

## 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**

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## 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.

- **Accountability:** Demonstrate responsibility for our actions; establish and communicate clearly defined and articulated goals and objectives.
- **Benchmark:** To develop and pursue high standards by encouraging skill development and entrepreneurship to meet industry and society needs.
- **Commitment:** Focus on students and stakeholders needs; continuously evaluate and improve academics, research and infrastructure.
- **Dignity:** 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 Educational Objectives (PEOs)**

**PEO1:** To equip graduates with advanced financial, marketing, operational, and managerial knowledge to make informed business decisions in dynamic environments.

**PEO2:** To instill ethical business practices, legal awareness, and corporate governance principles to create responsible professionals contributing to sustainable business growth.

**PEO3:** To encourage continuous learning, entrepreneurial thinking, and innovation to foster professional growth and contribute to business and societal development.

### **Program Outcomes(PO)**

**PO1:** Apply knowledge of management theories and practices to solve business problems.

**PO2:** Foster analytical and critical thinking abilities for data-based decision making.

**PO3:** Ability to develop value based leadership ability.

**PO4:** Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.

**PO5:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

**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) 2020-21 [R20]**

(Effective for the students admitted into I year from the Academic Year 2020-21 and onwards)

**1.0** 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)  $\geq 6.0$  (in each semester) and final Cumulative Grade Point Average (CGPA) (i.e., CGPA at the end of MBA Programme)  $\geq 6.0$ , 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 ( $\geq 90$  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:
- b) 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
<b>Total Number of Credits</b>					<b>102</b>

## 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**

**6.1.** Attendance in all classes (Lectures/Laboratories/Practice/Seminar etc.) is compulsory.

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.

- 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% marks (28 out of 70 marks) in the End Semester Examination, and a minimum of 50% of marks in the sum total of the CIE (Continuous Internal Evaluation) and SEE (End Semester Examination) taken together; in terms of Letter Grades, this implies securing **B Grade** or above in that 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**

- 8.1** The performance of a student in each semester shall be evaluated subject-wise / course-wise (irrespective of credits assigned) with a maximum of 100 marks. These evaluations shall be based on 30 marks allotted for CIE (Continuous Internal Evaluation) and 70 marks for ESE (End Semester Examination), and a letter grade corresponding to the percentage of marks obtained shall be given.
- 8.2 Evaluation of Theory Subjects / Courses**
- A. Continuous Internal Evaluation:** For each theory subject, during the semester, there shall be 2 mid-term examinations of 30 marks each and the final CIE marks (for total of 30) are taken as average of the two mid-term examinations in each subject.
- The first mid-term examination shall be conducted for the first 50% of the syllabus, and the second mid-term examination shall be conducted for the remaining 50% of the syllabus.

- The subjective paper shall be conducted for duration of 2 hours. Each subjective paper shall contain 2 parts (Part-A and Part-B). Part-A consists of one compulsory question with Six sub questions carrying two marks each evenly distributed. Part-B consists of 3 essay questions carrying Six marks each with internal choice (i.e. A or B); the student has to answer all 3 questions.

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

- The end semester examinations will be conducted for 70 marks consisting of two parts viz. i) Part- A for 20 marks, ii) Part - B for 50 marks.
- Part-A is compulsory, which consists of five questions (one from each unit) carrying 4 marks each.
- Part-B consists of five questions carrying 10 marks each. One question from each unit (may contain sub-questions) with internal choice.

### **8.3 Evaluation of Practice Subjects / Courses:**

For practical subjects, 70 marks shall be awarded for performance in the End Semester Examinations (ESE) and 30 marks shall be awarded for day-to-day performance as Continuous Internal Evaluation(CIE). The ESE for these subject(s)/course(s) shall be conducted at the end of the semester with duration of 3 hours by one internal and one external examiner as appointed by the Head of the Institution. 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.

**8.4 Evaluation of Field Work / Summer Internship:** The Field Work/Summer internship (4 - 6 weeks) registered by the students in consultation with course coordinator and carried out in Industries and/or R&D Organizations immediately after their II semester and before the commencement of III semester course work and a report has to be in the prescribed format along with certificate within 2 weeks after commencement of III semester. The internship report presentation shall be evaluated for 100 marks by the departmental committee consisting of Head of the Department, supervisor and two senior faculty members. There shall be no CIE for the field work/internship.

**8.5 Evaluation of Project:** Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee (PRC). The below mentioned procedure has to be meticulously followed for project evaluation by PRC.

- a) **Constitution of PRC:** 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 Department offering the MBA programme.
- b) **Enrollment of project by the student:** Student shall enroll for the project work within 4 weeks from the date of commencement of III semester, in consultation with project guide / supervisor as assigned by the Head of Department. The student has to work on project for **not less than 16 weeks**.
- c) **Approval of PRC for initiation of project work:** 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 **four weeks** from the commencement of II Year I Semester. The student can initiate the Project work immediately after obtaining the approval of the PRC.
- d) **Change of Project Title/Topic (if any):** If a candidate wishes to **change his/her supervisor or topic** of the project, he/she can do so with the approval of the PRC within 6 weeks from the date commencement of III semester.
- e) **Review of Project Work by PRC:** The Supervisor and PRC will examine the progress of the Project Work during II Year I semester. However, a student has to present Project Work Review - I in III Semester (immediately after II mid examination) and Project Work Review - II in IV Semester (immediately after I-mid examination).
- f) **Submission of softcopy of the Project for Plagiarism Check:** The students are allowed to submit their soft copy of project work only in consultation with project supervisor followed by an approval of PRC for plagiarism check in the examination branch immediately after I-Mid examinations of IV semester. Only those projects whose similarity index is **less than 30%** in **Anti-Plagiarism Report** are allowed to submit the hard copies of the project to the COE for external evaluation i.e. ESE evaluation. 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**. After **three** attempts, the admission is liable to be cancelled.
- g) **Submission of Hard Copies of the Project for ESE Evaluation:** 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.

- h) Evaluation:** The project work shall be evaluated for 100 marks (of which 30 marks are allocated for CIE and 70 marks are allocated for ESE). The candidate has to secure a minimum of 50% of marks in both CIE & ESE. The Main Project Viva-Voce will be conducted after completion of the II Mid Examinations and before the commencement of fourth semester of End Examinations.
- **Continuous Internal Evaluation:** Out of 30 marks of CIE, the project supervisor evaluates for 15 marks based on student's performance throughout the project work period, and the other 15 marks shall be awarded by a Project Review Committee based on the work carried out and the oral presentation made by the student during internal reviews (by Project Work Review – I & II).
  - **End Semester Examination Evaluation:** ESE is evaluated by a committee constituted by the head of the institution consisting of supervisor, Head of the Department and the external examiner. 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 and HOD.
- i) Failure or Absence in Project ESE:** If any student fail/absence in ESE, he/she permitted for one more chance for the Project Viva-Voce examination **as scheduled**. In case of fail/absent again, the student has to reappear for the same in the next subsequent semester(s), as and when they are scheduled, as a supplementary candidate. In the reappeared examination(s) also, if he fails to fulfill the academic 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).

## 9. GRADING PROCEDURE

- 9.1** 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.
- 9.2** 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 <sup>+</sup> (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 <sup>+</sup> (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

- 9.3 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.
- 9.4 A letter grade does not imply any specific % of marks.
- 9.5 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.
- 9.6 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.

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

- 9.7 The student passes the subject/course only when he gets GP  $\geq 6$  (B grade or above).
- 9.8 The Semester Grade Point Average (SGPA) is calculated by dividing the sum of credit points ( $\sum$ 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

$$\text{SGPA (S}_i\text{)} = \frac{\sum (C_i G_i)}{\sum C_i}$$

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

- 9.9 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

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

Where  $S_i$  is the SGPA of the  $i^{\text{th}}$  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 SGPA
		Grade	Points	Points				
Course 1	4	O	10	40	Sem I	27	8	216
Course 2	4	A <sup>+</sup>	9	36	Sem II	27	7	189
Course 3	3	A	8	24	Sem III	24	7.5	180
Course 4	3	B <sup>+</sup>	7	21	Sem IV	24	6.5	156
Course 5	2	B	6	12	Total	102		741
Course 6	1.5	F	0	0	CGPA=7.25			
Total	17.5			133				
SGPA = 133/17 = 7.60					CGPA = 741/102 = 7.25			

**9.10** For calculations listed in Item 9.6–9.10, performance in failed subjects/courses (securing F grade) will also be taken into account, and the credits of such subjects/courses will also be included in the multiplications and summations. However, mandatory courses will not be taken into consideration.

#### **10 PASSING STANDARDS:**

**10.1** A Student shall be declared ‘successful’ or ‘passed’ in a semester, only when he gets a SGPA  $\geq 6.00$  and shall be declared ‘successful’ or ‘passed’ in the entire PGP, only when he/she gets a CGPA  $\geq 6.00$ ; subject to the condition that he secures a GP  $\geq 6$  (B grade or above) in every registered subject/course in each semester for the award of the degree.

**10.2** After the completion of each semester, a ‘Grade Card’ or ‘Grade Sheet’ (or Transcript) shall be issued to all the registered students of that semester, indicating the letter grades and credits earned. It will show the details of the courses registered (course code, title, no. of credits, grade earned etc.), credits earned, SGPA, and CGPA.

#### **11 DECLARATION OF RESULTS:**

**11.1** Computation of SGPA and CGPA are done using the procedure listed in item Nos.9.6 to 9.9

**11.2** For final percentage of marks equivalent to the computed final CGPA, the following formula may be used:

$$\text{Percentage of Marks} = (\text{final CGPA} - 0.5) \times 10$$

#### **12 AWARD OF DEGREE**

**12.1** After a student has satisfied the requirement prescribed for the completion of the program and is eligible for the award of MBA degree, he shall be placed in one of the following

four classes based on CGPA:

Class Awarded	Grade to be Secured	Remarks
First Class with Distinction	$\geq 7.75$ CGPA	From the aggregate marks secured from 102
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.**

**12.2 First Class with Distinction** will be awarded to those students who clear all the subjects in single attempt during his/her regular course of study by fulfilling the following conditions:

- (i) Should have passed all the subjects/courses in '**first appearance**' within the **First 2 Academic Years** (or 4 sequential semesters) for MBA.
- (ii) Should have secured a CGPA  $\geq 7.75$  at the end of each of the 4 sequential semesters.
- (iii) Should not have been detained or prevented from writing the end semester examinations in any semester due to shortage of attendance or any other reason, shall be placed in '**First Class with Distinction**'.

**12.3 Award of Medals:** Students fulfilling the conditions listed under item 12.2 alone will be eligible for award of 'College ranks' and 'Medals'.

**12.4 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.

### **13 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.

### **14 SUPPLEMENTARY EXAMINATIONS**

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

**15 TRANSITORY REGULATIONS**

If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of three earlier or equivalent subjects at a time as and when offered. The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per R20 Academic Regulations.

**Re-Registration for Detained / Discontinued / Re-Admitted Students:** If any student is Detained/Discontinued/Re-Admitted in any subject(s)/semester(s)/year(s) due to shortage of attendance/failure may be permitted to re-register either for the same subject or any equivalent subject as opted by the student or suggested by the Board of Studies of that Department, as and when offered in the subsequent semester(s), with the academic rules & regulations as applicable as the case may be. However, a prior permission from the concerned authorities is necessary subject to Item 3.0.

**16 STUDENT TRANSFERS**

There shall be no transfers from other colleges / streams.

**17 RULES OF DISCIPLINE**

**17.1** 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.

**17.2** 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).

**17.3** 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.

**18. MALPRACTICE**

**18.1 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

**18.2 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. 2020-21)**

**MBA**

<b>MBA I SEMESTER</b>						
<b>S. No</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1	20MB101PC	Management and Organizational Behaviour	3	1	0	4
2	20MB102PC	Managerial Economics	3	1	0	4
3	20MB103PC	Financial Accounting and Analysis	3	1	0	4
4	20MB104PC	Research Methodology and Statistical Analysis	3	1	0	4
5	20MB105PC	Business Law and Regulations	3	1	0	4
6	20MB106PC	Business Environment	3	1	0	4
7	20MB107PC	Business Communications Skills- Lab	0	0	3	1.5
8	20MB108PC	Statistical Data Analysis-Lab	0	0	3	1.5
<b>Total Credits</b>			<b>18</b>	<b>6</b>	<b>6</b>	<b>27</b>

<b>MBA II Semester</b>						
<b>S. No</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1	20MB201PC	Human Resource Management	3	1	0	4
2	20MB202PC	Financial Management	3	1	0	4
3	20MB203PC	Marketing Management	3	1	0	4
4	20MB204PC	Quantitative Techniques for Business Decisions	3	1	0	4
5	20MB205PC	Entrepreneurship	3	1	0	4
6	20MB206PC	Management Information System & ERP	3	1	0	4
7	20MB207PC	Annual Report Analysis – Lab	0	0	3	1.5
8	20MB208PR	Personal Effectiveness - Seminar	0	0	3	1.5
<b>Total Credits</b>			<b>18</b>	<b>6</b>	<b>6</b>	<b>27</b>

<b>MBA III Semester</b>						
<b>S.No</b>	<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>
1	20MB301PC	Production and Operations Management	3	1	0	4
2	20MB302PC	Strategic Management	3	1	0	4
3	<b>Open Elective-1</b>		3	0	0	3
	20MB311OE	Disaster Management				
	20MB312OE	Total Quality Management				
	20MB313OE	Environmental Science				
	20MB314OE	R-Programming				
4	<b>Professional Elective-1</b>		3	0	0	3
	20MB311PE	E: Start up Management				
	20MB312PE	M: Consumer Behaviour				
	20MB313PE	F: Security Analysis and Portfolio Management				
	20MB314PE	H: Performance Management Systems				
5	<b>Professional Elective-2</b>		3	0	0	3
	20MB321PE	E: MSME Management				
	20MB322PE	M: Digital Marketing				
	20MB323PE	F: Financial Institutions, Markets & Services				
	20MB324PE	H: Learning and Development				
6	<b>Professional Elective-3</b>		3	0	0	3
	20MB331PE	E: Family Business Management				
	20MB332PE	M: Service Marketing				
	20MB333PE	F: Strategic Management Accounting				
	20MB334PE	H: Management of Industrial Relations				
7	20MB303PR	Summer Internship	-	-	4	2
8	20MB304PR	Business Best Practices and Success stories of emerging Leader- Seminar	-	1	2	2
		<b>TOTAL</b>	<b>18</b>	<b>3</b>	<b>6</b>	<b>24</b>

MBA IV Semester						
S.No	Subject Code	Subject	L	T	P	Credits
1	20MB401PC	Technology Management	3	1	0	4
2	20MB402PC	Project Management	3	1	0	4
3	<b>Open Elective-2</b>		3	0	0	3
	20MB421OE	C-Programming				
	20MB422OE	Business Analytics				
	20MB423OE	Non-Conventional Energy Sources				
	20MB424OE	International Business				
4	<b>Professional Elective-4</b>		3	0	0	3
	20MB441PE	E: Entrepreneurial Finance				
	20MB442PE	M: Advertising and Sales Distribution				
	20MB443PE	F: International Financial Management				
	20MB444PE	H: International Human Resource Management				
5	<b>Professional Elective-5</b>		3	0	0	3
	20MB451PE	E: Entrepreneurial Marketing				
	20MB452PE	M: Retailing Management				
	20MB453PE	F: Strategic Investment and Financing Decisions				
	20MB454PE	H: Leadership and Change Management				
6	<b>Professional Elective-6</b>		3	0	0	3
	20MB461PE	E: Creativity Innovation and Entrepreneurship				
	20MB462PE	M: International Marketing				
	20MB463PE	F: Financial Derivatives				
	20MB464PE	H: Talent and Knowledge Management				
7	20MB403PR	Project	0	0	8	4
<b>TOTAL</b>			<b>18</b>	<b>2</b>	<b>8</b>	<b>24</b>

**20MB101PC: MANAGEMENT AND ORGANIZATION BEHAVIOUR**

<b>MBA I Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Introduction to Management**

Introduction, Management Process and Functions, Roles and Skills of Manager, Management Vs. Administration, Concept of Effectiveness and Efficiency, Scientific and Modern Management, Henry Fayol's 14 principles of Management, Line and Staff, 3D Model of Managerial Behavior –The Peter's Principle – Parkinson's Law – Management – Classical, Human Relations, Systems and Contingency Approaches, Hawthorne's Experiments.

**UNIT- II** **10L****Organisational Planning**

Organisational Planning- Types & Steps in Planning - MBO – MBWA –, Decision Making Process- Approaches to Decision making – Rational, Behavioral, Practical, and Personal Approaches – Open and Closed Models of Decision Making, Planning & Decision Making in Dynamic Environment.

**UNIT- III** **8L****Departmentation**

Product, Functional, Matrix and other bases for Departmentation, Team based, Virtual, Boundary-less and Learning Organization, Organizational Design and its challenges.

**Line and Staff**

Concepts and conflicts, resolution of conflicts, Authority, Responsibility, Centralisation, Delegation, Decentralisation and Recentralisation, Bureaucracy. Span of Management: Factors influencing Span.

**UNIT- IV** **10L****Organizational Behavior: Individual and Group Behavior**

Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness.

**UNIT- V** **10L****Leadership and Motivation**

Leadership traits, Leadership styles, Leadership theories, Power and Politics.

**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.

**REFERENCES:**

1. Harold Koontz and Heinz Wehrich, 2010, Essentials of Management, TMH
2. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter 2010, Management, Pearson
3. Curtis W. Cook and Phillip L. Hunsaker, 2010, Management and Organisational Behaviour, McGraw-Hill Irwin.
4. VSP Rao, V. Harikrishna 2010, Management – Text and Cases, Excel Books

5. Wehrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
6. Cullen B John and Praveen K Parboteeah, 2005, International management: A Strategic Perspective, Cengage learning India Private Limited, New Delhi.
7. Daft L. Richard, 2006, The New Era of Management, Thomson Corporation, New Delhi.
8. Robbins P Stephen and Decenzo A David, 2006, Fundamental of management: Essential Concepts and Applications, Pearson Education, New Delhi, p.53.
9. Satya Raju R and Parthasarathy A 2005, management: Text and Cases, Prentice Hall of India Private Limited, New Delhi.

**20MB102PC: MANAGERIAL ECONOMICS**

<b>MBA I Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Introduction to Business Economics**

Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

**UNIT- II** **10L****Theory of Demand and Supply**

Demand Analysis - 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.

Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

**UNIT- III** **8L****Production**

Production function, Production function with one, 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 Analysis**

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** **10L****Market Structures- Pricing and Output decisions**

Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.

**UNIT- V** **10L****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.

**REFERENCES:**

1. H L Ahuja, Business Economics, S. Chand & Co, 9e, 2017.
2. D N Dwivedi, Managerial Economics, Vikas Publications 8e, 2015.
3. Chaturvedi, Business Economics, International Book House, 2012.
4. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
5. Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
6. Mark Hirschey, Managerial Economics, Thomson, 10e, 2003.

**20MB103PC: FINANCIAL ACCOUNTING AND ANALYSIS**

<b>MBA I Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Introduction**

Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system –Double Entry Accounting System. Accounting Standards Issued by ICAI IAS-IFRS-US, Window Dressing and limitations of financial statements.

**UNIT- II** **10L****Accounting Process**

Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance. Distinction between capital and revenue expenditure; Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet. - Distinction between Double Entry and single entry system (Theory only).

**UNIT- III** **8L****Valuation of Fixed Assets, Valuation of Tangible assets**

Tangible Vs Intangible assets, Depreciation concept, Depreciation methods – Straight line method, Written down value method and Annuity method, their impact on measurement of business income.

**Valuation of Intangible assets:**

Valuation of Goodwill, Methods of valuation of goodwill. Average profit method, weighted average profit method and super profit methods,

**UNIT- IV** **10L****Financial Analysis-I**

Funds flow Statement: 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. Distinction between cash flow and funds flow statement.

**UNIT- V** **10L****Financial Analysis-II**

Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Ratio Analysis: Liquidity, leverage, solvency and profitability ratios – Du Pont Chart.

**References:**

1. S. N. Maheswari, S. K. Maheswari, Sharad K. Maheswari Accounting for Management, 4e, Vikas Publishing House, 2018.
2. Dhanesh K. Khatri, Financial Accounting & Analysis, Tata McGraw -Hill Publishing Limited, New Delhi, 2015.
3. V. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, New Delhi, 2015

4. Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi, 2014.
5. Seema Srivastava, Financial Accounting, Jawaharlal, S. Chand, 2014.

**20MB104PC: RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

<b>MBA I Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>UNIT- I</b>				<b>10L</b>
<b>Introduction to Research</b>				
Types of Research, Research Process-Conceptualization of variables and Measurement – Types and measurement of variables – Reliability and validity in measurement of variables- sources of error in measurement- Ethics in business research.				
<b>UNIT- II</b>				<b>10L</b>
<b>Research design</b>				
Research Problem- purpose of Research design, Types of Research Design– Characteristics of the good research design. Data Collection Methods & Tools: Types of Data, Sources and Instruments for data, Guidelines for questionnaire, Sampling and its application.				
<b>UNIT- III</b>				<b>8L</b>
<b>Tabulation and Analysis of Data</b>				
Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, Pie Charts, Histograms, Ogives, Pictograms .				
<b>Small Sample Tests</b> - t-Distribution-properties and applications, testing for one and two means, paired t-test.				
<b>UNIT- IV</b>				<b>10L</b>
<b>ANOVA and Correlation Analysis</b>				
<b>Analysis of Variance</b> - 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</b> - correlation, Types of correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, Linear and Multiple regression analysis.				
<b>UNIT- V</b>				<b>10L</b>
<b>Time Series Analysis and Report Writing</b>				
Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend Analysis- Free hand curve, Semi averages, moving averages, Least Square methods and 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. 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.				

**REFERENCES:**

1. Donald R Cooper, Pamela S. Schindler, Business Research Methods, Tata Mc Graw Hill, 12e, 2019.
2. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, 2018.
3. Naval Bajpai, Business Research Methods, Pearson Publications, 2e 2017.
4. Naval Bajpai, Business Research Methods, Pearson Publications, 2e 2017.
5. P.C. Tulsian, Bharat Jhunjhunwala, Business Statistics, S. Chand, 2016.
6. Prahalad Mishra, Business Research Methods, Oxford University Press, 2015.
7. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.
8. J. K Sharma, "Business Statistics", 2015, 2nd Ed. Pearson

**20MB105PC: BUSINESS LAW & REGULATIONS**

<b>MBA I Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Companies Act, 2013**

Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

**UNIT- II** **10L****Negotiable Instruments Act - 1881:**

Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, Parties to negotiable instruments, Types of endorsements, Holder- Holder in due course, Dishonour and discharge of negotiable Instruments, Offences by the companies.

**UNIT- III** **8L****Law of Contract ACT 1872:**

**Contract-I** 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.

**Contract-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- IV** **10L****Direct & Indirect Tax**

Features of Income Tax Act 1961 Computation of Gross Total Income, Deductions List U/S 80, Taxable Income and Computation of Tax, Provisions of TDS/TCS, Relevant Tax Slabs & Types of assesses & Status. Introduction to GST & Related Laws, Computations of GST.

**UNIT- V** **10L****Business Regulations and Environment Laws:**

Consumer Protection Act 2019, Competition Act 2002, Environmental Law- Water, Air pollution, Green Tribunal in protecting Environment

**REFERENCES:**

1. MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.
2. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
3. Akhileshwar Pathak, Legal Aspects of Business, Tata Mc Graw Hill, 7e, 2019.
4. P.P.S.Gogna, Company Law, S.Chand, 2016.
5. S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.

**20MB106PC: BUSINESS ENVIRONMENT**

<b>MBA I Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**10L****UNIT- I****Introduction to Business Environment**

Introduction to Business Environment: Macro Environment Analysis (PESTEL Model); Industrial Policies: A brief review of industrial policies since Independence, Industrial policy of 1991 and recent developments, FDI in INDIA, Recent trends.

**UNIT- II****10L****Fiscal & Monetary Policies:**

Public revenues, public expenditure, public debt, development activities financed by public expenditure, An evaluation of recent fiscal policy of Government of India Highlights of Budget – Monetary Policy: Demand for and supply of money, Objectives of monetary and credit policy, Recent trends- Role of Finance Commission.

**UNIT- III****8L****India's Trade Policy & Balance of Payment:**

Magnitude and direction of Indian International trade, bilateral and multilateral trade agreements, EXIM Policy, Role of EXIM Bank

**Balance of payments:** structure, Major components, Causes for Dis-equilibrium in balance of Payments, correction measures. Impact of New Economic Policy on Balance of Payments, Recent trends.

**UNIT- IV****10L****World's Trade Organisation(WTO)**

**Nature and scope – Organisation and structure-** trading blocks role and functions of WTO in promoting world trade- Principle followed- Agreements reached in the Uruguay round including TRIPS, TRIMS and GATS, Disputes settlement mechanism- Dumping and Anti- dumping measures- Critical review of WTO functioning.

**UNIT- V****10L****Money Markets and Capital Markets:**

Features and components of Indian Financial system, objectives, features and structure of Money markets and capital markets, Reforms and Recent Developments – Stock Exchanges, Investor Protection and Role of SEBI.

**References:**

1. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.
2. Justin Paul, Business Environment Text and Cases, 3e, Mc Graw Hill Publication, 2010.
3. K.Aswathappa, Essentials of Business Environment, Himalaya Publication house, 2008.
4. Dr. Vivek Mittal “Business Environment: Text & Cases” Excel Books, 2011,
5. Misra and Puri ‘Economic Environment of Business’, 7<sup>th</sup> Edition, HPH,2012.
6. Palle Krishna Rao, “ WTO Text & Cases”, PSGIM, Coimbatore, 2009.
7. A.C Fernando- Business Environment-1<sup>st</sup> Edition- Pearson-2011.

**20MB107PC: BUSINESS COMMUNICATION SKILLS**

<b>MBA I Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>0</b>	<b>0</b>	<b>3</b>	<b>1.5</b>

**UNIT- I** **10L****Refresh Spoken Communication Skills using Functional Grammar**

Greetings, dialogues for everyday use.

**UNIT- II** **10L****Practicing Written Communication Skills:**

Punctuation-Parts of Speech-Tenses and formation of Sentences and Precise & Paragraph Writing.

**UNIT- III** **8L****Business Communication & Correspondence**

**Communication:** Introduction, Importance of Oral & Written Business Communication, Approaches to Business Messages, Stages of Writing Business Messages and Practice Exercises.

**Correspondence:** Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises

**UNIT- IV** **10L****Business Instructions, Reports & Proposals:**

**Instructions:** Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises. **Reports & Proposals** Introduction, what is a Report, steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

**UNIT- V** **10L****Career Building and Resume Writing:**

Introduction to Career Building, understanding yourself, setting a career goal, job search looking at various options Resume Writing Preparing resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

**References:**

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Lesikar: Basic Business Communication, TMH, 2015.
3. David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
4. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
5. Business English Dictionary, Pearson, 2015.
6. Lehman and Dufrene Sinha, BCOM (Business Communication) 2nd edition, Cengage, 2012.

**20MB108PC: STATISTICAL DATA ANALYSIS LAB****MBA I Sem**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>3</b>	<b>1.5</b>

**Week 1-12**

**W1:** Introduction, uses, functions and features of Statistical Packages, Getting started with excel, Highlights and main functions, Home.

**W2:** Insert, page layout, formulas, Data, review, view, )add-inns, Using help function, Customizing the Quick Access Toolbar.

**W3:** Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Right click of sheet, Saving.

**W4:** Page Setup, and Printing, Using Headers and Footers, Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.

**W5:** Using and Formatting Tables, Basic Formulas and Use of Functions.

**W6:** Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets, Securing the Document.

**W7:** Advanced Formulas and Functions, Worksheet Features.

**W8:** Data Analysis using Pivot Tables and Pivot Charts.

**W9:** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode.

**W10:** Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

**W11:** t-test, F-test, ANOVA one-way classification.

**W12:** Chi square test, independence of attributes.

**References:**

1. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
2. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
3. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
4. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
5. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
6. Ajai.S. Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009

**20MB201PC: HUMAN RESOURCE MANAGEMENT**

<b>MBA II Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Introduction**

Definition, Meaning, nature, scope and significance, Evolution of human resource management (HRM), Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India - Changing role of HRM - e-HRM

**UNIT- II** **10L****Human Resource Planning**

Human Resource Planning: Nature and Process, Forecasting Demand and Supply of HR - Job Analysis: Nature, Importance, Tools for Analysis- Job Analysis- Systems exchange model, Analysis and mapping of workflow, Job Description: Job Specification, Role Analysis - Job Design, Job Enrichment and Enlargement. Recruitment and selection procedures- Recruitment sources-e-recruitment-steps in selection procedures, hiring decisions, placement procedures-process of induction, socialization process, global placement, transfers, promotions, handling separations, downsizing.

**UNIT- III** **8L****Performance Appraisal**

Training and Development- Need and Importance of Training-Methods and Evaluation of Training, Evaluation - Development - Management Development.  
Career Management-Career Development and planning, Career Success. Career Planning- Greenhaus career Development model – Protean career, Performance Appraisal- Methods - Purpose Traditional and Modern Approaches-Performance Management- Competency Management.

**UNIT- IV** **10L****Employer Employee Relations**

Industrial Relations - Concept - Importance - Evaluation of Industrial Relations system - Industrial disputes - Machinery for Settlement of disputes - Trade Union - Strengths and Weakness of trade unions in India, Collective bargaining - Workers participation in management- Employee Grievance handling and Discipline.

**UNIT- V** **10L****Contemporary Issues in HRM**

Human Resource Information System - HR accounting – Lev Schwartz, Flamholtz and Hermanson's Models - HR Audit - Balance Fore Card, Diversity Management, Cross-Cultural Management, Ethics in HRM, International HRM - Competitive and Issues HR in Globalization.

**REFERENCES:**

1. Sinha, P.R.N, Shekhar, S.P, & Bala,I.(2016).Human Resource Management. India: Cengage Learning India Private Limited.
2. Dessler, G., & Varkkey,B.(2015).Human Resource Management (14thed.).India: Pearson Education.

3. Robbins, S., & Verhulst, S.L. (2015). Human Resource Management (11th ed.). USA: Wiley
4. Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2014). Human Resource Management (9th ed.). Pearson.
5. Subba Rao P, 2008; Essential of Human Resource Management and Industrial Relations; Text, Cases and Games, Himalaya Publishing House, Mumbai.
6. Aswathappa, K. (2013). Human Resource Management: Text and Cases (7th ed.) India, Tata McGraw Hill Publishing Company Limited, New Delhi.
7. Mondy R Wayne and Noe M Robert, 2006; Human Resource Management, 9th Edition, Pearson Education, New Delhi.

**20MB202PC: FINANCIAL MANAGEMENT**

<b>MBA II Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****The Finance Function:**

Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

**UNIT- II** **10L****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, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**UNIT- III** **8L****Capital Structure:**

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 –A critical appraisal.

**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. A brief discussion on dividend policies of Indian companies.

**UNIT- IV** **10L****Working Capital Management**

Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit, regulation of bank finance.

**UNIT- V** **10L****Management of Current Assets:**

Management of cash – 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, factoring. Management of inventory- Inventory management process, Inventory control systems, analysis of investment in inventory. Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers, Economic rationale of Mergers, motives for Mergers, Financial

evaluation of Mergers.

**References:**

1. I M Pandey, Financial Management, 11 e, Vikas Publications , 2015.
2. M.Y Khan, P K Jain, Financial Management-Text and Problems, TMH, 2015.
3. James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson.
4. Education, New Delhi. Eugene F.Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
5. Arindam Banerjee, Financial Management, Oxford Publications, 2016.
6. Rajesh Kothari, Financial Management A contemporary Approach, Sage publications, 2017.

**20MB203PC: MARKETING MANAGEMENT**

MBA II Sem

L	T	P	C
3	1	0	4

**UNIT- I****10L****Introduction to Marketing**

Definition, importance, scope and opportunities, core concept of marketing, nature, objectives, differentiate marketing and selling, functions of marketing manager, principles of marketing management, elements of marketing, marketing philosophies, marketing environment.

**UNIT- II****10L****Market segmentation**

Factors determining the size of the good market, target market, basics of market segmentation, industrial market segmentation, target market, market positioning and their strategies, market demand forecasting.

**Case:** Dalda (Arun Kumar page no: 195)

**UNIT- III****8L****Competitive analysis**

Competition analysis – factors contributing competition, competition analysis tools, marketing planning, marketing information system, marketing research process, sources of data for market research techniques

**Case:** Mahendra scooters (Arun kumar page no: 89)

**Consumer Behaviour:**

Importance of CB, psychology of consumers, factors influencing CB, types of buying behaviour and decision process.

**UNIT- IV****10L****Marketing mix and Pricing strategies:**

Product planning ,layers of product ,classification of products, elements of product planning, significance, product mix, product line, PLC stages and strategies for different stages, brand, classification of brand, branding, brand equity, packaging, labelling, new product development process and reasons for new product development failure. Pricing – objectives of pricing, factors influencing pricing decisions, procedure for establishing a new price, types of pricing.

**Case:** Small Phones (Nokia) (Adrian Palmar page no: 296)

**UNIT- V****10L****Promotion mix & Distribution channels:**

Promotion – importance of promotion in marketing, promotion mix- advertising, personal selling, direct marketing, publicity, public relations , sales promotion. Distribution channels – functions, different channels of distribution, importance of channel of distribution, channel intermediates, factors influencing channels of distribution, logistic management, SCM, trends in marketing – international marketing, CRM, rural marketing, marketing of services, green marketing , digital marketing.

**Case:** Nano car (Lamb & Hair page no: 52)

**REFERENCES:**

1. Philip Kotler, Gray Armstrong, Principles of Marketing, 15e, Pearson Education 2017
2. Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2017

3. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 5<sup>th</sup> edition,2019
4. Lamb, Hair,Sharma,Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning,2016
5. Arun Kumar & N.Meenakshi, Marketing Management, Vikas 2012

**20MB204PC: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS****MBA II Sem**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I****10L****Introduction to operations research**

Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

**UNIT- II****10L****Linear programming Method**

Introduction to LPP, 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, simplex method, converting primal LPP to dual LPP, Limitations of LPP

**UNIT- III****8L**

**Transportation Problem:** Mathematical Model of transportation problem, Methods for finding Initial basic feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by MODI Method, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

**Assignment Model:** Algorithm for solving assignment model, Hungarians Method for solving assignment problem, Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem.

**UNIT- IV****10L****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

**UNIT- V****10L****Queuing theory**

Introduction to queuing, Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

**REFERENCES:**

1. Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2015.
2. R. Pannerselvam : Operations Research, PHI, 3<sup>rd</sup> revised edition,2012
3. Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson,2015.
4. K.L Schgel “Quantitative Techniques and Statistics”, 2012.
5. Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.
6. C.R. Kothari, Quantitative Techniques, 3<sup>rd</sup> revised edition, Vikas, 2012
7. N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.

**20MB205PC: ENTREPRENEURSHIP**

<b>MBA II Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Understanding Entrepreneurial Mindset-**

The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship

**UNIT- II** **10L****The individual entrepreneurial mind-set and Personality**

The entrepreneurial journey- Stress and the entrepreneur -the entrepreneurial ego Entrepreneurial motivations-Motivational cycle-Entrepreneurial motivational behavior-Entrepreneurial competencies. Corporate Entrepreneurial Mindset, the nature of corporate entrepreneur conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

**UNIT- III** **8L****Launching Entrepreneurial Ventures**

Opportunities identification- Finding gaps in the market place – techniques for generating ideas- entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship.

**Organising Entrepreneurial Ventures**

Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages of Franchising.

**UNIT- IV** **10L****Legal challenges of Entrepreneurship –**

Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

**UNIT- V** **10L****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. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

**REFERENCES:**

- D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
- Bruce R. Barringer/ R.Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
- S.S.Khanka, Entrepreneurship Development, S. Chand Publicati.

**20MB206PC: MANAGEMENT INFORMATION SYSTEM & ERP**

<b>MBA II Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Introduction**

Data, Information, Information system, MIS definition, MIS importance, Evolution of MIS, Structure and Classification of MIS, Role and Functions of MIS Manager, Information systems for competitive advantage.

**Case:** MIS Failure at Runa Labs Pvt. Ltd (D P Goyal P No. 62)

**Case:** MIS at Kalsi Agro International (D P Goyal P No. 66)

**UNIT- II** **10L****Applications of Information Systems & Management of IS**

DSS, Business Intelligence, and Knowledge Management System. Types of IS, Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

**Case:** Knowledge Management Systems at Abhi & Subhi Consultancy. (D P Goyal P No. 315)

**Case:** Planning of Information Systems at Soren & Company (D P Goyal P No. 338)

**UNIT- III** **8L****Building of Information Systems**

System Concepts, Types of System, SDLC, System Development Approaches, Systems Analysis and Requirement Determination, Structured Analysis Tools

**System Design**

Concept, Designing computer based methods, Design Objectives, Design Methods, Conceptual Design, Detailed system design.

**Case:** Information Requirements Analysis & Design at XYZ Bank (D P Goyal P No. 419)

**UNIT- IV** **10L****Introduction to ERP**

Overview of ERP, MRP, MRP II & Evolution of ERP, Integrated Management systems, ERP Benefits, ERP Modules, ERP Implementation and Maintenance, ERP Market.

**Case:** The Business Case for ERP (Mary Sumner, P No. 9)

**UNIT- V** **10L**

**Cyber Security** –Organizational implications-cost of cybercrimes and IPR issues-Web threats for Organizations: the evils and Perils-Social media marketing-Security and privacy Implications-Protecting people privacy in the organizations-Forensic best practices for organizations.

**References:**

1. Management Information Systems, Laudon & Laudon, Pearson, 2015.
2. Management Information Systems–Managerial Perspective, D P Goyal, MacMillan, 3e Edition, 2010.
3. Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.
4. Management Information Systems, Kelkar, Prentice Hall India, 2012.
5. Cyber Security, Nina Godbole & Sunit Belapure, Wiley India, 2012.

6. Enterprise Resource Planning, Mary Sumner. Pearson, 2012.
7. ERP Demystified , Alexis Leon, 5Edition, Tata McGraw-Hill Education 2012.
8. “Management of Systems”, A K Gupta, Sharma Macmillan, 2012.

**20MB207PC: ANNUAL REPORT ANALYSIS – LAB****MBA II Sem**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>0</b>	<b>0</b>	<b>3</b>	<b>1.5</b>

**Week 1-12****W1:** Introducing Financial statements.xls Worksheets**W2:** Adjusting the Trail Balance**W3 :** Updating the Trial Balance Data Worksheet**W4:** Balance sheet**W5:** Cash Flow, Income Statement**W6:** Protecting Financial Data**W7:** Printing and mailing Financial Statements Reports**W8:** Analysis of profitability ratios**W9:** Analysis of structural ratios**W10:** Analysis of asset turnover ratios**W11:** Analysis of liquidity ratios**W12:** Analyse Growth, Stability and Stock Performance.**References:**

1. Sinha Gokul-Financial Statement Analysis-PHI 2014
2. Erich A. Helfert -Financial Analysis Tools and Techniques: A Guide for Managers-TMH ,2014
3. Robert M. Grant- Contemporary Strategy Analysis: Text and Cases-Wiley,2014
4. Corporate Financial Analysis with Microsoft Excel,By Francis J.Clauss
5. John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
6. Sarngadharan M. and Kumar S. Rajitha -Financial Analysis for Management Decisions-PHI
7. Gupta -Corporate Financial Analysis In A Global Environment , South-Western Pub

**20MB208PR: PERSONAL EFFECTIVENESS-SEMINAR**

<b>MBA II Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>0</b>	<b>0</b>	<b>3</b>	<b>1.5</b>

**UNIT- I** **10L****Introduction to PE**

Introduction to PE Need, scope, SWOT Analysis, methods for improvement, impact of PE towards Job Market.

**UNIT- II** **10L****Communication**

Basic English, Content development, JAM Sessions, Debate, Techniques for Group Discussions, Group Discussion on CBA(Current Business Affairs)

**UNIT- III** **8L****Case Presentations**

Case, Case Study, Case let- skills acquired through a case study approach-case problem, case questions, case interview.

**Case Reflections, Analysis, Dimension and Discussion**

Case Reflections-problems, Causes, Stories, Experiences, Case Analysis major evidences, Clues, traps of the Case. Case Cube Dimensions: the Start point, the types of case situations-Hypothesis-alternatives

**UNIT- IV** **10L****Behavioural Techniques:**

Body Language, Attire, Oratory Skills, Personal Etiquette, Emotional Intelligence, Mental Checks & Balance.

**UNIT- V** **10L****Corporate Grooming:**

Corporate Grooming, Resume Writing, Types of Interviews, Pre and Post Interview Jitters, Pre Interview Techniques, Interview questions

**REFERENCES:**

1. Learning with cases by Louise A Mauffette-Leenders, James A Erskine, Michiel R Leenders, Richard Ivey School of Business, The University of Western Ontario.
2. The Case Study handbook – how to read, discuss and write persuasively about cases by William Ellet, HBR Press
3. Sherfeild, Developing Soft skills-Pearson Education.
4. Murphy: Effective Business communication, TMH.
5. Colin BEARD: Experiential Learning, Kogan Page.
6. Anandamurugan, Placement Interview Skills for Success, TMH.
7. Charles J. Given, Super Self: Doubling Your Personal Effectiveness
8. Troels Richte, The 3 Pillars of Personal Effectiveness
9. Stephen R. Covey, The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change
10. BarunMitra, Personality Development and Soft skills

**20MB301PC: PRODUCTION & OPERATIONS MANAGEMENT**

<b>MBA III Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Introduction to POM**

Definition, Nature & Scope of POM, Role & Responsibilities of Production manager, and Functional Sub systems of organization Types of Production systems-Job shop, Batch shop & Mass production. World class manufacturing.

**UNIT- II** **10L****Designing Operations & Production planning & Control**

New Product development, product Design, steps in process planning, value analysis/ value engineering, aims, functions, value Engineering Procedure, and application areas. Standardization, Procedure & Application areas of Standardization. Stages in PPC.

**UNIT- III** **8L**

**Plant Location & Layout** Factors influencing plant location, issues and challenges in location. Plant layout- Classification of layouts - Advantages and Disadvantages, Layout procedure.

**Quality Management** Introduction, Economies of quality assurance, control charts for variables & attributes. Acceptance sampling.

**UNIT- IV** **10L****Scheduling & Work study**

Introduction, Johnson's problem, Extension of Johnson's rule. Two job & m Machines scheduling, Priority rules, Method study - Techniques of work study -Work Measurement-methods of work measurement.

**UNIT- V** **10L****Material & Store Management:**

Components of Integrated Materials Management & Inventory control, different systems of Inventory control, Inventory management. Purchase management & Store Management, Obsolete surplus scrap management, ABC, SDE, FSN, VED Analysis.

**References:**

1. Panner selvam: "Production and operations Management", Prentice Hall of India, New Delhi, 2012.
2. K.Ashwathappa, Sreedhar Bhat, Production and operations Management, HPH, 2012.
3. J.K Sharma: Operations Research, Macmillan, 2013.
4. Richard B.Chase, Ravi Shankar, Operations and supply Management 12<sup>th</sup> edition, TMH, 2010.
5. Prof.L.C. Jhamb: Production operations Management, 18<sup>th</sup> edition, Everest Publishing House.
- 6.

**20MB302PC: STRATEGIC MANAGEMENT**

<b>MBA III Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Introduction to Strategic Management**

Introduction to Strategic Management: concepts in strategic management, Strategic Management process, developing a strategic Vision, Mission and Objectives, Policies-Drafting a strategy - The External Environment: Opportunities, Threats, Competition and Competitor Analysis. Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Building Core Competencies, Outsourcing.

**UNIT- II** **10L****Strategic analysis and Choice:**

Strategic analysis and Choice: Tools & Techniques- Porters' five force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, Grand Strategy Matrix- Market Life Cycle Model- Organisational Learning- Experience Curve- Generic Strategies; Strategy framework for analyzing competition, Exit and Entry barriers.

**UNIT- III** **8L****Formulation of Strategy Levels of Strategy**

Corporate, Business and Functional levels; types of strategies: offensive strategy and defensive strategy, Vertical integration, Horizontal Integration

**Turn Around & Diversification Strategy**

Strategies for Mergers and Acquisitions, Takeovers, Joint Ventures. Why firms diversify, Levels of Diversifications and reasons-Value creating diversifications. Strategic Acquisitions & Restructuring

**UNIT- IV** **10L****Strategy Implementation**

Strategy Implementation: Strategy & Structure, Strategy and Leadership, Strategy and Culture connection, Operationalizing and Institutionalizing strategy, strategy for competing in globalizing markets, organizational values and their impact on strategy, resource allocation

**UNIT- V** **10L****Strategy Evaluation and control:**

Strategy Evaluation and control: Measuring performance- appropriate measures. Role of the strategist-using qualitative and Quantitative , Benchmarking to evaluate performance- strategic Information System – Problems in measuring performance- Strategic Surveillance- Strategic Audit.

**REFERENCES:**

1. Hitt & Ireland and Manikutty,” “Strategic Management: A South Asian Perspective”: Cengage Learning, 9e, 2013.
2. V.S.P. Rao, V. Hari Krishna; “Strategic Management”, 1<sup>st</sup> Edition, Excel Books, 2012.

3. Mital; “Cases in Strategic Management”; 3<sup>rd</sup> Edition, TMH, 2013.
4. P. Subba Rao, “Business Policy and Strategic Management”, 2<sup>nd</sup> Edition, HPH, 2012.
5. Mason A Carpenter et al.”Strategic Management: A dynamic Perspective” Pearson, 2e, 2012.
6. A Nag ‘Strategic Management: Analysis, Implementation & Control” “Vikas Publishing house, 2012.
7. S K Sarangi “Modern Strategic Management” Everest Publishing, 2012.

**20MB311OE: DISASTER MANAGEMENT**

MBA III Sem

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**UNIT- I****10L****Understanding Disaster:**

Concept of Disaster - Different approaches- Concept of Risk - Levels of Disasters - Disaster Phenomena and Events (Global, national and regional).

**Hazards and Vulnerabilities**-Natural and man-made hazards; response time, frequency and forewarning levels of different hazards - Characteristics and damage potential of natural hazards; hazard assessment - Dimensions of vulnerability factors; vulnerability assessment - Vulnerability and disaster risk - Vulnerabilities to flood and earthquake hazards.

**UNIT- II****10L****Disaster Management Mechanism:**

Concepts of risk management and crisis managements - Disaster Management Cycle - Response and Recovery - Development, Prevention, Mitigation and Preparedness - Planning for Relief

**UNIT- III****8L**

**Capacity Building:** Capacity Building: Concept - Structural and Nonstructural Measures Capacity Assessment; Strengthening Capacity for Reducing Risk

**Counter-Disaster Resources:** Counter-Disaster Resources and their utility in Disaster Management: Legislative Support at the state and national levels

**UNIT- IV****10L****Coping with Disaster:**

Coping Strategies; alternative adjustment processes – Changing Concepts of disaster management - Industrial Safety Plan; Safety norms and survival kits - Mass media and disaster management.

**UNIT- V****10L****Planning for disaster management:**

Strategies for disaster management planning - Steps for formulating a disaster risk reduction plan - Disaster management Act and Policy in India Organizational structure for disaster management in India - Preparation of state and district, Disaster management plans.

**TEXTBOOKS:**

1. Manual on Disaster Management, National Disaster Management, Agency Govt of India.
2. Disaster Management by Mrinalini Pandey Wiley 2014.
3. Disaster Science and Management by T. Bhattacharya, TMH, 2015.

**REFERENCES:**

1. Earth and Atmospheric Disasters Management, N. Pandharinath, CK Rajan, BSP 2009.  
National Disaster Management Plan, Ministry of Home affairs, Government of India.(<http://www.ndma.gov.in/images/policyplan/dmplan/draftndmp.pdf>)

**20MB312OE: TOTAL QUALITY MANAGEMENT****MBA III Sem**

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**UNIT - I:****10L**

**Principles and Practices - I:** Introduction - Quality Gurus - Benefits of TQM – Quality Dimensions- Products and Services, Leadership and TQM, characteristics of Quality leaders. The Deming Philosophy - Quality councils - Strategic Planning - Customer Satisfaction-Customer perception of Quality - service Quality - Customer Retention - Employee Involvement - Employee survey –Empowerment -Gain sharing - Performance Appraisal.

**UNIT - II:****10L**

**Principles and Practices - II:** Continuous process Improvement - the Juran trilogy, - The PDCA Cycle – Kaizen - Reengineering. Supplier Partnership – Partnering – Sourcing -Supplier Selection - Supplier rating- Performance Measures - Basic concept – Strategy - Quality cost - Bench marking - reasons for bench marking – Process - Understanding current performance - Pitfalls and criticism of benchmarking.

**UNIT - III:****8L**

**Tools and Techniques - I:** Information Technology-Computers and the quality functions-Information quality Issues-Quality management System-Benefits of ISO registration-ISO 9000 series Standards- Internal Audits.

**Environmental Management System**-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process, Six Sigma.

**UNIT - IV:****10 L**

**Tools and Techniques - II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance-promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

**UNIT - V:****10 L**

**Management Tools:** Management Tools – Introduction - Forced field Analysis - Tree diagram - Process decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control – Process Capability- Experimental Design-Hypothesis -Orthogonal Design -Two factors and Full factors-Quality Strategy for Indian Industries - Quality Management in India.

**Suggested Readings:**

1. Joel E Ross : Total Quality Management, 3e, CRC press, 2015
2. Dale H. Besterfeild, Carlon Besterfeild: Total Quality Management, Pearson Education, 2015
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M Charantimath Total Quality Management, Pearson Education, 2015
5. Kanishka Bedi: Quality Management, Oxford, 2015.
6. Dr. S. Kumar , Total Quality Management, University Science Press, 2015

**20MB313OE: ENVIRONMENTAL SCIENCE****MBA III Sem**

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**UNIT- I****10L****Ecosystem**

Introduction to ecosystem: Definition, Scope and Importance; Classification of ecosystem; Structure and functions of ecosystem food chain food web, ecological energetic, eco-pyramids, carrying capacity; Biogeochemical cycles (Carbon and Nitrogen Cycles), flow of energy

**UNIT- II****10L****Natural Resources**

Renewable and Non-renewable resources–Importance, uses, classification of natural resources and equitable use.

**UNIT- III****8L**

**Definition and levels of biodiversity:** Values of biodiversity Bio- geographical classification of India; hot spots of biodiversity; India as a mega diversity nation; Threats to biodiversity; Endangered and endemic species of India.

**Conservation of biodiversity:** In-situ and Ex-situ conservation; Case studies.

**UNIT- IV****10L****Environmental Pollution & Control Technologies**

Types of environmental pollution; Air pollution, Water pollution, Noise pollution. Waste Management, Global Environmental Issues.

**UNIT- V****10L****Environmental Acts, EIA & Sustainable Development**

**Legal frame work for Environment Protection-Sustainable development**-causes & threats, strategies for achieving sustainable development; CDM and concept of green building, life cycle assessment(LCA); Ecological foot print. **Role of Information Technology**

**REFERENCES:**

1. Environmental Science by Y. Anjaneyulu, B S Publications (2004).
2. Environmental studies by Rajagopalan R (2009), Oxford University Press, New Delhi.
3. Environmental Science and Technology by M. Anji Reddy (2007), B.S Publications.
4. Environmental Studies by Anubha Kaushik (2006), 4<sup>th</sup>edition, New age International Publications

**20MB3140E: R-PROGRAMMING**

<b>MBA III Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Introduction, how to run R**

R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes.

**UNIT- II** **10L****R Programming Structures**

Control Statements, Loops, - Looping Over non vector Sets, If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Extended Example: A Binary Search Tree.

**UNIT- III** **8L****Doing Math and Simulation in R**

Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files.

**UNIT- IV** **10L****Graphics, Creating Graphs**

The Workhorse of R Base Graphics, the plot () Function Customizing Graphs, Saving Graphs to Files.

**UNIT- V** **10L****Probability Distributions**

Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests, ANOVA. Linear Models, Simple Linear Regression, -Multiple Regression Generalized Linear Models, Logistic Regression, - Poisson Regression- other Generalized Linear Models-Survival Analysis, Nonlinear Models, Splines- Decision- Random Forests,

**REFERENCES:**

1. R Cookbook, PaulTeetor, Oreilly.
2. R in Action,Rob Kabacoff, Manning
3. The Art of R Programming, Norman Matloff, Cengage Learning

**20MB311PE: STARTUP MANAGEMENT****MBA III Sem**

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**UNIT- I****10L****Startup opportunities:**

The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Startup Equation- The Entrepreneurial Ecosystem – Entrepreneurship in India. Government Initiatives.

**UNIT- II****10L****Startup Capital Requirements and Legal Environment**

Startup Capital Requirements and Legal Environment Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

**UNIT- III****8L****Starting up Financial Issues:**

Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

Starting up Financial Issues Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures

**UNIT- IV****10L****Startup Survival and Growth:**

Startup Survival and Growth: 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.

**UNIT- V****10L****Planning for Harvest and Exit:**

Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

**REFERENCES:**

1. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
2. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
3. S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
4. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
5. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
6. Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009.

**20MB312PE: CONSUMER BEHAVIOUR****MBA III Sem**

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**UNIT- I****10L****Introduction to consumer behaviour**

Definition , Need of consumer behaviour in marketing, understanding consumer through research process-consumer behaviour on the basis of economic instability, rural CB, consumer segmentation, targeting, positioning, branding, psychographic diffusion and innovation, influencing consumer decision making.

**Case:** Amazon, Consumer Behaviour & Marketing strategy (J.Paul peter page no: 514)

**UNIT- II****10L****Environmental influence on CB**

Influence of culture, sub-culture, social class, social group, family, personality, cross-cultural behaviour, opinion leader. Role of social media in shaping CB . Family – role and structure, family life cycle, purchase decision, changing role of families.

**Case:** Nescafe instant coffee (Ramanuj Majundar page no 311)

**UNIT- III****8L****Individual determinants of CB**

Personality, perception, attitude, motivation, learning education, occupation, information processing, **Case:** Titan watches (Ramanuj Majundar page no 303)

**Consumer decision making**

Problem reorganization, search and evaluation, purchasing process, post- purchase behaviour, pre-purchase behaviour.**Case:** The story of innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

**Unit- IV****10L****Models and theories of CB**

Theories of CB – Learning theory, psycho-analytic theory, Gestalt theory, Cognitive theory, psychological field theory. **Models of CB** – Black box model, distributive approach model, economic man model, NICOSIA model( conflict model), HOWARD model, Angel – Blackwell model( multidimensional model).

**Unit- V****10L****Consumerism and Ethics**

Roots of consumerism, consumer safety, consumer responsibility, marketing ethics towards consumers, consumer information, marketer response to consumer issues, public interest in globalized India. **Case:** Public interest in globalized India (Ramneek Kapoor page no 400)

**References:**

1. Satish Batra, SHH kazmi, Consumer Behaviour- Text and cases, 2e.Excel Books 2016
2. Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning 2015.
3. S. Ramesh kumar , Consumer Behaviour and Branding, Pearson, 2013
4. Kardes, Cline, Croney, Consumer Behaviour- Science and Practice, Cengage Learning, 2012

**20MB313PE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT****MBA III Sem**

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**UNIT- I****10L****Introduction to Investment**

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.

**UNIT- II****10L****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****8L****Equity Analysis & Valuation**

Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach.

**Fundamental Analysis:**

Technical Analysis, Efficient Market Hypothesis. (Theory only)

**UNIT- IV****10L****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, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

**UNIT- V****10L****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.

**References:**

1. William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
2. ZVI Bodie, Alex Kane, Alan J Marcus, Investments, TMH,
3. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6th Edition, Pearson,
4. Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
5. Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
6. Prasanna Chandra: Investment analysis and Portfolio Management" 4th Edition, TMH, 2013.

**20MB314PE: PERFORMANCE MANAGEMENT SYSTEMS**

<b>MBA III Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Performance Management**

Scope and Significance - Advantages of Performance Management -Organizational Structure - Impact of Organizational structure and Operational Problems Performance management process - Performance Planning - Performance Appraisal - Performance Mentoring -Performance Management Strategic Planning.

**UNIT- II** **10L****Communication of Performance Expectations**

Job Description - Defining Performance and choosing a measurement approach measuring results and Behaviors. Gathering performance Information – Presentation, Information and Taking Corrective action – Metrics- Types of Metrics -Critical Success Factors Indicators– managing Metrics- Ownership and Responsibility.

**UNIT- III** **8L****Performance Management**

Performance Management Skills, performance Management Framework,

**Employee Development**

Employee Assessment system, Role of HR Professionals in Performance management. The impact of Performance Management on Line managers and Employees.

**UNIT- IV** **10L****Reward Systems and Legal Issues**

Reasons for introducing contingent Pay Plan, Problems associated with contingent pay plans- Selecting a contingent pay plan- Pay Structures- Job Evaluation- Broad Banding- Legal Principles affecting Performance Management.

**UNIT- V** **10L****Relevant Performance related concepts:**

Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis, High Performance Work Teams, Steps for Building High Performance Work Teams, Reward Practices in World- Class Organizations.

**References:**

1. Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning 2013.
2. Herman Aguinis, Performance management, 3e, Pearson, 2014.
3. A S Kohli, T. Deb, Performance Management, Oxford Higher Education, 2012.
4. Prem Chadha, Performance Management, Macmillan, 2012.
5. Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2010.
6. Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

**20MB321PE: MSME MANAGEMENT**

<b>MBA III Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Introduction for Small and Medium Entrepreneurship**

Introduction for Small and Medium Entrepreneurship (SME): Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

**UNIT- II** **10L****Setting of SMEs’:**

Setting of SMEs’: Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

**UNIT- III** **8L****Institutions supporting MSMEs:**

Institutions supporting MSMEs –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus

**UNIT- IV** **10L****Management of MSME:**

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 SMI – Reasons and remedies — Evaluating entrepreneurial performance

**UNIT- V** **10L****Role of Government in promoting Entrepreneurship:**

Role of Government in promoting Entrepreneurship: MSME policy in India, Agencies for Policy Formulation and Implementation: 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).

**References:**

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.
3. Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan Publishers, 2010.
4. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
5. Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications.

**20MB322PE: DIGITAL MARKETING**

MBA III Sem

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**UNIT- I****10L****Principles and Drivers of New Marketing Environment**

Digital Media Industry – Reaching Audience Through Digital Channels – Traditional and Digital Marketing – Introduction to Online Marketing Environment – Dotcom Evolution – Internet Relationships – Business in Modern Economy – Integrating E-Business to an Existing Business Model – Online Marketing Mix – Mobile Marketing – Digital Signage.

**UNIT- II****10L****Purchasing Behaviour in Digital Marketing Format**

Online Customer Expectations – Online B2C Buying Process – Online B2B Buying Behavior – Website Designing – Website Content – Forms of Search Engines – Working of Search Engines – Revenue Models in Search Engine Positioning – SEO – Display Advertising – Trends.

**UNIT- III****8 L****Product attributes and Pricing Strategies through web**

Product Attributes and Web Marketing Implications – Augmented Product Concept – Core product- Symbolic product- Customizing the Offering – Dimensions of Branding Online Internet Pricing Influences – Price and Customer Value – Online Pricing Strategies and Tactics – Time-based Online Pricing – Personalized Pricing – Bundle Pricing.

**UNIT- IV****10L****Internet Enabled Retailing**

Turning Experience Goods into Search Goods – Personalization through Mass Customization – Choice Assistance – Personalized Messaging – Selling through Online Intermediaries – Direct to Customer Interaction – Online Channel Design for B2C and B2B Marketing.

**UNIT- V****10L****Integrating Online Communication**

IMC Process – Online Advertising – Email Marketing – Viral Marketing – Affiliate Marketing – Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-Created Content Management –Interactive Digital Networks – Customer – Led Marketing Campaigns – Legal and Ethical aspects related to Digital Marketing.

**REFERENCES:**

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA, 2013
2. Strauss Judy, E-Marketing, Prentice Hall, India, 7<sup>th</sup> edition 2013
3. Prof. Vinod V. Sople, E-marketing in digital age: text & cases, 2nd ed, Dreamtech Press, India, 2011.
4. Damian Ryan, Calvin Jones, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page, India, 3<sup>rd</sup> dec 2008

**20MB323PE: FINANCIAL INSTITUTIONS, MARKETS AND SERVICES**

<b>MBA III Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Introduction:**

The structure of Indian financial system, Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, financial inclusion. Regulatory and Promotional Institutions: Functions and Role of RBI, Monetary policy and techniques of monetary control of RBI, The Role and Functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs .

**UNIT- II** **10L****Banking and Non Banking Institutions:**

Commercial banking: Concept and evolution. Steps toward Universal Banking. Post Narasimham Committee Scenario - banking reforms; globalisation and privatization initiatives. Management of funds under regulatory frame work- SLR and CRR. Open Market operations. Problems facing commercial banks, Credit risk Management at commercial banks.

Non Banking Institutions: Structure and functioning of UTI and Mutual Funds. Growth of Indian Mutual funds and its Regulation .Insurance Companies – Structure and Investment Pattern of Public and Private Sector insurance companies, Competition, Role of IRDA, Challenges of Insurance Sector in India.

**UNIT- III** **8L****Primary Securities Market:**

Concept and Structure. Latest trends and developments in new issues market- value based book building, private placement, public offer. Problems and prospects of new issues market.– S.E.B.I guidelines – Legal and operational framework.

**Secondary Securities Market:**

Organization and Structure. Trading and Settlement procedures - Rolling settlement; Real Time Gross Settlement; Delivery Vs. Payment; Negotiated trades. Stock Market Indices. Speculation and forward trading. Problems facing Indian Secondary Market. Stock Market reforms. Role and functions of Clearing Corporation of India Ltd.

**UNIT- IV** **10L****Asset /Fund Based Financial Services:**

Leasing – Concept and Classification. Financial rationale. Evolution of Indian leasing industry. Product profile. Legal, tax and accounting aspects of leasing in India. Hire Purchase- Concept and characteristics. Mathematics of hire purchase. Legal and tax frame work- Financial evaluation of hire purchase deals. Consumer Credit , Factoring and Forfeiting , Housing finance, Venture capital financing.

**UNIT- V** **10L****Fee-based / Advisory services**

Credit Rating: Concept and utility of ratings. Credit rating agencies in India and their performance. Financial dimensions of credit rating methodology. Types of Ratings and Symbols. Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers, Stock broking, Custodial Services, Depository system

**REFERENCES:**

1. L. M. Bhole: Financial Institutions and Markets, TMH, 2012.
2. M. Y. Khan: Financial Services, TMH, 2012.
3. S. Gurusamy: Financial Services and System, Cengage, 2012
4. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
5. Frank. J. Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.

**20MB324PE: LEARNING AND DEVELOPMENT**

<b>MBA III Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****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 Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

**UNIT- II** **10L****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** **8L****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** **10L****Development**

Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company's strategies for providing development, e-learning and employee development. Electronic MDPs.

**UNIT- V** **10L****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 Plateauing, Coping with career breaks, Training for virtual work arrangements.

**REFERENCES:**

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

**20MB331PE: FAMILY BUSINESS MANAGEMENT****MBA III Sem**

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**UNIT- I****10L****Introduction to Family Business:**

Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business 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 - The ECI-U Model.

**UNIT- II****10L****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****8L****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 CEO Spouse and the transfer of power.

**UNIT- IV****10L****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 - Intrapreneurship.

**UNIT- V****10L****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.

**REFERENCES:**

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 1997.
4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian
5. Family Businesses over 100 years, Springer, 2015.
6. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth,

7. Profitability and Family Leadership, Palgrave Macmillan, 2011.
8. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

**20MB332PE: SERVICE MARKETING****MBA III Sem**

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**UNIT- I****10L****Introduction of SM**

What are services, concepts, characteristics, classification of services, goods Vs services, emergence of service economy, service marketing challenges, service encounter, service blue print, service triangle, service scope, and service marketing mix, service and technology, impact of technology on service forms, emerging service sector in India?

**Case:** Online Air Travel (John E G Bateson Page no: 82)

**UNIT- II****10L****Building customer Relationship**

Service consumer behaviour, relationship marketing, relationship value of consumer, customer profitability segment, E-service, service development strategies, consumer perception of services, customer expectation, customer satisfaction, customer feedback, service failure and recovery.

**Case:** The Crestwood INN (John E G Bateson Page no: 320)

**UNIT- III****8L****Innovation and quality to manage services and Models**

Service innovation, designing of services, mapping pattern of services, types of service innovation, stages in service, service quality, quality issues

**Case:** IT Trainer's Ltd (Govind Apte, Page no : 186)

**Models** Models – Gap model of service quality – customer gap, provider gap, closing gap, SERVQUAL gap model, demand and supply management, physical evidence.

**UNIT- IV****10L****Managing service operation**

Service process, participants of services, employees role in service delivery, consumers role in service delivery, service guarantee, ethics in service form service research-service delivery channels, direct channels, franchising, agents, brokers, internet channels, channel conflict and resolutions. **Case:** Total Assurance Ltd (Govind Apte page no: 207)

**UNIT- V****10L****Managing service promises**

Marketing of services in financial sector, tourism services, education services, ITES, telecom services, healthy services, hospitality, need for coordination in marketing communication, managing services through branding, packaging, pricing, promotion.

**Case:** Differential Pricing helps the poor (Vinnie Jauhari page no: 336)

**REFERENCES:**

1. Harsh V Varma, Service Marketing , Pearson, 2011
2. Govind Apte, Service Marketing , Oxford, 4<sup>th</sup> edition, 2019
3. John E G Bateson , K. Douglas Hoffman, Service Marketing, Cengage Learning, 2016
4. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Service Marketing, Pearson , 7<sup>th</sup> edition ,2019.

**20MB333PE : STRATEGIC MANAGEMENT ACCOUNTING**

<b>MBA III Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**UNIT- I** **10L****Introduction to Management Accounting:**

Cost analysis and Control: Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. Activity based costing.

**UNIT- II** **10L****Costing for Specific Industries:**

Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

**UNIT- III** **8L****Marginal Costing**

Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

**Break Even Analysis**

Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

**UNIT- IV** **10L****Budgetary Control:**

Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit.

**UNIT- V** **10L****Standard Costing:**

Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.

**REFERENCES:**

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

**20MB334PE: MANAGEMENT OF INDUSTRIAL RELATIONS**

<b>MBA III Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Industrial Relations**

**Industrial Relations:** Basic and concept of Industrial Relations– Meaning & Objectives, Scope, Importance, Approaches to Industrial Relations –Origin, Evolution and Growth of Industrial Relations in India – factors influencing Industrial Relations in India, Causes for poor IR, Trade Unions Act, 1926, Types of Unions, Functions, Methods, Trade Unions in India: Union Structure and Characteristics. Recognition of Unions: States provisions for recognition. Rights of recognized Unions, unfair labour Practices.

**UNIT- II** **10L****Collective Bargaining-Industrial Disputes**

**Collective Bargaining-Industrial Disputes:** Nature and legal framework of Collective Bargaining, Collective Bargaining Process –Industrial Disputes Act, 1947: Meaning, nature and scope of Industrial disputes -Prevention and Settlement of Industrial dispute: Right to Strike, Major Strikers,-Machinery for the Prevention and Settlement of industrial disputes in India, Standing orders- Conciliation, Arbitration and Adjudication.

**UNIT- III** **8L****Employee Grievances- Quality of Work Life:**

**Grievance Handling:** Employee Grievances – Causes of Grievances procedural aspects for Settlement of Grievances- Tripartite and Bipartite Bodies, Code of discipline.

**Meaning of quality of work life,** Workers Participation Management, Forms and Levels of Participation,- Employment security and Management of Redundancies, Workers Education Schemes.– Quality Circles Objectives- Process, Structure and problems.

**UNIT- IV** **10L****Labour Legislation-I:**

Factories Act 1948, Workmen’s Compensation Act 1923, ESI Act 1948; Industrial Employment (Standing Orders) Act – 1946, Child Labor (Prohibition & Regulation) Act 1986.

**UNIT- V** **10L****Labour Legislation-II:**

Wage Policy and Wage Regulation Machinery, Wage Legislation; Payment of Wages Act 1936, Minimum Wages Act 1948, Payment of Bonus Act 1965, Payment of Gratuity Act 1972. , The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.

**REFERENCES:**

1. R.C Sharma, Industrial Relations and Labour Legislation, PHI Learning Private Limited–2016
2. C.S. Venkata Ratnam Industrial Relations, Oxford University Press, Second edition 2017
3. P.K. Padhi, Labour and Industrial Laws, PHI Learning Private Limited; Fourth edition-2019

4. E.I. Rabindranath Industrial Relations in India, McGraw Hill Education; First edition-2017
5. Arun Monappa Industrial Relations and Labour Laws, McGraw Hill Education; Second edition- 2017
6. S C Srivastava Industrial Relations and Labour Laws Vikas Publishing House; Sixth edition- 2012
7. Dr. Nikita Agrawal and Dr. Anuj Agrawal Dr. Alka Agrawal, Industrial Relation and Labour Laws ,Galgotia Publishing Company -2019

**20MB303PR: SUMMER INTERNSHIP****MBA III Sem**

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**Students are expected to observe following practices in the industry/organisation in which they secure permission to undergo internship programme during summer vacation:**

- Management functions
- Behavior, culture, climate
- Functional domain knowledge
- Processes and systems
- External and internal environment impact on the organization.

The student has to follow the below detailed procedure for successful completion of summer internship in any company approved by the respective department:

- Step 1: Request Letter/ Email from the department/college should go to industry.
- Step 2: Industry will confirm the training slots and the number of seats allocated for internships via Confirmation Letter/ Email.
- Step 3: Students on joining Training at the concerned Industry / Organization, submit the Joining Report/ Letters / Email.
- Step 4: Students undergo industrial training at the concerned Industry / Organization.
- Step 5: Students will submit training report after completion of internship.
- Step 6: Training Certificate to be obtained from industry.
- Step 7: List of students who have completed their internship successfully will be issued by department/college.

Note: 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 along with Semester end examinations. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.

**References:**

1. Journals: Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.
2. Company Websites.

**20MB304PR: BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS -SEMINAR**

MBA III Sem

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**BUSINESS BEST PRACTICES**

**Aim:** To enable students to understand the best practices followed by the organizations.

**Learning outcome:** By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices. By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next practices. The students may choose any of the following corporate practices or any other practices and study with reference to any company:

- 1. Balanced Score Card.**
- 2. Benchmarking.**
- 3. Career Planning**
- 4. Competency Mapping**
- 5. Capability Maturity Model**
- 6. People Capability Maturity Model (Level 5)**
- 7. Performance Management System**
- 8. Six Sigma**
- 9. Talent Management**
- 10. Any other functional systems, policies, practices may also be considered for studying.**

**Report:** A report of the best practice must be prepared with the help of the information available in the open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

**Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

**SUCCESS STORIES OF EMERGING LEADERS**

Aim of this course is to understand from real life situations and the motivating circumstances for a leader to emerge and the underlying passion and commitment for the cause to which the leader is fully committed. It also aims at understanding how the leader communicates his passion to others and make others motivated to the cause. The leader can be some one who excels in any domain such as science, medicine business, sport, art, literature or public life and belonging to contemporary period or very immediate future (emerging).

Learning outcome: After taking up this course, and giving successful presentation at the seminar, the student should be able to understand

- 1. The compelling circumstance that makes a leader**
- 2. The basic character that makes a strong leader**
- 3. The sustaining forces of leadership**
- 4. Leader- follower relations and dynamics**
- 5. Various types of leadership styles**
- 6. The process of evaluating leadership taking into account the strengths and weakness**
- 7. The art of expert critiquing**

The student is expected to take up specifically instances of leadership that made some difference in a domain of his choice in the contemporary age, and after discussing with

the Faculty Adviser concerned right at the beginning of the semester, start studying the leader of his choice as approved and make a detailed report for presentation at the seminar. At the seminar expert critiquing by fellow students and teachers must be encouraged for meaningful evaluation and feedback. References: The student must look for specific references related to the story of his/her leader and must include in the report.

**20MB401PC: TECHNOLOGY MANAGEMENT**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I****10L****The Process of Technological Innovation**

The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, Techniques For Creative Problem Solving.

**UNIT- II****10L****Financial Evaluation of Research and Development Projects**

The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

**UNIT- III****8L****Aspects and Issues in Technology Management**

**Issues in Technology Management** Technological Change- characteristics of technological change; Classification of technological change; Impact of technological change, Technology Life Cycle. Technology Transformation, Technology Policies and Policy Instruments

**Development aspects** Technological Development Options and Strategies, Technology and Socio-economic Planning, Diffusion and Growth of Technologies- Information technology revolution; Macro effects of technological change.

**UNIT- IV****10L****Technological Forecasting For Decision Making**

The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status.

**UNIT- V****10L****Transfer of Technology**

Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

**References:**

1. Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth, Tata McGraw Hill, Boston, 2015.
2. V. K .Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
3. Norma Harison and Samson, Technology management – Text and cases, TMH, 2015
4. Shane: Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.  
Khandwala: Corporate Creativity, TMH, 2015.
5. Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology (6th Edition), Pearson.

**20MB402PC: PROJECT MANAGEMENT**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

**UNIT- I** **10L****Introduction to Project management**

Project management- meaning of Project Management- Significance of Project Management- Project Lifecycle- Project Management Research in brief, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

**UNIT- II** **10L****Project Planning**

Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

**UNIT- III** **8L****Project Execution and Evaluation**

Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation.

**Project and Evaluation**

Managing Risk-Four Stage Process, risk management an integrated approach, cost Management, Creating a project Budget, review of Project Budget and Cost.

**UNIT- IV** **10L****Leading Project Teams**

Building a project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations.

**UNIT- V** **10L****Performance Measurement and Evaluation**

Project control cycles, Monitoring and Evaluating the project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

**References:**

1. Gray, Larson: Project Management-Tata McGraw Hill-2015
2. Jeffery K.Pinto: Project Management-Pearson Education-2015
3. Enzo Frigenti: Project Management-Kogan, 2015
4. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
5. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.
6. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

**20MB4210E: C-PROGRAMMING**

MBA IV Sem

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**UNIT- I****10L****Introduction to Programming:**

Introduction to components of a computer system - primary and secondary memory, processor, Input/output devices, operating system, compilers, creating, compiling and executing a program. Introduction to Algorithms: Representation of Algorithm/Pseudo code, Flowchart, Structure chart with examples, Program development steps.

**Introduction to C Programming Language –**

identifiers, data types , variables , constants, Operators, Expression evaluation, precedence, Preprocessor commands, Conditional Branching and Loops: Writing and evaluation of conditions and consequent branching with if, if-else, switch-case, ternary operator, goto, Iteration with for, while, do-while loops.

**UNIT- II****10L****Arrays and Functions**

**Arrays** - Concepts, using arrays in C, One dimensional arrays, two dimensional arrays, multidimensional arrays, array applications- linear search, binary search and bubble sort, C program examples.

**Functions** - Designing Structured Programs, Functions, user defined functions, Standard functions, Parameter passing in functions, Storage classes-auto, register, static, extern, recursion- recursive functions, differences between recursion and iteration, Simple programs, such as Finding Factorial, GCD, Fibonacci series etc., Limitations of recursion, example C programs.

**UNIT- III****8L**

**Pointers** Idea of pointers , Defining pointers, pointers to pointers, Pointer Arithmetic, arrays Accessing using pointers, void pointer, Null pointer, Dangling Pointer, dynamic memory allocation functions

**Strings** Introduction to strings, handling strings as array of characters, basic string functions available in C (strlen, strcat, strcpy, strcmp, strstr, etc.), arrays of strings

**UNIT- IV****10L****Structures and Unions Structures –**

Defining structures, initializing structures, accessing structures, operations on structures, Nested structures, structures containing arrays, arrays of structures, structures and functions, self-referential structures, enum, typedef, saving memory using bit fields.

**Unions** - Defining unions, initializing unions, accessing unions, differences between Structures and unions, C programming examples.

**UNIT- V****10L**

**File handling in C Files** - Concept of a file ,Text and Binary files, Differences between text and binary files, File opening modes , Opening and Closing files, file input / output functions (standard library input / output functions for files), file status functions (error handling), Random access using fseek, ftell and rewind functions, C programming examples.

**REFERENCES:**

1. Programming in ANSI C, E. Balaguruswamy, Tata McGraw Hill.
2. Programming in C. P. Dey and M Ghosh , 2<sup>nd</sup> Edition, Oxford University Press.

**20MB422OE: BUSINESS ANALYTICS**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Introduction to Business Analytics**

Benefits of Business Analytics, Types of Data Structures, Application areas of Business Analytics, Analytical methods and models

**UNIT- II** **10L****Descriptive Analytics:**

Data Visualization, Visualization tools in Excel, Other data visualization tools, Descriptive statistics in Excel, Statistical inference – Hypothesis testing, Analysis of Variance (ANOVA), Chi Square test for independence

**UNIT- III** **8L****Types of Analytics**

**Predictive Analytics:** Trend lines and Regression Analysis, Forecasting Techniques, Monte Carlo simulation – Concept, Usage in Excel

**Prescriptive Analytics:** Linear Optimization – Concept, Applications, Integer Optimization, Solver in Excel

**UNIT- IV** **10L****Data Warehousing & Mining**

Concept of DWDM – Classification, Clustering, Association Mining, Market Basket Analysis

**UNIT- V** **10L****Big Data**

Concept of Big Data, Significance & Business Applications of Big Data

**REFERENCES**

1. James Evans, Business Analytics, 2e, Pearson, 2017.
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
3. Thomas Eri, Wajid Khattack & Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
4. Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
5. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015

**20MB423OE:NON-CONVENTIONAL ENERGY SOURCES****MBA IV Sem**

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**UNIT- I****10L****Global and National Energy Scenario**

Over view of conventional & renewable energy sources, need & development of renewable energy sources, types of renewable energy systems, Future of Energy Use, Global and Indian Energy scenario, Renewable and Non-renewable Energy sources, Energy for sustainable development, Potential of renewable energy sources, renewable electricity and key elements, Global climate change, CO<sub>2</sub> reduction potential of renewable energy- concept of Hybrid systems

**UNIT- II****10L****Solar Energy**

Solar energy system, Solar Radiation, Availability, Measurement and Estimation, Solar Thermal Conversion Devices and Storage, Applications Solar Photovoltaic Conversion solar photovoltaic, solar thermal, applications of solar energy systems.

**UNIT- III****8L****Wind Energy:**

Wind Energy Conversion, Potential, Wind energy potential measurement, Site selection, Types of wind turbines, Wind farms, wind Generation and Control. Nature of the wind, power in the wind, factors influencing wind, wind data and energy estimation, wind speed monitoring, classification of wind, characteristics, applications of wind turbines, offshore wind energy.

**Hybrid systems:**

Wind resource assessment, Betz limit, site selection, wind energy conversion devices. Wind mill component design, economics and demand side management, energy wheeling, and energy banking concepts. Safety and environmental aspects, wind energy potential and installation in India.

**UNIT- IV****10L****Biogas**

Properties of biogas (Calorific value and composition), biogas plant technology and status, Bio energy system, design and constructional features. Biomass resources and their classification, Biomass conversion processes, Thermo chemical conversion, direct combustion, biomass gasification, pyrolysis and liquefaction, biochemical conversion, anaerobic digestion, types of biogas Plants, applications.

**UNIT- V****10L****Hydel Energy**

Small hydro Power Plant - Importance of small hydro power plants and their Elements, types of turbines for small hydro, estimation of primary and secondary power.

**REFERENCES:**

1. Non-Conventional Energy Sources by G.D Rai.
2. Twidell, J.W. and Weir, A., Renewable Energy Sources, EFN Spon Ltd., 1986.

**20MB424OE: INTERNATIONAL BUSINESS****MBA IV Sem**

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**UNIT- I****10L****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 - Multi National Corporation(MNCs) - International Business Environment- Cultural, Political and Technological Environment

**UNIT- II****10L****International Trade Theories:**

Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage- India's Foreign Trade

**UNIT- III****8L****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. Multilateral Trade agreements- GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

**UNIT- IV****10L**

**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. Organizational Design- Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.

**UNIT- V****10L****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. Cross Cultural Issues in International Business.

**REFERENCES:**

1. Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, International Business, 7e, Cengage Learning, 2008.
2. K Ashwatappa, International Business, 3e, Tata McGraw Hill, 2008.

3. Sanjay Misra, P. K. Yadav, International Business, PHI, 2009.
4. A Ehad Menipaz, Amit Menipaz, Shiv S Tripathi, International Business Theory and Practice,  
Sage publications ,2017
5. Rakesh Mohanh Joshi, International Business, Oxford University Press, 2009
6. Subba Rao, International Business, Himalaya Publications, 2007

**20MB441PE: ENTREPRENEURIAL FINANCE****MBA IV Sem**

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**UNIT- I****10L****Finance for Entrepreneurs:**

Finance for Entrepreneurs Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle 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****10L****Organizing and Operating the Venture:**

Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, 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 Break even Analysis. Evaluating operating and financial performance using ratio analysis.

**UNIT- III****8L****Financial Planning:**

Financial Planning throughout the Venture's life cycle, 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****10L****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****10L****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.

**REFERENCES:**

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
3. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
4. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
5. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

**20MB442PE: ADVERTISING & SALES DISTRIBUTION**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Introduction to advertising**

Evolution - Types of advertising or classification of users - Advertising process: Advertising Campaign planning, Decision making and Organisation. AIDA model , DAGMAR approach, advertising layout.

**UNIT- II** **10L****Establishing Objectives and Budgeting for Advertising**

The Advertising Agency functions Agency Compensation- Evaluating Agencies- Evaluating the Social, Ethical and Economic aspects of Advertising

**Case:** Midland office Engineering establishment of budget (Richard R Still page 588)

**UNIT- III** **8L****Advertising media**

Media Planning and, Implementing and Evaluation of Media Strategies- Evaluation of Broadcast, Print Media and other Support Media

**Case:** Advertisement in Cartoon Network for Nestle (Sunil Sahadev page 504)

**Advertising creativity**

Planning Creative Strategies- The Creative Process- Creative Strategy Development- Creative Strategy Implementation and Evaluation

**UNIT- IV** **10L****Sales promotion**

Types of sales promotion, sales promotion strategies, Incentives to middlemen- Incentives to consumer –Design, implementation and evaluation of effectiveness of sales promotion, cross promotion, surrogate selling, bait and switch advertising.

**UNIT- V** **10L****Distribution and Transportation Management**

Designing customer oriented marketing channel, managing channel member behaviour, channel conflict, cooperation and competition, managing the international channels of distribution. Vertical and horizontal marketing system, logistic management, objectives of logistics, logistics planning, inventory management decision, transportation decision, supply chain management

**Case:** Sales force strategy at LIC (K .Siddhartha Batt page no: 579)

**References:**

1. Manendra Mohan: Advertising Management – Concepts and Cases (Tata McGraw Hill), 2017
2. Rajiv Batra, John Myers and David Aaker: Advertising Management (Prentice Hall),1996.
3. Robert C.Blattberg and Scott. A.Neslin: Sales Promotion Concepts, Methods and Strategies (PrenticeHall), 2009
4. Richard R Still, Edward W Cundiff, Pearson Sales & distribution Management, july 2017
5. Kenneth E Clow & Donald Baack: Integrated Advertising, Promotion and Marketing Communications (Prentice Hall) 2012
6. K.Siddharth Bhat Sales & distribution Management, 2017
7. Pradip Kumar Mallik: Sales Management (Oxford University Press), 2015.

**20MB443PE: INTERNATIONAL FINANCIAL MANAGEMENT**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****International Financial System**

Meaning, scope and significance of International Finance. The growth of multinational enterprises. Domestic FM Vs. IFM, The process of expanding abroad, International Financial System - Components and environment. Finance function in global context

**UNIT- II** **10L****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, 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). International Financial Institutions.

**UNIT- III** **8L****Foreign Exchange Market:**

Players and components, functions - Foreign Exchange Rates - Spot - Forward and Cross Rates. Process of arbitrage, speculation in the forward market. Currency Futures and Options Markets. Euro currency market, Euro credit market, Euro bond market, International Stock market. Theories of determining foreign exchange rate - International Parity condition. Indian Foreign Currency Market - Foreign Exchange Management Act (FEMA) - Recent development.

**UNIT- IV** **10L****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- Interest Rate parity, Expectations theory

**UNIT- V** **10L****Asset–liability Management:**

Foreign Direct Investment, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans - accounts receivable management, inventory management. Payment methods of international trade, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

**REFERENCES:**

1. Jeff Madura, International Corporate Management, Cengage, 2012
2. Alan C. Shapiro, Multinational Financial Management, John Wiley, 2012
3. S. Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
4. Sharan. V, International Financial Management 5e, PHI, 2012
5. P. G. Apte, International Financial Management, TMH 2012.
6. Madhu Vij: International Financial Management, Excel, 2012.

**20MB444PE: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

MBA IV Sem

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**UNIT- I****10L****Introduction and Overview:**

Global Market Context-Key Perspective in Global Workforce Management – Evolution, Concept and Characteristics of International Human Resource Management (HRM)– Variables that moderate differences between Domestic & International HRM Cultural Foundations of International Human resource Management- Understanding culture-Major models of National Culture- Changes and challenges in the Global Labor Market- Globalization-Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- - Global workforce Management challenges.

**UNIT- II****10L****Global Human Resource Planning and Compensation:**

Global Resource Planning- From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting global Strategy work demand HR planning for the Long term- Global Compensation- Objectives of International Compensation–Key Components of Potential Compensation program– Approaches to International Compensation.- Managing Compensation on a global Scale: Fundamental Practices-Key compensation for Expatriates, HCN's and TNC's –

**UNIT- III****8L****Global Recruitment and Global Staffing**

Global Recruitment of Human Resources-Global selection of Human Resources. Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs— Global Staffing- Executive nationality staffing policies– General Actors Affecting Global Staffing-

**UNIT- IV****10L****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- -Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

**UNIT- V****10L****Global workforce Performance Management:**

Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- Issues and Challenges in I.H.R.M- Multinational as a global citizen–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context– flexibility–IHRM issues in different strategic options of organizations-Case studies on International Human Resource Management.

**REFERENCES:**

1. Peter J. Dowling -International Human Resource Management Paperback – Cengage Learning India Private Limited-2017.
2. K. Aswathappa - International Human Resource Management Paperback –McGraw Hill Education; 2 edition – 2017
3. John D. Daniels -International Business-Pearson Education; Sixteenth edition–2018
4. Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
5. Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007.
6. Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, Thomson, 2008.
7. K Aswathappa -Human Resource Management, Text & Cases-McGraw Hill Education; Eighth edition -2017

**20MB451PE: ENTREPRENEURIAL MARKETING**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Introduction to Entrepreneurial Marketing**

Introduction to Entrepreneurial Marketing – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

**UNIT- II** **10L****Enterprise Growth:**

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** **8L****Growth Strategies and Models:**

Growth Strategies and Models: Growth Strategies – concept and forms, Internal, External, and Cooperative growth strategies. Growth models. Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

**UNIT- IV** **10L****Entrepreneurial Market Development Strategies**

Entrepreneurial Market Development Strategies Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

**UNIT- V** **10L****Entrepreneurial Marketing Tools**

Entrepreneurial Marketing Tools Concept, Guerrilla Marketing, Ambush / Free ride Marketing.

Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

**REFERENCES:**

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

**20MB452PE: RETAILING MANAGEMENT****MBA IV Sem**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>

**UNIT- I****10L****Introduction**

Retailing, Evolution of retailing, role, relevance and trends, retail organization , types of retailers, retail formats, retail consumer behaviour, E- retailing, retail marketing mix, retail marketing strategy, ethics in retailing, service retailing.

**Case:** The Classic Story (Aditya page no: 283)

**UNIT- II****10L****Retail Location**

Retail location decision, merchandise planning , store management, managing assortments, layout, design, space management, visual merchandising, retail equity, retail atmosphere, competitive market place, marketing structure, the demand style of retailing, classification of formats- ownership- based, store-based & non-store based.

**Case:** Tanishq (Suja Nair page no: 440)

**UNIT- III****8L****Models of Retailing and Retail**

Value based model of stored format choice, attribute based model of stored based choice, price based decision model.

**Retail competition:**

Types of Competition, Non –Price Decisions, The demand side of Retailing, Evolution of Retailing, Competitive market place , emerging trends in retail competition.

**UNIT- IV****10L****Retail communication Mix**

Section of promotion mix, retail sales promotion, retail pricing, price setting, pricing strategy, managing retail brand, branding strategies in retail, brand equity, retail brand extension, creating brand value.

**Case:** Cafe Coffee Day (Suja Nair page no: 434)

**UNIT- V****10L****Retail Supply Chain**

Relationship marketing in retailing, HRM practices in retail, Technology in retailing, future of retailing, E-retailing, demand forecasting strategies for rural stores

**Case:** Godrej and Boyees (Suja Nair page no: 466)

**REFERENCES:**

1. Michael levy, Barton Weits, Ajay Pundit, Retailing Management, Mc Graw-Hill 2012
2. Suja Nair, Retail Management Himalaya Publication, 2015
3. Aditya Prakash Tripathi, Noopur Agarwal, Fundamentals of Retailing ( Text and cases), Himalaya, 2009
4. Chetan Bajaj, Nidhi Varma , Srivastav Retail Management, Oxford, 2010
5. Swapna Pradhan , Retail Management TMH, 2012

**20MB453PE: STRATEGIC INVESTMENT AND FINANCING DECISIONS**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Investment decisions under conditions of Risk and uncertainty:**

Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects

**UNIT- II** **10L****Types of Investments and disinvestments:**

Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

**UNIT- III** **8L****Critical analysis of appraisal techniques:**

Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem. ) NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**UNIT- IV** **10L****Strategic Analysis of selected investment decisions:**

Lease Financing, Operating Risk, borrows vs. procuring. Hire purchase and Instalment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

**UNIT- V** **10L****Financing Decisions:**

Mergers and Acquisitions - need, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers , Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases .

**REFERENCES:**

1. Ravi M Kishore "Strategic Financial Management, Taxman 2012.
2. Prasanna Chandra: Financial Management, 8/e, TMH, 2012
3. Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e,
4. TMH, 2012 I. M. Pandey: Financial Management, Vikas 2012.
5. Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
6. MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012

**20MB454PE: LEADERSHIP AND CHANGE MANAGEMENT**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****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 behaviors and attitudes – Leadership and power, coercion, Management, rait 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** **10L****Leadership Theories and styles**

Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

**UNIT- III** **8L****Organizational Change**

Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change.

Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective – Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

**UNIT- IV** **10L****Organizations for Change**

Organizational Structure, Models of Structure, Influences on structure, Organizational structure, and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

**UNIT- V** **10L****Strategies for Managing Change**

Systematic approaches to Change, The hard systems model of change, Soft systems

models of change – Organizational Development, The OD process, OD-an action – research based model of change, Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, The multiple paths to change. Developing Leadership Skills.

**REFERENCES:**

1. Gary Yulk, Leadership in organizations, Pearson, 2012.
2. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications,2015
3. Peter G. Northouse, Leadership Theory and Practice, Sage Publications, 2011.
4. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010
5. Mark Hughes, Managing Change, Universities Press, 2011.
6. Nic Beech and Robert Macintosh, Managing Change, Cambridge University Press, 2012.

**20MB461PE CREATIVITY, INNOVATION AND ENTREPRENEURSHIP**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L**

**The Creativity Phenomenon:**

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** **10L**

**Mastering Creative Problem Solving**

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 Creativity Problem solving-

**UNIT- III** **8L**

**Creative Intelligence:**

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:**

Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

**UNIT- IV** **10L**

**Innovation Management**

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** **10L**

**Micro and Macro Perspectives of Innovation**

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.

**References:**

1. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
3. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House,2010.

4. A.Dale Timpe, Creativity, Jaico Publishing House, 2003.
5. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
6. P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009.

**20MB462PE: INTERNATIONAL MARKETING**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Introduction of IM**

Definition, scope, features, difference between domestic & international marketing, world trade, opportunities & challenges in IM, stages of IM, types of economic market, motivating factors of IM , Internationalisation – reasons and strategies,

**Case :** StarBucks , Growing global fast ( Philip , John, Prashant text )

**UNIT- II** **10L****Global Market Environment**

Types, political, economical, social, legal, and technological environment, WTO globalisation and issues, EXIM policy, international trade and its barriers, trade in goods and services, trade agreements.

**Case:** Mc Donalds and Obsity (Philip, John, Prashant text)

**UNIT- III** **8L****Global Market Opportunities**

Global vision through marketing research: Market selection, role of culture, government policies of target market, SWOT analysis

Market entry modes- strategies, problems and challenges, industrial buyers, government buyers, sales potential, factors influencing global consumers- role of cultural factor, social factor and situational factor

**Case:** IMAX corporation (Svend and Madhurima, Pearson, Page no: 412)

**UNIT- IV** **10L****Developing Global Market Strategies**

Competitive factors , International marketing mix , global marketing program , segmentation of product and services, Marketing channels & distribution promotional strategies, factors influencing pricing decisions, international product life cycle.

**Case:** Harley- Davidson:- Price level (Svend & Madhurima , Pearson page no 510)

**UNIT- V** **10L****Implementing Global Marketing Strategies**

E-Marketing channels organisations and controlling of global marketing program, Export documentation, Export procedures and steps for Export order, Negotiation with customer and Selection method of international negotiations.

**Case:** NTT DOCOMO (Svend & Madhurima, Pearson page no 709 )

**REFERENCES:**

1. Philip R Cateora, John L graham, Prashant Salwan, International Marketing- 15<sup>th</sup> edition- TMH ,2011
2. Svend Hollensen, Madhumita Benerjee-Global Marketing- 4<sup>th</sup> Edition-Pearson, 2010
3. Justin Paul, International Marketing- Text and cases, TMH, 2015
4. Francis Cherunilam- International Marketing-12<sup>th</sup> Edition-HPH-2012

**20MB463PE: FINANCIAL DERIVATIVES****MBA IV Sem**

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**UNIT- I****10L****Introduction of Financial Derivatives**

Development and Growth of Derivative Markets -types of Derivatives, Players in Derivative Market, Role of Derivatives, Uses & Misuses of derivatives.

**UNIT- II****10L****Forwards and Futures**

Forwards and Futures trading and differences between them: Trading in Forwards, Futures: theory, pricing and hedging strategies for foreign exchange, short and long-term interest rate and Index Futures ,Trading mechanism and contracts of the main Financial Derivatives instruments: Clearing and settlement of trades, margin trading.

**UNIT- III****8L****Options Market:**

Types of Options, Trading and hedging using Options; equity Options; Options vs. Futures.

Option pricing using Black-Scholes Model and Binomial Analysis; Options on Stock Indices and currency; Option Greeks; Exotic Options .

**UNIT- IV****10L****Options trading Strategies**

Spreads (Bull Spreads, Bear Spreads and Butterfly Spreads) - Combinations (Straddles, Strangles, Strips and Straps) ,Commodity Exchanges-MCX,NCDEX,Role ,Functions and trading mechanism.

**UNIT- V****10L****Swaps Markets:**

Concept and Nature, Evolution of Swap Market, Features of Swaps Structure, currency, interest-rate, equity and commodity Swaps- pricing of swaps.

**References:**

1. Gupta, S. L., "Financial Derivatives, Theory, Concepts & Problems", PHI Learning Pvt. Ltd., New Delhi, 2013.
2. Ranganatham, M., &Madhumathi, R., "Derivatives and Risk Management", Pearson, New Delhi, 2014
3. Kevin, S., "Commodity and Financial Derivatives", Pearson, New Delhi, 2014(Latest Edition).
4. John C Hull and Shankarshan Basu " Options and futures and other derivatives" ninth edition, 2015, Pearson Publishers

**20MB464PE: TALENT AND KNOWLEDGE MANAGEMENT**

<b>MBA IV Sem</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT- I** **10L****Talent Management**

Meaning, importance, Evolution, Talent Management System, Talent Reservoir – Components, Talent Management Grid, Talent Management Assessment Tools, Process of Talent Management, Competence –Core Competency, Competency Assessment, Competency Modeling – Steps in developing a valid competency model, Potential Forecast.

**UNIT- II** **10L****Succession and Career Planning**

Succession Planning – Traditional Approaches, Contemporary Approaches, Talent Acquisition - Talent Identification & Business Alignment, Recruiting & Assessment, Talent Development – Training & Coaching – Action-Oriented Coaching, Remedial Coaching, Attitude Based Coaching; Performance Based Coaching, Executive Coaching, Talent Management Strategies.

**UNIT- III** **8L****Nature of Knowledge**

**Introduction to Knowledge Management** Introduction to Knowledge Management, Concepts of Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective.

**Types of Knowledge** Types of Knowledge viz. tacit and explicit– Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Forces Driving Knowledge Management.

**UNIT- IV** **10L****Knowledge Management**

Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management. Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

**UNIT- V** **10L****Knowledge Management Solutions**

Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl's Seven Schools of Knowledge Management, Alversson and Karreman's knowledge management, Knowledge Management Infrastructure, Organizational Impacts of Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

**References:**

1. David G. Collings, Hugh Scullion and Paula M. Caligiuri, Global Talent Management, 2e, Routledge, 2019.
2. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 3e, TMH, 2011
3. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management: Challenges, Solutions, and Technologies, Pearson, 2009
4. Sudhir Warier, Knowledge Management, Vikas, 2004.

5. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
6. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley, 2010.

**20MB403PR: PROJECT**

MBA IV Sem

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**Part-A (III semester):**

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

**Part- B (IV semester):**

Finalization of work by completing chapter-IV & V followed by plagiarism check submission of report after i mid exam of iv semester main project evaluation in two stages: first stage is plagiarism check followed by second stage viva voce 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**

**REFERENCES:**

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