Trend Analysis, Ratio Analysis, Liquidity, Profitability, Solvency and Turnover Ratio, Valuation of Ratios, Statement of Cash Flow, Classification of Cash Flow, Computing Net Cash Flow: Operating, Investing and Financing Activities. Reporting and Interpretation using Spreadsheet.

Unit – II: (a) Time Value of Money: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets.
(c) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta, Covariance of Stock.

Unit – III: Capital Budgeting Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Decision Tree, Cash Flow in Capital Budgeting, Cost of Capital, Advance Capital Budgeting Techniques, Adjusted Present Value Approach, Competing Project Risk using Spreadsheets.

Unit – IV: Equity Valuation: Calculation of Portfolio Mean and Variance, Capital Asset Pricing Model (CAPM), Variance: Covariance Matrix, Estimating Beta and Security Market Line. Industry Analysis, Economic Analysis and Technical Analysis in Stock, Real Option in Capital Budgeting.

Unit – V: Bond Valuation: Duration, Duration of Bond with Uneven Payments, Immunization Strategies, Modeling the Term Structure, Calculating Expected Bond Return in a Single and Multi-period Framework, Semi-annual Transition Matrix, Computation of Bond Beta.

Suggested Readings:

- Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e, 2022.
- R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI, 7e, 2022.
- Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.
- N R Parasuraman, Financial Management-step by step approach, Cengage, 1e, 2014.
- Simon Bennings, Financial Modeling-Using Excel, MIT Press, Cambridge, 3e
- Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

SEMESTER - IV**22MB463PE: HR ANALYTICS**

L	T	P	C
4	0	0	4

Course Objectives:

- To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes.
- To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics.
- To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.
- To provide an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

Course Outcomes: The students will be able to

- Gain an understanding of the relevance of HR Analytics in the current business scenario.
- Have an understanding of the models of conducting HR Analytics and understanding of the methods of capturing, examining & purifying data for conduction of HR Analytics.
- Use MS Excel for conduction of HR Analytics for key HR Processes
- Have an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- Appreciate the significance of Predictive and Prescriptive Analytics.

Unit – I: Introduction to HR Analytics: History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.

Unit – II: Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

Unit – III: Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.

Unit – IV: Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.

Unit – V: Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

Suggested Readings:

- Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
- Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HRAnalytics, Sage, 2019.
- Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
- Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
- Nishant Uppal, Human Resource Analytics, Pearson, 2021.
- Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.

SEMESTER - IV**22MB464PE: FAMILY BUSINESS MANAGEMENT**

L	T	P	C
4	0	0	4

Course Objective:

- To highlight the importance of Startup and MSME Management.
- To elucidate how companies identify its requirements.
- To impart knowledge on various legal aspects in startup management.
- To elaborate on various aspects to evaluate entrepreneurial performance
- To elucidate various institutional support initiatives by Govt. of India

Course Outcome: Students will be able to:

- Understand various Startup opportunities.
- Learn Business Startup, Ideation, and Venture Choices.
- Learn Legal and other requirements for new ventures.
- Learn Problems of entrepreneurs.
- Understand Forms of Financial support.

Unit – I: Introduction to Family Business: Family Business as a Unique Synthesis, Succession and Continuity: The Three-generation Rule, Building Family Businesses that last. The Systems Theory Model of Family Business, Agency Theory of Family Business, The Stewardship Perspective of Family Business, Competitive Challenges and Competitive Advantages of Family Businesses. The role of Genograms and Family Messages to understand the Family System. Family Emotional Intelligence, TheECI-U Model.

Unit – II: Ownership Challenges and Family Governance: Shareholder Priorities, Managers vs Owners, Responsibilities of Shareholders to the Company, Effective Governance of the Shareholder, Firm Relationship, Family Governance: Structure, Challenges to Family Governance, Managing the Challenges of Succession. Enterprise Sustainability: Twelve Elements of Strategic-Fit and its Implications on Family Firms.

Unit – III: Successor Development: Characteristics of Next Generation Leaders, Next Generation Attributes, Interests and Abilities for Responsible Leadership. Next Generation Personalities, Managing Interdependence. CEO as an Architect of Succession and Continuity, Types of CEOs, Spouse and the Transfer of Power.

Unit – IV: Strategic Planning and Transgenerational Entrepreneurship: Life Cycle Stages Influencing Family Business Strategy, Turning Core Competencies into Competitive Advantage. The Unique Vision of Family-controlled Businesses, Strategic Regeneration, The Business Rejuvenation Matrix and Intrapreneurship.

Unit – V: The Future of Family Business: New Leaders of the Evolution, Three States of Evolution, Continuity and Culture, Changing the Culture, The Change Formula, Organization Development Approaches to Change, Commitment Planning, Organic Competencies and Business's Future, thriving through Competition, Institutionalizing the Change.

Suggested Readings:

- Rajiv G. Agarwal, Family Business Management, Sage Publications, 1e, 2022.
- Ernesto J. Poza, Mary S. Daugherty, Family Business, Cengage Learning, 4e, 2020.
- Carole Howorth, Nick Robinson, Family Business, Routledge, 1e, 2020.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 1e, 2010.
- Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Business over 100 years, Springer, 2015.
- M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations, Edward and Elgar Publishing, 2015.

SEMESTER - IV
22MB403PR: PROJECT

Part-A (Before First mid examinations):

Selection of topic, approval, registration & initialization of work followed by completion of Chapter-I, II & III.

Part- B ((Before Second mid examinations):

Finalization of work by completing Chapter-IV & V followed by plagiarism check and submission of final report followed by Viva voice examination.

The main project report should be organized as detailed below:

Chapterisation**Chapter-1: Project Report-Introduction:**

Introduction-selection of the topic-procedure for selecting the topic/subject-preparation of project synopsis- organization of the report. a brief introduction, title, research plan, problem, scope & period of study, research gaps, research enquiry through questionnaire, general & tested objectives of the study, tested hypotheses & limitations

Chapter-2: Review of Literature-Collection of relevant data

Chapter-3: Company Profile-Explain in detail about the company

Chapter-4: Data Analysis & Interpretation

Chapter-5: Findings, Conclusion & Suggestions

Bibliography

Annexure-Plagiarism Report

Suggested Readings:

- Guidelines for Preparing Project Reports By Richard Brooks.
- Project and Report Writing By Institute of Leadership & Management.
- A Guide to the Project Management Body of Knowledge: PMBOK Guide.
- The Project Management Institute Project Management Handbook.
- The Postgraduate Research Handbook: Succeed with Your MBA, MPhil, EdD and PhD.