

## **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

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## **Academic Regulations for MBA (Regular) 2013**

**(For the students admitted into first year from the academic year 2013-2014)**

(Effective for the students admitted into first year from the academic year 2013-2014)

The MBA Degree of the Aditya Institute of Technology and Management (AITAM), 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 member.

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 previous semester.

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



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.

## **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, PG.Director, 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

### **Internal Assessment (Before PRC of the Department) 40 Marks**

Internal Assessment will be done on following points

- |                                      |          |
|--------------------------------------|----------|
| • Understanding the relevance        | 5 Marks  |
| • scope and dimension of the project | 5 Marks  |
| • Methodology                        | 5 Marks  |
| • Quality of Analysis and Results    | 5 Marks  |
| • Interpretations and Conclusions    | 10 Marks |
| • Presentation                       | 5 Marks  |

- Report

5 marks

## External Assessment

**Viva- Voce**

**60 Marks**

**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: Grading System for MBA. Programme**

Theory/ Lab	Grade Points	Letter Grade
90-100%	10	S
80-89%	9	A
60-79%	8	B
60-69%	7	C
50-59%	6	D
<50%	0	F (Fail)

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

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

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

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:

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

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

Table: Award of Divisions

CGPA	DIVISION
$\geq 8$	First Class with distinction
$\geq 7 - < 8$	First Class
$\geq 6 - < 7$	Second Class
$< 6$	Fail

## 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.

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT**  
**K. Kotturu, TEKKALI-532201, Srikakulam Dist. A.P.**

**Course Structure**  
**Department of MBA**

**Semester-I**

<b>Subject Code</b>	<b>Title</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal marks</b>	<b>External Marks</b>	<b>Subject Total</b>
13MBA1001	Management Theory and Practice	4	-	4	40	60	100
13MBA1002	Managerial Economics	4	-	4	40	60	100
13MBA1003	Financial Accounting and Analysis	4	-	4	40	60	100
13MBA1004	Organization Communication	4	-	4	40	60	100
13MBA1005	Business and Legal Environment	4	-	4	40	60	100
13MBA1006	Quantitative Analysis for Business Decisions	4	-	4	40	60	100
13MBA1101	Information Technology Lab-1	-	4	2	40	60	100
13MBA1102	Communication skills Lab	-	4	2	40	60	100
	<b>Total</b>	<b>24</b>	<b>8</b>	<b>28</b>	<b>320</b>	<b>480</b>	<b>800</b>

**L- Lectures**

**P-Practicals**

**C- Credit**

## Semester-II

<b>Subject Code</b>	<b>Title</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal marks</b>	<b>External Marks</b>	<b>Subject Total</b>
13MBA1007	Financial Management	4	-	4	40	60	100
13MBA1008	Marketing Management	4	-	4	40	60	100
13MBA1009	Human Resource Management	4	-	4	40	60	100
13MBA1010	Production and Operations Management	4	-	4	40	60	100
13MBA1011	Organizational Behavior and Change Management	4	-	4	40	60	100
13MBA1012	Business Research Methods	4	-	4	40	60	100
13MBA1103	Information Technology Lab- 2	-	4	2	40	60	100
13MBA1201	Industrial Survey Analysis	-	4	2	40	60	100
	<b>Total</b>	<b>24</b>	<b>8</b>	<b>28</b>	<b>320</b>	<b>480</b>	<b>800</b>

**L- Lectures**

**P-Practicals**

**C- Credit**

**Semester-III**

<b>Subject Code</b>	<b>Title</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Subject Total</b>
13MBA2013	Cost & Management Accounting	4	-	4	40	60	100
13MBA2014	Management of Technology	4	-	4	40	60	100
13MBA2015	Strategic Management	4	-	4	40	60	100
13MBA2016	Knowledge Management	4	-	4	40	60	100
	<b>choose any Two of the following electives from each specialization in the beginning of the third semester</b>						
	<b>Marketing</b>						
13MBA2017	Services Marketing	4	-	4	40	60	100
13MBA2018	Advertising and Brand Management	4	-	4	40	60	100
	<b>Finance</b>						
13MBA2019	Security Analysis and Portfolio Management	4	-	4	40	60	100
13MBA2020	Financial Institutions and Services	4	-	4	40	60	100
	<b>HRM</b>						
13MBA2021	Global HRM	4	-	4	40	60	100
13MBA2022	Management of Industrial Relations	4	-	4	40	60	100
	<b>Banking &amp; Insurance</b>						
13MBA2023	Risk Management	4	-	4	40	60	100
13MBA2024	Insurance Laws	4	-	4	40	60	100
	<b>Systems</b>						
13MBA2025	Data Warehousing and Data Mining	4	-	4	40	60	100
13MBA2026	E-Commerce.	4	-	4	40	60	100
13MBA2201	Pre-Placement Training	-	3	2	-	-	-
	<b>Total</b>	<b>32</b>	<b>3</b>	<b>34</b>	<b>320</b>	<b>480</b>	<b>800</b>

L-

**Lectures**  
**P-Practical**  
**C- Credit**

**Semester-IV**

<b>Subject Code</b>	<b>Title</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal Marks</b>	<b>External Marks</b>	<b>Subject Total</b>
13MBA2027	Logistics & Supply Chain Management	4	-	4	40	60	100
13MBA2028	Entrepreneurship & Project Management	4	-	4	40	60	100
13MBA2029	Corporate Governance & Business Ethics	4	-	4	40	60	100
	<b>choose any Two of the following electives from each specialization in the beginning of the fourth semester</b>						
	<b>Marketing</b>						
13MBA2030	International Marketing	4	-	4	40	60	100
13MBA2031	Sales, Distribution and Retail Management	4	-	4	40	60	100
	<b>Finance</b>						
13MBA2032	International Financial Management	4	-	4	40	60	100
13MBA2033	Strategic Investment and Financing Decisions	4	-	4	40	60	100
	<b>HRM</b>						
13MBA2034	Performance Management	4	-	4	40	60	100
13MBA2035	Strategic Human Resource Management	4	-	4	40	60	100
	<b>Banking &amp; Insurance</b>						
13MBA2036	Banking Laws	4	-	4	40	60	100
13MBA2037	Claims Management	4	-	4	40	60	100
	<b>Systems</b>						
13MBA2038	Systems Audit	4	-	4	40	60	100
13MBA2039	Decision Support Systems	4	-	4	40	60	100
13MBA2202	Project Report	-	6	3	40	60	100
13MBA2203	Industrial Visit	-	-	2	-	-	-
	<b>Total</b>	<b>28</b>	<b>6</b>	<b>26</b>	<b>320</b>	<b>480</b>	<b>800</b>

**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**

- 13MBA2017 I. Services Marketing
- 13MBA2018 II. Advertising and Brand Management
- 13MBA2030 III. International Marketing
- 13MBA2031 IV Sales, Distribution and Retail Management

### **Finance**

- 13MBA2019 I. Security Analysis and Portfolio Management
- 13MBA2020 II. Financial Institutions and Services
- 13MBA2032 III. International Financial Management
- 13MBA2033 IV. Strategic Investment and Financing Decisions

### **HRM**

- 13MBA2021 I. Global HRM
- 13MBA2022 II. Management of Industrial Relations
- 13MBA2034 III. Performance Management
- 13MBA2035 IV. Strategic Human Resource Management

### **Banking & Insurance**

- 13MBA2023 I Risk Management
- 13MBA2024 II Insurance Laws
- 13MBA2036 III Banking Laws
- 13MBA2037 IV Claims Management

### **Systems**

- 13MBA2025 I. Data Warehousing and Data Mining
- 13MBA2026 II. E - Commerce.
- 13MBA2038 III. Systems Audit
- 13MBA2039 IV. Decision Support Systems

## MANAGEMENT THEORY AND PRACTICE

**SUBJECT CODE: 13MBA1001**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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 Total Quality Management

### 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 TQM
  - Emphasizes on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.
1. Management – definitions, scope and importance - types of managers; managerial roles and functions; Science or Art? Internal and External environment - Administration vs. Management, Managing for competitive advantage - Corporate Social responsibility-Managerial ethics
  2. Perspectives on Management: Evolution of Management- Various approaches to Management- Global perspectives of management.- Role of Communication in Management
  3. Planning: Nature and principles of planning, Steps, Levels and types of planning, The Planning Process-, MBO. Decision making- decision making process- decision tree analysis
  4. Organizing: Nature of organizing-principles – organization levels and span of management- Organizational and structure – departmentation, line and staff concept, delegation of authority, Centralization and decentralization– responsive organization. Staffing – Importance, nature, functions.
  5. Leading: Dimensions of Leadership – Leading Vs Managing – approaches to leadership – Leadership behavior and styles – leadership skills - evaluation of leader – women and corporate Leadership – group dynamics - team, inter-group behavior, Conflict management and resolution techniques - negotiation skills. Controlling: Nature and importance – process– Requirement for effective control – control techniques.-Tools for controlling Organizational Performance

6. Total Quality Management: Definition, scope and importance –evolution of TQM – different dimensions. Quality Management Philosophies and practices.TQM- Behavioural process

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

### **Text Books**

1. Management Theory and Practice by “**S.Stantan**”
2. Koonz, Weihrich and Aryasri: “**Principles of Management**”, Tata McGraw Hill, 2004.
3. Daft: “**The New Era of Management**”, Cengage Learning , New Delhi, 2009.
4. Rao, VSP: “**Management Text and cases**”, Excel books, New Delhi
5. Stoner, Free man and Gilbert: “**Management**”, Pearson Education, New Delhi, 2002

### **Reference Books**

1. Prem Vrat, K.K.Ahuja, P K Jain: “**Case Studies in Management**”, Vikas Publishing House Limited, 2002.
2. Mrityanjay Kumar Srivastava: “**Transformational Leadership**”, Macmillan India Limited, 2003
3. Ramaswamy, T: “**Principles of Management**”, Himalaya Publishing House, Mumbai, 2008.
4. Robert KReitner, Mamata Mohapatra: “**Management**” Biztantra, dreamtech Press, New Delhi, 2008

## MANAGERIAL ECONOMICS

**SUBJECT CODE: 13MBA1002**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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 theory 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, problem solving skills by discussing relevant case studies in the class room.

**Unit I- Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, - The role of managerial economist. Basic economic principles – the concept of opportunity cost , incremental concept, scarcity, marginalism , Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

**Unit II Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand – Measurement of Price Elasticity of Demand - Demand determinants – Need for Demand forecasting, forecasting techniques. Supply Analysis – supply function, the Law of Supply, Elasticity of Supply.

**Unit III Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short-run Average cost curves – Average total cost curve.

**Unit IV Production Analysis:** Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Returns to Factors, Economies of scale.

**Unit V- Market Structure, Pricing:** Features and Types of different Markets - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run, Pricing methods in practice.

**Unit VI- Profit Management:** Nature, scope, Theories of profit including modern theory - Measurement policies.

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

**Text Books:**

1. Varshney, R.L and Maheswari, K L: “**Managerial Economics**” (19th edition) Sultan Chand and Sons, New Delhi, 2005.
2. Hirschey: “**Economics for Managers**”, (1<sup>st</sup> edition) Cengage Learning, New Delhi, 2009.
3. Craig H. Petersen, Cris Lewis, Sudhir k Jain: “**Managerial Economics**”, (4<sup>th</sup> edition) Pearson Education, New Delhi, 2009.
4. J.V.Prakash, P.Venkat Rao: “**Managerial Economics**”, (1<sup>st</sup> edition) Maruthi Publications, 2011.
5. P. Vijay Kumar, G.N.Appa Rao: “**Managerial Economics**”, (1<sup>st</sup> edition) Cengage Learning, New Delhi, 2009.

**References:**

1. M.L Trivedi: “**Managerial Economics**”, (4<sup>th</sup> edition) Tata Mc-Graw Hill, New Delhi, 2004.
2. Mithani D M: “**Managerial Economics**”, (1<sup>st</sup> edition) Himalaya Publishing House, Mumbai, 2008.
3. Dwivedi D N: “**Managerial Economics**”, (7<sup>th</sup> edition) Vikas Publishing House Private Limited, New Delhi, 2009.
4. Siddiqui S A, Siddiqui A S: “**Managerial Economics and Financial Analysis**”, (4<sup>th</sup> edition) New Age International Publishers, New Delhi, 2008.
5. P.L.Mehta: “**Managerial Economics**”, (14<sup>th</sup> edition) Pearson Education, 2008.

# FINANCIAL ACCOUNTING AND ANALYSIS

**SUBJECT CODE: 13MBA1003**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **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**

The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final

Accounts with adjustments.

### **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, 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**

Financial Analysis: Statement of Changes in Working Capital, Funds flow and cash flow statement – Analysis and interpretation of financial statement from investor and company point of view – analysis through different ratios – Du Pont Chart.

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

### **TEXT BOOKS:**

1. Maheshwari S N, Mahehwari S K: —Financial Accounting —, Vikas Publishing House Private Limited, New Delhi, 2009.
2. Varma K K: —**Financial Accounting and Analysis**, Excel Books, New Delhi, 2009.
3. B.K. Banerjee - **Financial Accounting** – Prentice Hall of India Pvt. Ltd., New Delhi, 2008,

### **REFERENCES BOOKS:**

1. Asish K. Bhattacharyya: —**Essentials of Financial Accounting**, PHI Private Limited, New Delhi, 2009.
2. Paresh Shah: —**Basic Financial Accounting for Management**, Oxford University Press, New Delhi, 2008.
3. Robert N Anthony, David F Hawkins, Kenneth A Merchant: —**Accounting** Tata

McGraw-Hill Publishing Limited, New Delhi, 2008.

4. Stice & Stice: —**Financial Accounting Reporting and Analysis**, Cengage Learning, New Delhi, 2008.
5. Subhash Sharma, Vithal M P: —**Financial Accounting for Management**, MacMillan India Limited, New Delhi, 2008.
6. Kaustubh Arvind Sontakke: —**Financial Accounting**, Himalaya Publishing House, New Delhi, 2009.
7. Belverd E. Needles, Marian Powers: —**Financial Accounting**, Biztantra, New Delhi, 2008.
8. Ashok Banerjee: —**Financial Accounting**, Excel Books, New Delhi, 2006.
9. Ambarish Gupta: —**Financial Accounting for Management**, Pearson Education, New Delhi, 2009.

## ORGANIZATIONAL COMMUNICATION

**SUBJECT CODE: 13MBA1004**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **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**

**Significance and Role of Communication in Business** - Objectives of Communication-Features of Indian English-Vocabulary - Written Communication - Oral Communication - Visual and Audio Communication- Silence- Types of Communication.

### **UNIT-II**

**Developing Listening Skills**-Types of Listening-Non verbal Communication- Understanding Cultural effects on communication-Problem and challenges in Cross

Cultural communication.

### **UNIT- III**

**Managing Organizational Communication** -Formal Communication-Grapevine Communication, types-Intra and Inter personal Communication- Models for inter personal communication- Assumptions, Components of Social Exchange Theory- JOHARI window.

### **UNIT-IV**

**Presentation Skills** -Techniques, Types- Participation in meetings- Interview, types, techniques- Communication Etiquettes

### **UNIT-V**

**Routine Correspondence** –Circulars-drafting notices-handling complaints-evaluating interview performance-articles-formal invitations-Performa for performance appraisal – appointment letters- minutes of meeting- action taken report on previous resolution- components of business letters-types- technology and communication.

### **UNIT VI**

**Report Writing**-Meaning and Significance: Structure of Reports- Negative, Persuasive and Special Reporting, Informal Report- Proposals. Formal Reports- Preparation and organization of Press Report.

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

### **Text Books:**

1. Rajendra Pal, JS Korlahalli (2008). Essential of Business Communication (11<sup>th</sup> Edition). Sultan Chand and Sons.
2. Namita Gopal (2009)-reprint. Business Communication (1<sup>st</sup> Edition). New Age Learning.
3. Courtland L. Bovee, John V. Thill & Barbara E.Schatzman (2006). Business Communication Today (7<sup>th</sup> Edition). Pearson Education.
4. Sathya Swaroop Debashish & Bhagaban Das (2009). Business Communication (1<sup>st</sup> Edition). PHI Learning Private Limited.

5. R.K.Madhukar (2005). Business Communication (1<sup>st</sup> Edition). Vikas Publishing House Pvt. Limited.

**References:**

1. Dr. Raymond V.Lesikar, Dr. Marie E. Flatley, Dr. Karthryn Rentz & Dr. Neerja Pande (2009). Business Communication-Making Connections in Digital World (11<sup>th</sup> Edition). Tata Mc.Graw Hill Education Private Limited.
2. Dr. Raymond V.Lesikar & Dr. Marie E. Flatley (2002)-reprint. Basic Business Communication-Making Connections in Digital World (9<sup>th</sup> Edition). Tata Mc.Graw Hill Education Private Limited.
3. A.C. “Buddy” Krizan, Patricia Merrier, Joyce Logan & Karen Williams (2008). Effective Business Communication (1<sup>st</sup> Edition). Cengage Learning.
4. Meenakshi Raman & Prakash Singh (2009). Business Communication (1<sup>st</sup> Edition). Oxford University Press.
5. K. Srinivasa Krishna & B.Kuberudu (2008). Business Communication& Soft Skills (1<sup>st</sup> Edition). Excel Books.

## BUSINESS AND LEGAL ENVIRONMENT

**SUBJECT CODE: 13MBA1005**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of Business and Legal Environment.
- To acquaint students with business environment and the basic laws affecting the operation of business enterprises in India.
- To provide an understanding of legal processes involved in management of business.
- To familiarize the student regarding the economic systems and taxation system in India.
- To familiarize the students to know about the characteristics of our financial system, promotional and regulatory system, law and other regulations.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

### OUTCOMES:

- Help Students to learn the Overview of Business and Legal Environment.
- Familiarize Students with Nature and significance of Business Environment
- Help Students to understand the concept of Balance of payments
- Enable Students to understand the concepts of FERA, FEMA, MODVAT, CENVAT
- Enable Students to understand The Indian Contracts Act, 1872
- Enable Students to understand Special Contract and Agency Rights in Business.
- Help Students to understand the concept of the Sales of Goods Act 1940 and The Negotiable Instruments Act, 1881.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

**UNIT-I Business Environment and its Analysis:** Nature and significance of Business Environment at National and International level, Factors influencing on Business Environment both internal and external techniques of environmental scanning and monitoring five year plan and their importance, Industrial policies since independence.

**UNIT-II Balance of payments:** Nature and structure, Causes of disequilibrium in BOP, Correction measures, Recent trends in BOP, Fiscal Policy, Public revenue, Expenditure, Debt, Developmental activities and allocation of funds- deep analysis of fiscal policy.

**UNIT-III Legal and Taxation of Indian Industries:** Changing dimension of legal environment in India, Structure of Indian industry, Consumer protection Act 1986, Environmental laws (prevention of water and air pollution), Competition Act, 2002, FERA, FEMA, MODVAT-CENVAT, Value added tax; SICA- Disinvestment mechanism- EXIM Policy- Role of EXIM Bank-Nature and role of stock exchange in India- SEBI.

**UNIT -IV Importance of Business Law:** The Indian Contracts Act, 1872 –Nature of the Act and Classification of Contracts–Essentials of a Valid Contract–Offer and Acceptance–Capacity–Consideration–Free Consent–Legality of Object–Performance of a Contract – Discharge of a Contract–Breach of a Contract and Remedies-Quasi Contracts.

**UNIT -V Special Contract and Agency Rights in Business:** Contracts of Indemnity - Meaning, Nature - Right of Indemnity Holder and Indemnifier-Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee- Various types of Guarantee-Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability- Agency - 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

**UNIT –VI The Sales of Goods Act 1940 and The Negotiable Instruments Act, 1881:** Introduction to Sale of Goods Act – Distinction between Sale and Agreement to Sell– Conditions and Warranties– Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller; The Negotiable Instruments Act, 1881: Characteristics of Negotiable Instruments –Presumptions – Kinds of Negotiable Instruments – Endorsement – Presentation of Negotiable Instrument – Discharge of a Negotiable Instrument.

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

**Text Books:**

1. Misra. S.K. & Puri V.K., Indian Economy, Himalaya Publishing House, Mumbai, 25 /e, 2006
2. Francis Cherunilam, Business Environment:Text and Cases, Himalaya Publishing House, Mumbai, 4/e, 2006
3. N. D. Kapoor , Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 31/e, 2009
4. Gulshan, S. S, Business Law, Excel Publications, New Delhi, 3/e, 2009 (reprint)

**References:**

1. Shaikh Saleem , Business Environment, Pearson Education, 6/e, 2009
2. Justin Paul, Business Environment, McGraw Hill Companies, 2/e, 2009 (reprint)
3. Dutta & Sundaram, Indian Economy, S.Chand & Co., New Delhi, 56/e, 2007
4. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing, Mumbai, 8/e, 2006
5. David W Conklin, Cases in the Environment of Business-International Perspective, Sage South Asia Edition, 3/e, 2009
6. K.R.Bulchandani, Business Law for Management, Himalaya Publishing, Mumbai, 5/e, 2008
7. Ravindra Kumar, Legal Aspects of Business, Cengage learning, New Delhi, 2/e, 2009
8. Akhilesh Pathak, Legal Aspects of Business, Tata McGraw Hill, New Delhi, 3/e, 2009
9. Satish B Mathur, Business Law, Tata Mc graw Hill, New Delhi, 1/e, 2009

# QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

**SUBJECT CODE: 13MBA1006**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **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.

## **UNIT-I**

Linear Programming: Introduction to Maximization and Using Graphic Methods, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau, the Simplex Solution to A Minimizing Problem.

## **UNIT-II**

Transportation Models: Definition and Application of the Transportation Model, Solution of the Transportation Problem, the Assignment Model, Travelling Salesman Problem.

## **UNIT-III**

Introduction to Decision Theory, Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making. Decision making under uncertainty.

Decision Making Under conditions of Risk-Utility as a decision criterion, Decision Trees, Graphic Displays of the Decision Making Process, and Decision Making with an active opponent. 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-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, t-test, Chi Square test.

## **UNIT-V**

**Linear correlation coefficient Linear regression:** Non Linear regression ;Multiple correlation and multiple regression: Regression Analysis : Least square fit ; polynomial and Curve fittings. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications. , ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.

## **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.

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

### **TEXT BOOKS:**

1. Selvaraj R., Loganadhan, C —**Quantitative Methods in Management**, Excel Publication, New Delhi, 2008, 1<sup>st</sup> Edition.
2. Jaisankar S, —**Quantitative Techniques for Management**||, Excel Publication, New Delhi, 2005, 1<sup>st</sup> Edition.
3. S.D Sharma: —**Operations Research**, Kedar Nath Ram Nath & Co. New Delhi,

### **REFERENCES :**

1. J. K. Sharma, —**Operations Research: Theory and Applications**, Macmillan India, 2001.
2. Bill E Gillett: —**Introduction To Operations Research: A Computer-Oriented**
3. **Algorithmic Approach**, Tata McGraw Hill, New Delhi, 2002.
4. Gupta S.P: —**Statistical Methods**, Sultan Chand and Sons, New Delhi, 2005
5. U.K.Srivastava, G.V.Shenoy, S.C.Sharma: —**Quantitative Techniques for managerial decisions**, New Age International, Mumbai, 2008,
6. Kanti Swarup, P.K Gupta and Man Mohan, Operations Research, S. Chand Publications.

## INFORMATION TECHNOLOGY LAB-I

**SUBJECT CODE: 13MBA1101**

L	T	P	C	INT	EXT
-	-	4	2	40	60

### **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 spread sheet 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:**

- Introduction to Computers and Introduction of various software used for business and their significance in the current business environments.
- Introduction of software MSOffice (Ms-Word, Excel, Power Point).
- Spread sheet showing the monthly payments with changing interest rate over a period of loan. For example home loan, personal loan.(Using excel)
- Introduction to DBMS & RDBMS Data Base Concepts
- Introduction to SQL DDL,DML,DCL Commands
- Understanding of a database, design elements, creation of a database. Retrieving of data. Importance of storing data, managing and data mining.

### **TEXT BOOKS**

1. Alexis Leon, Introduction to Computers with MS Office 2000, TMH, New Delhi, 2000.
2. Mansfield, MS Office, TMH, New Delhi 1999.
3. Groff, SQL 2/e, The Complete Reference, TMH, 2003.

## **REFERENCES**

1. Sanders, D.H. Computers in Business--An Introduction Mc-Graw-Hill, Tokyo, 1983
2. Bay ross, PL SQL the Programming Language of Oracle, BPB, 2002.
3. Bay ross, Oracle Teach Yourself SQL / PL SQL using Oracle 8i and 9i with SQLj, BPB, 2002.

## COMMUNICATION SKILLS LAB

**SUBJECT CODE: 13MBA1102**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
-	-	4	2	40	60

### **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 – features of effective writing such as clarity , brevity, appropriate tone clarity, balance etc.,
3. Presentations, Types of presentation – participation in meetings – chairing sessions .
4. Situational Dialogues/Role Play.
5. Debate
6. Public Speaking.
7. Group Discussions
8. Formal and Informal Interviews – Interviewing in different settings and for different purposes.
9. Letter writing – Business Letters – format – style - Resume preparation
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: 13MBA1007**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **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**

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**

Cost of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions- 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 –The Modigliani Miller Theory –A critical appraisal.

## **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, 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**

Management of current assets –I: Management of cash,– Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives. Management of receivables - Management of inventory – credit policies.

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

### **TEXT BOOKS:**

1. I.M Pandey: “**Financial Management**”, (10<sup>th</sup> edition), Vikas Publishing, 2010.
2. M.Y Khan, P K Jain: “**Financial Management-Text and Problems**”, (5 edition)Tata McGraw Hill, New Delhi. 2003.
3. Sudhindra Bhat: “**Financial Management Principles and Practice**”, (2 edition) Excel Books, New Delhi, 2008.
4. G.Sudharsan Reddy: “**Financial Management**”, (1<sup>st</sup> edition), Himalaya Publication, 2010.
5. Pradeep Kumar Sinha: “**Financial Management Tools and Techniques**”, (1<sup>st</sup> edition) Excel Books, New Delhi.

### **REFERENCES:**

1. Srivatsav, RM: “**Financial Management**”,(2<sup>nd</sup> edition) Himalaya Publishing House, Mumbai,2009.
2. Pradeep Kumar Sinha: “**Financial Management Tools and Techniques**”, (1<sup>st</sup> edition) Excel Books, New Delhi,2009.
3. S.N. Maheswari: “**Financial Management**”, (13<sup>th</sup> edition) Vikas Publishers, New Delhi, 2007.
4. CA.C. Rama Gopal: “**Financial Management**”, (1<sup>st</sup> edition) New Age International Publisher, New Delhi, 2008.
5. I.M Pandey: “**Financial Management**”, (9<sup>th</sup> edition), Vikas Publishing, 2004
6. S.N. Maheswari: “**Financial Management**”, (13<sup>th</sup> edition) Vikas Publishers, New Delhi, 2003.

## MARKETING MANAGEMENT

**SUBJECT CODE: 13MBA1008**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **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 theory and practice by discussing and analyzing relevant case studies.

### **OUTCOMES:**

- Help students to learn the overview of Marketing Management.
- Develops a sound knowledge of conventional marketing ideas, and of the theories on which these theories are based.
- Develops 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.
- 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, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Marketing Mix, Indian Marketing Environment. Role and functions of marketing, emerging dimension of marketing in India.

## **UNIT-II**

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

## **UNIT-III**

Functions of Marketing & Product Management: Market Segmentation and Targeting – Positioning functional strategies – Identification of Market segments - marketing strategies- Product Life Cycle, Product mix and line – Branding and classification. New Product Development - Market Testing, Commercialization.

## **UNIT-IV**

Pricing & Distribution 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, 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-V**

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.

## **UNIT-VI**

Retail Management: Nature and Significance - concepts – types – retail store management and merchandising – challenges and strategies.

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

**TEXT BOOKS:**

1. Phillip Kotler & Kevin Lane Keller (2006). Marketing Management (12<sup>th</sup> Edition). PHI Learning Private Limited.
2. Tapan K. Panda (2008)-Reprint. Marketing Management-Texts & Cases (2<sup>nd</sup> Edition). Excel Books.
3. M.Govindarajan (2009). Marketing Management-Concepts, Cases, Challenges & Trends (2<sup>nd</sup> Edition). PHI Learning Private Limited.
4. Dr. K.Karunakaran (2009). Marketing Management-Texts and Cases in Indian Context (2<sup>nd</sup> Edition). PHI Learning Private Limited.

**REFERENCES:**

1. Michael R. Czinkota & Masaaki Kotabe (2007). Marketing Management (2<sup>nd</sup> Edition). Thomson Learning.
2. David L. Kurtz & Louis E. Boone (2006). Principles of Marketing Management (12<sup>th</sup> Edition). Cengage Learning.
3. S.H.H. Kazmi (2007). Marketing Management-Text and Cases (1<sup>st</sup> Edition). Excel Books.
4. Adrian Palmer (2009). Introduction to Marketing-Theory & Practice (2<sup>nd</sup> Edition). Cengage Learning.
5. Rajan Saxena (2009). Marketing Management (4th Edition). Tata Mc.Graw Hill

## HUMAN RESOURCE MANAGEMENT

**SUBJECT CODE: 13MBA1009**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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

**INTRODUCTION TO HRM:** Definition-importance-Evolution-nature-scope and objectives of HRM-Features of HRM-HRM Functions- personal Mgt definition-Difference between HRM & personnel Mgt-qualification and qualities required to HR Mgr-HR Mgr as strategic partner factors influencing HRM-Opportunities &Challenges in HRM-HR different org structures-Line & staff responsibilities.

## **UNIT-II**

**HR PLANNING AND STAFFING:** definition-importance-objectives-HRP process-limitations-manpower estimation-purposes. Recruitment: Definition-Objectives-Sub systems-Factors affecting-Recruitment policy-centralized and decentralized recruitment-recruitment organization-recruitment sources-recruitment techniques-recruitment process-cost benefit analysis of recruitment sources. Selection: Def-Process-Significance-Variou types of tests. Interview: Definition-Process-means to make interview effective-Placement & Induction-Job evaluation.

## **UNIT-III**

**TRAINING AND DEVELOPMENT:** concept-Training needs assessment-Types of Training Programme-On the job and Off the job advertises of training-Training procedure and final evaluation-ROI of training-Metrics for evaluation of training.

## **UNIT-IV**

**PERFORMANCE MANGEMENT:** Performance appraisal-Objectives-used and methods-Traditional and modern methods-Problems of performance appraisal-Legal issues in performance appraisal-Employee motivation-types of motivation-Promotion-Transfer-Demotion-Career planning-External mobility-Enrichment-Retrenchment-ESOPS-Pay for performance-Compensation-Salary wage fixation –Incentive-Bonus concepts-Profit sharing-Controlling absenteeism-statutory and voluntary measures.

## **UNIT-V**

**DISCIPLINE AND GRIEVANCE HANDLING:** Definition-Disciplinary procedure model-Grievance procedure and interview Industrial relations-Aspects of Industrial relations-Nature and Importance of union-Management relations-Collective bargaining- Wage board-commissions-Settlement of disputes Safety & welfare: Causes of an accident-safety measures-Statutory measures for safety-Safety at work-Types of social security and welfare programme-Organizational work hazards-ESI-Pension medical schemes.

## **UNIT-VI**

**HR ACOOUNTING AND AUDITING:** Definition-Objectives-HRA practices-Methods of HRA-Significance of HRA- problems/limitations of HRA-HR audit meaning- Objectives of HR auditing-Need of HR audit-Process-Advantages. e-HR, e-Compensation, e-Performance management ,e-recruitment, e-selection, e-activities.

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

## **TEXT BOOKS:**

1. Human Resource Management – Aswathappa (Mc Graw Hill Companies)
2. Human Resource Management – Mirza S Saiyadain (Tata Mc Grw Hill)

3. Personnel and Human Resource Management – Text and Cases – P.Subba Rao  
(Himalaya Publishing Houses)
4. Dynamic Personnel Administration – Prof.M.N.Rudrabasavaraju  
(Himalaya Publishing Houses)
5. Industrial Relations, Trade Unions, Labor Legislation – PRM Sinha, Indu Bala Sinha,  
Seema Priyadarsini Sekhar (Pearson)
6. Industrial Relations – Venkataratnam (Oxford University Press)

**REFERENCES:**

1. Human Resource Management – Gary Dassler (Pearson Education)
2. Personnel Management – Edwin B.Flippo (Mc Graw Hill, International Education)
3. Human Resource Development – Uday Kumar Haldar (Oxford, Higher Education)
4. Human Resource Mngement – Gary Dassler (Prentice – Hall of India PHI)
5. Management – Stephen Robins (Pearson Education)
6. The labour and industrial law - Gadi Veera Reddy (Sujatha law books pvt. Ltd.)

# PRODUCTION & OPERATIONS MANAGEMENT

**SUBJECT CODE: 13MBA1010**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## 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**

**Facilities planning:** Product and process selection, Location and Layout facilities. Manufacturing process Technology, CAD,CAM & CIM, Flexible Manufacturing System,Group Technology.

## **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.

## **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.

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

## **TEXT Books:**

1. Adam, EE &Ebert RJ production and Operations Management 6thed.New Delhi, Prentice hall of India 1995.
2. SN Chary: “**Production and Operations Management**”, Tata McGraw Hill, New Delhi, 2008.
3. R. Panneeselvam: “**Production and Operations Management** “, PHI Learning Private Limited, New Delhi, 2009.
4. B.S.Goel:” **Production and Operations Management**”, A Pragati Edition, Meerut, 2009

## **References:**

- 1.Elwood S.Buffa and Rakesh K.Sarin: “**Modern Production/Operations Management**”, India, New Delhi, 2008.
- 2.Amrine Harold T.etc Manufacturing Organisation and Management, Englewood Cliffs, New Jersey, Prentice HallInc.199

3 Aswathappa K: “**Production and Operation Management**”, Himalaya Publishing House, Mumbai.

4.Chase, Aquilano, Jacobs: “**Operations Management for Competitive Advantage**”, Tata McGraw Hill, New Delhi, 2007

# ORGANIZATIONAL BEHAVIOR AND CHANGE MANAGEMENT

**SUBJECT CODE: 13MBA1011**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **OBJECTIVES:**

- To develop an understanding about the importance of Organizational behavior and its applications.
- To make students understanding the elements of psychological field
- To help Students to comprehend the theories and practices of personality, perception, motivation, learning and attitude
- To craft the students to acquire the complete knowledge about Organisation Change and Development.

## **OUTCOMES:**

- Familiarize Students with Behavioral Dimensions while working with groups.
  - Facilitate Students to learn Communication which leads to effective decision-making.
  - Enable Students to understand Organization structures and Organization culture.
  - Help Student to expand the acquaintance on Organization Change Development and effectiveness.
1. Introduction - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.
  2. Personality Development: Nature - Stages, Determinants of Personality - Theories, Perceptual Management: Nature - Process – Influencing factors, Motivation: Concepts - Needs and Motives and Theories, Leadership and Followership - Leadership Theories.
  3. Attitudes and Values: formation - types – changes and behavior modification techniques. Learning Processes - theories, Creativity and Creative Thinking. Behavioral Dimensions, Groups and their formation - Group Dynamics ,Group Decision Making Process, Informal Organizations,
  4. Inter-Personal Communication: Listening, Feedback, Collaborative Processes in Work Groups, Team Decision Making, Conflict Management strategies, techniques and styles.
  5. Organizations: Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles Underlying the Design of Organizations, Organizational Culture and socialization,

6. Organizational Change: –Responses and resistance to change- Change agents –Change Management Techniques; Organizational Development; Nature of OD – interventions, techniques and applications. .

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

### **TEXT BOOKS**

1. K.Aswhathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
2. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.
3. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
4. Pareek Udai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.

### **REFERENCES**

- 1) Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
- 2) Sharma VS, Veluri: “**Organizational Behavior**”, JAICO Publishing House, New Delhi, 2009.
- 3) Slocum,n Helireigel: “**Fundamentals of Organizational Behavior**”, Cengage Learning India, New Delhi, 2009.
- 4) Debra.L Nelson,James Campbell Quick “**Organizational Behavior**”, Cengage Learning India, New Delhi, 2009.  
Jennifer M.George and Gareth R. Jones: “**Understanding and Managing Organizational Behavior**”, Pearson Education, New Delhi, 2009.

## BUSINESS RESEARCH METHODS

**SUBJECT CODE: 13MBA1012**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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.

1. **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.

2. **Data Base**: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Survey research and field work: 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

3. **Measurement concepts**: Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement.

4. **Research Design**: Meaning , Functions and goals of Research Design, characteristics, phases, design for different types of research, outlining a research proposal, pilot study and developing a case study

**5. Data Analysis** : Editing and coding, transform raw data into information, basic data analysis, descriptive statistics. Univariate Statistics – stating a hypothesis, hypothesis testing, discriminate analysis, factor analysis, cluster analysis, conjoint analysis and content analysis. Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

**6. SPSS and Report Presentation:** Use of Statistical Package for Social Sciences, report writing - Mechanics of report writing, preliminary pages, main body and appendices including bibliography, oral presentation, diagrammatic and graphical presentation of data.

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

### **TEXT BOOKS:**

1. C.R. Kothari: “**Research Methodology**”, Wishwa Prakashan, 2009, 2<sup>nd</sup> Edition.
2. Panneerselvam R: “**Research Methodology**”, PHI Learning Private Limited, New Delhi, 2009, 3<sup>rd</sup> Edition.
3. Willam G.Zikmund: “**Business Research Methods**”, Cengage Learning, New Delhi, 2006, 9<sup>th</sup> Edition.
4. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009, 2<sup>nd</sup> Edition.

### **REFERENCES:**

1. Battacharya, DK: “**Research Methodology**”, Excel Books, New Delhi, 2<sup>nd</sup> Edition..
2. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2008, 2<sup>nd</sup> Edition.
3. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata MCGraw Hill, New Delhi, 12<sup>th</sup> Edition.
4. CR Kothari: “**Research Methodology Methods and Techniques**”, New Age International Publishers, New Delhi, 2009, 2<sup>nd</sup> Edition.
5. Ajai S.Gaur and Sanjaya S.Gaur: “**Statistical Methods for Practice and Research**”, Sage Publications, New Delhi, 2007, 1<sup>st</sup> Edition.

## INFORMATION TECHNOLOGY LAB-II

**SUBJECT CODE: 13MBA1103**

L	T	P	C	INT	EXT
-	-	4	2	40	60

### **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 lives 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:**

1. Illustrate numerical mathematical simulations from Statistics for Management course
2. Project Management and resource planning using MS Project
3. Data Collection and analyzing techniques for quality management ( Charts, flow diagrams for methodologies like six sigma/lean mfg etc)
4. Introduction to SQL, PL/SQL. Basic structure of PLSQL procedural language, achieving functionality using PLSQL. Importance of Database systems in business environments and knowledge management.
5. Prepare presentations for mini project on Different Products.
6. Introduction of online financial services example online trading systems, Reuters, Bloomberg, websites of regulatory institutions like SEBI.

## **TEXT BOOKS**

1. Scott Urman, “**Oracle 8i-PL SQL Programming**”, TMH, 2000.
2. Loney, “**Oracle 9i—The Complete Reference**”, TMH, 2002.
3. Bayross, “**Oracle Teach Yourself SQL / PL SQL using Oracle 8i and 9i with SQLj**”, BPB, 2002.
4. Abbey, “**Oracle 8i—A beginner’s Guide**”, TMH, 2000.

## **REFERENCES**

1. Courter, “**Mastering Microsoft Project**”, BPB, 2002.
2. Pyron, “**Using MS Project**”, Techmedia, 2002.
3. Bayross, “**PL SQL the Programming Language of Oracle**”, BPB, 2002..

## **INDUSTRY SURVEY ANALYSIS**

**SUBJECT CODE: 13MBA1201**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
-	-	4	2	40	60

**Industry survey analysis consists of the conditional participation of students in various industries physically as well as online and finding out the productivity with observation and interaction.**

**The objective of the course is to equip students to gain ample knowledge of the following traits.**

- Overall functioning of several 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 any industry and supplement the solutions.**
- Conduction of surveys and formulation of live case studies.**
- Contagious relationship building with the industry by inviting the practical managers for Guest Lectures, Conferences, Workshops and other Events.**

# COST AND MANAGEMENT ACCOUNTING

**SUBJECT CODE: 13MBA2013**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## 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

**INTRODUCTION:** Management accounting vs. Cost accounting vs. financial accounting, role of accounting Information in planning and control. The management process and accounting cost analysis and control- direct and indirect expenses

## 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

**BUDGET:** Flexible budget, different types of budgets, sales budget, cash budget, production budget, master budget, performance budgets, material vs. purchase budgets, zero based budgeting.

## UNIT - V

**BUDGETARY CONTROL:** Steps in budgetary control. 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.

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

### **TEXT BOOKS:**

1. S.P. Jain, K.L. Narang, Cost Accounts, 18<sup>th</sup> Edition, 2005, Kalyan Publishers, New Delhi.
2. M.Y. Khan, P.K. Jain, Management Accounting Text, Problems and Cases, 5<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi.
3. Asish K. Bhattacharya, Cost Accounting for Business Managers, 1<sup>st</sup> Edition, 2009 Elseiver.
4. V.K. Saxena & C.D. Vashist, Advanced Cost and Management Accounting (Text) (Vol – 1 & 2), 6<sup>th</sup> Edition Sultan Chand & Sons

### **REFERENCE S:**

1. Colin Drury (2009), Management and Cost Accounting, 6<sup>th</sup> Edition, 2010 Cengage , India.
2. M.Y. Khan, P.K. Jain Cost Accounting Theory and Practice, 5<sup>th</sup> Edition, 2010 Tata Mc Graw Hill, New Delhi.
3. Babatosh Bannerjee, Cost Accounting Theory and Practice, 12<sup>th</sup> edition, Prentice Hall of india, New Delhi, India.

# MANAGEMENT OF TECHNOLOGY & INNOVATION

**SUBJECT CODE: 13MBA2014**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **OBJECTIVES:**

- To create an understanding about technology management.
- To enlarge awareness of the concepts related to Technology Policy and Strategy
- To broaden the applications of the Technology Planning and Strategy tools.
- To develop complete orientation on Technology Acquisition trends, Technology exploitation decisions and Technology appropriation.
- To develop a conceptual framework for Process Innovation , Technology Transfer Absorption and Deployment
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

## **OUTCOMES:**

- To Help students to learn the overview of technology management.
- To Expand the practical orientation on Technology Policy and Strategy and relatedness with the Government.
- To Enable Students to inflate the exposure Technology Planning and Strategy tools.
- To Helps students to obtain basic skills necessary to Technology Acquisition Technology exploitation decisions and Technology appropriation.
- To develop practical orientation on Process Innovation and Technology Transfer Absorption and Deployment
- To Enable Students to prepare and solve cases so as to bridge the gap between theory and practicability.

## **UNIT-I**

**Introduction to Technology Management- Technology Policy:** Definition – Concept of creativity – Components – Features – Classification of Technology – Concept and Nature of Technology Management- Drivers of MOT- Significance and Scope of MOT- Role of Chief Technology Officer – Responding to Technology challenges- Determinants of Nation’s Capability — Status of Technology in India – Future of India – Technology Strategy – Formulation of Technology Strategy – Technology innovation Strategy

## **UNIT-II**

**Technology Planning and Strategy Tools:** Technology Planning – Tools for Company Technology Analysis – Tools for industry Technology Analysis – Trajectories of Technology .

## **UNIT-III**

**Technology Acquisition:** Methods Acquisition - Internal Development - External acquisition Sources - Acquisition decisions - Technology Acquisition trends – Technology exploitation decisions - Technology appropriation

## **UNIT-IV**

**Process Innovations:** Concept and types of process - Process Management Concerns - Types of Process innovations- Process improvement techniques – Organizing for improvements

## **UNIT-V**

**Technology Transfer:** Definition – Classification and Significance - Elements of transfer process - Types of Technology transfer - package – Modes of transfer - Channels of Technology flow - Routes of technology transfer- Effective transfer and Pricing of technology transfer – Price negotiation-Technology transfer agreements- Technology Diffusion – Concept of Diffusion - Integrated Diffusion Strategy - Influencing factors - Innovation adoption - Diffusion strategies - Community effects and network externalities – Distribution of Adopters- Crossing the Chasm – Market dynamics

## **UNIT-VI**

**Technology Absorption and Deployment:** Technology Absorption – Influencing factors - Deployment strategies - Corporate Venturing - Benefits and Drawbacks of Corporate Venturing – Spin-off Companies

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

**TEXT BOOKS:**

1. CSG Krishnamacharyulu, Lalitha Ramakrishnan: “**Management of Technology**”, Himalaya Publishing House Private Limited, New Delhi, 2008.
2. Rastogi P.N: “**Management of Technology and Innovation**”, Sage Publications, New Delhi, 2009.

**REFERENCES:**

1. Scott Shane: “**Technology Strategy for Managers and Entrepreneurs**”, Pearson Education, New Delhi, 2009.
2. White and Bruton: “**The Management of Technology and Innovation**”, Cengage Learning India, New Delhi, 2009.
3. Tarek Khalil, “**Management of Technology—The Key to Competitiveness and Wealth Creation**”, McGraw Hill, Boston, 2000.
4. P.N.Rastogi, “**Managing Creativity**”, Macmillan India Ltd, 2003.
5. William L Miller and Longdon, Morris, “**Fourth Generation R & D**”, John Wiley & Sons Inc. Pradip N Khandwalla: “**Lifelong Creativity—An Unending Fest**”, TMH, 2004.
6. Pradip N Khandwalla: “**Corporate Creativity**”, TMH, 2003.
7. George Reynolds: “**Ethics in Information Technology**”, Cengage Learning, New Delhi, 2009.

## STRATEGIC MANAGEMENT

**SUBJECT CODE: 13MBA2015**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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**

1. **Introduction:** Concepts in Strategic Management , Strategic management as a Process – Developing a strategic vision, Mission, Objectives, Policies-Factors that shape a company's strategy.

## **UNIT-II**

2. **Environmental Scanning:** External Environment Analysis, Internal Environment Analysis—SWOT Analysis—Industry and Competitive Analysis, value chain analysis.

## **UNIT-III**

3. **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**

4. **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**

5. **Strategy Implementation:** Strategy and structure. Strategy and Leadership, Strategy and culture connection –Organizational values and their impact on strategy. Resource Allocation. strategy Leadership and style –Role of Top-Level managers-Key strategic Leadership Actions-Determining strategic Directions -Developing Human Capital and Social Capital –Balanced Scorecard.

## **UNIT-VI**

**Strategy Evaluation and Control:-** strategic control process, Measuring Performance using qualitative and quantitative criteria. Benchmarking ,role of the strategist, problems in measuring performance--strategic information systems – strategic surveillance audit.

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

### **TEXT BOOKS:**

1. Strategic Management and Business Policy: 3rd Edition Azhar Kazmi Tata McGraw - Hill Education (2008)
2. Strategic Management: The Indian Context R. Srinivasan, PHI Learning (2010)
3. Strategic Management (Paperback) Alpana Trehan ,Dreamtech Press (2010)

4. Strategic Management : Text and Cases 3 Edition (Paperback) Alan Eisner, G.T. Lumpkin, Gregory Dess ,Tata McGraw - Hill Education (2009)

**REFERENCES:**

1. Concepts in Strategic Management and Business Policy. Thomas L. Wheelen, J David Hunger. Eighth Edition (2003), Pearson Education
2. Strategic Management - Anand Prakash , Sonali Publications (2012)
3. Strategic Management : Concepts And Cases (Paperback) Phadtare , PHI LEARNING PVT LTD (RS) (2010)
4. Strategic Management (Paperback) N. Chandrasekaran, P. S. Ananthanarayanan, Oxford University Press (2011)

# KNOWLEDGE MANAGEMENT

**SUBJECT CODE: 13MBA2016**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **OBJECTIVES:**

- To develop an understanding of Knowledge Management
- To enlighten the need of Knowledge Management for the competitive advantage.
- To explain the Knowledge Process.
- To develop the students to learn the link between HR and KM
- 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 KM.
- Help Students to understand the Principles and practices of Knowledge Management in all sectors.
- Enable Students to understand importance of knowledge and types of knowledge.
- Enable Students to understand and implement knowledge, uses, benefits, problems and limitations.
- Help Students to understand the importance of learning knowledge and knowledge life cycle.

## **UNIT-I**

### **Introduction to Knowledge Management:**

Definition- Scope and Significance Knowledge Management- history of KM- Techniques and difficulties in Knowledge Management - Implementation of Knowledge Management- Knowledge Management and Knowledge Sharing- Knowledge Dynamics.

## **UNIT-II**

### **Essentials of Knowledge:**

Principles of Knowledge Management-Essentials of Knowledge - Basic types of Knowledge Management- Drivers of Knowledge Management -Pillars of Knowledge Management- Success factors of Knowledge Management Implementation

### **UNIT-III**

#### **Knowledge process:**

Seven layers of Knowledge management- classification of organizational Knowledge and Knowledge life cycle- organizational Knowledge processes- conversion of Knowledge Organizational Knowledge Management. Use of knowledge in different sectors Use of knowledge in different sectors - use of knowledge in different sectors- Knowledge in the education sector- Knowledge in the health sector- Knowledge in the engineering sector- Information and communication technologies: a knowledge tool for all sectors- Knowledge Management in Indian Organizations

### **UNIT-IV**

#### **Knowledge Management Systems and Tools:**

Knowledge Mapping Techniques- Core issues of implementation- Methodology of implementation and Acquisition Tools- Knowledge Indexing and Processing- Knowledge analysis -on-line Analytical Processing

### **UNIT-V**

#### **Knowledge Management With Technologies:**

Technologies - Information Technology and KM- E-Commerce and KM- Total Quality Management and KM- Benchmarking- Supply chain management and KM- Customer Relationship and Knowledge Management- Measuring Knowledge Management- Business ethics and km- ERP&BPR Role of IT in KM systems

### **UNIT-VI**

#### **Human Resources and Knowledge Management:**

Managing Knowledge Worker -Neuro Linguistic Programming (NLP) -Strategies for Human Capital and Talent Management- New Vistas -job Hopping- Knowledge Audit Brain Drain and Brain- Gain Effective Career Planning- Building Competitive Advantages through Training and Development

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

### **TEXT BOOKS:**

1. Change and knowledge management - RL Nandeswar (Excel books, newdelhi, 2010)
2. Knowledge Management - Irma Becerra (Pearson Education New Delhi)
3. Knowledge Management - Rathan Reddy (Himalaya publication, 2007).
4. Management of Technology and Innovation – PN Restogi (Respons)

### **REFERENCES:**

1. Knowledge Management – Daryl Morey (University Press, New Delhi 2009)
2. Knowledge Tools and Techniques – Madanmohan Rao (Elsevier)
3. Knowledge Management in organizations – Donald (Hislop)

## SEVICE MARKETING

**SUBJECT CODE: 13MBA2017**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of Service Marketing.
- To make students gaining the knowledge and skills related to the area of service marketing and customer relationship management.
- To make student better understand on segmentation, targeting and positioning of different services sectors.
- To develop understanding on service pricing, promotion and distribution of various service sectors.
- To ad joint some cases and assignments with syllabus for better results.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

### **OUTCOMES:**

- Help students to learn the overview of Service Marketing.
- Help Students' to learn Definition, Nature, Scope and significance of Service Marketing.
- Help Students' to understand the customer relationship management and its application.
- Familiarize Students' with service market segmentations, targeting and positioning.
- Enable Students to understand the pricing strategies of service marketing.
- Enable Students to understand promotion and branding of services.
- Familiarize Students' with planning and managing distribution strategies in service marketing.
- Emphasizing on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

**UNIT –I Understanding Services Marketing:** Introduction, Characteristics of Service Marketing, Services in the modern economy, Search, experience and credence attributes, Classification of services, marketing services Vs. Physical services, Service Marketing Mix, Service Triangle, Service encounters, Services as a system, GAP models of service quality.

**UNIT -II Customer Relationship Marketing:** Introduction to Relationship Marketing, Objectives, Nature of service consumption, understanding customer needs and expectations, Building customer relationship through retention strategies, Strategic responses to the intangibility of service performances.

**UNIT –III Services Marketing segmentations, Targeting & Positioning:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining valued relations, customer loyalty, Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

**UNIT -IV Pricing strategies for services:** Service pricing, establishing monetary pricing objectives, Foundations of pricing objectives, Pricing and Demand, Putting service pricing strategies into practice,

**UNIT -V Promotion & Branding for services:** The role of marketing communication, Implication for communication strategies, setting communication objectives, marketing communication mix, Brand and Branding in services, Brand equity and its Classifications.

**UNIT –VI Planning and managing service delivery:** Creating delivery systems in price, cyberspace and time, the physical evidence of the service space, The role of intermediaries, Marketing plans for services: The marketing planning process.

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

**TEXT BOOKS:**

1. Valarie A Zeithmal & Mary Jo Bitner, Services Marketing, TMH, New Delhi, 3/e,2004
2. Christopher Lovelock, Services Marketing, Pearson Education, 7/e,2004
3. Rajendra Nargundkar, Services Marketing, TMH,1/e,2004

4. Kenneth E Clow & David L Kurtz, Biztantra, Services Marketing, Pearson Education, 2/e, 2007
5. Govind Apte, Services Marketing, Oxford, 2007

## **REFERENCES**

1. Swartz & Iacobucci, Handbook of Services Marketing & Management, Sage Publications, 2000
2. Hoffman & Bateson, Services Marketing, Thomson, 2007.
3. Peter Mudie and Angela Pirrie, Services Marketing, 3/e, Elsevier, 2006.
4. C Bhattacharjee, Services Marketing, Excel, 2006
5. S M Jha, Services Marketing, Himalaya Publishing House, Mumbai, 3/e, 2007

# ADVERTISEMENT AND BRAND MANAGEMENT

**SUBJECT CODE: 13MBA2018**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **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 Advertising: Changing concept, role of advertising in a developing economy, types of advertisement consumer, industrial, institutional, retail, trade and professional, advertisement in marketing mix. A critical appraisal on advertising strategies.

UNIT-II. Advertising department- advertisement manager's objectives and functions - Role and functioning of advertisement agencies. Advertising agency skills and service, client agency relationship .Advertisement budgets: Types, determining optimal expenditure, decision models.

UNIT-III. Advertisement media: Characteristics--media selection- Approaches- media scheduling- media research- Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation, insertions, contract.

UNIT-IV. Visual layout, art work, production traffic copy, and effective use of words, devices to get greater readership interrelation - Advertisement effectiveness: Pre-testing, post testing, experimental designs.

UNIT-V. Competition and Brand- Concept of Brand- Brand Evaluation –Brand Positioning –Brand and consumers - Brand equity – Brand Inside and Outside Brand Extensions .

UNIT-VI. Brand over Time – Stages of concept Management –Challenges facing Brands – Brand Revitalization and Elimination – Brand and Firm – Brand valuation. Case Study

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

### **TEXT BOOKS**

1. S.A.Chunawalla: Foundations of Advertising,. Himalaya Publishing House, New Delhi,2010
2. R;ichard Eliott: Strategic Brand Management, Oxford University Press, New Delhi, 2008
3. Larry percy: Strategic Advertising Management, Oxford University Press, New Delhi, 2009

### **REFERENCES**

1. Sangeetha Sharma: Advertising, PHI Learning, New Delhi,2009
2. Shhkazmi: Advertising and sales promotion, Excel Books, New Delhi, 2010
3. Shimp: Advertising and Promotion, Cengage Learning, New Delhi, 2008
4. Shah, Alan D Souza: Advertising and Promotion, TMH, New Delhi, 2009
5. Ronald Lane: Advertising Procedure, Pearson Education, New Delhi, 2008
6. S.L.Gupta: Brand Management, Himalaya Publishing House, New Delhi, 2010
7. YLR Moorthy: Brand Management, Vakas Publishing House, New Delhi, 2009
8. Helen Edwards: Creating Passion Brands, Kogan Page Publication, New Delhi, 2010
9. Brad Van Auken: Branding, Jaico Publishing House, New Delhi, 2010

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

**SUBJECT CODE: 13MBA2019**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### **OBJECTIVES:**

- To develop an understanding of Security Analysis and Portfolio 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 Security Analysis and Portfolio Management
- To enlighten the students with the Concepts and Practical applications of derivatives in the Security markets
- 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 Security Analysis and Portfolio Management
- Analyze the major investment instruments.
- Explain the 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:** The investment environment, classification and functions of financial markets and financial instruments. Securities trading – types of orders, margin trading, clearing and settlement procedures. Regularity systems for equity markets.

**UNIT-II Portfolio Theory:** Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, mean – variance approach, business risk and financial risk and treatment in portfolio management.

**UNIT-III Equilibrium in Capital Market:** The Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory, Market Efficiency. - Bond Analysis: Bond Pricing

Theorems, Convexity, duration, bond immunization, active bond management and passive bond management.

**UNIT-IV Equity Valuation Model:** Discounted Cash-flow techniques: Balance sheet valuation, Dividend discount models, Intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/ Book value, Price/sales ratio, Economic value added (EVA), Active Portfolio Management.

**UNIT-V Security Analysis and Derivatives:** Macroeconomic and industry analysis and company analysis.

**UNIT-VI Derivatives:** Option markets, option strategies and option valuation, Futures markets, strategies and pricing. Stock index futures, interest rate futures, Swaps using caps and floors in investment management.

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

### **TEXT BOOKS:**

1. Punithavathy Pandian: Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi, 2009, 1<sup>st</sup> Edition.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, 3/e Tata McGraw-Hill Publishing Co. Ltd. New Delhi, 2003, 4<sup>th</sup> Edition.
3. Ranganatham : Investment Analysis and Portfolio Management Pearson Education, 2<sup>nd</sup> Edition.
4. Thomas S Y Ho: Security valuation, Oxford University Press, New Delhi, 2009, 1<sup>st</sup> Edition.
5. Donald E. Fisher, Ronald J. Jordan: Security Analysis and Portfolio Management Pearson Education, 1995, 6<sup>th</sup> Edition.

### **REFERENCES:**

1. S. Kevin: Security Analysis and Portfolio Management, PHI Learning, New Delhi, 2009, 1<sup>st</sup> Edition.
2. . Robert A Strong: Portfolio Management, Jaico Publishing House, New Delhi, 2001 1<sup>st</sup> Edition.
3. Sudhendra Bhat: Security Analysis Portfolio Management, Excel Books, New Delhi, 2009, 1<sup>st</sup> Edition.
4. Shashi K Gupta: Security Analysis Portfolio Management, Kalyani Publishers, New Delhi, 2010, 1<sup>st</sup> Edition.
5. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, Prentice Hall, 2002, 5<sup>th</sup> Edition.
6. Edwin J. Elton, Martin J. Gruber: Modern Portfolio Theory and Investment Analysis, 5/e, John Wiley & Sons, 2001, 5<sup>th</sup> Edition.
7. Dhanesh Khatri: Security Analysis and Portfolio Management, MacMillan Publishers, New Delhi, 2010, 1<sup>st</sup> Edition

## FINANCIAL INSTITUTIONS AND SERVICES

**SUBJECT CODE: 13MBA2020**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of Finance institutional Structure
- To understand importance and role of a Finance institutional Structure.
- To increase awareness of the various institutional models in and outside India.
- To highlight the possible role of government in the FIS.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

### OUTCOMES:

- Help Students to learn the overview of Finance institutional Structure.
- Identify and comment upon the forces driving change within the financial system;
- Discuss the role and operation of the major groups of financial institutions within the financial system;
- Evaluate the trends in the ongoing development of the major groups of financial institutions within the financial system.
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.

### UNIT - I

**THE STRUCTURE OF FINANCIAL SYSTEM:** Equilibrium in financial markets, indicators of financial development, financial system and economic development, financial sector reforms after 1991. Functions and role of RBI, monetary policy and techniques of monetary control of RBI, the role and functions of SEBI, an update on the performance on non-statutory financial organization like IFCI, IRBI, NABARD, SIDBI, & SFCs.

### UNIT - II

**THE BANKING AND NON BANKING INSTITUTIONS:** Commercial banks, the public and private sectors structure and comparative performance, the problems of competition - interest rates, spreads, and NPAs. Bank capital adequacy norms and capital markets support, banking innovations. Co-operative banks role, Govt initiatives to strengthen the co-operative banks.

### UNIT - III

**NON BANKING FINANCIAL INSTITUTIONS:** Structure and functioning of unit trust of India and mutual funds. Growth of Indian mutual funds and its regulation, the role of AMFI. Insurance companies – structure and investment patterns of LIC, GIC and other insurance companies, competition, innovation, role of IRDA, challenges of insurance sector.

#### **UNIT -IV**

**FINANCIAL MARKETS:** Structure and functions of call money market, government securities market, T – bills market, commercial bills market, commercial papers and certificate of deposits. Capital market – corporate securities and government securities, primary and secondary markets.

#### **UNIT -V**

**INVESTMENT BANKING:** Introduction, functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

#### **UNIT - VI**

**ASSET/FUND BASED FINANCIAL SERVICES - LEASE FINANCE:** Consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing, fee-based/advisory services: stock broking, credit rating.

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

#### **TEXT BOOKS:**

1. M.Y.Khan, Financial Services, 8<sup>th</sup> Edition reprint 2002, Tata Mc Graw Hill, New Delhi.
2. V.A. AVADHANI, (2009), Financial Institution and Markets, 8<sup>th</sup> Edition, Himalaya Publication House, New Delhi.
3. Bharati V. Pathak, The Indian Financial System: Markets, Institutions and Services, 3rd Edition, Pearson Education Pvt. Limited.

#### **REFERENCE BOOKS:**

1. D.M.Mithani, E. Gordon, (2009), Banking Financial Services-7<sup>th</sup> Edition, 2007, Himalaya Publications, New Delhi.
2. Vasant Desai (2009), Indian Financial System, Himalaya Publication, New Delhi.
3. . H. R. MachiRaju 7<sup>nd</sup> edition, (2009), Indian Financial System, Vikas Publications, New Delhi.

# GLOBAL HRM

**SUBJECT CODE: 13MBA2021**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **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, Policies 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- - Globalization and HR Issues and Concerns-

## **UNIT - II**

### **Global Human Resource Management:**

Morgon Theory Global Manpower Planning – Staffing policy –Training For MDP performance appraisal –Performance Appraisal Management - International Labor relations – Industrial democracy –Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

## **UNIT – III**

## **Cross - Culture Management:**

Importance – Concepts and issues – theories considerations - Problems – Skills building methods – Cross Culture skills conflicts, Communication and Negotiation.

## **UNIT - IV**

### **Compensation Management:**

Importance – Concepts- Issues – Methods – Factors of Consideration Models. The Three approaches to International Compensation Management (1) The Budget System (2) The Balance Sheet or Home Net System (3) The Local Going Rate System – The Challenge of Rewarding Excellence.

## **UNIT - V**

### **Managing International Assignments:**

Significance – Selection methods- Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for women - Problems.

## **UNIT - VI**

### **Mergers and Acquisition:**

Importance – Issues- Role of HRM – HR Interventions-Diversity Management – Problems and Strategies. Competitive Advantage through HRD in Global Context: Training and MDP - Measures for Creating HRD Climate – Strategic Frame Work of HRD and Challenges Globalization and Quality Working Life and Productivity –Role of HR Audit

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

### **TEXT BOOKS:**

1. Sujata Mangaraj - “Globalisation and Human Resource Management” (Excel Books, New Delhi, 2008)
2. Aswathappa K, Sadhana Dash - “International HRM, (TMH, New Delhi, 2009)
3. Subba Rao P - “International Business” (Himalaya Publishing House, Delhi, 2008)
4. Charles M Vance - Managing a Global Work Force (PHI Learning, New Delhi, 2009)
5. P. Subba Rao – International HRM (Himalaya Publishing House Hyderabad)

### **REFERENCES BOOKS:**

1. Pradeep Kumar Sinha & Sanchari Sinha: “International Business Management”, Excel Books, New Delhi, 2008
2. Chris Brewster, Paul Sparrow, Guy Vernon: “International Human Resource Management”, Universities Press, Hyderabad, 2008.
3. Tony Edwards : International Human Resource Management, Pearson Education, New Delhi, 2008
4. Chris Brewster: International Human Resource Management, University Press, New Delhi.

## MANAGEMENT OF INDUSTRIAL RELATIONS

**SUBJECT CODE: 13MBA2022**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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

- Help Students to learn the Overview of Industrial Relations Management
- Familiarize Students with Economic, Social and Political environments.
- Help Students to understand the concept of Union-Management Relations
- Enable Students to understand the concepts of Labor Welfare and Social Security
- Enable Students to understand Discipline and Grievance Managements and Emerging Industrial Relations Scenario like ILO.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

**UNIT –I Industrial Relations Management:** Concept-Objectives- Participants – Background, Evolution and Growth of Industrial Relations in India –Problems and Issues- Industrial Relations Machinery- Influencing factors of IR in enterprise and the consequences -

Globalization-New Economic Policy-Changing profile of stakeholders to industrial relations in India.

**UNIT –II Economic, Social and Political environments-** Employment Structure- Social Partnership - Wider approaches to industrial relations- Labour Market-Bipartism – Tripartism-Social dialogue.

**UNIT -III Union-Management Relations :** Definition and objectives -Growth of Trade Unions in India-The Trade Unions Act , 1926 and Legal framework- Registration-Structure and Management of Employees Trade Unions - Union Recognition-Employers Associations- Union Problems- Trade Unions Role in shaping IR in India- Workers’ Participation in Management in India- Shop floor, Plant Level, Board Level- Conditions for success of WPM- Collective Bargaining-Concepts-Characteristics- Promotion of peace.

**UNIT -IV Labour Welfare and Social Security :** Workers’ Welfare in Indian Scenario- Social Security-Concept- Social Security in India, Health and Occupational Safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to Social Security – Workers’ education objectives -Rewarding - Role of CBWE; Wage and Salary Administration- Essentials- Minimum wage- Fair wage- Living Wage--Real wage- Incentives and fringe benefits- Issues and Constraints in Wage Determination in India.

**UNIT –V Discipline and Grievance Managements:** Industrial Discipline- Standing Orders- Code of Discipline-Causes of Grievances – Grievance Redressal - Industrial Disputes: Meaning, nature and scope of industrial disputes - Causes and Consequences of Industrial Disputes – Conciliation, Arbitration and Adjudication procedures for Settlement of Disputes –Prevention and Settlement of Industrial Disputes in India.`

**UNIT -VI Emerging Industrial Relations Scenario:** Industrial Relations and Technological Change-Adjustment Processes and Voluntary Retirement Schemes- Main Recommendations of the Second National Labour Commission- International Labor Organization (ILO)- Objectives, Structure and Procedure for Admission as a Member. Managing Without Unions, International Dimensions of Industrial Relations-Future Direction of Industrial Relations.

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

**TEXT BOOKS:**

1. Sinha: Industrial Relations, Trade Unions and Labour Legislation -Pearson Education, New Delhi, 2/e, 2009
2. B.D.Singh: Industrial Relations, Excel Books, New Delhi, 1/e, 2009
3. Sharma A.M: Aspects of Labour Welfare and Social Security- Himalaya, Mumbai,1981
4. Mamoria .C.B: Dynamics of Industrial Relations, Himalaya, New Delhi, 14/e, 2010

**REFERENCES:**

1. C.S Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2009.
2. Niland J.R. et el: The Future of Industrial Relations, Sage Publications, New Delhi 1994.
3. Virmani, B.R: Participative Management vs. Collective Bargaining, Vision Books, New Delhi,1988
4. Padhi, P.K: Labor and Industrial Laws. Prentice Hall of India.2006

## RISK MANAGEMENT

**SUBJECT CODE: 13MBA2023**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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 Various Kinds of Risks- **Pure versus Speculative Risk Exposures Diversifiable and Non diversifiable Risks Enterprise Risks** Financial Risks and Non-Financial Risks, Process of Risk Management, Identification, Quantification, Mitigation or Control, Monitoring and Reviewing

### UNIT - II

Credit Risk- Transaction Risk, Portfolio Risk measuring risk and uncertainty **Risk Measurement and Metrics Quantification of Uncertainty via Probability Models Measures of Outcome Value: Severity of Loss and Managing Market Risk: Today and Tomorrow Value of Gain**

### UNIT - III

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

**UNIT -IV Evolving Risk Management: Fundamental Tool** Operating Risk Systematic Risk, Risk based Supervision of Banks, Objectives, Process.

**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:**

1. Mark. S. Dorfman. Introduction to Risk Management. 11<sup>th</sup> Edition Pearson Education
2. George E. Rejda's ,11<sup>th</sup> Edition Pearson Education: Principles of Risk Management and Insurance
3. George E. Rejda and McNamara ,12<sup>th</sup> Edition Pearson Education: Principles of Risk Management and Insurance

**REFERENCES:**

1. **Bodie, Kane, and Marcus's Investments, McGraw-Hill: 9th edition.**
2. Scott Harrington, (2009), Risk Management and Insurance, 12<sup>th</sup> Edition Pearson Education, New Delhi.
3. Michael Crouhy, Dan Galai, Robert Mark 9<sup>th</sup> Edition Pearson Education: The Essentials of Risk Management

## INSURANCE LAWS

**SUBJECT CODE: 13MBA2024**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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.

**Unit I:** Introduction: Nature- Definition- History of Insurance- History and development of Insurance in India- Insurance Act, 1938- (main sections) Insurance Regulatory Authority Act, 1999: Its role and functions.

**UNIT II:** Legal Framework of Insurance Business in India-Insurance Sector Reforms- Laws Carry Insurance, Important sections of Insurance. Contracts.

**UNIT III:** Contract of Insurance: Classification of contract of Insurance- Nature of various Insurance Contracts- Parties there to- Principles of good faith – non disclosure – Misrepresentation in Insurance Contract- Insurable Interest- Premium: Definition- method of payment, days of grace, forfeiture, return of premium, Mortality; The risk – Meaning and scope of risk, Causa Proxima, Assignment of the subject matter.

**Unit IV:** Insurance Act-1938, LIC Act 1956, General Insurance Business-1972. IRDA Act-1999 Life Insurance: Nature and scope of Life Insurance- Kinds of Life Insurance. The policy and formation of a life insurance contract- Event insured against Life Insurance contract- Circumstance affecting the risk- Amount recoverable under the Life Policy

**Unit V:** Motor Vehicle Act-1939 & 1938, Marine Insurance Act.1963.

**Unit VI:** Liability Laws & Insurance- Workman Compensation Act-1923, Public Liability Insurance Act.-1999-Unit V: Indian Stamp Act.-Consumer Protection Act-1986-Employee State Insurance Act- 1985-Lok Adalat.

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

**TEXT BOOKS:**

1. Dr. Mamta Chaturvedi, Modern Insurance Law, 3<sup>rd</sup> Edition 2011, Jain Book Agency, New Delhi
2. C.L. Tyagi, Madhu Tyagi, Insurance Laws, and Practice – Jain Book Agency, New Delhi
3. Rajiv jain and B.P.Bhargava - Insurance Law and Practice, Jain Book Agency, New Delhi
4. B.S.Bodla, M.C.Garg & K.P.Singh INSURANCE - Fundamentals, Environment and Procedures 2003 (Paperback)

**REFERENCES:**

1. Insurance Act, 1938.
2. The Marine Insurance Act, 1963.
3. General Insurance (Business) (Nationalization) Act,
4. The Life Insurance Corporation Act, 1956.
5. Motor Vehicle Act, 1988.
6. Insurance Law Manual with IRDA's Guidelines, 13<sup>th</sup> Edition 2013, Taxmann

## DATA WAREHOUSING AND DATA MINING

**SUBJECT CODE: 13MBA2025**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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 ware housing 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 Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

## 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 (DDLDC)-**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:**

1. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003.
2. Alex Berson, Stephen Smith & Kurt Thearling: Building Data Mining Applications for CRM, TMH, 2004. Richard T Watson: Data Management Data Bases and Organisations, 3/E John Wiley & Sons, Inc.-2002.
3. Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, Tata McGraw-Hill, New Delhi, 2003.

### **REFERENCES:**

1. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI - 2000 New Delhi.
  2. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation, Pearson Education, 2001.
  3. Efrem G Mallach: Decision Support and Data Warehouse Systems, Tata McGraw-Hill, New Delhi, 2003.
  - 4. Michael J. A. Berry, Gordon S. Linoff, Mastering Data Mining, John Wiley and Sons, Inc. - 2000.
  5. Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education 2002.
- Dunham: Data Mining : Introductory and Advance Topics, Pearson Education.

## E-COMMERCE

**SUBJECT CODE: 13MBA2026**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **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**

**Introduction to e-Commerce**-Framework, Architecture, Benefits and Impact of e-Commerce, The Anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce.

## **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**

**E-commerce Models**-Business-to-Business-Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government-**e-Advertising & Marketing**-The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.

## **UNIT-IV**

**Electronic Payment Systems**-Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System-**Electronic Data Exchange-EDI**- Definitions & Applications, Standardisation and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI.

## **UNIT-V**

**E-Security**-Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

## **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:**

1. H. M. Deitel, P. J. Deitel, A. B. Goldberg, Internet & World Wide Web, Pearson Education Kalakotia, Whinston, Frontiers of Electronic Commerce, Pearson Education.
2. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000.
3. C.S.V.Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.

**REFERENCES:**

1. Jeffrey F.Rayport & Bernard J.Jaworski: Introduction to E-commerce, TMH, 2003. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
2. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.
3. Bharat Bhaskar: Electronic Commerce,Tata Mc-Graw-Hill, New Delhi, 2003. Perry: E-Commerce, Thomson Publications, New Delhi,2003.
4. Elias M.Awad: Electronic Commerce,Prentice-Hall India, New Delhi,,2002.

## **PRE-PLACEMENT TRAINING**

**SUBJECT CODE: 13MBA2201**

### **42 Hours Program**

<b>Aptitude Training</b>	:	09 Hours
<b>IQ &amp; EQ</b>	:	06 Hours
<b>Soft Skills Training</b>	:	21 Hours
<b>Interview Specific Enhanced Training</b>	:	06 Hours

### **APTITUDE**

General aptitude & Analysis:

- Basic Mathematics
- Problems on Ages
- Time and work
- Time and Distance
- Permutation and Combinations
- Number Series
- Ratio and Proportion
- Analytical Reasoning
- Compound Interest
- Percentage

### **I.Q & E.Q**

- Emotions - understanding and handling them
- Learning and knowledge acquisition
- Importance of relationships
- Inter- personal relationships
- Freedom of expression
- Introspection

### **SOFT SKILLS**

- Communication skills (English grammar and vocabulary)
- 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)
- Domain Skills Training
- 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**

## LOGISTICS & SUPPLY CHAIN MANAGEMENT

**SUBJECT CODE: 13MBA2027**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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:

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

## **UNIT-I**

**Logistics and Competitive strategy:** Competitive advantage – Gaining Competitive advantage through logistics – The Mission of Logistics Management - Integrated supply chains –Supply Chain and Competitive performance - The changing logistics environment - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.-Customer Service Dimension: The marketing and logistics interface – Customer service and customer retention – Service-driven logistics systems – Basic service capability – Increasing customer expectations - Value added services – Customer satisfaction and success – Time based logistics.

## **UNIT-II**

**Measuring logistics costs and performance:** The concept of Total Cost analysis – Principles of logistics costing – Logistics and the bottom-line – Impact of Logistics on shareholder value -customer profitability analysis –direct product profitability – cost drivers and activity-based costing.

## **UNIT-III**

**Logistics and Supply chain relationships:** Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities –identifying logistics performance indicators –Channel structure– Economics of distribution –channel relationships – logistics service alliances.

## **UNIT-IV**

**Sourcing, Transporting and Pricing Products:** sourcing decisions in supply chain – transportation in the supply chain – transportation infrastructure – suppliers of transport services– basic transportation economics and pricing – transportation documentation - pricing and revenue management in the supply chain.

## **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 – Customer Relationship Management – Internal supply chain management - Supply chain IT in practice – Information technology and the supply chain.

## **UNIT-VI**

**Managing global Logistics and global Supply Chains:** Logistics in a global economy –views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes –Global strategy –Global purchasing –Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management.

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

### **Text Books:**

1. K.Sridhar Bhatt (2009). Logistics & Supply Chain Management (1<sup>st</sup> Edition). Himalaya Publishing House.
2. B. Rajasekhar & GVRK Acharyulu (2008). Logistics & Supply Chain Management (1<sup>st</sup> Edition). Excel Books.
3. Martin Christopher (2007). Logistics & Supply Chain Management-Strategies for reducing the cost (2<sup>nd</sup> Edition). Pearson Education.
4. D.K. Agarwal (2009)-reprint. Text Book of Logistics & Supply Chain Management (8<sup>th</sup> Edition). Macmillian Publishers India.
5. Anurag Saxena & Kaushik Sircar (2008). Logistics & Supply Chain Management-Text & Cases (2<sup>nd</sup> Edition). Jaico Publishing House.

### **References:**

1. R.P. Mohanty & S.G.Deshmukh (2010). Logistics & Supply Chain Management-Theory & Practice (1<sup>st</sup> Edition). Biztantra Publications.
2. John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack, & Edward J. Bardi

(2010)-Reprint. A Logistics Approach Supply Chain Management (1<sup>st</sup> Edition). Cengage Learning.

3. Rahul V. Altekar (2009). Logistics & Supply Chain Management-Concepts & Cases (6<sup>th</sup> Edition). PHI Learning Private Limited.
4. Ronald H. Ballou & Samir K. Srivastava (2007). Business Logistics and Supply Chain Management (5<sup>th</sup> Edition). Pearson Education.
5. Sunil Chopra & Peter Meinal (2007). Supply Chain Management-Strategy, Planning & Operation (3<sup>rd</sup> Edition). Pearson Education.

# ENTREPRENEURSHIP AND PROJECT MANAGEMENT

**SUBJECT CODE: 13MBA2028**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **OBJECTIVES:**

- To understand the concept of Entrepreneurship, Entrepreneur, Intrapreneur and qualities of successful Entrepreneurs.
- To explain in detail the process of Entrepreneurship and steps to start an Enterprise (MSME)
- To make them understanding the role of Government, Financial and other institutions in Entrepreneurship Development.
- To explain the process of project management including project risk management.
- To motivate the students to become Entrepreneur as job providers not as job seekers.

## **OUTCOMES:**

- To learn concept of Entrepreneurship and its development process environment and the importance of entrepreneurship in India
- It enable the students to learn the types of entrepreneurship and forms of ownership
- It enable to learn the steps to start an MSME and formalities required to start an enterprise
- To learn the skills to select the best feasible project and implement to become successful Entrepreneur.
- To analyse the profiles of successful and failure entrepreneurs in India through case studies

## **UNIT-I**

Entrepreneurship: Concept, Importance, Characteristics and Qualities of Entrepreneurship - Role of Entrepreneurship, Ethics and Social Responsibilities. Creativity and Entrepreneurship..

## **UNIT-II**

Role of Government : Role of IDBI, NIESBUD, SISI, DIC Financial Institutions Commercial Banks, Entrepreneurial Development Institutes, Universities and Other Educational Institutions Offering Entrepreneurial Development Programme.

## **UNIT-III**

Training : Designing Appropriate Training Programme to include Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feed back and performance of Trainees. Women Entrepreneurship- Role & Importance, Profile women Entrepreneur, Problems Of Women Entrepreneurs,

#### UNIT-IV

Planning and Evolution of Projects :Steps to start an MSME. Sources and Methods of Ideas planning and Development of Projects. E-business Ventures: New Venture management- Emerging Trends–Project Feasibility study –Cash Flow Projections –Role of Study group – Rate of Return from projects –Project quality Management techniques –Quality assurance.

#### UNIT-V

Risk in Corporate Investment Decision : Project Risk Analysis- Portfolio Risk –Risk Management in Corporate Investment Decision –Post Planning of Project –allocation Of Capital -Project planning and Control –post Completion Audit .

#### UNIT-VI

International Project Management : Problems in Managing International Projects –Local instaurations and Culture –Geo – national issues-project mentoring and communication – risks contingencies in international Projects.

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

#### **TEXT BOOKS:**

1. Narayana Reddy: Entrepreneurship. Cengage learning, New Delhi,2010
2. Rajeev Roy: Entrepreneurship, Oxford University Press, New Delhi,2010
3. V.Gangadhar, Narsimha Chary: Entrepreneurship Development, Kalyani Publishers, New Delhi, 2007
4. H.Nandan: Fundamentals of Entrepreneurship, PHI Learning, New Delhi, 2009
5. Vasat Desai: The dynamics of Entrepreneurial Development and management,Himalaya Publishing House (2011)

#### **REFERENCES :**

1. Hisrich: Entrepreneurship, TMH,New Delhi, 2009
2. Prasanna Chandra: Projects, TMH, New Delhi, 2009.
3. Kathrin Koster: International Project Management, Sage Publication, New Delhi,2010
4. Shivathanu Pillay: Project Management, University Press, New Delhi, 2009
5. K.Nagarajan: Project Management, New Age International , New Delhi,2010
6. Jack R Meredith: Project Management, Wiley India Publishers, New Delhi,2010

# CORPORATE GOVERNANCE AND BUSINESS ETHICS

**SUBJECT CODE: 13MBA2029**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

## **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**

**Importance of Business Ethics** – Values and Ethics – Nature and Goals of Business Ethics – Morality, Virtues, Social Ethics – Business Ethics and Law – Ethics in Work Place – Loyalty and Ethical Behaviour, Values across Cultures Ethical Decision Making.

## **UNIT - II**

Concepts and Theories of Business Ethics- Normative theories – Ethical theories in relation to Business – Management and Ethics – Indian Ethical Traditions  
– Major Indian Scams – Reasons for Unethical practices – Various studies on Ethical Attitudes of Managers.

## **UNIT - III**

**Marketing Ethics**- Product Safety and Pricing – Strict Products Liability – Ethical responsibility in Product- Advertising and Target Marketing – Ethics of Sales, Advertising and Product Placement – Consumer Autonomy – HR related Ethical issues – Institutional Culture – Financial Management and Ethical Issues – Frauds in Banks – Measures Against Bank Frauds – Constraints to Ethical Practices Indian Nationalized Banks – Frauds in Insurance Sector- Cases.

## **UNIT - IV**

**Corporate Governance:** An overview – Theory and Practice of Governance- Indian model of Governance – Good Corporate Governance – Land marks in emergence of Governance OECD Principles- Sarbanes-Oxley Act2002 – SEBI’s Initiatives – Various Committee Reports on Corporate Governance

## **UNIT -V**

**Agents and Institutions in Corporate Governance:** Rights and Privileges of- Shareholders- Investors’ Problems – Other stakeholders-Board of Directors- Role of Auditors- Duties and – responsibilities of Auditors.

## **UNIT -VI**

**Corporate Social responsibilities-** Environmental Concern – Role of Media – Public Policies in Governance- Role of Government – Corporate Governance in Developing and Transiting Economies – Indian Scenario- Corporation in a Global Society.

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

## **TEXT BOOKS**

1. Daniel Albuquerque, Business Ethics, 2010, 1<sup>st</sup> Edition. Oxford, University Press, New Delhi
2. S Prabakaran Business Ethics and Corporate Governance.,6<sup>th</sup> edition 2008, Excell Books, Hyderabad.
3. Manual.G. Velasquez, Business Ethics Concepts and Cases, 6<sup>th</sup> Edition Prentice Hall Of India, New Delhi

## **REFERENCES:**

1. Ferrell O.C. Peterson Robert A, Business Ethics: New Challenges For Business Schools And Corporate Leaders
2. S.K. Chakraborty, The Management and Ethics Omnibus, Oxford University Press, New Delhi.
3. R.C. SEKHAR, Ethical Choices in Business, 2<sup>ND</sup> Edition, Response Publications, a division of Sage Publications, Private Limited, New Delhi.

## INTERNATIONAL MARKETING

**SUBJECT CODE: 13MBA2030**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding 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 Canalizing and targeting international market opportunities and 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.

### OUTCOMES:

- Help Students to learn the overview of International Marketing.
- Help Students' to understand the International Market Environment.
- Familiarize Students' with International market segmentations, targeting and positioning.
- Enable Students to understand the International Market Entry strategies.
- Enable Students to understand International product 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.

**UNIT-I International Marketing:** Definition, Nature, scope and significance of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

**UNIT-II International market environment:** International environment, International Social & cultural Environment, the political, legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.

**UNIT-III Canalizing and targeting international market opportunities:** Concept of Free Trade and Regional Economic Groupings, Selection of Global Markets, Regional market Characteristics, Marketing in transitional economies and third world countries, international market segmentation and targeting.

International Marketing Research, Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones, Entry Strategies of Indian Firms.

**UNIT-IV International product management:** Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Packaging, International Warranties and Services, International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion– Strategic, Alternatives, New products in Intentional Marketing, Product and culture, International Branding Decisions.

**UNIT-V International Marketing Channels:** Distribution channels concept –Distribution

Structures, Distribution Patterns, Challenges in Managing an international Distribution Strategy

Selecting Foreign Country Market intermediaries, the management of physical distribution of goods.

**UNIT-VI Pricing and Promotion for international Markets:** International Pricing Strategy-

Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing,

Counter Trade, Terms of Sale, Methods of Financing and Means of Payment, Global Advertising

and brandy, - Export Marketing: Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures.

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

**TEXT BOOKS:**

1. Czinkota, International Marketing, Cengage Learning, New Delhi, 7/e, 2009
2. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
3. R.Srinivasan, International Marketing, Prentice-Hall of India Pvt. Ltd., 3/e, 2010
4. U.C Mathur, International Marketing Management, Sage Publications, New Delhi, 1/e 2008
5. Sak Onkvisit, International Marketing, Routledge Publications, New Delhi, 4/e, 2009

**REFERENCES:**

1. Jeffrey Edmund Curry, International Marketing, University Science Press, New Delhi, 9/e, 2010
2. Kotabe, Peloso, International Marketing, Wiley India, New Delhi, 2020
3. Jean Pierre Jeannet, Global Marketing Strategies, Jaico Publishing House, New Delhi, 2001
4. Sunil Gupta, International Marketing, Kalyani Publishers, New Delhi, 2/e, 2009
5. Raja Gopal, International Marketing, Vikas Publishing House, New Delhi, 4/e, 2009

## SALES DISTRIBUTION AND RETAIL MANAGEMENT

**SUBJECT CODE: 13MBA2031**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### **OBJECTIVES:**

- To make students gaining the knowledge and skills related to the sales and distribution management and its applications in the organizations.
- To Teach Students to understand Organizing and staffing the sales force
- To Familiarize Students with Sales strategies pertaining to budget ,territory and quotas
- To Guide Students gaining knowledge on International Sales and Distribution Management

### **OUTCOMES:**

- To help Students to inflate practical knowledge on Sales Management and emerging trends
- To guide Students to learn on Personnel Selling and Theories
- To help Students to get familiarized with International Sales Management and Advanced Strategies
- To make Students to become skilled at on Distribution management and Channel Strategy
- To assist Students gain knowledge on Physical Distribution Management
- To guide Students gaining knowledge on International Sales and Distribution Management

### **UNIT-I**

Introduction: Evolution of Sales Department-- Sales Management and Marketing Management – Objectives of Sales Management – Sales Management cycle – Responsibilities of Sales Manager –Emerging trends in Sales management.

### **UNIT-II**

Sales Strategy Formulation and design- Personnel Selling – Process, Theories – Sales organization. Organizing and staffing the sales force: Recruitment of Sales personnel – Selection and Placement of Sales personnel –Training of Sales personnel – compensation of Sales personnel- Motivating Sales personnel –Monitoring and Performance evaluation.

### **UNIT-III**

Sales strategies :Sales Forecasting - Sales quotas and Territory Management – Managing Sales Expenses– Sales Budgets – Ethics in Sales Management –International Sales Management – Advanced International Selling Strategies.

#### **UNIT-IV**

Distribution management – Linking with sales management – Designing Channel Systems – Distribution Channel Strategy – Channel Information System. Physical Distribution Management – Elements, Cost and Customer service in physical distribution – New techniques in managing distribution.

#### **UNIT-V**

International Sales and Distribution Management – Nature of International Markets –Selling in International Markets – Legal and Social aspects in International Sales –Pricing and Payment of International Trade.

#### **UNIT-VI**

Retail Management- model-theories-Retail Strategic Planning, Retail in India-Evolution and size of Retail, Global Retail Markets- Challenges and Threats in Global Retailing

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

#### **TEXT BOOKS:**

1. S.A.Chunawala: Sales and Distribution Management, Himalaya Publishing House, New Delhi, 2009
2. Havaldar: Sales and Distribution Management, TMH, New Delhi, 2009
3. Swapna Pradhan- Retail Management- Text and Cases- Tata Mc Graw Hill- 2<sup>nd</sup> Edition2004

#### **REFERENCES:**

1. Richard R Still: Sales Management, Pearson Education, New Delhi,
2. Tapan K Panda: Sales and Distribution Management, Oxford University Press, NewDelhi, 2009
3. Tony Carter: Sales Force Management, Jaico Publishing House, New Delhi, 2008
4. S.L.Gupta: Sales and Distribution Management, Excel Books, New Delhi,2009
5. Barry Berman and Joel R Evans- Retail Management-A Strategic Approach, Prentice Hall of India, 8<sup>th</sup> Edition2002

# INTERNATIONAL FINANCIAL MANAGEMENT

**SUBJECT CODE: 13MBA2032**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **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 asst-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**

**International Financial Management:** An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM. International Flow of Funds: Balance of Payments (BoP),

Fundamentals of BoP, Accounting components of BOP.

## **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**

**Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market. Currency Futures and Options Markets: Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

## **UNIT-IV**

**Exchange Rates:** Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect.

## **UNIT-V**

**Long term Asset –Liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing: Equity, Bond financing, parallel loans.

## **UNIT-VI**

**Short-term Asset–Liability Management:** International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

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

## **TEXT BOOKS:**

1. Varshney RL, Bharyams, S.Chand, New Delhi, 2011.
2. P.G.Apte, International Financial Management, 4/eTata McGraw-Hill, New Delhi, 2007.

3. P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2010.

#### **REFERENCES BOOKS:**

1. Alan C.Shapiro, Multinational Financial Management, 7/e, John Wiley, 2006.
2. Jeff Madura, International Corporate Management, 8<sup>th</sup> edition, Thomson Publications, 2007.
3. S.Eun Choel and Risnick Bruce, International Financial Management, 3/e Tata McGraw Hill, 2006.
4. Madhu Vij, International Financial Management, second edition, Excel Books, 2006.
5. Maurice D.Levi, International Finance, 3<sup>rd</sup> edition, Tata Mc Graw-Hill, New Delhi, 2006.
6. Michael Melvin, International Money and Finance 7/e Pearson Education,2005.  
Ephrain Clark, International Finance, Thomson Publications 2/e, 2007
7. Reid W. Click & Joshva D.Coval, The theory and practice of International Financial Management. Prentice Hall India, 2007.
8. Vyuptakesh Sharan: International Financial Management, PHI Leaming, New Delhi, 2010.
9. Thomas J O' Brien: International Finance, Oxford University Press, New Delhi, 2009.
10. Shailaja G: International Finance, Universities Press(India) Pvt. Ltd., Hyderabad, 2010.
11. R.M. Srivastava: Multinational Financial Management, Excel Books, New Delhi, 2008.
12. V.A. Avadhani: International Financial Management, Himalaya Publishing House, New Delhi, 2010.

# STRATEGIC INVESTMENT AND FINANCING DECISIONS

**SUBJECT CODE: 13MBA2033**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## **OBJECTIVES:**

- To develop an understanding of Strategic Investment and Financing Decisions.
- To enlighten the students with the Concepts and Practical applications of Strategic Financial Management
- To have knowledge in the financial strategy and value of the enterprise
- To find out Strategic Analysis of selected investment decisions
- To evaluate various financial theories and their relevance in the real world economy.
- To identify various capital constraints and other unresolved problems
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

## **OUTCOMES:**

- Help students to learn an overview of Strategic Investment and Financing Decisions
- Describe and analyse the global and domestic financial environment faced by firms.
- Understand and apply different investment appraisal techniques.
- Analyse the role of debt and equity within the firm and viability of different corporate capital structures.
- Recommend and justify financial decisions.
- Explain financial theories and critique their relevance in the real world economy.
- Summarise and critique the importance of risk within financial decision
- Making and Selecting a project under uncertain environment.
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.

## **UNIT-I**

**Investment decisions:** Project Investment Management vs. project management introduction to selection of profitable projects. Evaluation of investment opportunities, basic issues, replacement decisions, traditional methods of appraisal and discounted cash flow techniques, equivalence of NPV and IRR, The case of intangible benefits and costs. Profitability Index and Excess present value Index.

## **UNIT-II**

**Investment decisions under conditions of uncertainty:** Discussion on risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents,

probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation.

### **UNIT-III**

**Types of Investments and disinvestments:** Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Techroin, Robichek and Mordalbasso (TRM) solution in dealing with pure, simple and mixed investments.

### **UNIT-IV**

**Critical analysis of appraisal techniques:** Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis,

### **UNIT-V**

**Investment Decisions under capital constraints:** Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects. Strategic Analysis of selected investment decisions: Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions.

### **UNIT-VI**

**Financing Decisions:** International Capital Structure: Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs. Capital Structure Theory –the Signaling Model. Financial Distress: Consequences, Issues, bankruptcy, settlements, reorganization and Liquidation in Bankruptcy.

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

### **TEXT BOOKS:**

1. I.M. Pandey, Financial Management, Vikas Publishing House, 2003, 10<sup>th</sup> Edition.
2. M.Ranganadham: Investment Analysis and Portfolio Management , Pearson Education, New Delhi, 2009, 2<sup>nd</sup> Edition.
3. Richard Pike & Bill Neale: Corporate Finance & Investment—Decisions and Strategies, 2/e, PHI, New Delhi, 2002, 2<sup>nd</sup> Edition.
4. V.K. Bhalla, Financial Management and policy., Anmol Publications Pvt. Ltd., 10<sup>th</sup> Edition.

### **REFERENCES**

1. Preeti Singh: Investment Management, Himalaya Publishing House, New Delhi, 2009, 2<sup>nd</sup> Edition.
2. Prasanna Chandra , Projects: Planning, Analysis, Financing Implementation and Review, 5/e TMH, New Delhi, 2003, 5<sup>th</sup> Edition.
3. V. K. Kapoor, Operations Research, Sultan Chand & Sons, New Delhi, 2003, 7<sup>th</sup> Edition.

4. Alexander : Fundamentals of Investment 3/e Pearson Education, New Delhi, 3<sup>rd</sup> Edition.
5. Zvi Bodie & Mohanthy: Investments, TMH, New Delhi, 2010, 8<sup>th</sup> Edition.
6. HIRT: Fundamentals of Investment Management, TMH, New Delhi, 2009, 9<sup>th</sup> Edition.

# PERFORMANCE MANAGEMENT

**SUBJECT CODE: 13MBA2034**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

## **OBJECTIVES:**

- To develop and understanding of performance Management
- To effectively Manage and plan performance Management system
- To examine performance appraisal
- To enlighten performance based compensation for organizational employees.
- To explain the effectiveness off tools and techniques of performance management
- To bridge the gap between theory and practice by discussing and analyzing relevant case study

## **OUTCOMES:**

- It defines the historical development and it's benefits
- Familiarizes the orizon of performance management and linkage with human resource department.
- Articulate the importance of performance management linked with HR department.
- Enables the students to understand how the performance management helps for Carrier Development and Organizational growth.
- It defines the performance management with HRM and HRD.
- Enable the students about the methods of performance appraisal and tools.
- Brings the clarity for performance appraisal methods and it's key role in Organizations which is linking with HR department..
- The case analysis which relates to the given units can project practical applications of managerial applications

## **UNIT – I**

**Performance Management Introduction** – Definition, concepts and scope – Foundations of Performance Management - Performance appraisal Vs performance management –performance management Vs Human resource management - process for managing performance. Performance management skills – High Performing Teams: Building and leading High performing teams.

## **UNIT – II**

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

## **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 mappy- 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**

**Performance Management System:** objectives – Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- E-performance – Performance audit.

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

### **TEXT BOOKS:**

1. Performance Management system A.M.SHARMA (PHI Publications)
2. Performance Management - Kohli and Deb (Oxford Publications)
3. Performance Appraisal and compensations Management – Dewakar Goyal (PHI – Eastern Economy Edition)

### **REFERENCES:**

1. Performance Management - Michael Armstrong & Angela Baron - (The New Realities, Jaico Publishing House, New Delhi, 2010.)
2. Appraising and Developing Managerial Performance - T.V.Rao, - (TV Rao Learning Systems Pvt Limited Excel Books, 2003.)
3. Corporate Performance Management - David Wade and Ronad Recardo, (Butter Heinemann, New Delhi, 2002.)

# STRATEGIC HUMAN RESOURCE MANAGEMENT

**SUBJECT CODE: 13MBA2035**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## 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.

**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:**

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 3/e, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 7/e, 2003.
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 Reality, Oxford University Press, 1999.
4. Graeme Salaman, John Storey and Jon Billsberry; Strategic Human Resource Management: Theory and Practice, SAGE, 2005.

## BANKING LAWS

**SUBJECT CODE: 13MBA2036**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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

Commercial bank functions – Creation of credit by Commercial banks – Stature and functions of a Central Bank – Methods of Credit control – Quantitative and qualitative methods. Negotiable Instruments Act.-1981

**Unit-III**

Definition of banker and customer – Relationship between banker and customer – Obligation to honour cheques – Banker's lien – Opening of Accounts – Special types of customers – Precautions to be taken – Types of Deposits – Bank Pass Book.

**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**

Cheques – Essentials of a valid cheques – Crossing, Marking and Endorsement of cheques – Holder & Holder in due course – Payment of cheques – Statutory protection to paying banker – Refusal of payment cheques – Collection of cheques – Statutory protection to the collecting banker.

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

**TEXT BOOKS:**

- 1) S.N. Maheshwari and S.K. Maheswari, Banking law and Practice, 13<sup>th</sup> Edition, 2010, Jain Books and Publishers, New Delhi.
- 2) K.C. Sekhar and Laksmi Sekhar, 20<sup>th</sup> edition, 2011, Banking law and Practice, Jain Books and Publishers, New Delhi.
- 3) Laws, Relating to Banking & Insurance –OP Agrawal (HPH)
- 4) Banking Theory, Law & Practice – 20<sup>th</sup> Edition 2010 Gordon & Natrajan. (HPH).
- 5) Sundharam and Varshney, 18<sup>th</sup> edition, 2011. Banking theory Law & Practice, Sultan Chand & Sons., New Delhi.

**REFERENCES**

1. Banking Regulation Act, 1949.RBI Manual
2. Report of the Narasihmam committee on Banking Sector Reforms 1998.
3. Reserve Bank of India, Report on Currency and Finance 2003-2004.

## CLAIMS MANAGEMENT

**SUBJECT CODE: 13MBA2037**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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

Management of Risks: R of Risk Management, Sources of Risk, Risk Identification, Principles and Process of Risk Management

### 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**

Rating and Premium computation for various Liability covers Including Industrial/non-Industrial Public Liability Risks. Additional Covers and extensions.

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

### **TEXT BOOKS:**

1. George E. Rejda's ,11<sup>th</sup> Edition Pearson Education: Principles of Risk Management and Insurance
2. Mark. S. Dorfman. Introduction to Risk Management. 11<sup>th</sup> Edition Pearson Education
3. E. R.Hardy Ivamy - General Principles of Insurance Law,
4. ICFAI Publications Claim Management Vol. 1& 2.

### **REFERENCES**

1. Scott Harrington, (2009), Risk Management and Insurance, 12<sup>th</sup> Edition Pearson Education, New Delhi.
2. Michael Crouhy,Dan Galai, Robert Mark 9<sup>th</sup> Edition Pearson Education: T he Essentials of Risk Management
3. Liability Insurance :IC-74, (I.I.I.)
4. Liability and Engineering Insurance : IC-79 (I.I.I.)
5. Insurance Institute of India Publications.

## SYSTEMS AUDIT

**SUBJECT CODE: 13MBA2038**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### **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**

Overview of Information System Auditing, Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

## **UNIT-II**

The management Control Framework-I: Introduction, Evaluating the planning Function, Evaluating the Leading Function, Evaluating the Controlling Function, Systems Development Management Controls, Approaches to Auditing Systems Development, Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

## **UNIT-III**

The Management Control Framework-II: Security Management Controls, Operations management Controls Quality assurance Management Controls.

## **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**

Evidence Collection: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires ,and Control Flowcharts. Performance Management tools. Evidence Evaluation: Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency.

## **UNIT-VI**

Information Systems Audit and Management: managing the Information Systems Audit Function, Introduction, Planning Function, Organising Function, Staffing Function, Leading Function, Controlling Function, Some Features of Information Systems Auditing.

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

**TEXT BOOKS:**

1. M.Revathy Sriram, Systems Audit, TMH, New Delhi, 2001. Ron Weber, Information Systems Control and Audit, Pearson Education, 2002.
2. Ron Webber, ‘ Information Systems Control and Audit’, Perason Education, Third Impression, 2009.
3. Kenneth C. Laudon, Jane P.Laudon & Rajanish Dass, ‘Management Information Systems’, Pearson, Third Impression, 2011.

**REFERENCES:**

1. Jalote : Software Project Mangement in Practice, Pearson Education
2. Royce : Software Project Management, Pearson Education.
3. Sandra Senft and Frederick Gallegos, ‘Information Technology Control and Audit’, CRC Press, 2009.

## DECISION SUPPORT SYSTEMS

**SUBJECT CODE: 13MBA2039**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### 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

M.I.S and Its Role In Organizations Open-Systems and Closed Systems-D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.

## **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**

Application of DSS: Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS -Contemporary practices.

## **UNIT-VI**

Introduction to Artificial Intelligence (AI): An Overview of AI- AI Technologies in Business, Domains in AI, Neural networks, Fuzzy logic systems in Business, Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems.

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

## **TEXT BOOKS:**

1. Macllah: Decision Support Systems and Data Warehousing, TMH, 2003.
2. Janakiraman & Sarukesi: Decision Support Systems, PHI, New Delhi, 2002.
3. George M. Markas: Decision Support Systems, PHI, New Delhi, 2002.

## **REFERENCES:**

1. Turbon: DSS and Intelligent Systems, Pearson Education, 2001.
2. James A Obrien: Management Information systems-Managing information technology in the E-Business Enterprise, 5/e, TMH, New Delhi, 2002.
3. George M.Marakas: Decision Support Systems in the 21st Century, 2/e,Pearson Education, New Delhi, 2003.

## PROJECT REPORT

**SUBJECT CODE: 13MBA2202**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
-	-	<b>6</b>	<b>3</b>	<b>40</b>	<b>60</b>

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.

## INDUSTRIAL VISIT

**SUBJECT CODE: 13MBA2203**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
-	-		<b>3</b>	-	-

Industrial Visits by the students supplement accomplished knowledge about the functioning of the different departments and their inter-relationship objected towards competencies.

The objectives of the industrial visit are to equip the students with several benefits such as

- Overall operational efficiencies of the Organization with reference to the Policies, Practices and Strategies
- To study the behavioural changes and trends of the employees pertaining to different department
- To observe the gulf between theory and practical differences
- A keen insight on Group Dynamics, Labour Dynamics of The Industry.
- Formulation of Case Studies with reference to the problems and challenges faced by the organizations
- Submission of the report consisting of interpretation, conclusions and suggestions.