VISION

To evolve into a premier engineering institute in the country by continuously enhancing the range of our competencies, expanding the gamut of our activities and extending the frontiers of our operations.

MISSION

Synergizing knowledge, technology and human resource, we impart the best quality education in Technology and Management. In the process, we make education more objective so that the efficiency for employability increases on a continued basis.

ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(AUTONOMOUS)
Approved by AICTE, Accredited by NBA & NAAC, Recognized under 2(f)12(b) of UGC Permanently Affiliated to JNTUK, Kakinada.
K.Kotturu, Tekkali, Srikakulam-532201, Andhra Pradesh

Academic Regulations for MBA (Regular) 2016
(For the students admitted into first year from the academic year 2016-2017)
(Effective for the students admitted into first year from the academic year 2016-2017)
The MBA Degree of the Aditya Institute of Technology and Management (AITEM), Tekkali shall be conferred on candidates who are admitted to the program and fulfill all the requirements for the award of the Degree:

1.0 ELIGIBILITY FOR ADMISSIONS
Admission to the above programme shall be made subject to the eligibility, qualifications and specialization prescribed by the University from time to time. Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at ICET examination subject to reservations prescribed by the Government of Andhra Pradesh from time to time.
2.0 AWARD OF MBA DEGREE

2.1 A Student shall be declared eligible for the award of MBA degree, if he pursues a course of study and completes it successfully for not less than two academic years and not more than four academic years.

2.2 A Student, who fails to fulfill all the academic requirements for the award of the degree within FOUR academic years from the year of their admission, shall forfeit his/her seat in MBA course.

3.0 ATTENDANCE

3.1 A candidate shall be deemed to have eligibility to write end semester examinations if he has put in a minimum of 75% of attendance in aggregate of all the subjects.

3.2 Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the College Academic Committee consisting of Principal, Head of the Department and two senior faculty members.

3.3 Condonation of shortage attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.

3.4 Shortage of attendance below 65% shall in no case be condoned.

3.5 A candidate shall not be promoted to the next semester unless he fulfills the attendance requirements of the precious semester.

3.6 A stipulated fee should be payable towards the condonation of shortage of attendance.

4.0 EVALUATION

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks on the basis of the Internal Evaluation and End Examination.

4.1 External Evaluation: for the theory subjects 60 marks shall be awarded based on the performance in the End Examination. There shall be Semester End examination with 180 minutes duration consisting of eight questions out of which five questions to be answered.

Internal Evaluation: Out of 40 Internal marks 30 marks are assigned for subject exam, and 5 marks for subject assignments and 5 marks for Seminar. The internal evaluation for 30 marks shall be made based on the average of the marks secured in the two mid term examination conducted, one in the middle of the semester and the other immediately after the completion of class instruction. Each mid term examination shall be conducted with duration of 120 minutes and question paper shall contain 4 questions. The students should answer all the four questions.

4.2 For practical subjects, 60 marks shall be awarded based on the performance in the End Semester Examinations, 40 marks shall be awarded based on the internal Examination at the end of the Semester in the lab Categorized as follows:-

- Internal Exam 20 Marks
- Day to Day Evaluation 20 Marks
4.3 A candidate shall be deemed to have secured the minimum academic requirements in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together.

4.4 A Candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are less than 50% and he has failed in the end examination. In such case candidate must reregister for the subject(s) and secure required minimum attendance. Attendance in the re-registered subject(s) has to be calculated separately to become eligible to write the end examination in the re-registered subject(s).

The attendance of re-registered subject(s) shall be calculated separately to decided upon the eligibility for writing the end examination in those subject(s). In the event of taking another chance, the internal marks and end examination marks obtained in the previous attempt are nullified. At a given time a candidate is permitted to re-register for a maximum of two subject(s) in addition to the subjects of a regular semester.

4.5 A Candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters.

4.6 The viva-voce examination shall be conducted at the end of the fourth semester end examinations.

4.7 Laboratory examination for MBA course must be conducted with two Examiners, one of them being Laboratory Class Teacher and second examiner shall be external examiner from outside the college.

4/8 PRE-PLACEMENT TRAINING

➢ Pre-placement training is one among the compulsory courses and does not carry any grade point.
➢ Evaluation of Pre-placement training will be conducted on all the modules.
➢ Pre-placement training shall be evaluated for 75 marks, on the basis of end (internal) examination. There is no external examination
➢ A candidate shall be declared to have passed in Pre-Placement training courses if he/she secures a minimum of 50% aggregate marks.

5.0 EVALUATION OF PROJECT WORK

5.1 A Project Review Committee (PRC) of the MBA Department is to be constituted with Principal as chairperson, Head of the Department and two other senior faculty members of the department offering MBA.

5.2 Registration of Project work: A Candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to II semester.

5.3 Every candidate shall work on projects approved by the PRC of the Department.

5.4 A student has to undergo practical training for a period of 6 weeks in a Corporate Enterprise after the Second Semester/Summer vacations. In training period, the candidates should work on a specific problem in the Management area. At the end of practical training, the student should submit a certificate obtained from
the organization. The student should prepare a Project Report under the supervision of a guide from the faculty of management of the concerned college. However, the students who prepare Project Report in the area of systems can also work under the guidance of Faculty member from Computer Science Department.

5.5 Three copies of Project dissertation certified by the Project supervisor shall be submitted to the Department.

5.6 The Chairman BOS, Department of MBA will prepare the list of qualified teachers to be examiners, project guides and other similar evaluators, will place before board and pass on the approved list to the concern authority to execute such works.

5.7 The project report shall be adjudicated by one examiner selected from outside the College. The Department will submit a 5-member panel who are eminent in that field of study to the Principal. A summer project study will carry 100 marks of which 40 marks shall be reserved for internal assessment and the remaining 60 marks for Viva-Voce to be conducted by external examiner from the outside college.

The project study will be evaluated on the basis of the following parameters

<table>
<thead>
<tr>
<th>Internal Assessment (Before PRC of the Department)</th>
<th>40 Marks</th>
</tr>
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<tbody>
<tr>
<td>Internal Assessment will be done on following points</td>
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<tr>
<td>• Understanding the relevance</td>
<td>5 Marks</td>
</tr>
<tr>
<td>• scope and dimension of the project</td>
<td>5 Marks</td>
</tr>
<tr>
<td>• Methodology</td>
<td>5 Marks</td>
</tr>
<tr>
<td>• Quality of Analysis and Results</td>
<td>5 Marks</td>
</tr>
<tr>
<td>• Interpretations and Conclusions</td>
<td>10 Marks</td>
</tr>
<tr>
<td>• Presentation</td>
<td>5 Marks</td>
</tr>
<tr>
<td>• Report</td>
<td>5 marks</td>
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<table>
<thead>
<tr>
<th>External Assessment</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Viva- Voce</th>
<th>60 Marks</th>
</tr>
</thead>
</table>

Total 100 Marks

5.8 The viva-voce examination of the project report shall be conducted by a board consisting of the External examiner (See section 5.7), the Head of the Department and Supervisor. The Candidate should have to secure minimum 40% marks in External assessment of Project viva-voce. Head of the Department shall coordinate and make arrangements for the conduct of viva-voce examination.

5.9 If the candidate fails to secure minimum 40% of marks in project and viva-voce, the candidate will retake the viva-voce examination after three months. If he fails to get minimum marks at the second viva-voce
examination, he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure minimum marks again, the project shall be summarily rejected.

If the candidate fails to secure minimum 50% of (internal and external) marks in Theory subjects he/she has to re-appear supplementary examination.

6.0 AWARD OF DEGREE AND CLASS

A candidate shall be eligible for the award of MBA degree if he satisfies the minimum academic requirements in every subject and in his project thesis/dissertation and viva-voce.

Method of Awarding Letter Grades and Grade Points for a Course.

A letter grade and grade points will be awarded to a student in each course based on his/her performance as per the grading system given below.

<table>
<thead>
<tr>
<th>Course</th>
<th>Grade Points</th>
<th>Letter Grade</th>
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</thead>
<tbody>
<tr>
<td>95-100%</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>85-&lt;95%</td>
<td>9</td>
<td>A+</td>
</tr>
<tr>
<td>75-&lt;85%</td>
<td>8</td>
<td>A</td>
</tr>
<tr>
<td>65-&lt;75%</td>
<td>7</td>
<td>B+</td>
</tr>
<tr>
<td>55-&lt;65%</td>
<td>6</td>
<td>B</td>
</tr>
<tr>
<td>50-&lt;55%</td>
<td>5</td>
<td>P</td>
</tr>
<tr>
<td>&lt; 50%</td>
<td>0</td>
<td>F (Fail)</td>
</tr>
</tbody>
</table>

6.1 Calculation of Semester Grade Points Average (SGPA)* for semester

The performance of each student at the end of each semester is indicated in terms of SGPA. The SGPA is calculated as below:

\[
SGPA = \frac{\Sigma(CR \times GP)}{\Sigma CR} \quad \text{for all courses passed in semester}
\]

Where CR = Credits of a Course, GP = Grade points awarded for a course

*SGPA is calculated for the candidates who passed all the courses in that semester.

6.2 Calculation of Cumulative Grade Points Average (CGPA) and Award of Division for Entire Programme.

The CGPA is calculated as below:

\[
CGPA = \frac{\Sigma(CR \times GP)}{\Sigma CR} \quad \text{(For entire programme)}
\]

Where CR = Credits of a course GP = Grade points awarded for a course

Table: Award of Divisions
### CGPA and Division

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<thead>
<tr>
<th>CGPA</th>
<th>DIVISION</th>
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<tbody>
<tr>
<td>$\geq 7.5$</td>
<td>First Class with distinction</td>
</tr>
<tr>
<td>$6.5 \leq$ and $&lt; 7.5$</td>
<td>First Class</td>
</tr>
<tr>
<td>$5.5 \leq$ and $&lt; 6.5$</td>
<td>Second Class</td>
</tr>
<tr>
<td>$5.0 \leq$ and $&lt; 5.5$</td>
<td>Pass Class</td>
</tr>
<tr>
<td>$&lt; 5.0$</td>
<td>Fail</td>
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</table>

### 7.0 WITHHOLDING OF RESULTS

If the candidate has not paid any dues to the Institution or if any case of indiscipline is pending against him/her, the result of the candidate will be withheld and he/she will not be allowed into the next semester. The issue of degree is liable to be withheld in such cases.

### 8.0 TRANSITORY REGULATIONS

Candidates who have discontinued or have been detained for want of attendance or who have failed after having undergone the course are eligible for admission to the same or equivalent subjects as and when subjects are offered.

### 9.0 GENERAL

9.1 The academic regulations should be read as a whole for purpose of any interpretation.
9.2 In case of any doubt of ambiguity in the interpretation of the above rules, the decision of the BOG is final.
9.3 The Institution may change or amend the academic regulations and syllabus at any time and the changes and amendments made shall be applicable to all the students with effect from the date notified by the Institution.
9.4 Wherever the word he, him or his occur, it will also include she, her and hers.
9.5 There shall be transfers within the affiliated colleges of Jawaharlal Nehru Technological University, Kakinada as per Government of A.P. and University norms.
## Course Structure
### Department of MBA

#### Semester-I

<table>
<thead>
<tr>
<th>Subject Code</th>
<th>Title</th>
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<th>P</th>
<th>C</th>
<th>Internal marks</th>
<th>External Marks</th>
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<td>Quantitative Techniques for Business Decisions</td>
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L- Lectures  
P-Practicals  
C- Credit
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L- Lectures  
P-Practicals  
C- Credit
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<td>Choose any two of the following electives from each specialization in the beginning of the third semester</td>
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<td>16MBA3005</td>
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<td>4</td>
<td>-</td>
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<td>16MBA3007</td>
<td>2.Financial Institutions and Services</td>
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<td>-</td>
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<td><strong>Banking &amp; Insurance</strong></td>
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<tr>
<td>16MBA3011</td>
<td>2.Insurance Laws</td>
<td>4</td>
<td>-</td>
<td>4</td>
<td>40</td>
<td>60</td>
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<td></td>
<td><strong>Systems</strong></td>
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L- Lectures
P-Practical
C- Credit
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</tr>
<tr>
<td></td>
<td><strong>choose any Two of the following electives from each specialization in the beginning of the fourth semester</strong></td>
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<tr>
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<td>16MBA4005</td>
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<td>4.Financial Risk Management</td>
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<td>16MBA4012</td>
<td>3.Systems Audit</td>
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L- Lectures  
P- Practicals  
C- Credit
The elective papers will be offered in the areas of Marketing, Finance, and Human Resources, (HR), Banking & Insurance (B&I) and Systems. The students should choose any Two of the following elective areas in the beginning of the third semester of MBA. Specialization will be offered with minimum of 20 students. Dual Specialization is provided with respect to selection of Two Elective Papers from each third &Fourth semester by all the students from the following areas

**Marketing**

- 16MBA3004 I. Consumer Behavior and customer relationship management
- 16MBA3005 II. Advertising and Brand Management
- 16MBA4004 III International Marketing
- 16MBA4005 IV. Service Marketing

**Finance**

- 16MBA3006 I. Investment Management
- 16MBA3007 II. Financial Institutions and Services
- 16MBA4006 III. International Financial Management
- 16MBA4007 IV. Financial Risk Management

**HRM**

- 16MBA3008 I. Strategic Human Resource Management
- 16MBA3009 II. Management of Industrial Relations
- 16MBA4008 III. Global Human Resource Management
- 16MBA4009 IV. Performance Management

**Banking & Insurance**

- 16MBA3010 I. Risk Management
- 16MBA3011 II Insurance Laws
- 16MBA4010 III Banking Laws
- 16MBA4011 IV Claims Management

**Systems**

- 16MBA3012 I. Data Warehousing and Data Mining
- 16MBA3013 II. E-Commerce.
- 16MBA4012 III. Systems Audit
- 16MBA4013 IV. Decision Support Systems
OBJECTIVES:
- To develop an understanding of management concepts with a focus on Management functions and its implications on Organizations.
- To enable students understanding the importance of planning, organizing, staffing, directing and controlling.
- To instill the abilities of motivation, communication and leadership.
- To craft the students understanding the concept and applications of organizational behavior.

OUTCOMES:
- Helps the student to learn how to practice Management concepts and functions.
- Facilitates the students to gain practical knowledge in Decision Making, Delegation of Authority, decentralisation and departmentation.
- Enables the students to become skilled at how to manage the conflicts and improve the negotiation skills.
- Helps the students to learn the practices of organizational behavior.
- Emphasizes on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the classroom.

UNIT -I.

UNIT -II.

UNIT -III.
- Nature of organizing - principles – organization levels – types - and span of management- Organizational design and structure, approaches–delegation of authority - centralization and decentralization of authority and responsibility.

UNIT -IV
• Organizational behavior: Nature and scope – linkages with other social sciences -
  Individual perspective – Perception and process- Values, Attitudes- Learning and
  learning theories– Personality, types and models
• Transactional Analysis -Johari window -Approaches to Organizational behaviour -
  Models of Organizational Behavior - Organizational culture and development.

UNIT -V
• Motivation – theories - Leadership – approaches to leadership – leadership behaviour
  and styles – leadership skills – leadership in cross-cultural environment – women and
  corporate leadership –Group dynamics – group formation and development -conflict
  management and negotiation skills.

UNIT-VI
• Organizational culture and effectiveness: Definition – creating organizational culture-
  approaches to organizational culture – learning of organizational culture –
  measurement of organizational culture – organizational effectiveness – nature and
  importance.

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

REFERENCES
1. L.M.Prasad: “Principles and Practice of Management”, Sultan Chand & Sons,
   New Delhi, 2015.
2. William, Tripathy: “MGMT (including instructor recourses)”, Cengage Learning,
   New Delhi, 2016
3 Dr.P.Subba Rao and Prof. N.Sambasiva Rao:”Management and Organizational
   Behaviour - (Text and Cases)”, Himalaya Publishing House, Mumbai
4 Griffin, Moorhead: “Managing Organisational Behaviour”, Cengage Learning, New
   Delhi.2016.
5 Jerald Greenberg and Robert A Baron: “Behavior in Organizations”, PHI Learning
   Private Limited, New Delhi, 2009.
6 Mullins, Laurie: “Management and Organisational Behaviour”, Pearson
   Education, New Delhi, 2016
7 Jennifer M.George and Gareth R. Jones: “Understanding and Managing
8 Meenakshi Gupta: “Principles of Management”, PHI Private Limited, New Delhi,
   2009.
   Limited, 2009
11 Jai B.P.Sinha: “Culture and Organizational Behaviour”, Sage Publication India
   Private Limited, New Delhi, 2008.
12 K.Aswhathappa: “Organizational Behaviour-Text, Cases and Games”, Himalaya
   Publishing House, New Delhi, 2008,
• 16 Pareek Udai: “Understanding Organizational Behaviour”, Oxford University
   Press, New Delhi,
OBJECTIVES:

- To develop an understanding of Managerial Economics.
- To apply the principles of economics within a managerial decision-making process.
- To analyze demand theory and its applications in making business decisions.
- To gain an overall understanding of the production and cost theories for managing unanticipated risks.
- To gain a complete conceptual and practical understanding over market, pricing and profit management.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

OUTCOMES:

- Help Students to learn the overview of Managerial Economics.
- Help Students’ to understand the Principles of Demand and its practical Applications.
- Familiarize Students’ with cost-output relationship in the short run and long run.
- Enable Students to understand Price-Output determination in Perfect competition
- Familiarize Students’ with Profit Theories and its practical applications
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.

Unit I- Introduction to Managerial Economics: Managerial Economics – Characteristics and Scope - Economic theories applied in business decisions Relationship with other areas in Economics, - The Role of a Managerial Economist - The Responsibility of a Managerial Economist

Unit III Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run.

Unit IV Production Analysis: Production function, Managerial uses of Production - Cobb-Douglas –Laws of Production - Laws of Variable proportion - Returns to Scale - Economies of scale - Diseconomies of scale Isoquant- Optimum Combination of Inputs Isocosts.


Unit VI- Profit Management: Profit-Theories of profit including – Profit Policies – Aims of Profit Policy.

Note: Relevant Case Studies need to be discussed in each unit.

Text Books:

References:
FINANCIAL ACCOUNTING AND ANALYSIS

SUBJECT CODE: 16MBA1003

OBJECTIVES:

- To develop an understanding of financial accounting and analysis.
- The objective of this course is to provide the basic knowledge of book keeping and accounting.
- To enable the student’s to understand the Financial Statements, depreciation, methods, Inventory valuation, issue of shares, forfeiture, re-issue, Amalgamation, absorption, reconstruction.
- To make analyzing Financial Accounts of a Company.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case studies.

OUTCOMES:

- Understand the basic knowledge of bookkeeping and accounting.
- Learn the accounting cycle, final accounts preparation.
- Learn depreciation methods, inventory valuation.
- Understand issue of shares, forfeiture, re-issue, Amalgamation, absorption, reconstruction.
- Understand financial statement analysis.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

UNIT-I
Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by Institute of Chartered Accountants of India.

UNIT-II
UNIT-III
Valuation of fixed assets: Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation. Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.

UNIT-IV
Issue of Shares and Debentures: Entries for Issue of shares, forfeiture - Issue of shares at Discount and premium. Alteration of share capital and reduction of share capital, Classification and Issue and Redemption of Debentures:

UNIT-V
Accounting for Amalgamation, Absorption and Reconstruction: Accounting treatment in the books of transferor and transferee. Simple problems.

UNIT-VI

Note: Compulsory. Relevant cases have to be discussed in each unit

TEXT BOOKS:
   House Private Limited, New Delhi, 2016.

REFERENCES BOOKS:


BUSINESS COMMUNICATION

SUBJECT CODE: 16MBA1004

OBJECTIVES:

- To develop an understanding of Organizational Communication.
- To compare and contrast major theories of organizational communication.
- Identify and analyze functions and structure of organizational communication, including verbal, nonverbal, formal, informal, and communication networks.
- To understand routine correspondence in organizational communication.
- To understand the contextual application of motivation theories.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

OUTCOMES:

- Help students to learn the overview of Organizational Communication
- Helps in improvement of the behavioral, listening, perceiving skills in organizational context.
- Application of major theories of communication in organizations from three perspectives: traditional, interpretive, and critical.
- Able to criticize past and current practices involving organizational culture, technology, diversity, and leadership in organizations.
- Analyze both internal and external organizational communication trends.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Managing Motivation to Influence Interpersonal Communication- Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

UNIT-V
Business Writing Skills- Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business

UNIT-VI

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

REFERENCES:
5. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
7. SathyaSwaroopDebasish, Bhagaban Das” “Business
BUSINESS ENVIRONMENT

SUBJECT CODE: 16MBA1005

OBJECTIVES:

- To develop an understanding of Business Environment.
- To apply the economic practices for business decision-making process.
- To analyze economic plans and its applications in making business decisions.
- To gain an overall understanding of the Industrial policies and economic plans for managing unanticipated risks.
- To gain a complete conceptual and practical understanding over environment.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

OUTCOMES:

- Help Students to learn the overview of Business Environment.
- Help Students’ to understand the practices of National and Global Environment.
- Familiarize Students’ with Industrial Policies, Economics Plans.
- Enable Students to understand Global competition and challenges.
- Familiarize Students’ with Trade mechanism and practical applications
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.


Unit-II: Structure of Indian Economy ; Economic systems- Economic plans with reference to last three plans, public, private joint and cooperative sectors.


Suggested Books:

1. Chidambaram, Indian Business Environment, Vikas, New Delhi
6. Ghosh PK., Business Environment, Sultan Chand & Sons, New Delhi
OBJECTIVES:

- To make the students familiar with principles and techniques of optimization and their applications in decision-making and also to make the students familiar with sampling techniques of Probability and Statistics and their applications in P.G courses.
- To develop this course introduces fundamental concepts and techniques for analyzing risk and formulating sound decisions in uncertain environments.
- To introduce the study of decision theory is enriched by game theory, competitive analysis, and multi-criteria decision-making.
- To make the queuing theory and inventory management are also examined.

OUTCOMES:

- Learn the course combines mathematical concepts and the use of software in an integrated way.
- Clearly identify an otherwise unstructured business problem and its components.
- Employ effective techniques for addressing the major challenges presented.
- Provide a solution to the decision process.
- Develop this course is intended to provide students with basic knowledge of analyzing data using Various statistical techniques whose final goal is to enable better reporting for decision Making. be discussed in each unit.

UNIT -I

UNIT -II
Theory of Estimation & Testing of Hypothesis
Point Estimation – Interval Estimation –Confidence Internal for parameter in normal population –concept of hypothesis - errors in testing of hypothesis – Large sample tests (mean-proportion tests)-student t-Test(single mean& difference of means)- Chi-Square test for independence of Attributes

UNIT -III
Correlation & Regression
Concept of correlation—types of correlation-scatter diagram-Karl-Pearson correlation coefficient method and its properties-Regression-Linear regression and its properties-non-linear regression-curve fitting.

UNIT -IV

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau

UNIT -V
   Transportation & Game theory: Definition and application of the transportation model, solution of the transportation problem, Game Theory:Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of games without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT-VI
   P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

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

3. REFERENCES
   4. 1. N.D.Vohra: “Quantitative Techniques in Management”, Tata-
   7. Macmillan Gupta S.P: “Statistical Methods”, S. Chand and Sons,
   8. New Delhi,
   10. 4. D P Apte: “Operation Research and Quantitative Techniques”,
   8. Macmillan Gupta S.P: “Statistical Methods”, S. Chand and Sons,
INFORMATION TECHNOLOGY LAB-I

SUBJECT CODE: 16MBA1007

OBJECTIVES:
- To develop an understanding of Information Technology. Concepts & its applications to Business management.
- To explain in detail about MS-Office and its variant MS word, Excel, Power point
- To develop better understanding of DBMS RDBMs concepts and their applications to business
- To bridge the gap between theories and practice by discussing and practicing relevant applications in daily lifes and business.

OUTCOMES:
- Help Students to learn the Overview of Information Technology.
- Demonstrate proficiency in Microsoft Office and Windows File Management, as well as digital literacy.
- Help students to learn applications of spreadsheet in daily life and businesses.
- Help students to learn applications of database management concepts.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by hands on experience the IT Lab.

SYLLABUS:
UNIT-I Fundamentals of Computers:


UNIT-II : Software Packages:
MS Word-Mail Merge, MS Excel-Formulae, Graphs, Basis Statistical Formulae, MS PowerPoint- Creating Effectiveness presentations.

UNIT-III EXCEL Lessons:
4. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
5. Data from External Sources. Using and Formatting Tables.

UNIT-IV DESCRIPTIVE STATISTICS –MS EXCEL:
Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation.

UNIT- V Database Management Systems :
Concept of files, file management; organization and types of Access, Drawbacks in file based system. Database; types of Database, components of a Database system. DBMS, components of DBMS; DBMS language, Advantage and limitations of Database, Database models, Advanced Database: Distributed, Object oriented Database, Multimedia Database systems, Mobile Databases.

UNIT-VI SQL:
Queries and sub queries - Data queries - Basics - computations - group by - multiple tables - sub queries -joins - SQL- testing queries.

Recommended Books

- Peter: Databases, Tata Mc.Graw Hill Ltd
Organisational Communication skills Lab

SUBJECT CODE: 16MBA1008

OBJECTIVES:

- To develop the English language communication skills.
- The language lab focuses computer-aided multi-media instruction and language acquisition to achieve the following targets:
- To expose the students to a variety of self-instructional, learner-friendly modes of language learning.
- To help the students cultivate the habit of reading passages from the computer monitor, thus providing them with the required facility to face computer-based competitive exams such GRE, TOEFL, GMAT etc.
- To enable them to learn better pronunciation through stress on word accent, intonation, and rhythm.

OUTCOMES:

- Help Students to learn how to speak and write good English.
- To train them to use language effectively to face interviews, group discussions, public speaking.
- To initiate them into greater use of the computer in resume preparation, report writing, format-making etc.
- However, depending upon the available of infrastructure and budget, the above targets can also be achieved by procuring the minimum required equipment suggested for the establishment of Conventional Lab the details of which are given below. The lab should cater to the needs of the students to build up their confidence to help them develop leadership qualities through their communicative competence.
1. Introduction to Phonetics, Introduction to Vowels and Consonants and associated Phonetic symbols, . Introduction to Accent, Intonation and Rhythm.
2. Verbal and Non Verbal communication, Barriers to effective communication – Written communication.
3. Presentations, Types of presentation – participation in meetings – chairing sessions.
4. Situational Dialogues/Role Play.
5. Debate
6. Public Speaking.
7. Group Discussions
10. E – correspondence

**Text Books and Software for Lab classes :**

1. Essentials of Business communication, Rajendra Pal, Sultan Chand and sons, Oxford Advanced Learner’s Compass, 7th Edition
2. Language in Use, Foundation Books Pvt Ltd
3. Learning to Speak English - 4 CDs, Microsoft Encarta
4. Murphy’s English Grammar, Cambridge
FINANCIAL MANAGEMENT

SUBJECT CODE: 16MBA2001

OBJECTIVES:
- To develop an understanding of Financial Management.
- To provide the necessary basic financial tools for the students.
- To understand the short term and long term finance needs of the organization.
- To understand the practices for dividend decisions and debt management.
- To understand the applications of financial planning with reference to the current asset management.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case studies.

OUTCOMES:
- Help Students to learn the overview of Financial Management.
- Understand the time value of money.
- Develop problem solving and prompt decision making for long term projects.
- Define and describe the process and the practice of financial planning.
- Student can able to understand effective credit management.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

UNIT-I
The Finance Function – Objective: Profit or Wealth Maximization and EPS Maximization, An overview of Managerial Finance functions- Time value of money, present value, future value of money and the basic valuation models.

UNIT-II
Cost of Capital: Concept and measurement of cost of capital, Debt vs.Equity, Different types of Cost of Capital, Importance of cost of capital in capital budgeting decisions Investment decisions: Nature of Capital Budgeting decisions - techniques of capital budgeting: Pay back method, Average rate of return and Time-Adjusted methods: IRR and NPV, profitability index, and excess present value index. Advanced problems and cases in capital budgeting.

UNIT-III
- Capital structure Decisions: Capital structure vs financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure theories.
UNIT-IV
Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models-Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Employee stock option and Sweat Equity, Walter Model and Gordon Model.

UNIT-V
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.

UNIT-VI

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS:

REFERENCES:
MARKETING MANAGEMENT

SUBJECT CODE: 16MBA2002

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OBJECTIVES:

- To develop an understanding of Marketing Management.
- Provide a framework within which students will be able to study theories on Marketing Management.
- Provide them with tools to understand the framework within which today’s marketers create successful marketing programs for their Brands.
  - Provide them a brief understanding on retail management.
- To bridge the gap between theories and practice by discussing and analyzing relevant case studies.

OUTCOMES:

- Students will be able to learn the overview of Marketing Management.
- Students will be able to develop a sound knowledge of conventional marketing ideas, and of the theories on which these theories are based.
- Students will be able to develop practices in defining and working out integrated marketing and communication strategies.
- The students can able to act autonomously in planning, implementing and reflecting at a professional level, on the development and use of marketing strategies to address organizational problems.
- Students will be able to emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

UNIT-I

**Introduction to Marketing:** Needs, Wants, Demands, Products, Exchange, Transactions, Market- Marketing Concept, Production Concept, Product Concept, Sales Concept, Societal Marketing Concept-Marketing Mix-Indian Marketing Environment- Role and Functions of Marketing Department-Emerging dimensions and marketing Trends in India.
UNIT-II

**Market Research:** Marketing Information system, Concepts of Demand, Market research – Forecasting and Measurement – Market data analysis.

UNIT-III


UNIT-IV

**Pricing Strategy:** Objectives-Methods and processes of pricing- Factors influencing the pricing-Adopting price- Initiating the price cuts-Imitating price increases- Responding to Competitor’s price changes.

UNIT-V

**Distribution Strategy:** Sales Techniques for Consumer/Industrial clientele-Channel Function and Flows-Channel Levels-Channel Management Decisions - The growth and trends in Wholesaling - Sales force Management.

UNIT-VI

**Promotion Decisions:** Communication Process-Promotion mix – advertising, personal selling, sales promotion, publicity and public relations-Determining advertising budget-Copy designing and testing-Media selection-Advertising effectiveness-Sales promotion – Tools and techniques-Sales force structure- Integrated Marketing communication.
Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS:


REFERENCES:

OBJECTIVES:

- To develop an understanding of Human Resource Management
- To effectively manage and plan key human resource functions within organizations
- To examine current issues, trends, HR practices, and processes in HRM
- To contribute to employee performance management and organizational effectiveness
- To make aware of human resource challenges and Problem-solving
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

OUTCOMES:

- Help Students to learn Definition, Nature and Scope and total concept of HRM.
- Help Students to understand the Principles of HRM and its practical Applications.
- Enable Students to understand duties & responsibilities of the manager.
- Enable Students to understand and implement Manpower planning, uses, benefits, problems and limitations.
- Help Students to understand ‘the compensation and benefits administration’ along with importance of performance, Industrial Relations, Trade Unions and resolution of disputes.
- Enables to understand functions in HR department and different style of organizations.

UNIT -I
HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organisational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

UNIT –II
Investment perspectives of HRM: HR Planning –demand and supply forecasting - Recruitment and Selection- sources of recruitment - Tests and Interview Techniques - Training and Development – methods and

UNIT -III

UNIT -IV

UNIT -V
Managing Industrial Relations- Trade Unions- Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms.

UNIT -VI

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

REFERENCES
PRODUCTION & OPERATIONS MANAGEMENT

SUBJECT CODE: 16MBA2004

OBJECTIVES:

- To develop an understanding of production and operations management.
- To explain mass, process, batch and job order production systems.
- To make an understanding of the role of LOB, Group technology and production planning and control and Inventory management.
- To explain productivity and its improving techniques, work study, method study and time study.
- To develop better understanding of Quality control, Total Quality Management, control charts.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case studies.

OUTCOMES:

- Help Students to learn the Overview of Production and Operations Management.
- Familiarize Students with Production planning and control in different production systems.
- Help Students to understand the concept of productivity, Work Study, Method Study and Work Sampling.
- Enable Students to understand the concepts of EOQ and other inventory control techniques.
- Enable Students to understand Quality Standards, ISO 9000, Six Sigma etc. and Quality control, Total Quality Management, and compute control charts.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

UNIT-I

Introduction: Nature and scope of Production and Operations Management (POM), Historical Development, Production Function, difference between manufacturing and service, types of production systems, POM scenario Today.
UNIT-II

UNIT-III
**Aggregate Planning:** Aggregate planning process, Preparation of aggregate demand Forecast, Strategies for aggregate planning. Inventory Management- Material Requirement Planning (MRP), EOQ, Inventory control techniques.

UNIT-IV
**Scheduling:** Scheduling In Job, Shop Type Production- Shop-Loading, Assignment and Sequencing. Scheduling In Mass, Continuous Production- Line balancing (LOB), Methods of Production Control.

UNIT-V
**Productivity:** Concept of Productivity, types of Productivity, Total Productivity Model. Work Study- Method study, Work measurement, Work Sampling, Job Design. Value analysis, Total Productive Maintenance.

UNIT-VI
**Quality Management:** Inspection and quality Control, Economics of Quality Assurance, Acceptance Sampling, Theory of Control Charts, Control charts for variables and control charts for attributes- Total Quality Management-ISO 9000 series standards, Six Sigma, Quality circles.

**Note:** Relevant Case Studies need to be discussed in each unit.

**TEXT Books:**


**References:**


LEGAL ASPECTS OF BUSINESS

SUBJECT CODE: 16MBA2005

OBJECTIVES:

- To develop an understanding of Legal aspects of Business Environment.
- To acquaint students with business laws affecting the operation of business enterprises in India.
- To provide an understanding of contract law and its applications in Business.
- To familiarize the student regarding aspects of indemnity and guarantee and agency in all business transactions.
- To familiarize the students to know about the sales of goods and negotiable instrument act.
- To provide an idea about the formation of company, its resolutions and impact of company law of India.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies and Court judgments.

OUTCOMES:

- Help Students to learn the Overview of Contract Law of India.
- Familiarize Students with an idea on indemnity, guarantee and surety in business domain.
- Help Students to understand the concept of agency law.
- Enable Students to understand the concepts of Sales of Goods Act, 1930.
- Help Students to understand the concept of Negotiable Instruments Act, 1881.
- Familiarize Students with an idea of Company Law, 1956 and 2013.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.


UNIT III Rights of Agency in Business: Agency Meaning, Agent and Principal, Creation of Agency, Classification of Agents, Relationship between Principal and Agent, Agent's authority, Revocation and Renunciation, Rights, Duties and Liabilities of Agent and Principal, Termination of Agency.


Note: Relevant Case Studies need to be discussed in each unit.

Text Books:
1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 31/e, 2009
## References:

2. Ravindra Kumar, *Legal Aspects of Business*, Cengage Learning, New Delhi, 2/e, 2009
BUSINESS RESEARCH METHODS

SUBJECT CODE: 16MBA2006

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OBJECTIVES:
- To develop an understanding of Business Research Methods.
- To have a general understanding of statistics applicable to business.
- To provide insight into the application of modern analytical tools and techniques for the purpose of management decision making.
- To make Students gaining the knowledge in Preparing a research plan.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

OUTCOMES:
- Help students to learn an overview of Business Research Methods.
- Conduct a preliminary literature review of the concepts comprising the research questions.
- Set out the main elements of a potential research instrument for testing the hypotheses, including a critical and comparative analysis of the proposed instrument.
- Understand how to classify, interpret and present data.
- Prepare a mini-dissertation research proposal / a research plan.
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.

UNIT -I
Introduction: Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

UNIT-II

UNIT-III
Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation.
UNIT -IV
Statistical Inference: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application.

UNIT -V

UNIT -VI

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

TEXT BOOKS:

REFERENCES:
INFORMATION TECHNOLOGY LAB-II

SUBJECT CODE: 16MBA2007

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OBJECTIVES:
- To understand concepts & its applications in Business decision.
- To explain in detail about MS project and mathematical simulations from statistics.
- To develop better understandings of techniques quality management by using computers.
- To explain and demonstrate SQL & PLSQL concepts applications.
- To bridge the gap between theories and practice by discussing and practicing relevant applications in daily lifes and business.
- To explain and demonstrate online training systems SEBI links.

OUTCOMES:
- Help Students to learn the Overview of Information Technology.
- Demonstrate proficiency in Microsoft project and its applications in project Management as digital literacy.
- Help students to learn applications of MS project mathematical simulations.
- Help students to learn how to prepare charts, flow diagrams for six sigma, learning management etc.
- Help students to participate online trading on different products of SEBI & other financial institutions.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by hands on experience on IT Lab.

COURSE DETAILS:

MS Project:

Unit I. **Getting Started with Microsoft Project:** Managing your Projects with Microsoft Project, Starting Microsoft Project, Exploring Views, Exploring Reports, Creating a New Project Plan, Setting Networking Days, Entering Project Properties.

Unit II. **Getting a Task List:** Entering Tasks, Project Management Focus; Defining the Right Tasks for the Right Deliverable, Estimating Durations, Project Management Focus; How do you come up with Accurate Task Durations, Entering a Milestone, Organizing Tasks into Phases, Project Management Focus: Top-Down and Bottom-up Planning, Linking Tasks, Documenting Tasks.

Unit III. **Setting Up Resources:** Setting Up people Resources, Setting up equipment Resources, Setting up Material Resources, Entering Resource Pay Rates, Project
management Focus: Getting Resource Cost Information, Adjustment Working Time for Individual Resources, Documenting Resources.

**Unit IV. Assigning Resources to Tasks:** Assigning Resources to Tasks, Assigning Additional Resources to a Task, Project management Focus: When should Effort Driven Scheduling Apply, Assigning Material Resources to Tasks.

**Research Methodology & SPSS**

*Unit V.*

**Assignment 1:** Learning the Basics of SPSS.

**Assignment 2:** Looking at Frequency Distributions and Descriptive Statistics.

**Assignment 3:** Presenting Data in Graphical Form, Correlation Regression

**Assignment 4:** Testing Research Hypotheses for Two Independent Samples.

**Assignment 5:** Testing Research Hypotheses about Two Related Samples.

*Unit VI.*

**Assignment 6:** Comparing Independent Samples with One-way ANOVA.

**Assignment 7:** Comparing related Samples with One-way ANOVA.

**Assignment 8:** Measuring the Simple Relationship between Two Variables.

**Assignment 9:** Describing the Linear Relationship between Two Variables.

**Assignment 10:** Assessing the Association between Two Categorical Variables.

**ERP: Open Source Software**

**Recommended Books:**

1. Microsoft Office Project 2007, Marmel, Wiley

**Recommended Books:**

1. Ready, Set, GO! A Student Guide to SPSS, Thomas Pavkov, Kent Pierce, TMH.
2. SPSS for Windows step by step, George & Mallery, Pearson
3. Data Analysis with SPSS, Carver and Nash, Cengage.
Industry survey analysis consists of the conditional participation of students in various industries physically as well as online and finding out the productive with observation and interaction.

The objective of the course is to equip students to gain ample knowledge of the following areas:

- Overall functioning of the different industries with reference to the performance and challenges of that industry.
- Interaction with the practical managers working in the industry to attain fruitful knowledge how differentiated the practical work is from theory.
- Coverage of live challenges and problems occurred in different industry and supplement the solutions.
- Conduction of surveys and formulation of live case studies.
- Comparison of Industry and company analysis and preparation of report.
STRATEGIC MANAGEMENT

SUBJECT CODE: 16MBA3001

OBJECTIVES:
- To develop an understanding of Strategic Management concepts, research and theories.
- To develop better understanding of the present and future Environment and analyse them to develop the best strategy.
- To develop an understanding of types of strategies, formulation of corporate, business and functional strategies by strategic choice.
- To develop better understanding of strategy implementation in different situations including strategic leadership, resource allocation and balance score card.
- To discuss on strategy evaluation and control by using qualitative & quantitative criteria and Strategic Information System.

OUTCOMES:
- To sharpen students abilities to think critically, logically and strategically
- To help them learning to diagnose situations from a strategic perspective and practice SWOT analysis
- To develop analytical and decision making skills to implement the chosen strategy.
- To bridge the gap between theory & practice by developing an understanding of when and how to apply the earlier learned topics on marketing, finance, HRM, and production management.
- Identify the strategic problems of a firm and develop ethical solutions to those problems.
- Emphasizing on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

UNIT-I

UNIT-II
UNIT-III
**Strategy Formulation:** Types of Strategies. Exit and Entry Barriers-Formulation of strategy at corporate, business and functional levels. - Tailoring strategy to fit specific industry. Strategic Analysis and choice: Tools and techniques-Porter’s five force model, BCG Matrix, GE Model.

UNIT-IV
**Restructuring and Diversification Strategies:** - types of diversification strategies, the concept of core competence, strategy and competitive advantage. Turnaround strategy, Strategies for Mergers, Acquisitions, Takeovers and joint Ventures. strategies for competing in Globalizing markets and internet economy- Management of strategic Change.

UNIT-V

UNIT-VI

**Note:** Relevant Case Studies need to be discussed in each unit.

**TEXT BOOKS:**

**REFERENCES:**
OBJECTIVES

- To develop an understanding of Cost and Management Accounting.
- To Use the four steps of activity-based management to reduce costs and increase customer value.
- To Identify opportunities for cost reduction by undertaking value analysis.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

OUTCOMES

- Help Students to learn the overview of Cost and Management Account
- Demonstrate an understanding of the various types of costs which a business incurs
- Understand the significance of calculating the break-even point
- Select activity-based performance measures to manage cost, time and other sources of customer value;
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

UNIT – I

UNIT – II
Overheads: Allocation and appointment of overheads, calculation of machine hour rate. An introduction to activity based costing and life cycle costing.

UNIT - III
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 – IV
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 prices
Make or buy decision, key or limiting factor, 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.

UNIT - V
BUDGETARY CONTROL: Budget, budgetary control, Steps in budgetary control, Flexible budget, different types of budgets, sales budget, cash budget, production budget, master budget,
performance budgets, material vs. purchase budgets, zero based budgeting. An introduction to cost audit and management audit.

UNIT - VI

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, labour variance, sales and profit variance. Interfirm comparision.

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS:


REFERENCE S:


OBJECTIVES:

- To gain knowledge on formulation and implementation best practices on technology management policies by managers.
- To develop any organization in a sustainable manner by the usage tools of technology and strategy in an effective manner.
- To identify the crucial indicators related to process management and channels of technology flow for the development of the organization.
- To identify and implement the innovation factor in every process for enhancing cutting-edge performance by the organizations.

OUTCOMES:

- Help Students to learn the overview of Management Information Systems.
- Students will be able to adapt an experiential learning perspective in the stream of information technology.
- Students will be able to create and expand an interface between human intelligence systems to an artificial intelligence system.
- Students will be able to act autonomously in planning, implementing and reflecting at a professional level, on the development and use of technology to address organizational problems.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.
UNIT 1: Management Information Systems


UNIT 2: Basics of Computer system


UNIT 3: Telecommunications and Networks

Telecommunications-Types of Signals-communication Channel-Characteristics of Communication Channels-Communications Hardware-Communication Networks-computer Networks in India-Applications of Communication.

UNIT 4: E-Business and E-Commerce


UNIT 5: Implementation, Maintenance, Evaluation and Security of IS

UNIT 6: Managing Global Information Systems


TEXT BOOKS:
1. Management Information systems, Managerial Perspectives, D.P.Goyal, Macmillan Publishers India Ltd.

REFERENCES:
1. Management Information systems, Conceptual foundations, structure and development, 2/e, Gordon Davis, Margrethe H. Olson, TMH.
4. Management Information systems, 9/e, James A O’Brien, George M Marakas, Ramesh Behl, TMH.
5. Management Information systems, The manager’s view, Robert Schultheis, Mary sumner, TMH.
8. Information Technology for Management (Global Text Project edition, c2009), by Henry C. Lucas (PDF at Global Text Project)
CONSUMER BEHAVIOUR & CUSTOMER RELATIONSHIP MANAGEMENT

SUBJECT CODE: 16MBA3004

OBJECTIVES:

- To develop an understanding of Consumer Behaviour.
- To provide an integrative psychological framework and appropriate tools for analyzing consumers.
- To emphasize a cross-cultural perspective that considers how consumer behaviour varies around the world.
- To introduce a holistic perspective that integrates our own consumption approaches and experiences with theoretical and conceptual models of consumer behavior.
- To have a knowledge of the legal framework with relation to the consumers and multifaceted side of CRM.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

OUTCOMES:

- Students will be able to learn the overview of Consumer Behaviour and Customer Relationship Management.
- Students will be able to acquire an understanding of the psychological processes that underlie the effectiveness of marketing strategy in terms of impact on consumer behavior.
- Students will be able to do critical assessment of current and future metrics, research technologies and research data output with relation to CRM.
- Students will be able to emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.
UNIT-I

**Introduction to Consumer Behaviour:** Understanding consumers and market segments-
Evolution of consumer behavior-consumer analysis and business strategy-Models of
Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind
Model, Famiy Decision Making Model, Sheth Industrial Buyer Behaviour Model.

UNIT-II

**Psychological Foundations of Consumer Behavior:** Consumer Motivation-Perception,
Personality and Behavior-Learning and Behavior Modification-Information Processing,
Memory Organization and Function-Attitude Formation and Attitude Change-Social and
Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural
Influences, Social Stratification-Reference Groups and Family-Personal influence.

UNIT-III

**Communication and Consumer Behaviour:** Components of communications
process, designing persuasive communication and Diffusion of Innovations. Consumer
Decision Processes High and Low Involvement-Pre-purchase Processes-Post
Purchase processes- Consumption and evaluation-Brand Loyalty and Repeat
Purchase Behaviour.

UNIT-IV

**Relationship Marketing:** The roots of consumerism, consumer safety, consumer
information, environmental concerns, consumer privacy, legislative responses to
consumerism and marketer responses to consumer issues- Consumer Protection Act
1986- Central consumer protection council, state consumer protection councils-consumer
disputes redressal agencies-consumer disputes redressal forum-National Consumer
Disputes redressal Commission

UNIT-V

**Customer Relationship Management (CRM) Fundamentals:** Theoretical Perspectives-
Evolution of relationship marketing-CRM cycle-Success factors in CRM- CRM
Comprehension- CRM Implementation.
UNIT–VI

Customer Relationship Management (CRM)-Technology Dimensions:

- CRM-Features
- Advantages
- Voice Portals
- Web Phones
- Virtual Customer Representative
- Customer Relationship Portals
- CRM Important Softwares.

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS:


REFERENCES:

ADVERTISEMET AND BRAND MANAGEMENT

SUBJECT CODE: 16MBA3005

OBJECTIVES:

- To make students gaining the knowledge on advertising and brand management.
- To assist Students to gain knowledge on advertising agencies and their skills & services.
- To contribute to Students gaining knowledge on Advertisement budgets. Advertisement media and various media strategies, Visual layout, art work and production copy.
- To Help Students to gain knowledge on branding strategies.

OUTCOMES:

- To Aid students to put on the practical disclosure on advertising management in a developing economy.
- To adjoin some practical assignments with reference to the making of advertisements in different Medias for better understanding of the concept.
- To help students to gain knowledge on advertising management in various industries.
- To help Students to evaluate how Advertisement effectiveness and measurements are deliberated by the companies.
- To enable Students to learn practically Brand equity, Brand Extensions, Brand Revitalization and Elimination and Brand valuation.
- To enable Students to prepare and solve cases so as to bridge the gap between theory and practicability.

UNIT-I

UNIT-II
UNIT-III.
Media strategy & planning -Media Characteristics-Media Brief - Media Plan and Media Strategy -Sources of Media Information-Target Audience objectives -Media Terms - Media Weight Theories - Timing Strategies-Media Innovations - Digital media & advertising- Rural advertising in India- globalization in Indian advertising

UNIT-IV
Creative strategy & creative development - Idea generation -Creative brief- Creating an Appeal-Creativity: layout & production -The key personnel in the Layout department - Various steps in the layout - Elements in a layout-Typography - Criteria for selecting type -Creative Approvals Process-

UNIT-V
Branding and marketing communications- Brand strategies-Managing brand architecture- Brands over time- Brands in a borderless world

UNIT-VI
Brand equity - Researching for brand equity- Measuring brand equity
Consumer behaviour and brand buying decisions - Brand positioning
Branding and the marketing program - E-branding - building the brand online

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS

REFERENCES
5. Shah, Alan D Souza: Advertising and Promotion, TMH, New Delhi, 2009
INVESTMENT MANAGEMENT

SUBJECT CODE: 16MBA3006

OBJECTIVES:
- To develop an understanding of investment management.
- To improve decision making skills in management of investment through better understanding of modern theories on portfolio management and functioning of capital markets.
- To get better return on portfolio with lesser risk.
- To enlighten the students with the Concepts and Practical applications of investment Management.
- To make students to understand investment decision rules.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

OUTCOMES:
- Help students to learn an overview of investment Management.
- Analyze the major investment instruments.
- Explain the roles and workings of the securities markets locally and abroad.
- Evaluate the factors influencing investment decisions.
- Apply basic portfolio theory to managing investment portfolios.
- Apply portfolio and capital market theories in investment analysis and decisions in a practical setting.
- Evaluate and design appropriate portfolio management strategies to meet investors’ objectives and needs.
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.

UNIT -I
Investments: Definition of investment, Investment Decision Process; Sources of investment information; Real investment vs. financial investment, Investment vs. Speculation; Factors to be considered in investment decision: Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation.

UNIT -II
UNIT –III

UNIT-IV

UNIT –V

UNIT -VI
Mutual Funds and Portfolio Evaluation: Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor’s protection in India. Performance measures- Sharpe’s reward to variability index, Treynor’s reward to volatility index, Jensen’s differential index, Fama’s decomposition of returns. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES
FINANCIAL INSTITUTIONS AND SERVICES

SUBJECT CODE: 16MBA3007

OBJECTIVES:

- To develop an understanding of financial institutions and services.
- To understand about Financial system its role
- To analyze Mutual fund services in India.
- To gain an overall understanding of the Merchant Banking its operations.
- To gain a complete conceptual framework of demat services and understanding over market mechanism.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

OUTCOMES:

- Help Students to learn the overview of financial institutions and services.
- Help Students’ to understand the stock exchange operations and roles.
- Familiarize Students’ with merchant banking mechanism and problems.
- Enable Students to understand credit rating mechanism.
- Familiarize Students’ with demat services and its companies.
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.


UNIT – VI: Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

Suggested Books:
1. I.M. Bhole, Financial Institutions and market, Tata McGraw Hill Limited, New Delhi, 2005
3. Vasant Desai, Indian financial system, Himalaya Publisher.
8. N. Vinaykan, A Profile of Indian Capital Mark
10. RBI, Report on Trends and Progress of Banking in India, various issues, Mumbai
STRATEGIC HUMAN RESOURCE MANAGEMENT

SUBJECT CODE: 16MBA3008

OBJECTIVES:

- To develop an understanding of Strategic Human Resource Management.
- To develop an understanding on the role of HRM and the investment perspective of strategic human resource management.
- To make an understanding of the organization development and change management.
- To develop an understanding of Strategic pay plans and Compensation trends.
- To develop better understanding of Global Human Resource Management and issues related to it.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

OUTCOMES:

- Help Students to learn the Overview of Strategic Human Resource Management.
- Familiarize Students with Investment perspectives of Human Resource.
- Help Students to Manage Strategic Organizational Renewal, Managing Change and OD.
- Enable Students to understand the concepts of Establishing Strategic pay plans, Determining periods and Establishing periods.
- Enable Students to understand Managing Global Human Resources and the Internationalization of Business and Multinational, Global, and Transnational Strategies.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.
UNIT-I Concept on Strategic HRM: Strategic role of HRM, Planning and Implementing
Strategic HR policies, HR Strategies to increase firm performance.

UNIT-II Investment perspectives of HR: Investment Consideration, investments in Training
and Development, investment Practices for improved Retention, investments job secure work
courses, Non-traditional investment Approaches, Employee Return on Investment.

UNIT-III Managing Strategic Organizational renewal: Managing change and OD, instituting
TQM Programmes, Creating Team based Organisations, HR and BPR, Flexible work
arrangement.

UNIT-IV Establishing Strategic pay plans: Determining periods, Establishing periods,
Pricing Managerial and professional jobs, Compensation trends, Objectives of international
Compensation, Approaches to international Compensation, Issues related to double taxation.

UNIT-V Managing Global Human Resources: HR and the internationalization of business,
improving international Assignments through selections, Training and maintaining international
Employees, Developing international Staff and Multinational Teams.

UNIT-VI Multinational, Global, and Transnational Strategies: Strategic Alliances,
Sustainable Global Competitive Advantage, Globally Competent Managers, Location of
Production Facilities, Repatriation Process.

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS:
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources,
   PHI, 1/e, 2001.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource
   Management, Thomson South-Western, 2/e, 2002

REFERENCES:
1. Catherine Truss, David Mankin and Clare Kelliher; Strategic Human Resource
   Management, OUP Oxford; 1/e (Jan 2012).
2. Randall S. Schuler and Susan E. Jackson; Strategic Human Resource Management, Wiley,
   2/e, 2007
3. Lynda Gratton; Strategic Human Resource Management: Corporate Rhetoric and Human
4. Graeme Salaman, John Storey and Jon Billsberry; Strategic Human Resource
MANAGEMENT OF INDUSTRIAL RELATIONS

SUBJECT CODE: 16MBA3009

OBJECTIVES:
- To develop an understanding of Management of Industrial Relations.
- To familiarize the students with the issues and machinery related to industrial relations practices.
- To provide students fundamental knowledge on Industrial Relations Law in India.
- To develop an understanding of Union-Management Relations.
- To develop better understanding of Labor Welfare and Social Security, Discipline and Grievance Managements, Emerging Industrial Relations Scenario.
- To bridge the gap between theories and practice by discussing and analyzing relevant case studies.

OUTCOMES:
- Students will be able to learn the overview of Industrial Relations Management.
- Students will be able to familiarize with Economic, Social and Political environments.
- Students will be able to understand the concept of Union-Management Relations
- Students will be able to appreciate and analyze the concepts of Labor Welfare and Social Security Acts.
- Students will be able to appreciate Discipline and Grievance Management Procedures followed in the industry.
- Students will be able to comprehend the Emerging Industrial Relations Scenario aligned with ILO.
- Students will be able to emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.
UNIT-I

Introduction to Industrial Relations: Concept-Objectives-Background of Industrial Relations in India- Evolution and Growth of Industrial Relations in India –Problems and Issues-Influencing factors of IR in enterprise and the consequences-Globalization-New Economic Policy-Wider approaches to industrial relations.

UNIT-II


UNIT-III


UNIT-IV


UNIT –V

UNIT -VI

**Emerging Industrial Relations Scenario:** Industrial Relations and Technological Change-Adjustment Processes and Voluntary Retirement Schemes-International Labor Organization (ILO) - Objectives, Structure and Policy framework - International Dimensions of Industrial Relations-Future Direction of Industrial Relations.

**Note:** Relevant Case Studies need to be discussed in each unit.

**TEXT BOOKS:**

**REFERENCES:**
RISK MANAGEMENT

SUBJECT CODE: 16MBA3010

OBJECTIVES:

- To develop an understanding of Risk Management.
- To study risk management and insurance decisions in personal financial planning,
- To understand the applications to insurance for life, health, disability, property and liability risks, as well as annuities, group insurance, and long term care.
- To comprehend key insurance terminology and contract features.
- To evaluate client insurance and risk management needs.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

OUTCOMES:

- Help Students to learn the overview of Risk Management.
- Identify and explain features of private and public insurance available to meet each identified need.
- Demonstrate the ability to appropriately select from available products to meet clients’ needs.
- Integrate the tax implications into insurance decisions.
- Incorporate employee benefits into financial planning recommendations.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

UNIT - I

Definition of Risk, Risk Management Classifications of risks and attitudes toward risk. The Nature of Risk: Losses and Opportunities Risk Management for Enterprises and Individuals

UNIT - II

UNIT - III
Risk Attitudes and Expected Utility Theory Demand for Hedging Market Risk- Interest Rate Risk, Liquidity Risk, Forex Risk


UNIT – V
Fundamentals Of Risk Management, Including The Definition Of Risk And Roles Of Risk In Decision-Making

UNIT – VI
Topics include derivatives, forwards, futures, swaps and options, and insurance-linked securities. Strategic Decisions Group’s “How Can Enterprise Risk Management and Business Strategies.”

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS:


REFERENCES:

INSURANCE LAWS

SUBJECT CODE: 16MBA3011

OBJECTIVES:
- To develop an understanding of Insurance Laws.
- To provide knowledge and understanding of the laws which form the background to the operation of insurance,
- To understand the system within which these laws operate and
- To learn the ability to apply knowledge and skills to simple situations.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

OUTCOMES:
- Help Students to learn the overview of Insurance Laws.
- Understand basic legal concepts and general principles of law;
- Gain knowledge and understanding of the laws relevant to insurance;
- Gain knowledge and understanding of the system which applies these laws; and
- Develop an analytical approach to the application of knowledge and skills to simple problems.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.


Note: Relevant Case Studies need to be discussed in each unit
TEXT BOOKS:

REFERENCES:
1. Insurance Act, 1938.
3. General Insurance (Business) (Nationalization) Act,
DATA WAREHOUSING AND DATA MINING

SUBJECT CODE: 16MBA3012

OBJECTIVES:

- To develop an understanding of Data Warehousing and Data Mining.
- To understand the basic implications of data mining which will range from statistics to database, with a focus on analysis of large data sets.
- To study the methodology of engineering legacy databases for data warehousing and data mining to derive business rules for decision support systems.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

OUTCOMES:

- Help students to learn the overview of Data Warehousing and Data Mining.
- Demonstrate the knowledge gained through solving problems particularly in the time of project so that project inception of data processing and analysis kind of work is transformed to better in elaboration and implementation phase during department level presentation. (PO_A,C)
- Use of data mining tools during Projects to build reliable products, the current demand of the industry. (PO_D)
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

UNIT-I

Managing Data- Individual Data Management, Organizational Data Management, Components of Organizational Memory, Evaluation of Database Technology
UNIT-II

**File-Oriented Systems** - Meeting the Need for Random Access Processing

UNIT-III

**Database Systems in the Organizations** - Data Sharing and Data Bases - Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning - The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLC)-**Risks and Costs of Database**: Organizational Conflicts - Development Project Failures - System Failure - Overhead costs - Need for Sophisticated Personnel - Separating Physical and Logical Data Representation - Client / Server Data Base Architecture, Three-Level Data Base Architecture

UNIT-IV

**Data warehousing Introduction** - What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts. - **The Data warehouse Data Base** - Context of Data warehouse Data Base, Data Base Structures - Organizing Relational Data warehouse - Multi-Dimensional Data Structures - Choosing a Structure, Getting Data into the Data warehouse - Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data - Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.

UNIT-V

**Analyzing the Contexts of the Data warehouse** - Active Analysis, User Queries - OLAP, OLAP Software Architecture - Web Based OLAP, General OLAP Product Characteristics, Automated Analysis - Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.
UNIT-VI

Constructing A Data warehouse System- Stages of the Project - The Planning Stage
- Justifying the Data warehouse - Obtaining User Buy-in - Overcoming Resistance to
the Data warehouse-Developing a Project Plan, Data warehousing Design Approaches
- The Architecture Stage - The Data warehouse Data Base - The Analysis Architecture
- Data warehouse Hard Ware.

Note: Relevant Case Studies need to be discussed in each unit

TEXT BOOKS:


REFERENCES:

Dunham: Data Mining : Introductory and Advance Topics, Pearson Education.
E-COMMERCE

SUBJECT CODE: 16MBA3013

OBJECTIVES:

- To develop an understanding of E-Commerce.
- To gain an understanding of the theories and concepts underlying e-commerce.
- To apply e-commerce theory and concepts to what e-marketers are doing in "the real world".
- To improve familiarity with current challenges and issues in e-commerce.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

OUTCOMES:

- Help students to learn the overview of E-Commerce.
- Understand the process of setting up an interactive web site, displaying product catalogue, deploying shopping carts, handling credit card transaction.
- Students will be able to evaluate the information needs and requirements of a business entity wishing to adhere to ecommerce paradigm.
- Students will be aware of security issues and of technologies designed to ensure secure transactions.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

UNIT-I

UNIT-II

Network Infrastructure in India, ISP and services in India, commerce & Internet.
for e-commerce-Intranet, Extranet, & Internet, Internet Backbone OSI Model, Standards & Overview of TCP/IP, Internet Security, e-

UNIT-III


UNIT-IV


UNIT-V


UNIT-VI

e-CRM- CRM, what is e-CRM, it’s Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India.

Note: Relevant Case Studies need to be discussed in each unit.
TEXT BOOKS:


REFERENCES:

PRE-PLACEMENT TRAINING

SUBJECT CODE: 16MBA3014

42 Hours Program

- 12 Hours Aptitude Training
- 12 Hours IQ, EQ & Business communicative English.
- 12 Hours Soft Skills Training
- 06 Hours Interview Specific Enhanced Training

APITUDE & Reasoning (12 hours)

General aptitude & Reasoning:
- Basic Mathematics
- Problems Solving(Numbers, Digits, Fractions, Ages)
- Time and work
- Time and Distance
- Partnership
- Number Series, Letter Series, Coding and Decoding
- Ratio and Proportion
- Simple & Compound Interest
- Percentage, Profit and Loss
  - Puzzle test, Blood Realations.

IQ, EQ & Business communicative English. (12 hours)

- Business communicative English.
- Domain Skills Training.
- Emotions - understanding and handling them
- Learning and knowledge acquisition
- Importance of relationships
- Inter- personal relationships
- Freedom of expression
- Introspection

SOFT SKILLS (12 hours)

- Group discussion Techniques- Mock Sessions, Types, Overview, Corporate Understanding
• Interview Skills Training - Mock Sessions, Strategies, Practice, Corporate Understanding
  • Resume Building Methods, Practical Approach
  • Training on Presentation Skills, Team Dynamics, Approach to Handle Crisis (Management Way)
  • Competency Mapping on Individual Skill Sets
  • Corporate Culture (cross cultural issues, grooming, and etiquette)
  • Body language and self-confidence, Public Speaking, Content Building
  • Team and Time Management Activities

INTERVIEW SPECIFIC ENHANCED TRAINING
• Methodology of Tackling Interview Question
• Types of Interview Question
• FAQs during Interview
• Evaluation of Answers
• Feedback on the Answers

RECRUITING SIMULATION
□ Mock Recruitment Sessions
□ Analytical Reasoning Round
□ Group Discussion Round
□ Interview Tackling
The Workshop Includes - Training, Mentoring, Competency Analysis, and Materials, Mock Tests, Company Papers, Final and Individual Evaluation, Individual Grading and Feedback

FINAL EVALUATION AND ASSESSMENT
• Individual Evaluation conducted on all the above topics and modules
• Score Card & HR Evaluation Form copies shared with the institute.
• Every Participating Student has to complete all the modules to be eligible for receiving the “Training Certificate” which will be graded.

ATTENDANCE: 95% attendance is mandatory for availing job opportunities
BUSINESS ETHICS AND CORPORATE GOVERNANCE

SUBJECT CODE: 16MBA4001

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OBJECTIVES
- To develop an understanding of Corporate Governance and Business Ethics.
- To understand the concept of business ethics and its relevance to India and globe.
- To explain Marketing ethics, corporate governance and its implications to business.
- To develop better understanding of corporate social responsibility in today business.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

OUTCOMES
- To Help Students to learn the overview of Corporate Governance and Business Ethics.
- To Promote understanding of the importance, for business and the community, of ethical conduct;
- To Provide the skills with which to recognise and resolve ethical issues in business;
- To enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in the business/workplace setting.
- To Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

UNIT - I

UNIT - II

UNIT - III

Mass Communication and Ethics - Television

UNIT - IV


UNIT -V


UNIT -VI

Corporate Governance: An overview – Principles of Corporate Governance- Issues involved in Corporate Governance- Model of Corporate Governance in India- CII recommendations on Corporate Governance – Land marks in emergence of Governance OECD Principles- Sarbanes-Oxley Act2002 — Various Committee Reports on Corporate Governance

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS


REFERENCES:

1. Ferrell O.C. Peterson Robert A, Business Ethics: New Challenges For Business Schools And Corporate Leaders
OBJECTIVE: The objective of this course is to expose the students to the subject of entrepreneurial development, so as to prepare them to establish a new enterprise and effectively manage the enterprise.

OUTCOME:
1. Understand the concept of Entrepreneurship and demonstrate the ability to provide a self analysis on Entrepreneurship qualities in the context of an Entrepreneurial career.
2. Understanding Entrepreneurship Development programmes in INDIA and contents for training for Entrepreneurial competencies.
3. Create appropriate business model and develop well presented business plan that is feasible for the student.
4. Understanding how to manage effectively the selected business.

Unit 1: Entrepreneur and Entrepreneurship:

Unit 2: Entrepreneurship Development in India:
Nature and development of Entrepreneurship in India - emergence of entrepreneurial class in India, Environmental factors effecting entrepreneurship, local mobility of Entrepreneurs, development of women Entrepreneurship, problems and remedies of women Entrepreneurship. Entrepreneurship Development programme (EDP) - need and objectives of EDPs, Designing Appropriate training programme to include course contents, phases and evaluation of EDPs for existing and new entrepreneurs. Institutions for EDP - NIESBUD, EDII, NAYE, TCOs, MSMEDI, DICs, commercial Banks, Universities and Engineering colleges..

Unit 3: Creating and starting the venture:
Types of start ups. Meaning of a project. Project Identification- Sources of new Ideas, methods of generating ideas, creative problem solving, opportunity recognition. Project selection - meaning of project report (business plan), Formulation of a project report, project appraisal by economic analysis, financial Analysis, market analysis, technical Feasibility, managerial competence. Project implementation. preparation of sample project report of any one product and service. Steps to start an MSME.

Unit 4: Government and Institutional support to Entrepreneurs:

Unit 5: e-Entrepreneurship:

Unit 6: Managing the venture:

Text Books:
1. H.Nandan: Fundamentals of Entrepreneurship, PHI Learning, New Delhi, 2009
3. Dr.C.B.Gupta and Dr.S.S.Khanka Entrepreneurship and Small Business Management: Sultan Chand & Sons:, 2010

References:
2. Hisrich: Entrepreneurship, TMH, New Delhi, 2009
LOGISTICS & SUPPLY CHAIN MANAGEMENT

SUBJECT CODE: 16MBA4003

OBJECTIVES:

- To develop an understanding of Logistics & Supply Chain Management.
- To provide students with the ability to analyze the principles of logistics and the way in which the management of the supply chain can lead to competitive advantage.
- To provide students a critical awareness of the individual elements of the supply chain process and to apply the principles of logistics management practice within the current business environment.
- To enable students to apply knowledge of the functional components within logistics to the interrelationships in the integrated supply chain.
- Develops a working knowledge of best practices in supply chain management.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

OUTCOMES:

- Students will be able to learn the overview of Logistics & Supply Chain Management.
- Students will be able to transform themselves from a theoretical learning perspective to an experiential learning perspective in the arena of Logistics & Supply Chain Management.
- Students will be able to synthesize the management issues involved in logistics decision making at contemporary scenario of business.
- Students will be able to evaluate the strategic issues in logistics and supply chain management.
- Students will be able to analyze the key aspects of logistics by integrating the inbound and outbound logistics in global context.
- Students will be able to emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in classroom.

UNIT-I

UNIT-II


UNIT-III


UNIT-IV

UNIT-V

**Coordination and Technology in Supply Chain:** Lack of coordination and Bullwhip Effect-Impact of lack of coordination. - Role of IT in the supply chain – Internal supply chain management - Supply chain IT in practice – Information technology and the supply chain.

UNIT-VI


**Note:** Relevant Case Studies need to be discussed in each unit

**TEXT BOOKS:**


**REFERENCES:**


INTERNATIONAL MARKETING

SUBJECT CODE: 16MBA4004

Objectives:

- To develop an understanding on the concept of International Marketing.
- To develop an understanding on nature, scope and benefits of International Marketing.
- To make an understanding of International market environment.
- To develop an understanding on International Marketing Research.
- To develop better understanding of pricing, promotion and distribution in International Marketing.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies on international markets.

Outcomes:

- Help Students to learn the overview of International Marketing.
- Help Students’ to understand the International Market Environment.
- Familiarize Students’ with International market research.
- Enable Students to understand the International product and brand management.
- Familiarize Students’ with International distribution strategies.
- Familiarize the students with the concept of pricing and promotion strategies of International market.
- Emphasizing on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.


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

TEXT BOOKS:
1. Czinkota, International Marketing, Cengage Learning, New Delhi, 7/e, 2009

REFERENCES:
1. Jeffrey Edmund Curry, International Marketing, Unversity Science Press, New Delhi, 9/e, 2010
2. Kotabe, Peloso, International Marketing, Wiley India, New Delhi, 2020
4. Sunil Gupta, International Marketing, Kalyani Publishers, New Delhi, 2/e, 2009
OBJECTIVES:

- To develop an understanding of Modern Retailing Concepts and Retailing Trends.
- To acquaint students with concept and developments of retailing in India and World.
- To familiarize the students to know about delivery process of retailing.
- To develop an understanding on the concept of Service Marketing.
- To make students gaining the knowledge and skills related to the area of service marketing.
- To develop understanding on service pricing, promises and distribution of various service sectors.
- To bridge the gap between theories and practice by discussing and analyzing relevant case studies.

OUTCOMES:

- Help Students to learn the Overview retail management of India and the World.
- Familiarize Students with an idea on retail strategy and retail formats.
- Enable Students to understand the concepts of delivery process of retailing.
- Help students to learn the overview of Service Marketing.
- Enable Students to understand the pricing strategies of service marketing.
- Familiarize Students’ with planning and managing of delivery of strategies in service marketing.
- Emphasizing on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.
UNIT I Introduction to Retail Management: Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

UNIT II Retail Strategy: Market strategy, Retail format and target market, Building sustainable competitive advantage, Growth strategies, Strategic retail planning process, Types of Retail, location opportunities, selection of location and site analysis, financial strategy, strategic profit model, setting and measuring performance objectives.

UNIT III Delivering Value through Retail Functions: Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

UNIT IV Understanding Services Marketing: Basic concepts on Services, Essential of Services Marketing, Role of Services in Modern Economy, Service and Technology, Characteristics, Services Marketing Mix, The process of market segmentation, selecting the Appropriate Customer Portfolio, Creating and maintaining valued relations, Customer loyalty, positioning, Value addition, New service development. Gaps model of Service Quality.

UNIT V Pricing Strategies: Service pricing, Establishing monetary pricing objectives, Foundations of pricing objectives, Pricing and Demand, Putting service pricing strategies into practice.

UNIT VI Planning and Managing Service Delivery: Employee’s roles in service delivery, customer’s roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity, Integrated services marketing communications.

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

TEXT BOOKS:

3. Valarie A Zeithmal & Mary Jo Bitner, Services Marketing, TMH, New Delhi, 3/e, 2004
4. Christopher Lovelock, Services Marketing, Pearson Education, 7/e, 2004

REFERENCES
7. C Bhattacharjee, Services Marketing, Excel, 2006
OBJECTIVES:

- To develop an understanding of International financial management.
- The objective of this course is to provide students with a broad view of International monetary system.
- To understand and enable a Global member to do business in a Global Setting.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case studies.

OUTCOMES:

- Understand the international financial management and International monetary system.
- Describe how foreign exchange rate markets work, various exchange rate theories, currency features & Options.
- To Understand International short term & long term asset-liability management.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

The pre requisite to the course is Financial Accounting & Analysis & Financial Management.

Discounting and Statistical tables need be provided to students for examination.
UNIT-I


UNIT-II

International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT-III


UNIT-IV


UNIT-V


UNIT-VI


Note: Relevant Case Studies need to be discussed in each unit.
TEXT BOOKS:

REFERENCES BOOKS:
FINANCIAL RISK MANAGEMENT

SUBJECT CODE: 16MBA4007

OBJECTIVES:

- To develop an understanding of Financial Risk Management.
- To enlighten the students with the Concepts and Practical applications of Financial Risk Management.
- To have knowledge in the financial derivatives.
- To find out the importance of Risk Management Process.
- To evaluate various financial derivatives and their relevance in the real world economy.
- To find out the role of Derivative securities to manage risk and to exploit opportunities to enhance returns.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

OUTCOMES:

- Help students to learn an overview of Financial Risk Management.
- Describe and analyse the global and domestic financial Risk faced by investors.
- Understand and apply different Financial Derivatives.
- Explain different financial derivatives and critique their relevance in the real world economy.
- Summarise and critique the importance of financial risk.
- Making and Selecting a portfolio under uncertain environment.
- Emphasize on developing Techniques and Tools of Risk Management by discussing relevant case studies in the class room.

UNIT –I
UNIT-II
Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR. Non-Insurance methods of Risk management vs. Risk avoidance, Loss Control, Risk retention and Risk transfer. Asset-Liability Management (ALM) evolution and RBI guidelines. Capital adequacy ratio Management of interest rate risk, liquidity risk, credit risk and exchange rate risk risk.

UNIT-III
Techniques and Tools of Risk Management: The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock/ derivative market: Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

UNIT-IV
Forward contracts: Definition, features and pay-off profile of Forward contract, Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk- limitations of Forward contract. Futures contracts: Definition of future contracts. clearing house, margin requirements, marking to the market. valuation of futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk–minimizing hedge.

UNIT-V

UNIT -VI
Techniques and Tools of Risk Management: Options; Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

REFERENCES
GLOBAL HUMAN RESOURCE MANAGEMENT

SUBJECT CODE: 16MBA4008

OBJECTIVES:

- To develop and understanding of Global Human resource Management
- To effectively Manage and plan key Human resource functions in Global Organizations
- To examine current issues, Trends, HR Practices to develop global organizations
- To provide opportunities to develop cultural intelligence
- The ability to communicate effectively and confidently on multinational companies
- To bring the gap between theory and Practices by discussing and analyzing relevant case studies

OUTCOMES:

- Demonstrate across a broad knowledge of HRM strategies, Polices and practices across a range of cultural and nations.
- Understand and identify the differences between the intentional and domestic dimension of the operational aspects of HRM including recruitment and selection, training and development, payment systems, performance management and industrial relations.
- Demonstrate and understanding of the management of expatriate employees and the problems that confront expatriate management
- To analysis, apply and reflect on international HRM activates in relation to global ethical issues in the work place
- Enhance their critical thinking theorizing and synthesizing abilities and apply them to problem solving in the field of managing people internationally and domestically.

UNIT -I
Introduction- A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic role of International HRM

UNIT -II
UNIT -III

UNIT -IV

UNIT -V

UNIT-VI
Globalization Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity

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

REFERENCES:
5. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
PERFORMANCE MANAGEMENT

SUBJECT CODE: 16MBA4009

OBJECTIVES:

- To develop and understanding of Performance Management.
- To effectively Manage and plan Performance Management System.
- To enlighten performance based compensation for organizational employees.
- To understand the effectiveness of the tools and techniques related to Performance Management.
- To bridge the gap between theory and practice by discussing and analyzing relevant case study.

OUTCOMES:

- Students will be able to learn the overview of Performance Management.
- Students will be able to explore the horizon of performance management and linkage with Human Resource Department.
- Students will be able to articulate the importance of performance management linked with HR department.
- Students will be able to integrate performance management for Career Advancement and Organizational Development.
- Students will be able to appraise the methods and tools for performance management.
- Students will be able to develop performance appraisal methods aligned with the HR Department.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.
UNIT – I


UNIT – II

**Performance Appraisal as Management Tools**: Importance- Traditions and Modern Techniques-Balanced Score Card (BSC) – Multilayer Assessment and feedback system-(360 Degree Performance Appraisal) - Merit Rating – MBO - BARS-Assessment centre, Bell Curve, Halo Effect.

UNIT – III

**Appraising for Recognition & Reward**: Purpose of Appraising –appraisal system design– Implementing the appraisal system.

UNIT – IV

**Performance Management Planning**: Importance-Methods- process and barriers. Goal Setting- - Competency mapping- Career Development

UNIT – V

**Performance Monitoring and Counseling**: Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving engendering trust- Role efficiency- Mentoring and it’s importance - Coaching- Counseling and Monitoring- Concepts and Skills

UNIT – VI


**Note**: Relevant Case Studies need to be discussed in each unit.
TEXT BOOKS:

REFERENCES:
OBJECTIVES:

- To develop an understanding of Banking Laws.
- To Demonstrate an understanding of the framework of regulation of banking in India.
- To Engage critically with the debate regarding the theoretical basis of banking regulation.
- To Analyse and apply Indian banking law relating to banker-customer relations.
- To Carry out independent research in the fields of both banking regulation and banking law using both library-based and electronic Resources.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

OUTCOMES

- Help Students to learn the overview of Banking Laws.
- Recognise and explain the basis of general law that affects banks, particularly contract law.
- Demonstrate an understanding of the bank-customer relationship.
- Distinguish between the legal structures of the various types of retail and business Customers.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

Unit-I
Banking Laws and Regulation: Evolution of Banking Institution  Banking systems – Branch banking versus Unit Banking and other banking systems – Deposit Banking versus Commercial banking – Industrial banking versus Development Banking – – Com. Bank, Co-op. Banks,

Unit-II
Unit-III

Unit-IV
Origin of the Act- Business of Banking Company, Capital requirements, Management, Branch Licensing policy, Inspections of Banking Companies, Winding up and amalgamation of Banking companies. Banking System in India

Unit-V
The Banking Companies acquisition and transfer of undertakings act 1960 and 1980 state Bank of India act 1955 State Bank of India associates Banks act 1959, Banking reforms as per Narasimha Committee 1 and 2, Foreign Banks, OH and New Generation Private Sector Banks, Banking Schemes SAFRES.

Unit-VI

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS:
3) Laws, Relating to Banking & Insurance –OP Agrawal (HPH)

REFERENCES
CLAIMS MANAGEMENT

SUBJECT CODE: 16MBA4011

OBJECTIVES:
- To develop an understanding of Claims Management.
- Establish a logical claims management process which will ensure claims are identified, managed and agreed within the restrictions imposed by any agreement or contract.
- Identify Where the contract or agreement provides little or no guidance regarding claims.
- To discuss what options are available,
- When these options should be implemented.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

OUTCOMES:
- Help Students to learn the overview of Claims Management.
- Identify information that is required to properly substantiate and justify entitlement.
- How that information should be presented
- What methods of evaluation are available and when it would be appropriate to use them.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

Unit-I

Unit-II
Marine Claims Management: Kinds of Marine Losses, Notice to abandonment, effect of abandonment, actual total loss - US - Constructive total loss-average loss Vs particular loss claim document, rights of insurer on payments

Unit-III
Claims of Fix Policies: Various types of fixed policies, payment of claims, average clause, rights of insurer

Unit-IV
Motor Vehicle Insurance claims: Classification of motor vehicles, Kinds of Policies, Procedure for settlement of claims,

Unit-V
Miscellaneous claim settlement: Health insurance, Mediclaim settlement of claims, property insurance claim settlements, cattle insurance, risk settlement, national agricultural insurance Schemes, settlement of claims
Unit-VI

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS:
3. E. R.Hardy Ivamy - General Principles of Insurance Law,

REFERENCES
5. Insurance Institute of India Publications.
SYSTEMS AUDIT

SUBJECT CODE: 16MBA4012

OBJECTIVES:

- To develop an understanding of Systems Audit.
- To understand the role of the IS auditor and the IS audit function.
- To understand the purpose of controls in an information systems environment.
- To learn how access to systems, resources, and data can be controlled. Assess the design, placement, and quality of controls.
- To understand some of the basic theory underlying computer security policies, models, and problems. Learn models for dealing with risk. Understand the basic issues in auditing computer security policies and mechanisms.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

OUTCOMES:

- Help students to learn the overview of Systems Audit.
- Able to apply the concept of audit in managing information systems
- Develops the ability to conduct group works and solve related problems
- Able to rationalize in a critical environment related with different issues to audit and control.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
The Application Control Framework-I: Boundary Controls, Input Controls, Communication Controls. The Application Control Framework-II: Processing Controls, Database Controls, Output Controls.

UNIT-V

UNIT-VI

Note: Relevant Case Studies need to be discussed in each unit.
TEXT BOOKS:

REFERENCES:
1. Jalote : Software Project Management in Practice, Pearson Education
2. Royce : Software Project Management, Pearson Education.
OBJECTIVES:

- To introduce the basic concepts of Decision Support Systems.
- To develop skills on a broad range of decision making problems, including decisions under uncertainty.
- To make understand how different mathematical and analytical tools, such as Game theory and Dynamic Programming can contribute to the decision making process.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

OUTCOMES:

- Help students to learn the overview of Decision Support Systems.
- Ability to select appropriate modeling techniques for supporting semi-structured business decision making.
- Ability to identify and select appropriate decision support systems for generating innovative business solutions.
- Ability to design and implement decision support systems for generating innovative business solutions.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

UNIT-I

UNIT-II
Deterministic Models: Models Required to cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.

UNIT-III
Application of DSS to Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.

UNIT-IV
Non-Optimizing Models of DSS, Simulation Techniques and Monte-Carlo Methods.

UNIT-V

UNIT-VI

Note: Relevant Case Studies need to be discussed in each unit.

TEXT BOOKS:

REFERENCES:
A student has to undergo practical training for a period of 6 weeks in a Corporate Enterprise after the Second Semester/Summer vacations. In training period, the candidates should work on a specific problem in the Management area. At the end of practical training, the student should submit a certificate obtained from the organization. The student should prepare a Project Report under the supervision of a guide from the faculty of management of the concerned college. However, the students who prepare Project Report in the area of systems can also work under the guidance of Faculty member from Computer Science Department.

Three copies of Project dissertation certified by the Project supervisor shall be submitted to the Department.