

ESTD: 2008

College Code: STLW

**Stanley College of Engineering & Technology for Women  
(Autonomous)**

Chapel Road, Abids, Hyderabad - 500 001

(Affiliated to Osmania University)



**Department of Business Management**

**SYLLABUS BOOK**

**2023**

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**“Empower Women - Impact the World”**

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**Year I Semester I**

| Course Code                                   | Course Title   | Nature    | Credits   | HPW       | Max. Marks (CIE+SEE)<br>100 |
|---|--|-----------|-----------|-----------|-----------------------------|
| MB101   | Management & Organizational Behaviour  | Core      | 5         | 5         | 40+60                       |
| MB102   | Accounting for Management  | Core      | 5         | 5         | 40+60                       |
| MB103   | Marketing Management   | Core      | 5         | 5         | 40+60                       |
| MB104   | Business Research Methods  | Core      | 5         | 5         | 40+60                       |
| MB105   | Managerial Economics   | Core      | 5         | 5         | 40+60                       |
| MB106   | <u>Open elective 1</u><br>1. Business Law & Ethics<br>2. Business Communication<br>3. Financial Markets & Services | Elective  | 5         | 5         | 40+60                       |
| MB107   | Data Analysis Lab  | Practical | 2         | 4         | 40+60                       |
| <b>Total credits at the end of I Semester</b> |  |           | <b>32</b> | <b>34</b> | <b>700</b>                  |

**Year I Semester II**

| Course Code                                    | Course Title   | Nature   | Credits   | HPW       | Max. Marks (CIE+SEE)<br>100 |
|--|--|----------|-----------|-----------|-----------------------------|
| MB201  | Human Resource Management  | Core     | 5         | 5         | 40+60                       |
| MB202  | Financial Management   | Core     | 5         | 5         | 40+60                       |
| MB203  | Quantitative Techniques for Business Decisions   | Core     | 5         | 5         | 40+60                       |
| MB204  | Operations Management  | Core     | 5         | 5         | 40+60                       |
| MB205  | Innovation management and Entrepreneurship Development   | Core     | 5         | 5         | 40+60                       |
| MB206  | <u>Open Elective 2</u><br>1. Retail Management<br>2. Customer Relationship Management<br>3. International Business | Elective |           |           |                             |
| MB207  | Mini Project   | -----    | 2         | 2         | 100                         |
| <b>Total credits at the end of II Semester</b> |  |          | <b>32</b> | <b>32</b> | <b>700</b>                  |
|  |  |          | <b>64</b> |           | <b>1400</b>                 |

Y. Padma  
 @Padma  
 subject expert  
 senior professor

DS Nominee  
 Principal, ouccbm

Chairperson  
 Board of Studies  
 Department of Business Management  
 Stanley College of Engineering  
 & Technology for Women  
 Hyderabad - 500 001.

**Year II Semester III**

| Course Code                                     | Course Title  | Nature | Credits   | HPW       | Max. Marks (CIE+SEE)<br>100 |
|---|---|--------|-----------|-----------|-----------------------------|
| MB301   | Strategic Management  | Core   | 5         | 5         | 40+60                       |
| MB302   | Business Intelligence   | Core   | 5         | 5         | 40+60                       |
| MB303   | Supply Chain Management   | Core   | 5         | 5         | 40+60                       |
| MB304   | <b><u>Discipline Specific Elective -I</u></b><br>1. Investment Management (Finance)<br>2. Compensation Management (Human resource)<br>3. Product and Brand Management (Marketing)<br>4. Decision support systems ( Systems)       | DSE    | 5         | 5         | 40+60                       |
| MB305   | <b><u>Discipline Specific Elective -II</u></b><br>1. International Finance (Finance)<br>2. Organization Development (Human Resource)<br>3. Promotion and Distribution Management (Marketing)<br>4. Business Analytics ( Systems ) | DSE    | 5         | 5         | 40+60                       |
| MB306   | <b>Project Synopsis Presentation</b>  |        | 2         | 2         | 50                          |
| MB307   | <b>Seminar on Contemporary Topics</b>   |        | 2         | 2         | 50                          |
|   |   |        | <b>29</b> | <b>29</b> | <b>600</b>                  |
| <b>Total credits at the end of III Semester</b> |   |        | <b>93</b> |           | <b>2000</b>                 |

Y. Padma

*(Signature)*

*(Signature)*

Subject Expert

OU Nominee

Senior professor

Principal, OUCCBM

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**Year II Semester IV**

| Course Code  | Course Title  | Nature | Credits    | HPW       | Max. Marks(CIE+SEE)<br>100 |
|--|---|--------|------------|-----------|----------------------------|
| MB401  | <b><u>Discipline Specific Elective -III</u></b><br>1. Financial Risk Management (Finance)<br>2. Performance Management (Human Resource)<br>3. Consumer Behaviour (Marketing)<br>4. Data Base Management Systems (Systems)             | DSE    | 5          | 5         | 40+60                      |
| MB402  | <b><u>Discipline Specific Elective -IV</u></b><br>1. Banking & Insurance (Finance)<br>2. Talent and Knowledge Management (Human Resource)<br>3. Services and Global Marketing (Marketing)<br>4. Software Project Management (Systems) | DSE    | 5          | 5         | 40+60                      |
| MB403  | Project Work Evaluation   | -----  | 5          | 5         | 100                        |
| MB404  | Comprehensive Viva-Voce   | -----  | 5          | ----      | 100                        |
|  |   |        | <b>20</b>  | <b>15</b> | <b>400</b>                 |
| <b>Total credits at the end of IV and Final Semester</b> |   |        | <b>113</b> |           | <b>2400</b>                |


- HPW – Hours Per Week
- CIE – Continuous Internal Exam
- SEE – Semester End Exam
- DSE-Discipline specific elective

Noncredit course :The student has to undergo certificate courses like NPTEL,Coursera

Note: Each unit in all the subjects (excluding lab, Seminar, Mini Project, Synopsis, and Project Work) will be dealt by the case studies.

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Senior professor  
DBM, OU

  
OU Nominee  
principal, OUCCBM

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MBA –I year

I Semester

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| Course Code  | Course Title                          |   |   |   | Core/Elective |     |         |
|--------------|---------------------------------------|---|---|---|---------------|-----|---------|
| MB101        | Management & Organizational Behaviour |   |   |   | Core          |     |         |
| Prerequisite | Contact hours per week                |   |   |   | CIE           | SEE | Credits |
|              | L                                     | T | D | P |               |     |         |
| -            | 5                                     | - | - | - | 40            | 60  | 5       |

**Course Objectives:**

1. To provide an understanding about individual and group behavior.
2. To understand the implications of organizational behavior on the process of management.
3. To evaluate the appropriateness of various Leadership styles towards Conflict Management

**Course Outcomes:**

1. Imbibe the key management process and various Approaches to Organization Structure
2. Impart knowledge on Decision-making, its models and importance of planning in the organizations
3. Analyze the psychological states of an employees and motivation theories towards their rate of success in the organizations
4. Identify various models of OB and the conflict models in the organization
5. Ideologize the organization design, culture and climate including the emerging aspects of Organizational Behaviour

**Unit – I: Introduction to Management**

Management Process and Functions, Scientific and Modern Management, 3D Model of Managerial Behavior – MBO – MBWA – Line and Staff – The Peter’s Principle – Parkinson’s Law – Main Approaches to Organisation Structure-Management – Classical, Human Relations, Systems and Contingency Approaches, Hawthorne’s Experiments – Human Engineering.

**Unit – II: Planning and Decision Making**

Decision Making and Negotiations: Approaches to Decision making – Rational, Behavioral, Practical, and Personal Approaches – Open and Closed Models of Decision Making, Types and steps in planning, Authority, Responsibility, Centralisation, Decentralisation and Recentralisation, Bureaucracy.

### **Unit – III: Organization Behaviour**

Psychological contract – Personality Traits, Big 5 personality traits, MBTI inventory, the Process of Perception – Perceptual distortions and errors, Kelly’s personal construct Theory, Motivation – Content Theories: Maslow, Alderfer, Herzberg, McClelland. Process Theories: Vroom, Porter and Lawler, Equity Theory – Goal Theory – Attribution Theory.

### **Unit – IV: Group Dynamics and Leadership**

Models of OB – Autocratic, Custodial, Supportive, Collegial and System Models, Transactional Analysis, Johari Window. Group Dynamics: Typology of Groups – Conflicts in groups – The nature of conflict – Reactions to conflict – A model of conflict. Trait and Behavioral Approaches to Leadership, Managerial Grid, Path-Goal Theory, Vroom’s Decision Tree Approach to Leadership – Hersey and Blanchard Model

### **Unit – V: Emerging aspects of OB**

Organisation Design, organisation culture and organisation climate. Stress Management and Psychological Counseling for Pandemics, Job loss, Mergers & Acquisitions. Management of change and organisation development. Organization Citizenship Behaviour Communication – Emerging aspects of OB in Industrial Scenario.

#### **Essential Books:**

1. Harold Koontz and Heinz Weihrich, 2010, Essentials of Management, TMH.
2. Michael A. Hitt, J. Stewart Black, and Lyman W. Porter 2010, Management, Pearson.

#### **Suggested Books:**

1. Curtis W. Cook and Phillip L. Hunsaker, 2010, Management and Organizational Behaviour, Mc Graw – Hill Irwin.
2. Robbins & Judge, 2010, Organisational Behaviour, Prentice Hall of India.
3. Gregory Moorhead and Ricky W. Griffin 2010, Organisation Behaviour, Biztante.
4. VSP Rao, V. Harikrishna 2010, Management – Text and Cases, Excel Books.
5. K. Aswathappa, 2010, Organisational Behaviour – Text, Cases and Games, Himalaya Publishing House.
6. Udai Pareek 2010, Understanding Organisational Behaviour, Oxford University Press.
7. Lauriel J Mullins, 2010, Management & Organisational Behaviour, Pearson.
8. Robin Finchem and Peter Rhodes 2010, Principles of Organisational Behaviour, Oxford University Press.
9. B.R. Virmani, 2010, Managing People in Organisations, Response Books.



| Course Code  | Course Title              |   |   |   | Core/Elective |     |         |
|--|---------------------------|---|---|---|---------------|-----|---------|
| MB102  | Accounting for Management |   |   |   | Core          |     |         |
| Prerequisite   | Contact hours per week    |   |   |   | CIE           | SEE | Credits |
|  | L                         | T | D | P |               |     |         |
| -  | 5                         | - | - | - | 40            | 60  | 5       |
| <b>Course Objectives:</b><br>1. To develop the skill of preparation of final accounts<br>2. To understand the methods of analysis of financial statements<br>3. To gain knowledge of breakeven analysis and its use to management<br><b>Course Outcomes:</b><br>1. Journal, Ledger, and Trial Balance.<br>2. Preparation of financial statements and study of depreciation<br>3. Learn financial statement and Ratio Analysis.<br>4. Analyze Cash flow position of companies.<br>5. Study CVP, and Break-even analysis along with Nash Equilibrium in Game theory. |                           |   |   |   |               |     |         |

### Unit - I: Introduction to Accounting

Meaning, Definition and Scope of Financial Accounting; Accounting concepts and conventions, their implications on accounting system –Double Entry Accounting System – Accounting Process – Types of Accounts – Primary and Secondary Record – Preparation of Journal, Ledger Posting Balancing and Preparation of Trial Balance (Including Numerical Problems) – Errors Disclosed and Not disclosed by Trial Balance – Suspense Account - Accounting Equation – Static and Dynamic view - Accounting standards – their rationale and growing importance in global accounting environment, International Financial Reporting Standards (IFRS).

### Unit – II: Final Accounts

Distinction between capital and revenue expenditure; Preparation and presentation of financial statements – Trading, Profit and loss account, Balance Sheet (Including Numerical Problems); provisions of the Indian Companies Act regarding preparation and presentation of financial statements.

Depreciation concept, Depreciation methods – their impact on measurement of business income (no numerical problems)- external auditor’s report, the report of the Board of Directors, and voluntary disclosures.

### Unit – III: Financial Statement Analysis

Financial Statement analysis – Ratio analysis – Rationale and utility of ratio analysis – classification of ratios -calculation and interpretation of ratios-liquidity ratios-activity / turn over ratios – Profitability ratios – leverage and structural ratios (Including Numerical Problems)-Diagnostic and Predictive Power of ratio; common size statement analysis



#### **Unit – IV: Cash flow statement**

Cash Flow Statement – Advantages and Utility of Cash flow statement – Preparation of Cash flow statement (Including Numerical problems) - Tax planning – Tax Avoidance – Tax evasion–Balance score card, methodology of BSC and its importance.

#### **Unit – V: Cost Analysis**

Cost concepts – Fixed and Variable cost – Classification of Costs – preparation of cost sheet.- CVP analysis – Break-even Point - concept of contribution and PV Ratio(Including Numerical problems) - Managerial uses of Break-even concept – product mix, make or buy decision, capacity utilization, plant shut down decision.

#### **Essential Books:**

1. Grewal T. S. Introduction to Accounting, 2009, S Chand Publishers.
2. Ramachandran, Ramkumar Kakani, Financial Accounting for Management, 2009, 2<sup>nd</sup>ed, Tata McGraw Hill Publishing, Pvt., Ltd.

#### **Suggested Books:**

1. Bhushan Kumar Goyal & H.N. Tiwari, Financial Accounting Text & Illustrations, Taxmann's, 1<sup>st</sup> Edition (2022)
2. Shah Paresh Basic Financial Accounting for management, 2009, 5<sup>th</sup> Ed, Oxford University Press.
3. Shashi K. Gupta & R.K. Sharma Management Accounting Principles and Practice Kalyani Publishers, 12<sup>th</sup> Revised . Ed.
4. Bhattacharyya Asish K, Financial Accounting for Business Managers, 2<sup>nd</sup> edition, PHI.
5. Ambarish Gupta, Financial Accounting for Management, 2009 An Analytical Perspective, 3rd Ed. Pearson education.
6. Earl K. Stice and James.D.Stice, Financial Accounting – Reporting and Analysis, 2009, 7<sup>th</sup> Ed. South Western, Cengage Learning.

| Course Code  | Course Title           |   |   |   | Core/Elective |     |         |
|--|------------------------|---|---|---|---------------|-----|---------|
| MB103  | Marketing Management   |   |   |   | Core          |     |         |
| Prerequisite   | Contact hours per week |   |   |   | CIE           | SEE | Credits |
|  | L                      | T | D | P |               |     |         |
| -  | 5                      | - | - | - | 40            | 60  | 5       |
| <b>Course Objectives:</b><br>1. Analyse factors affecting business environment<br>2. Assess buyer perceptions and to analyse market and competition structure<br>3. Understand the value of culture in marketing decisions and make students aware of global changes<br><b>Course Outcomes:</b><br>1. Students can be equipped with marketing and selling skills of modern environment<br>2. Understand buyer behavior and perceptions are key for a business success that can be thoroughly learnt<br>3. Identify channel dynamics involved in marketing and better control techniques for optimum utilization of resources be learned<br>4. Demonstrate various market position skills can be obtained for competitive advantage<br>5. Analyse group dynamics and channel dynamics involved in marketing |                        |   |   |   |               |     |         |

### Unit – I: Origin of Marketing

Marketing, Market, Marketing Management. Tasks, Philosophies, Marketing Mix- expanded Marketing Mix, Marketing Program and Marketing Strategy, Managing marketing effort, Global marketing, Marketing Environment - Company's Micro and Macro Environment – Interface with other functional areas.

### Unit – II: Market Segmentation

Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting - Evaluating Market Segments, Selecting Market Segments– Differentiation, Product Positioning, Positioning Strategies, Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand. Competitive strategies.

### Unit – III: Designing Marketing Programme

Decisions Involved in Product, Branding, Packaging, Product Line and Product Mix Decisions. New Product development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Promotion Mix - Advertising, Sales Promotion. Public Relations, Personal Selling. Online Marketing.

## **Unit – IV: Consumer and Industrial Markets**

Model of Consumer Behavior, Seven Os Structure, Factors Affecting Consumer Behavior. Stages in the Adoption Process, Industrial Markets - Characteristics, Industrial Buyer Behavior, Services Markets-Characteristics, and Strategies. Emergence of online services, use of ICT in Service marketing

## **Unit – V: Marketing Control and Consumerism**

Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Marketing Organization Annual plan Control, Efficiency Control. Profitability Control and Strategic Control. Marketing Audit. Consumerism, Consumer rights and consumer forum

### **Essential Books:**

1. Philip Kotler, “Marketing Management”, Pearson Education Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, “Marketing Management” Pearson Education.
3. Ramaswamy V.S. Namakumari S, “Marketing Management”, The Global perspective Indian Context Macmillan India Ltd.

### **Suggested Books:**

1. Rajan Saxena, “Marketing Management”, Tata McGraw Hill.
2. Ashwatappa, Principles of Marketing” Himalaya Publishing House, New Delhi
3. Paul Baines, Chris fill, Kelly Page, “Marketing Management”, Oxford University Press.
4. Roger J. best, “Market-Based Management”, PHI Learning Pvt. Ltd.
5. Kurtz & Boone, “Principles of Marketing”, Cengage Publications
6. William J. Stanton, “Fundamentals of Marketing”, McGraw Hill Publications.
7. Tapan K Panda, “Marketing Management”, Excel Books

| Course Code  | Course Title              |   |   |   | Core/Elective |     |         |
|--------------|---------------------------|---|---|---|---------------|-----|---------|
| MB104        | Business Research Methods |   |   |   | Core          |     |         |
| Prerequisite | Contact hours per week    |   |   |   | CIE           | SEE | Credits |
|              | L                         | T | D | P |               |     |         |
| -            | 5                         | - | - | - | 40            | 60  | 5       |

**Course Objectives:**

1. To demonstrate the ability to use appropriate secondary data to solve business problem.
2. To develop a research plan including a problem statement, hypothesis, related literature, and methodology.
3. To develop descriptive, historical, correlational and experimental research method.

**Course Outcomes:**

1. Apply a range of quantitative and/or qualitative research techniques to business and management problems.
2. Apply various statistical tools for calculating standard deviation, skewness, and kurtosis.
3. Understand and apply research approaches, techniques, and strategies in the appropriate manner for managerial decision making.
4. Demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process.
5. Students should be able to identify correlation and regression analysis and analyse report writing skills.

**Unit - I: Introduction:**

- i. Nature of Business Research, criteria in Business Research, Research Designs Exploratory, Descriptive & Diagnostics studies.
- ii. Measures of Central Tendency- Mean, Median, Mode.

**Unit - II: Measures of Dispersion:**

- i. Range, Quartile Deviation, Mean Deviation, Standard Deviation and Coefficient of Variation.
- ii. Karl Pearson Coefficient of Skewness, Bowleys Coefficient of Skewness, Kelley's Coefficient of Skewness, Kurtosis.

**Unit - III: Data Collection**

- i. Measurement and Scaling Techniques, Nominal, Ordinal, Interval and Ratio Scales.
- ii. Sources and Methods of Data Collection: Primary and Secondary, Purpose and benefits of sampling, Techniques of Sampling, Questionnaires design.

#### **Unit - IV: Data Analysis**

- i. Hypothesis Testing : Type - I, type - II errors, Statistical Estimation, Point and Interval Estimation, Properties of Good Estimator, Confidential Interval.
- ii. Large Sample Test: Test for one and two Means, Test for One and two proportions. Small Sample Test: t-distribution, properties and applications, paired t test.
- iii. Analysis of Variance-One way and two way ANOVA, Chi-Square Distribution, Test for Goodness of fit.

#### **Unit - V: Correlation, Regression and Report Writing**

- i. Correlation Analysis, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial correlation.
- ii. Regression Analysis-Concepts, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii. Relationship between Correlation and regression presentation of Results and Report writing.

#### **Essential Books:**

1. Naval Bajpai, "Business Research Method" Pearson 2017
2. Levin R.I., Rubin S. David, "Statistics for Management", 2000, 7th Ed. Pearson.

#### **Suggested Books:**

1. William G. Zikmund, Business Research Method, Cengage Learning, 9<sup>th</sup> edition
2. Donald R. Cooper, Business Research Method, mc Grawhill, 12<sup>th</sup> edition
3. J.K. Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
4. Naresh K. Malhotra and Das, Marketing Research, Pearson, 7<sup>th</sup> edition
5. C.R. Kothari, Research Methodology, New Age International, 3rd Edition.
6. Gupta S.C, 2004, Fundamentals of Statistics, Himalaya Publishing House.

| Course Code  | Course Title           |   |   |   | Core/Elective |     |         |
|--|------------------------|---|---|---|---------------|-----|---------|
| MB105  | Managerial Economics   |   |   |   | Core          |     |         |
| Prerequisite   | Contact hours per week |   |   |   | CIE           | SEE | Credits |
|  | L                      | T | D | P |               |     |         |
| -  | 5                      | - | - | - | 40            | 60  | 5       |
| <b>Course Objectives</b>   |                        |   |   |   |               |     |         |
| <ol style="list-style-type: none"> <li>1. To increase students understanding of Economic way of thinking to business decision making problems</li> <li>2. To develop students critical thinking and analytical abilities is resolving business decision making problems</li> <li>3. To make students understand the various economic models and their applications</li> </ol>  |                        |   |   |   |               |     |         |
| <b>Course Outcomes</b>   |                        |   |   |   |               |     |         |
| <ol style="list-style-type: none"> <li>1. Understand the key concepts ,models, tools and techniques of managerial economics</li> <li>2. Understand the various demand analysis concepts including forecasting techniques also</li> <li>3. Identify various production functions and cost concepts</li> <li>4. Analyse various market structures and different pricing policies</li> <li>5. Find the macro economics concepts along with inflation concept</li> </ol> |                        |   |   |   |               |     |         |

### **Unit – I: Nature & Scope of Managerial Economics**

Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Marginal concept Theory of Firm- profit and wealth maximization. Econometrics- Use of Econometric Models in decision making

### **Unit – II: Demand Analysis**

Basis for demand; Concept of Utility- cardinal and ordinal approaches of utility, Law of marginal utility,. Maximization of consumer utility, Consumer-Surplus Demand Analysis: Determinants of demand, Law of demand-Price, Income and cross elasticity of demand. Managerial applications of elasticity of demand- Demand forecasting and measurement methods.

### **Unit – III: Production and Cost Analysis**

Production Function; Cobb Douglas and CES Production functions. Laws of diminishing marginal returns to scale, Returns to scale. Optimal combination of input factors. Optimization of two inputs and single output through graphic method. Expansion path and ridge lines. Economies & and Diseconomies of scale. Economies of scope. Learning curve. Cost analysis: Economic and Accounting Costs. Role of time in cost analysis. Cost-volume Profit Analysis.

### **Unit – IV: Market Structure and Modern Pricing Practices**

Price determination under perfect competition. Monopoly, oligopoly and Monopolistic competition. . Game theory basics, dominant strategy, Nash equilibrium, prisoners dilemma. pricing and non pricing strategies. Sophisticated market pricing: price discrimination–using coupons and rebates for price discrimination. Peak load pricing. Transfer pricing: A perfectly competitive market for upstream product. The global use of transfer pricing.

## **Unit – V: Macro economics & Business**

Nature, Concept and measurement of National Income. Classical and Keynesian approaches to Income, Employment and Investment. Inflation: Types, causes and measurement of inflation. Philips curve, stagflation. Trade cycles causes and policies to counter trade cycles.

### **Essential Books:**

1. Dominik Salvatore, “Managerial Economics”, 2016, 8th Ed. Oxford University Press
2. Mark Hirschey, Log “Managerial Economics – An Integrative Approach”, CengageLearning.

### **Suggested Books:**

1. Allen, Wegelt, Doherty & Mansfield, “Managerial Economics -Theory, Application &Cases”, 2010, 7th Ed. Viva-Norton Student E
2. D.M. Mithani, “Managerial Economics” 2008, Himalayan Publishing House.
3. P L Mehatha , “Managerial Economics”, 8th Ed S.Chand Publishing.
4. Trunett & Trunett, “Managerial Economics”, 2009, 8th Ed Weiley India.
5. Samuelson & Nordhaus, “Economics” 2010, 19th Ed., Tata McGraw Hills.
6. Atmanand, “Managerial Economics”, 2009, Excel Publishing.
7. Sumitra Paul, “Managerial Economics”, 2008, Macmillan.
8. Josphe G. Nellis & David Parter “Principles of Business Economics”, 2009, 2nd Ed.Pearson Ed.,

| <b>Course Code</b> | <b>Course Title</b> | <b>Core/Elective</b> |
|--------------------|---------------------|----------------------|
|--------------------|---------------------|----------------------|



| MB106-1   | Business Law & Ethics  |   |   |   | Elective – I |     |         |
|---|------------------------|---|---|---|--------------|-----|---------|
| Prerequisite  | Contact hours per week |   |   |   | CIE          | SEE | Credits |
|   | L                      | T | D | P |              |     |         |
| -   | 5                      | - | - | - | 40           | 60  | 5       |
| <p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>1. To provide an overview of law of contracts, and company law,</li> <li>2. To study the Consumer protection, pollution control, and IPRs</li> <li>3. To bring out the relevance of ethics, Indian value system and their role in management.</li> </ol> <p><b>Course Outcomes</b></p> <ol style="list-style-type: none"> <li>1. Understands the Law of contracts</li> <li>2. Identifies the features of contract of Agency, Law relating to special contract</li> <li>3. Understands the classification of companies and formation of companies</li> <li>4. Recognizes the importance of Consumer protection law</li> <li>5. Identifies the importance of integrity and ethical considerations in business operations.</li> </ol> |                        |   |   |   |              |     |         |

#### **Unit - I: Law of Contracts**

Definition of Contract and Agreement – Classification of Contracts, Essential elements of a valid Contract – Offer - Acceptance - Consideration - Capacity to Contract - Free consent, void Contracts– Legality of Object - Performance of Contract – Remedies for breach of Contract - Quasi Contracts.

#### **Unit - II: Law relating to Special Contracts**

Salient features of Contract of Agency, Bailment and Pledge, Indemnity and Guarantee. Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Contemporary provisions for bank Cheques.

#### **Unit - III: Companies Act**

Types of Businesses, Definition of company – Characteristics - Classification of Companies- Formation of Company -Memorandum and Articles of Association – Prospectus - Share holders meetings- Board meetings -Law relating to meetings and proceedings- Company - Management - Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Their powers.

#### **Unit - IV: Consumer Protection Law**

Introduction to consumer protection law in India - Consumer councils - Redressal machinery - Rights of consumers - Consumer awareness. Pollution Control Law - Air, water, and environment pollution control, Role of public awareness. Laws relating to Intellectual Property Rights. Competition Law. Arbitration and conciliation.

#### **Unit - V: Ethical and Value based Considerations**

Ethics in Workplace Individual in the organisation, discrimination, harassment, gender equality.– Social responsibility of business – Fair and just cooperation among owners, managers, workers and customers – Seven principles of public life-selflessness, integrity, objectivity, accountability, openness, honesty and leadership.– Integrity and ethical consideration in business operations – Indian value system and it’s relevance in Management.

**Essential Books:**

1. N.D. Kapoor, “Elements of Mercantile Law”, 2007, Sultan Chand &Co.
2. Akhileshwar Pathak, “Legal Aspects of Business”, 2007, 3rd Ed. Tata Mc.Graw Hill

**Suggested Books:**

1. K.R. Bulchandani, “Business Law for Management”, 2009,HPH.
2. PPS Gogna, “A Text Book of Company Law”, 2006, S.Chand
3. Paul Wetherly and Dorrton Otter, “The Business Environment – Themes and Issues”, 2010,Oxford UniversityPress.
4. Marianne moody Jennings, “The Legal, Ethical and Global Environment of Business”, 2009, South western Cengage learning, New Delhi.
5. Richard Schaffer, Agusti & Earle.
6. K. Aswathappa, “Essentials of Business Environment”, 2009,HPH.
7. V. Ramakrishna Raju, “Business Laws and Economic Legislations”, 2005,HPH.
8. S.S Gulshan, Business laws, 2010, Excel Books.

| Course Code | Course Title | Core/Elective |
|-------------|--------------|---------------|
|-------------|--------------|---------------|

| MB106-2   | Business Communication |   |   |   | Elective – I |     |         |
|---|------------------------|---|---|---|--------------|-----|---------|
| Prerequisite  | Contact hours per week |   |   |   | CIE          | SEE | Credits |
|   | L                      | T | D | P |              |     |         |
| -   | 5                      | - | - | - | 40           | 60  | 5       |
| <b>Course Objectives</b>  |                        |   |   |   |              |     |         |
| <ol style="list-style-type: none"> <li>1. To provide an overview of various types of communication</li> <li>2. To understand the effective presentation strategies</li> <li>3. To identify the different types of reports and their purpose</li> </ol>  |                        |   |   |   |              |     |         |
| <b>Course Outcomes</b>  |                        |   |   |   |              |     |         |
| <ol style="list-style-type: none"> <li>1. Understand the importance of communication in the Business</li> <li>2. Can identify the communication process in the Business</li> <li>3. Recognizes the effective presentation strategies</li> <li>4. Be familiar with how to write the reports</li> <li>5. Understand the concept of media relations in business communication</li> </ol> |                        |   |   |   |              |     |         |

#### **Unit – I: Introduction to Communication**

The role of and process of communication. Barriers to communication surmount barriers to communication, Types of communication; Listening process–Elements of good listening–improving listening competence. Importance of feedback – Principles of feedback.

#### **Unit – II:Non Verbal Communication**

Characteristics of non verbal communication–Types and functions of non verbal communication–Interpreting non verbal communication; Negotiations-Approaches to negotiations–Preparing for and conducting negotiations

#### **Unit – III:Presentations**

Making Presentations–Choosing a method of speaking–Analyzing the audience–Nonverbal dimensions of presentations–Speeches for commemorative occasions–Effective presentationstrategies. Persuasive speaking.

#### **Unit – IV:Report writing and Business Letters**

Report writing–Types of reports–Structure of reports–Individual and committee reports– Essentials of good report writing .Business letters–Drafting letters relating to enquiries and replies; orders and replies; complaints and claims. Effective business correspondence .Drafting a resume

#### **Unit – V:Media Relations**

Media relations–Building better relations with media. Investor relations–Framework for managing investor relations. Managing government relations–ways and means of managing governing power. Crisis communication–Do’s and dont’s in the wake of a crisis.

**Essential Books:**

1. Penrose, Rasberry and Myers, "Business Communication for Managers", CengageLearning.
2. Kathleen Fearn-Banks, "Crisis Communications, A Casebook Approach", Routledge

**Suggested Books:**

1. Mary Munter, "Guide to Managerial Communication" 6th Ed Pearson Education.
2. Lesikar, R.V. and M.E. Flatley, "Basic Business Communication", 2008 11th Ed. New York, McGraw-Hill.
3. Disanza, "Business and Professional communication", Pearson Education.
4. CSG Krishnamacharyalu and L.Ramakrishnan, "Business Communications", 2009, Himalaya Publishing House.
5. Paul A Argenti, "Strategic Corporate Communications", Tata McGraw Hill.
6. Krizan, Merrier, Logan and Williams, "Effective Business Communication", 2008 Cengage Learning.
7. Paul R. Timm, "Straight Talk: Written communication for career success", Routledge Publication.
8. David Irwin, "Effective Business Communications", 2009, Viva Books.
9. Kelly Quintanilla and Shawn T Wahl, "Business and Professional communication", Sage Publications.
10. U S Rai & S M Rai, "Business Communication", Himalaya Publishing House.

| Course Code  | Course Title                   |   |   |   | Core/Elective |     |         |
|--|--------------------------------|---|---|---|---------------|-----|---------|
| MB106-3  | Financial Markets and Services |   |   |   | Elective -I   |     |         |
| Prerequisite   | Contact hours per week         |   |   |   | CIE           | SEE | Credits |
|  | L                              | T | D | P |               |     |         |
| -  | 5                              | - | - | - | 40            | 60  | 5       |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To learn about the financial markets.</li> <li>2. To understand the various fund based services like leasing and hire purchase.</li> <li>3. To learn about fee based services like Merchant Banking, Factoring etc.</li> </ol> <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Study about the participants, products, players in primary and secondary markets.</li> <li>2. Identify Merchant Bankers in India and know about their activities.</li> <li>3. Learn about the players in the leasing and hire purchase business in India.</li> <li>4. Discuss about the insurance companies and the products offered by them.</li> <li>5. Understands other financial services</li> </ol> |                                |   |   |   |               |     |         |

### Unit - I: Finance Markets

Unit - I: Finance Markets Indian Securities Market - An Overview, Introduction, Market segments, Primary market, Secondary market, products and participants, Derivatives Market, reforms, corporate and government securities market; Money Market, Debt Market, Government Securities Market.

Financial Services: Concept and meaning. Classification - Traditional and Modern activities; Fund-based and non fund based activities. Financial Engineering - Need for financial innovation; new financial products and services. Current scenario and challenges to the financial services sector in India.

### Unit - II: Merchant Banking

Concept and evolution of merchant banking(MB) in India. SEBI (MB) Regulations, 1992. Functions of MBs - underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

### Unit - III: Leasing and Hire-Purchasing

(a) Leasing concept and classification. Financial rationale. Evolution of leasing industry in India. Product profile. Legal, tax and accounting aspects of leasing in India. Funding and regulatory aspects of leasing in India. Financial evaluation of leasing - break-even lease rental. Gross yield based pricing. IRR based pricing. Negotiating lease rental. Assessment of lease related risks. Lease vs. buy decisions.

(b) Hire-purchase concept and characteristics. Legal and tax framework. Mathematics of hire

purchase. Financial evaluation of hire-purchase deals.

#### **Unit - IV: Insurance**

Definition and basic characteristics of insurance. Requirements of an insurable risk. Types of insurance. Benefits and Costs of insurance to society. Fundamental legal principles of insurance. Functions of insurer. IRDA and recent trends in insurance sector in India.

#### **Unit - V: Other financial services**

(a) Factoring and bill discounting concept, process and forms. Functions of a factor. Legal aspects of factoring and bill discounting. Financial evaluation of factorial services - cost of factoring -decision analysis for factor services. Factoring scenario in India.

(b) Credit rating concept and utility. Credit rating agencies in India and their performance. Financial dimensions of crediting rating methodology. Types of ratings and symbols.

#### **Essential Books:**

1. Meir Kohn, 2015, Financial Institutes and Markets, 2nd edition, Oxford University Press, South Asia Edition.
2. Khan. M.Y., 2006, Financial Services, 3rd edition, TMH, New Delhi - 8

#### **Suggested Books:**

1. Rejda.G.E., 2002, Principles of Risk Management and Insurance, 7th edition, Pearson Education.
2. Mishkin. F.S., and Eakins.S.G., 2006, Financial Markets and Institutions, 5th edition, Pearson Education.
3. Choudhry, Moorad, (2002), Capital Market Instruments, Prentice Hall.
4. ED Madhusoodanan, (2008), Indian capital Markets, Quest Publications.
5. Gurusamy, (2009), Capital Markets, 2nd edition, Tata McGraw Hill.

| Course Code   | Course Title           |   |   |   |     | Core/Elective |         |
|---|------------------------|---|---|---|-----|---------------|---------|
| MB107   | Data Analysis -Lab     |   |   |   |     | Practical     |         |
| Prerequisite  | Contact hours per week |   |   |   | CIE | SEE           | Credits |
|   | L                      | T | D | P |     |               |         |
| -   | -                      | - | - | 4 | 40  | 60            | 2       |
| <b>Course Objectives</b> <ol style="list-style-type: none"> <li>To study the concepts of MS Excel</li> <li>To understand Data and graphical options</li> <li>To analyze transfer of data between Excel and Access</li> </ol> <b>Course Outcomes</b> <ol style="list-style-type: none"> <li>Establish a clear understanding on usage of formulae and functions in MS Excel</li> <li>Analyzing the graphs and charts in Graphical options</li> <li>Apply Statistical tools in MS Excel</li> <li>Create and print reports in MS Access</li> <li>Understands the transfer of data between Excel and Access</li> </ol> |                        |   |   |   |     |               |         |

## MS-EXCEL

### Unit – I: Introductory concepts of MS-EXCEL spreadsheet

Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options.

### Unit II: Data And Graphical Options

Filling a Series, Sorting data, querying of data. Working with graphs and charts.

### Unit III: Advanced Options of MS-EXCEL

a) Statistical tools – use statistical functions such as average, Standard Deviation, ANOVA, etc.

b) Financial Tools – use of Financial Functions such as NPV, IRR etc.

c) Date Functions d) Building Simple Macros.

## MS-ACCESS

### Unit IV : Introduction to MS-ACCESS

Creating a database and tables by different methods- Entering and Editing data- Sorting, Filtering and Displaying data. Creating & querying using forms. Creating & printing reports and labels.



**Unit V:** Transfer of data between Excel & Access.

**Essential Books:**

1. David Whigham, "Business Data Analysis Using Excel", Oxford University Press, Indian Edition.
2. Paul Cornell, "Accessing & Analyzing DATA with MS-EXCEL".

**Suggested Books:**

1. R & D, "IT Tools and Applications", Macmillan India Ltd.
2. Sanjay Saxena, "A First Course in Computers – Based on Windows Office XP", Second Edition – Vikas Publishing House.
3. P. Sudharsan & J. Jeyabalan, "Computers Systems & Applications", Jaico Student Edition- Jaico Publishing House.
4. D.P. Apte, "statistical Tools for Managers – using MS Excel", 2009, Excel Books.

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MBA –I year

II Semester

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| Course Code  | Course Title              |   |   |   | Core/Elective |     |         |
|--------------|---------------------------|---|---|---|---------------|-----|---------|
| MB201        | Human Resource Management |   |   |   | Core          |     |         |
| Prerequisite | Contact hours per week    |   |   |   | CIE           | SEE | Credits |
|              | L                         | T | D | P |               |     |         |
| -            | 5                         | - | - | - | 40            | 60  | 5       |

### Course Objectives

1. To define Organizational Structure and driving productivity by building co-ordination between organizational departments.
2. To establish an understanding on Job Analysis and all the aspects related to Job
3. To Overview HRM and create a sustainable model of HRM.

### Course Outcomes

1. Analyze HRM Typology and create a competency framework for HR Professionals
2. Analyze Job, the training methods and the process involved in rewarding an employee at his work place.
3. Identify HRD and assess Career planning models
4. Ideologize QWL and QC and Absence Management of the employees in the organization.
5. Establishing knowledge on concepts such as Hr Outsourcing, Global HRM, International HRM and Strategic HRM.

### Unit - I : Evolution of HRM

Definition, Evolution, objectives, scope and functions of HRM, HRM Typology, system, strategy, and matrix of HR - Stakeholders and Integrated Models of HRM - Line vs. Staff - The changing environment and role of HRM, Competitive challenges influencing HRM - HRIS : Three levels comparison - Competency Framework for HR professionals.

### Unit - II : HR planning and Design

Job analysis - systems exchange model. Analysis and mapping of workflow. Job characteristics model. Job Design - Job evaluation - Towers Perrin Model of Total Reward - Performance appraisal - HR Planning Strategic Designing of Hybrid, Blended, Virtual & Gig workforces. Recruitment: Virtual Vs Real. Selection Process: Psychometrics in Aptitude & Psychological testing. Process of selection, placement and orientation. Training Methods ,MDP.

### Unit - III : Introduction to HRD

Introduction to HRD - HR Accounting - Lev and Schwartz, Flamholtz and Hermanson's Models

- Audit, research, Policies, validity generalization of HR - Career planning - Greenhaus career Development Model - Protean career - Psychological Contract : Functions and Types - HR Utility Framework Markov Employee Transition.

#### **Unit - IV :Effective HR system**

Dunlop's IR Model - Organogram - QWL - QC - Grievance management - Labour Turnover and stability indices - Worker's Participation in Management - Bate's brand wheel for employer brand - employee Engagement Index - Employee Value Proposition - Absence Management - Brad factor.

#### **Unit - V :Emerging HR trends**

Workforce Diversity, Inclusivity & Equity. Introduction to HR analytics, empowering skills by Emotional Intelligence, Work life conflicts & integration. Introduction to International HRM, Global HRM, Sustainable HRM, Strategic HRM & Agile HRM. HR Score card. HR outsourcing, HR six - sigma process, HR ROI, HR issues in mergers and acquisitions

#### **Essential Books:**

1. Michael Armstrong, "Human Resource Management", 2015, KoganPage.
2. Mathis & Jackson, "Human Resource Management", 2016, Cengage.

#### **Suggested Books:**

1. David Lepak, Mary Gower, "Human Resource Management", 2015, Pearson.
2. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.
3. Decenzo, "Human Resource Management", 2008, Wiley.
4. Madhurima Lal, S. Qzaidi, "Human Resource Management", 2009, Excel books.
5. Wayne & Caseia, Ranjeet nambudri, "Managing Human Resource ", 2010, TMH.
6. Gomez Mejia et.al, "Managing Human Resource ", 2010, PHI.
7. Steve Fleetwood & Anthony Hesketh, Explain the performance of HRM, 2010, Cambridge.
8. V.K. Sharma, "Human Resource Management", 2010, Viva Books.
9. Sanghi, "Human Resource Management", 2010, Macmillan.
10. David G. Collings, "Human Resource Management", 2009, Routledge.
11. W.J. Rothwell, "Planning & Managing HR" 2010, Jaico.
12. Kenneth M. York, "Applied Human Resource Management", 2009 Sage.

| Course Code   | Course Title           |   |   |   |     | Core/Elective |         |
|---|------------------------|---|---|---|-----|---------------|---------|
| MB202   | Financial Management   |   |   |   |     | Core          |         |
| Prerequisite  | Contact hours per week |   |   |   | CIE | SEE           | Credits |
|   | L                      | T | D | P |     |               |         |
| -   | 5                      | - | - | - | 40  | 60            | 5       |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To learn about the scope and goal of financial management.</li> <li>2. To familiarize the student with the concepts of long term and short term investment decisions.</li> <li>3. To understand the dividend decisions of firms.</li> </ol> <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Critically evaluate the financial objectives of various types of organisations and the respective requirements of stakeholders</li> <li>2. Apply project appraisal methods to cash flows.</li> <li>3. Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances</li> <li>4. Select and apply techniques in managing working capital</li> <li>5. Learn about corporate events like mergers.</li> </ol> |                        |   |   |   |     |               |         |

### UNIT I: The Finance function

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

### UNIT II: The Investment Decision

Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques –Traditional and DCF methods. The NPV vs. IRR Debate(Including Numerical Problems); Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty; Measurement of Risk – Risk adjusted Discount Rate, Certainty Equivalents and Beta Coefficient, Probability tree approach, Sensitivity analysis.

### UNIT III: The Financing Decision

Sources of finance – a brief survey of financial instruments; Capital Structure Theories, Concept and financial effects of leverage; the capital structure decision in practice: EBIT – EPS analysis.

Cost of Capital: The concept – Average vs. Marginal Cost of Capital; Measurement of Cost of Capital – Component Costs and Weighted Average Cost of Capital

#### **UNIT IV: Current Assets Management and Dividend Decision**

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Management of current assets: Cash Management, Receivables Management and Inventory Management. Bank norms for working capital financing. The Dividend Decision: Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of Gordon and Walter. A brief discussion on dividend policies of Indian companies

#### **UNIT V: Corporate Restructuring and Corporate Governance**

Corporate Mergers, acquisitions and takeovers, Types of mergers, Economic rationale of Mergers, motives for mergers; Financial evaluation of mergers; Approaches for valuation: DCF approach and Comparable Company approach (No practical exercises). Corporate Value based management systems. Approaches: Marakon approach and McKinsey approach; Principles of good corporate Governance.

#### **Essential Books:**

1. Prasanna Chandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
2. S. Vijay Kumar, “Financial Problems and Solutions”, 2019, Paramount Publishing House

#### **Suggested Books:**

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
2. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10<sup>th</sup> Ed. Thomson South-Western.
3. Ross Westerfield Jaffe, “Corporate Finance”, 7th Ed, TMH Publishers
4. Vishwanath S. R., “Corporate Finance: Theory and Practice”, 2007, 2nd Ed. Response books, Sage Publications.
5. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.
6. Sudershana Reddy, “Financial Management”, 2010, HPH.
7. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.

| Course Code  | Course Title                                   |   |   |   | Core/Elective |     |         |
|--|--|---|---|---|---------------|-----|---------|
| MB203  | Quantitative Techniques for Business Decisions |   |   |   | Core          |     |         |
| Prerequisite   | Contact hours per week                         |   |   |   | CIE           | SEE | Credits |
|  | L  | T | D | P |               |     |         |
| -  | 5  | - | - | - | 40            | 60  | 5       |
| <b>Course Objectives</b>   |  |   |   |   |               |     |         |
| <ol style="list-style-type: none"> <li>To give an overview of different Optimization Techniques useful for problem solving and decisionmaking.</li> <li>To study the formulation of mathematical models for quantitative analysis of managerial problems in industry</li> <li>To enhance the skills in the use of operations research approaches and mathematical models for analysis of real problems in operations research</li> </ol> |  |   |   |   |               |     |         |
| <b>Course Outcomes</b>   |  |   |   |   |               |     |         |
| <ol style="list-style-type: none"> <li>Provide an overview of optimization techniques</li> <li>Study the simplex method for optimization</li> <li>Provide transportation, assignment models for optimization</li> <li>Study different network models</li> <li>Study Queuing theory, game theory and simulation application</li> </ol>  |  |   |   |   |               |     |         |

#### Unit - I: Introduction

- Introduction to OR-Origin, Nature, definitions, Managerial applications and limitations of OR.
- Linear and Non-Linear, Integer, Goal [Multi-Objective] and Dynamic Programming Problems (Emphasis is on Conceptual frame work-no numerical problems).
- Linear Programming: Mathematical model, Formulation of LPP, assumptions underlying LPP, Solution by the Graph, Exceptional cases.

#### Unit - II: Allocation Model - I

- LPP - Simplex Method - Solution to LPP Problems Maximisation and Minimisation cases Optimality conditions. Degeneracy.
- Dual - Formulation, Relationship between Primal - Dual, Solution of dual, Economic interpretation of dual.
- Sensitivity analysis and its implications.

#### Unit - III: Allocation Model - II

- Transportation Problem (TP) - Mathematical model, IBFS using northwest corner rule, Row and Column Minimum methods, Matrix minimum method (LCM) and Vogel's approximation method, Unbalanced TP, Degeneracy, Optimality Test and Managerial applications.
- Assignment Problem (AP): Mathematical model, Unbalanced AP, Restricted AP, method of obtaining solution - Hungarian method.



- iii. Travelling salesman problem, Managerial applications of AP and TSP.

#### **Unit - IV: Network Models**

- i. Network fundamentals - scheduling the activities - Fulkerson's Rule - CPM-earliest and latest times - determination of ES and EF in the forward Pass - LS and LF in backward pass determination of Criticalpath, Crashing, time cost trade off.
- ii. PERT-Beta Distribution, probabilistic models, Calculation of CP, resource analysis and allocation.

#### **Unit - V: Waiting Line / Competitive Strategy Models**

- i. Queuing Theory - Concepts of Queue / Waiting Line - General structure of a Queuing system-Operating characteristics of Queues, deterministic Queuing models - Probabilistic Queuing Model- Cost Analysis - Single Channel Queuing model
- ii. Game Theory - concepts, saddle point, Dominance, Zero-sum game, two, three and more Persons games, analytical method of solving two person zero sum games, graphical solutions for  $(m \times 2)$  and  $(2 \times n)$  games.
- iii. Simulation-Process of simulation, Applications of simulation to different management Problems.

#### **Essential Books:**

1. N.D. Vohra, "Quantitative Techniques in Management", 2010, 4th Ed. TMH.
2. J.K. Sharma, "Operations Research Theory and Applications 2009, 4th Ed. Macmillan.

#### **Suggested Books:**

1. Kasana, HS & Kumar, KD, "Introductory Operations Research theory and applications", 2008, Springer.
2. Chakravarty, P, "Quantitative Methods for Management and Economics", 2009, 1st Ed. HPH.
3. Barry Render, Ralph M. Stair, Jr. and Michael E. Hanna, "Quantitative analysis for Management", 2007, 9th Ed. Pearson.
4. Pannerselvam, R, "Operations Research", 2006, 3rd Ed. PHI.
5. Selvaraj, R, "Management Science Decision Modeling Approach", 2010, 1st Ed. Excel.
6. Ravindren, A, Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2nd Ed. John Wiley and Sons.
7. Hillier, Frederick S. & Lieberman, "Introduction to Operations Research Concepts and Cases", 2010, 8th Ed. TMH.
8. Prem Kumar Gupta & others, "Operations Research", 2010, S. Chand.

| Course Code  | Course Title           |   |   |   | Core/Elective |     |         |
|--|------------------------|---|---|---|---------------|-----|---------|
| MB204  | Operations Management  |   |   |   | Core          |     |         |
| Prerequisite   | Contact hours per week |   |   |   | CIE           | SEE | Credits |
|  | L                      | T | D | P |               |     |         |
| -  | 5                      | - | - | - | 40            | 60  | 5       |
| <b>Course Objectives</b> <ol style="list-style-type: none"> <li>To provide the student with adequate knowledge regarding the basic manufacturing Facilities.</li> <li>To impart managerial skills to address the problems</li> <li>To understand the quality in material management, manufacturing and services is emphasized</li> </ol> <b>Course Outcomes</b> <ol style="list-style-type: none"> <li>Identify the elements of operations management and various transformation processes to enhance the productivity</li> <li>Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production &amp; scheduling and sequencing techniques in operations environment</li> <li>Analyze the techniques of work methods and work measurement</li> <li>Plan and implement suitable materials management practices in the operations.</li> <li>Implement and analyze inventory control techniques</li> </ol> |                        |   |   |   |               |     |         |

### Unit - I: Introduction

Similarities and Differences between Products & Services. Basic Manufacturing Process: Casting, Machining, Welding, Shearing Extrusion, heat treatment and unconventional machining. The transformation Process: Manufacturing, Service & Hybrid Agile Manufacturing. Operations Strategy.

Process design - Project, Job, Batch, Assembly and Continuous. Factors effecting Process design. Functions of Production, Planning & Control. Interface of Life Cycle & Process Life Cycle.

### Unit - II: Long - range capacity planning

Capacity Planning, Line Balancing, facility location and Facility layout. Service facility layout.

**Aggregate Planning:** Aggregate Demand, criteria for selecting Aggregate Plans, Aggregate Plans for Service & Mathematical Models for Aggregate Planning.

**Master Production Scheduling:** Objective, Procedure and Time frame.

**Sequencing of Operations:** n-Jobs with one, two and three facilities.

**Maintenance Management:** Repair Programmes, Break down, Preventive and Corrective maintenance. Maintenance issues in service organizations.

### Unit - III: Work Study & Service Management

(a) **Work Study:** Definition and its advantages and the various components. Techniques of methods analysis and work measurement.

(b) **Service Management:** Nature of services. Types of Service operations-Quasi manufacturing, customer as participant and customer as product.

Scheduling challenges in Various Service Operations, Value creation through service. Service quality, Culture and innovation

#### **Unit - IV: Materials Management**

Need and importance of Materials management. Materials Requirement Planning, Manufacturing Resource Planning. Purchase Management: Sources of Supply of Materials, selection, evaluation and rating of Vendors. Methods of vendor rating. Value Analysis: the concept and its role in cost reduction.

#### **Unit - V: Stores Management**

Inventory decision: Need, functions and Significance of Inventory, Safety Stock, Deterministic Models of Inventory: Purchase and Manufacturing Models without and with shortages. Probabilistic Models of Inventory: Fixed order quantity systems and fixed period quantity systems.

Stores Management: Functions of Stores and Materials control. Classification, Codification, Simplification and Standardization of materials. Bin Card, Double- Bin and stores Ledger. Selective Inventory Control: ABC, XYZ, VED, FNS and SDE Analysis.

#### **Essential Books:**

1. Norman Gaither & Greg Frazier, Operation Management 9th edition, Cengage Learning.
2. Stevenson J. William, "Operations Management", 2009 9th Ed. Tata McGraw-Hill

#### **Suggested Books:**

1. Amol Gore and Robert Panizzolo, Operation Management
2. R. Panneerselvam, Production and "Operations Management - 3rd edition, PHI
3. Danny Samson and Prakash J. Singh, "Operations Management-An integrated approach", 2009, 1st Ed. Cambridge press.
4. Ray Wild, "Operations Management, 2003, Thomson Learning.
5. Kanishka Bedi, "Production and Operations Management", 2007, 3rd Ed. Oxford University Press.
6. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
7. S.N. Chary Production & Operation Management.
8. N.G. Nair, Production and Operation Management, 2nd edition, Tata-McGraw - Hill Publishing Company Ltd.

| Course Code | Course Title | Core/Elective |
|-------------|--------------|---------------|
|-------------|--------------|---------------|

| MB205   | Innovation Management & Entrepreneurship Development |   |   |   | Core |     |         |
|---|--|---|---|---|------|-----|---------|
| Prerequisite  | Contact hours per week                               |   |   |   | CIE  | SEE | Credits |
|   | L  | T | D | P |      |     |         |
| -   | 5  | - | - | - | 40   | 60  | 5       |
| <b>Course Objectives</b><br>1. To overview basic concepts related to Innovation<br>2. To provide an overview on Entrepreneur and Entrepreneurship<br>3. To study the various financial institutions support to Entrepreneurs<br><b>Course Outcomes</b><br>1. Identify the importance of Innovation and Innovation Management process<br>2. Analyze the Organizational impact on Innovation<br>3. Understands the concept of Entrepreneurship<br>4. Analyze the Entrepreneurship Development programmes<br>5. Recognize the role of Small enterprises in Economic development and identify various financial institutions support to Entrepreneurs |  |   |   |   |      |     |         |

### **Unit - I: Innovation Management**

Importance of Innovation, Innovation & Invention, Successful & Un-Successful innovations, Types of innovations, Innovation a Management process.

### **Unit - II: Managing Innovation within Organizations**

Organizations and Innovation, Organizational Characteristics that Facilitate Innovation, Organizational Structures and innovation, Role of Individual in Innovation, IT Systems and their Impact on Innovation

### **Unit - III: Entrepreneur and Entrepreneurship**

Evolution of the Concept of Entrepreneur - Characteristics of an Entrepreneur-Distinction Between an Entrepreneur and a Manager-Functions of an Entrepreneur - Types of entrepreneurs, Concept of Entrepreneurship - Functions, Problems, Entrepreneurial process, Growth of Entrepreneurship in India-Recent Trends of Women Entrepreneurship.

### **Unit - IV: Factors Affecting Entrepreneurial Growth**

Economic and Non- Economic Factors - Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Role of Entrepreneurship in Economic Development - Entry strategies for start-ups - New product, franchising, Partial momentum, sponsorship and acquisition. Entrepreneurship Development Programmes (EDPs) - Need for objectives, course contents and evaluation of EDPs.

### **Unit - V: Small Enterprises and Institutional Finance to Entrepreneurs**

Definition- Characteristics- Relationship with large units-Rationale-Objectives-Scope of Small Enterprises-Opportunities for an Entrepreneurial career- Commercial Banks- Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SISI, SIDCs, SIDBI and EXIM Bank; Need for Institutional support to Entrepreneurs Role of

NSIC, SSIB, SSICs MSMEI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions

**Essential Books:**

1. Paul Trott, Innovation Management and New Product Development, Pearson, 4th Edition.
2. Shlome Mittal, D.V.R. Seshadri, Innovation Management : Strategies, Concepts and tools for growth and profit, Sage Publications.

**Suggested Books:**

1. Vijay Sathé, “Corporate Entrepreneurship” 1st edition, 2009, Cambridge
2. S.S. Khanka, “Entrepreneurial Development”, 2007 S. Chand & Co. Ltd.
3. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH, Millennium Edition.
4. Dr. Vasant Desai, “Small Scale Industries and Entrepreneurship”, 2006, HPH.

| Course Code  | Course Title           |   |   |   | Core/Elective |     |         |
|--------------|------------------------|---|---|---|---------------|-----|---------|
| MB206-1      | Retail Management      |   |   |   | Elective – II |     |         |
| Prerequisite | Contact hours per week |   |   |   | CIE           | SEE | Credits |
|              | L                      | T | D | P |               |     |         |
| -            | 5                      | - | - | - | 40            | 60  | 5       |

#### Course Objectives

1. To familiarize students with characteristics of Retailing, Types and functions of Retailing.
2. To create awareness on retail formats and theories.
3. To provide insight into Retail market segmentation & franchising

#### Course Outcomes

1. Understand overview of retail and its significance.
2. Develop retail formats considering the need of the customers.
3. Understand retail market segmentation and relationship marketing in Retailing suitable
4. Analyze consumer evaluations of retail offerings and apply retail concepts to real situations and formulate retail marketing strategies for the success of retail industry
5. Develop the CRM program and implementing in retailing keeping legal & compliances for store

#### Unit - I: Retailing

Role, Relevance and Trends - Introduction to Retailing what is retailing and economy, Types of Retailing, Characteristics of Retailing, Functions and activities of Retailing.

#### Unit - II: Retail in India

Emergence of organized retailing traditional retail formal - cooperatives and Government Modern retail formal in India. Retailing rural India, Geographical spread of Indian Market - Retail in food, Health, Clothing and Home Furniture.

International Retailing - Alternative conceptions of international retailing, definitions, interpretations and classification - Trends in the internationalization of retailing and evolution of international retailing - Motives for international retailing.

#### Unit - III: Retail Marketing

Segmentation - Retail market segmentation & franchising Relationship marketing in Retailing. Retailing in banking and other financial services, mutual funds and Insurance- Social Marketing in Retail management.

Retail Pricing - Strategies - Retail Promotion strategies - Advertising & Sales promotion.

#### Unit - IV: Merchandise Management

Sources of merchandise, Logistic Management, Category Management, Store Layout Design and Visual Merchandising, Retailing Strategy and Customer Services

#### Unit - V: CRM Process in Retailing Legal & compliances for Store

Customer Data, Analyzing. Retailing Developing CRM Program– Implementing CRM Program. Legal and compliances License Contract and recovery Legal process Law-Shops establishment - IPR patent copy right trademarks - Customer Rights in Consumer protection acts.

#### Essential Books:

1. Bajaj Tuli Srinivastava, Retail Management 3rd edition, oxford Publication, 2016.
2. Retailing Management - Levy & Weitz - The McGraw Hill Companies 2015

**Suggested Books:**

1. Legal Aspects of Business - Akhileshwar Pathak - The McGraw Hill Companies.
2. Nicolas Alexander International Retailing-Blackwell Business Publishers Ltd.
3. Bajaj Tuli Srinivastava, Retail Management 3rd edition, oxford Publication, 2016.
4. Retail Management second edition – Chetan Bajaj and Ranjnish Tuli
5. Retail Management second edition – Chetan Bajaj and Ranjnish Tuli
6. Bary Berman & Evans, Retail Management a Strategic Approach, Person Education. 2015

| Course Code | Course Title | Core/Elective |
|-------------|--------------|---------------|
|-------------|--------------|---------------|



| <b>MB206-2</b>   | <b>Customer Relationship Management</b> |          |          |          | <b>Elective – II</b> |            |                |
|--|---|----------|----------|----------|----------------------|------------|----------------|
| <b>Prerequisite</b>  | <b>Contact hours per week</b>           |          |          |          | <b>CIE</b>           | <b>SEE</b> | <b>Credits</b> |
|  | <b>L</b>                                | <b>T</b> | <b>D</b> | <b>P</b> |                      |            |                |
| -  | <b>5</b>                                | -        | -        | -        | <b>40</b>            | <b>60</b>  | <b>5</b>       |
| <p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>1. To make the students understand the organizational need, benefits and process of creating long-term value for individual customers</li> <li>2. To disseminate knowledge regarding the concepts of CRM and its strategies</li> <li>3. To Enable the students understand the technological and human issues relating to implementation of CRM in the organization</li> </ol> <p><b>Course Outcomes</b></p> <ol style="list-style-type: none"> <li>1. Study the basic Customer Relation concept through various factors and framework</li> <li>2. Study the different factors which influence the customer satisfaction levels</li> <li>3. Establish the strategies for effective Customer relationship management</li> <li>4. Study the application of CRM and marketing strategy</li> <li>5. Study the issues and problems in implementing</li> </ol> |   |          |          |          |                      |            |                |

**Unit – I: Evolution of Customer Relationship**

CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

**Unit – II: CRM Concepts**

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

**Unit – III: Planning for CRM**

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

**Unit – IV: CRM and Marketing Strategy**

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector.

**Unit – V: CRM Planning and Implementation**

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

**Essential Books:**

1. Francis Buttle, "CRM: Concepts and Technologies", Elsevier, 2009, a division of ReedElsevier India Pvt. Ltd., 2nd Ed.
2. JagdishN.Sheth, AtulParvatiyar&G.Shainesh, "Customer Relationship Management", "Emerging Concepts, Tools and Application", 2009, TMH.

**Suggested Books:**

1. Ken Burnett, the Handbook of Key "Customer Relationship Management", 2005, Pearson Education.
2. MukeshChaturvedi, Abinav Chaturvedi, "Customer Relationship Management- AnIndian Perspective", 2008, Excel Books, 2nd edition
3. Dilip Soman& Sara N-Marandi," Managing Customer Value" 1st edition, 2009,Cambridge.
4. Alok Kumar Rai, "Customer Relationship Management: Concepts and Cases", 2008, PHI.

| Course Code | Course Title | Core/Elective |
|-------------|--------------|---------------|
|-------------|--------------|---------------|

| MB206-3   | International Business |   |   |   | Elective – II |     |         |
|---|------------------------|---|---|---|---------------|-----|---------|
| Prerequisite  | Contact hours per week |   |   |   | CIE           | SEE | Credits |
|   | L                      | T | D | P |               |     |         |
| -   | 5                      | - | - | - | 40            | 60  | 5       |
| <b>Course Objectives</b> <ol style="list-style-type: none"> <li>1. To study the Business in a global perspective</li> <li>2. To understand the National Regulations in Global Business</li> <li>3. To identify the strategies for managing Global Business</li> </ol><br><b>Course Outcomes</b> <ol style="list-style-type: none"> <li>1. Identifies the various drivers of Globalization</li> <li>2. Analyze the major Trading blocs and the basic principles of WTO</li> <li>3. Understands the various Global Market entry strategies</li> <li>4. Recognizes the importance of Global E Business</li> <li>5. Identifies the strategies for managing the global Business</li> </ol> |                        |   |   |   |               |     |         |

### Unit - I: Global Imperative

An overview - International business : A global perspective-Emergence of Globalization-Drivers of Globalization- Internationalization Process-Stages in International Business-Approaches to International Business; The World of International Business : Regional and Global Strategy - The Multinational Enterprise - Triad and International Business-International Trade Theories; Environment of International Business-Cultural Environment and Political Environment.

### Unit - II: Global Business & National Regulation

Rationale for Government Intervention-Forms of Trade Regulation at National Level-Tariff and Non-Tariff Barriers. Regional Economic Integration: Levels of Economic Integration - Benefits & Costs of Economic Integration-Major Trading Blocks : EU, NAFTA, ASEAN and SAARC, Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations - GATT and its early Rounds -World Trade Organization-Structure and functions – TRIPs & TRIMs-WTO & India-UNCTAD.

### Unit - III: Global Business and Entry Strategies

Global Market Entry Strategies - Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance - Types of Strategic Alliances - Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance- Cost and Benefit Analysis of Entry Strategies : Entry Analysis and Entry strategy configuration.

### Unit - IV: Global E-Business

Conceptual Framework of E-business- Prerequisites for Effective E-business Transactions- E-enabled Business Process Transformation and Challenges-E-business Technology and Environment-E-Business Applications-E-Business Models-Alternative E- business Strategies-Global E-Marketing- Electronic Processing of International Trade Documents - Policy Framework for Global E-business.

## **Unit - V: Managing Global Business**

Strategy and Global Organization- Global Strategic Planning - Going Global and Implementing Strategies- Intercultural Communications-Intercultural Human Resources Management in Global Context.

### **Essential Books:**

1. Charles W.K. Hill, and Arun K.K. Jain, "International Business, - Competing in the Global Market place", 2010, 6th Ed Tata McGrawHill.
2. S. Tamer Cavusgil, Gary knight, John R. Rosenberger, 2010, Pearson Ed.

### **Suggested Books:**

1. Michael R. Czinkota, LLkk. A. Ronkainen and Michael H. Moffett, "International Business", 2009, 7th Ed., Cengage Learning, New Delhi.
2. Alain Verbeke, "International Business Strategies" 1st edition, 2009, Cambridge.
3. Rakesh Mohanh Joshi, "International Business" 2009, Oxford University Press.
4. David H. Holt and Karen W. Wigginton, "International Management", 2007, Thomson.
5. Jeanett and Hennessey, "Global Marketing Strategies", 2005, Jaico, New Delhi.
6. Subba Rao, 2007, "International Business Management", 2010, Himalaya Publications, New Delhi.
7. NISM's Alternative Investment Funds (Category I and II), Taxmann Publications
8. John D. Daniels & Lee H. Radebaugh, "International Business", 2006, Pearson Education.
9. Hodgetts, Luthans and Doh, "International Management Culture, Strategy and Behaviour", 2006, Tata McGraw-Hills, New Delhi.
10. Anant.K. Sundaram and J. Stewart Black. "The International Business Environment", 2009, Test and cases PHI Learning, New Delhi.
11. Pradip Kumar Sinha and Sanchari Sinha, "International, Business Management", 2008, Excel, New Delhi.

| Course Code  | Course Title           |   |   |   | Core/Elective |     |         |
|--|------------------------|---|---|---|---------------|-----|---------|
| MB207  | Mini Project           |   |   |   |               |     |         |
| Prerequisite   | Contact hours per week |   |   |   | CIE           | SEE | Credits |
|  | L                      | T | D | P |               |     |         |
| -  |                        | - | - | 2 |               | 100 | 2       |
| <p><b>Course Objectives</b><br/> The mini project work should enable the students to:</p> <ol style="list-style-type: none"> <li>1. To identify suitable area and the problem</li> <li>2. To understand the required research techniques</li> <li>3. To prepare a summary report with findings, suggestions and relevant conclusions</li> </ol> <p><b>Course Outcomes</b><br/> After successful completion of the Project Work, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Apply the knowledge of management theories and practices to solve business problems</li> <li>2. Present the facts and figures for critical analysis</li> <li>3. Make critical analysis for data-based decision making</li> <li>4. Suggest practical solutions for the identified problems</li> <li>5. Give logical conclusion from the work conducted</li> </ol> |                        |   |   |   |               |     |         |

### Course Description

The purpose of the project is to enable students to apply their theoretical knowledge to real-world situations and gain practical experience in conducting research. It is an opportunity for MBA students to apply their theoretical knowledge to real-world situations and gain practical experience in conducting research. The project involves identifying a research problem, collecting and analyzing data, interpreting the results, and preparing a report summarizing the findings and conclusions

(A) The **first step** in conducting an MBA mini-project is to identify a research problem or topic. This may involve reviewing existing literature on the subject, conducting a survey or focus group with potential stakeholders, or analyzing industry trends and data. Once the research problem has been identified, students will develop a research plan outlining the objectives, methods, and expected outcomes of the project.

(B) The **next step** is to collect and analyze data. This may involve conducting surveys, interviews, or observations, or analyzing secondary data such as industry reports, financial statements, and marketing data. The data collected will be used to answer the research questions and test hypotheses related to the research problem.

(C) Once the data has been collected and analyzed, students will interpret the results and draw conclusions. This will involve analyzing the data in light of the research questions and objectives, identifying patterns and trends, and drawing conclusions about the implications of the findings for the research problem.

(D) Finally, students will prepare a report summarizing their research findings and conclusions. The report will typically include an introduction outlining the research problem and objectives, a literature review summarizing existing research on the topic, a description of the research methods used, an analysis of the data collected, and a discussion of the implications of the findings for the research problem.

**Suggested Books:**

1. C.R. Kothari, Research Methodology, Fourth Edition, New Age International Publishers
2. Deepak Chawla and Neena Sondhi, Research Methodology: Concepts And Cases, Second edition, Vikas Publishing House
3. A Practical Approach To Pg Dissertation, Pharmamed Press/BSP Books
4. Dr Fadi Safieddine, Student's Guide For Final Year Project Thesis, Create Space Independent Publishing Platform; 3rd Edition
5. Stephanie Jones, How to Write Your MBA Thesis (Maastricht School of Management/Series in Intercultural and Global Management)Meyer & Meyer
6. Liberty Chidziwa, Writing Research Proposal for Thesis and Dissertations: A Sample Research Proposal for MBA Students, Createspace Independent Pub

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MBA –II year

III Semester

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| Course Code   | Course Title           |   |   |   | Core/Elective |     |         |
|---|------------------------|---|---|---|---------------|-----|---------|
| MB301   | Strategic Management   |   |   |   | Core          |     |         |
| Prerequisite  | Contact hours per week |   |   |   | CIE           | SEE | Credits |
|   | L                      | T | D | P |               |     |         |
| -   | 5                      | - | - | - | 40            | 60  | 5       |
| <b>Course Objectives</b> <ol style="list-style-type: none"> <li>1. Understand the process of strategic management and strategic intent.</li> <li>2. Analyze internal and external environment and the strength of portfolio of the firm.</li> <li>3. To develop the students to formulate strategies at the corporate level.</li> </ol> <b>Course Outcomes</b> <ol style="list-style-type: none"> <li>1. Display a knowledge of process of strategic management</li> <li>2. Appreciate the importance of strategic analysis in formulating strategy</li> <li>3. Generate and evaluate strategic alternatives at the corporate level</li> <li>4. Generate and evaluate strategic alternatives at the business level</li> <li>5. Construct strategy-implementation plans at the corporate level with appropriate controls and governance processes and construct strategy-implementation plans at the functional level with appropriate controls and governance processes.</li> </ol> |                        |   |   |   |               |     |         |

### Unit - I: Introduction to Strategic Management

Strategic Management, Definition, process, Tasks of Strategic Management, Factors shaping Strategy, Developing strategic Vision, Mission, Objectives, Crafting and Executing strategy, Concept of Strategic Intent, A model of strategy and Elements, Developing Strategic, Model, Strategy Positioning, Choices - Strategy inaction.

### Unit - II: Environmental Analysis for Strategy

Strategic position ; Evaluating a company's External and Internal Environmental analysis for creating strategy, Macro Environmental factors, Demographic elements, political forces, Economic elements, Socio-cultural factors, Technological Issues : Industry analysis; BCG, GE and Add Little models for understanding Industry, Key Drivers for a change; SWOT analysis, Porter's diamond Model, Value chain analysis, Core competencies - Cost Efficiency, Capability building and Management.

### Unit - III: Strategy Formulation and Sustenance

Strategy Formulation; Business-Level Strategy - Creating and Sustaining competitive advantages; Generic strategies, Choice based strategies. Industry Life Cycle, Stages, Emerging Industry, Maturing Industry, Stagnant Industry, Fragmented Industry, Competitive analysis; Tailoring Strategy to fit specific industry, Strategy for Leaders, Runner-Up firms, weak and crisis Business.



#### **Unit - IV: Alternative Strategy Development**

Strategy Alternatives; Corporate Level international Strategy; Creating Value through Intensive growth strategies, Integration Strategies, Diversification Strategies, Unbundling, Using Offensive and defensive Strategies, Outsourcing Strategies, Activities, Benefits, growth and Drivers of outsourcing, Market diversification merger, acquisition strategies, Strategic Alliances.

#### **Unit - V: Strategy Implementation and Corporate Ethics**

Strategy Implementation : Strategies Evaluation and Control, Corporate Governance, Good Corporate Citizenship, Environmental Change - Attaining Behavioural Control, Instilling Corporate Culture and Promoting SMART governance, Re- Designing Organizational Structure and Controls. Strategic Leadership. Strategic Entrepreneurship, Crafting Social Responsibility, Social and Ethical responsibilities of corporate Organizations.

#### **Essential Books:**

1. Arthur A Thompson Jr. Strickland “Strategic Management - Concepts and Cases” TATA McGraw Hill Company Ltd., Second Reprint 2010, New Delhi.
2. Gerry Johnson, Kevan Scholes, Richard Whittington. “Exploring corporate Strategy” 2009, Pearson Ed Ltd., United Kingdom, 2<sup>nd</sup> Edition.

#### **Suggested Books:**

1. Michael Hitt, Ireland, Hoskinson, “Strategic Management” 2010, Cengage Learning, New Delhi
2. Fred R. David, “Strategic Management” 2008, 12th Edition, PHI Learning Limited, New Delhi.
3. Garth Saloner, Andrea Shepard, Joel Podolny, “Strategic Management 2001, International Edition John Wiley Publication, New York.
4. Michael Porter, “Competitive Strategy” 2005 Reprint, Free Press, London.
5. Upendra kachru “Strategic Management - Concepts and cases” 2005 EXCEL Books, New Delhi.
6. R.M. Srivastava, “Management Policy and Strategic Management - Concepts, Skills and Practices” 2014 Revised edition, HPH, Hyderabad.

| Course Code  | Course Title           |   |   |   | Core/Elective |     |         |
|--------------|------------------------|---|---|---|---------------|-----|---------|
| MB302        | Business Intelligence  |   |   |   | Core          |     |         |
| Prerequisite | Contact hours per week |   |   |   | CIE           | SEE | Credits |
|              | L                      | T | D | P |               |     |         |
| -            | 5                      | - | - | - | 40            | 60  | 5       |

**Course Objectives:**

1. To provide the knowledge about the various styles of Business intelligence
2. To Identify the technological architecture that makes up BI systems
3. To study the business Intelligence implementation process

**Course Outcomes:**

1. Understands the overview of Business Intelligence
2. Identify the technological architecture that makes up BI systems like, Data warehousing and Data mining
3. Analyse the performance dashboards
4. Understands Business analytics and Data Visualization
5. Plan and implement the Business Intelligence

**Unit - I: Introduction of Business Intelligence (BI)**

Definition, History and Evolution, Styles of Business Intelligence, Benefits of Business Intelligence, Real-time Business Intelligence, Business Intelligence Value Chain, Architecture Business Intelligence.

**Unit - II: Data Warehousing and Data Mining**

- a) Data Warehousing (DWH) : - Definition, Characteristic, types, Data warehousing framework, DWH 3 tier architecture, Alternative Architectures, Data warehousing Integration, Data warehousing, - Development Approaches, Real time Data warehousing.
- b) Data Mining : - Definition, Characteristic, Benefits, Data Mining Functions, Data Mining Applications, Data Mining techniques and tools, Text Mining, Web Mining.

**Unit - III: Business Performance Measurement (BPM)**

Definition, BPM Vs BI, Summary of BPM Process, Performance Measurement, BPM Methodologies, BPM Architecture and Applications, Performance Dashboards.

**Unit - IV: Business Analytics and Data Visualization**

- a) Business Analytics - Definitions, Tools and techniques of BA, Advanced Business Analytics Business Analytics and Web, Usage Benefits and Success of Business Analytics.
- b) Data Visualization : Definition, New Direction in Data Visualization, GIS, GIS vs GPS

**Unit - V: Business Intelligence Implementation**

- a) Implementing Business Intelligence - Implemental Factors, Critical Success factors of Business Implemental, Managerial Issues related to BI Implementation, Business Intelligence and

Integration Implementation- Types, Need, and Level of Business Intelligence Integration.

b) Emerging trends in Business Intelligence Implementation - Social Networks and Business Intelligence, Collaborative Decision Making, RFID and Business Intelligence, Reality Mining.

**Essential Books:**

1. Business Intelligence - A Managerial Approach - by Turban, Sharada, Delen, King - Pearson - Second Edition - 2014
2. Decision Support and Business Intelligence Systems - Turban, Aaronson, Liang, Sharada - Pearson, latest Edition.

**Suggested Books:**

1. Successful Business Intelligence, Cindi Howson, McGraw Hill Education - Indian Edition.
2. Fundamental of Business Intelligence .Grossmann W, Rinderle-Ma, Springer, First edition 2015

| Course Code   | Course Title            |   |   |   | Core/Elective |     |         |
|---|-------------------------|---|---|---|---------------|-----|---------|
| MB303   | Supply Chain Management |   |   |   | Core          |     |         |
| Prerequisite  | Contact hours per week  |   |   |   | CIE           | SEE | Credits |
|   | L                       | T | D | P |               |     |         |
| -   | 5                       | - | - | - | 40            | 60  | 5       |
| <p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>1. To understand the role of Supply chain management in enhancing organizational efficiency</li> <li>2. To understand the role of supply chain management in delivering customer value</li> <li>3. To study the various drivers of successful supply chain strategy</li> </ol> <p><b>Course Outcomes</b></p> <ol style="list-style-type: none"> <li>1. Understands the concept of Supply chain management and its functions</li> <li>2. Recognize the importance of Logistics and inventory management</li> <li>3. Warehousing management system and transportation can be practiced in various industries</li> <li>4. Identify the role of Information technology in Supply chain management</li> <li>5. Recognizes the role of Distributors, Human resources in Supply chain management</li> </ol> |                         |   |   |   |               |     |         |

### **Unit - I: Introduction to Supply Chain Management**

Introduction to Supply Chain Management-Concept, Objectives and function of SCM, conceptual framework of SCM, supply chain strategy - Global Supply Chain Management, Value chain and value delivery systems for SCM, Bull-whip effect.

### **Unit - II: Supply Chain Structure and Inventory in SC**

Logistics Management, Integrated logistics Management, Inbound and Outbound Logistics, Logistics Planning and strategy, Reverse Logistics. Inventory management and its role in customer service.

### **Unit - III: Role of Transportation in Supply Chain**

Transportation in Supply Chain, Transportation formats, and factors influencing their choice, Multi Modal transport, Warehousing - Types of warehouses, Warehousing operations, Warehouse Management Systems. Third Party warehousing, Role and importance of handling systems.

### **Unit - IV: Information Technology in SCM**

Information and Communication Technology in SCM, Role of IT in SCM. Current IT trends in SCM, RFID, barcoding. Retail SCM - problems and prospects, Role of Packaging.

## **Unit - V: Key Operation Aspects in Supply Chain**

Supply of Chain network Design, Distribution network in Supply Chains, Channel design, Factors influence design, role and importance of Distributors in SCM, Role of Human Resources in SCM. Issues in Workforce Management and Relationship Management with suppliers, Customers and employees, linkage between HR Mand SCM.

### **Essential Books:**

1. Shah, J. "Supply Chain Management, 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles Supply Chain Management", 2010, CRC Press.

### **Suggested Books:**

1. Mohanty, R.P. and Deshmukh, S.G., "Essentials of Supply Chain Management", 2009, Ed. Jaico.
2. Chandrasekaran, N. "Supply Chain Management process, system and practice", 2010 Oxford, 1<sup>st</sup> Ed.
3. Altekar, V. Rahul, "Supply Chain Management", 2005 PHI.
4. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010 TMH.
5. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1st. Ed.
6. Stapenhurst, T. "The Benchmarking Book : A how-to guide to best practice for Managers and Practitioners", 2009, Elsevier.
7. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1st ed, 2009, Cambridge.
8. Power Mark J & Others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1st Ed.
9. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1st Ed.
10. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.

| <b>Course Code</b> | <b>Course Title</b> | <b>Core/Elective</b> |
|--------------------|---------------------|----------------------|
|--------------------|---------------------|----------------------|

| MB304- 1   | Investment Management (Finance) |   |   |   | Discipline Specific Elective - I |     |         |
|--|---------------------------------|---|---|---|----------------------------------|-----|---------|
| Prerequisite   | Contact hours per week          |   |   |   | CIE                              | SEE | Credits |
|  | L                               | T | D | P |                                  |     |         |
| -  | 5                               | - | - | - | 40                               | 60  | 5       |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>To explain the various methods of investment analysis</li> <li>To understand the features and valuation of debt and equity instruments</li> <li>To explain the concept of portfolio and the various portfolio theories and evaluation methods.</li> </ol> <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>Differentiate various avenues of investment on the basis of risk and return.</li> <li>Comprehend the functionalities of the securities market and its components</li> <li>Gain basic knowledge of analyzing stocks</li> <li>Make valuation of equity, debt, portfolio instruments</li> <li>Gain an understanding of mutual funds, their performance evaluation and regulation</li> </ol> |                                 |   |   |   |                                  |     |         |

### Unit - I: Investments

Concept : Real vs. Financial assets ; Investment decision process; sources of Investment-Information; Investment vs. Speculation; Factors to be considered in investment decision - Liquidity., Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of return-realized and expected return. Ex-ante and ex-post returns. The concept of risk. Sources and types of risk. Measurement of risk-Range, Standard Deviation and Co-Efficient of Variation. Risk,-return trade-off. Riskpremium and risk aversion. Approaches to investment analysis-Fundamental Analysis; Technical Analysis; Efficient Market Hypothesis, Behavioural Finance and heuristic driven biases.

### Unit - II: Fixed Income Securities - Analysis, Valuation and Management

Features and types of debt instruments, Bond indenture, factors affecting bond yield; Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation; Capitalization of income method, Bond-Price theorems, Valuation of compulsorily / optionally convertible bonds, Valuation of deep discount bonds, Bond duration, Macaulay's duration and modified Macaulay's duration, bond convexity, Considerations in managing a bond portfolio, term structure of interest rates, risk structure of interest rates. Managing bond Portfolio; Bond immunization, active and passive bond portfolio management strategies.

### Unit - III: Common stocks - Analysis and Valuation

Basic Features of Common Stock, Approaches to valuation Balance sheet model, dividend capitalization models, earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables - P/E, P/BV, P/S.; Security Market Indexes, their uses; computational procedure of sensex and Nifty.

### Unit - IV: Portfolio Theory

Concept of portfolio, Portfolio return and risk, Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model, Capital market theory; Introduction of risk-free asset, Capital Market Line, Separation theorem. Capital asset pricing model (CAPM): Security Market line, identifying over-priced and under-priced securities. Arbitrage pricing theory (APT) The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

### **Unit - V: Portfolio Evaluation**

Performance measures-Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

#### **Essential Books:**

1. Alexander. G.J. Sharpe, W.F and Bailey, J.V, "Fundamentals of Investments", PHI, 3rd Ed.
2. Zvi Bodie, Alex Kane, Marcus. A.J. Pitabas Mohanty, "Investments", TMH, 8th Ed.

#### **Suggested Books:**

1. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, 3rd Ed.
2. Charles, P. Jones, "Investments : Analysis and Management", John Wiley & Sons, Inc. 9th Ed.
3. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments", Schaum's Outline Series, McGraw Hill
4. Herbert. B. Mayo, "Investments : an Introduction", Thomson - Southwestern, 9th Ed.
5. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Willey Frontiers in Finance.
6. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmilan Publishers.
7. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
8. Preeti Singh Investment Management, 2010, HPH, 17th Revised Edition. Stephen A. Ross Randolph Westerfield, and Jeffrey Jaffe, "Corporate Finance", TMH.
9. S. Chand "Investment Management Security Analysis and Portfolio Management",
10. S. Kevin, " Analysis and Portfolio Management", PHI
11. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
12. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.
13. Graham & Dodd, "Security Analysis and Portfolio Management", McGraw Hill.
14. Jack Clark Francis, "Investment", TMH, New Delhi.

| Course Code | Course Title | Core/Elective |
|-------------|--------------|---------------|
|-------------|--------------|---------------|

|  |   |          |          |          |   |            |                |
|--|---|----------|----------|----------|---|------------|----------------|
| <b>MB304- 2</b>  | <b>Compensation management (Human Resource)</b> |          |          |          | <b>Discipline Specific Elective - I</b> |            |                |
| <b>Prerequisite</b>  | <b>Contact hours per week</b>                   |          |          |          | <b>CIE</b>                              | <b>SEE</b> | <b>Credits</b> |
|  | <b>L</b>  | <b>T</b> | <b>D</b> | <b>P</b> |   |            |                |
| -  | <b>5</b>  | -        | -        | -        | <b>40</b>                               | <b>60</b>  | <b>5</b>       |
| <p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>1.To examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance.</li> <li>2.To impart techniques and methods for competing employer-employee negotiations for arriving at optimal compensation system</li> <li>3.To provide knowledge on Designing a consistent Compensation system in the organization</li> </ol> <p><b>Course Outcomes</b></p> <ol style="list-style-type: none"> <li>1. Recognize the role of compensation in the organization</li> <li>2. Recognize how pay decisions help the organization achieve a competitive advantage.</li> <li>3. Design the consistent compensation system</li> <li>4. Analyze the various Employee benefits and Employee services</li> <li>5. Analyze the challenges and Design contemporary compensation systems in modern organizations.</li> </ol> |   |          |          |          |   |            |                |

### **Unit - I: Introduction to Strategic Compensation Management**

Concept of compensation-Exploring and defining the compensation context-System of compensating-compensation dimensions-concept of reward-Role of compensation in Organization-Non-financial compensation system-Concept of total reward system-New trends in compensation management-The 3-P compensation concept.

### **Unit - II: Compensation and Employee Behaviour**

Bases for Traditional Pay System and Modern Pay System-Establishing Pay Plans-Aligning Compensation strategy with HR Strategy and Business Strategy-Seniority and Longevity pay-Linking Merit pay with Competitive Strategy-Incentive Pay-Person focus to Pay-Team Based Pay.

### **Unit - III: Designing Compensation System**

Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys-Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions- Constructing a Pay Structure-Designing Pay for Knowledge Program.



#### **Unit - IV: Employee Benefits Management**

Components-Legally required Benefits-Benefits Administration-Employee Benefits and Employee Services- Funding Benefits through VEBA-Costing the Benefits-Components of Discretionary Core Fringe Compensation-Designing and Planning BenefitProgram-Totally Integrated Employee Benefit Program.

#### **Unit - V: Contemporary Strategic Compensation Challenges**

International Compensation and Competitive Strategies-Executive Compensation Packages-Compensating Executives-Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules- Compensation for Expatriates and Repatriates- Strategic Issues and Choicesin Using Contingent and Flexible Workers.

#### **Essential Books:**

1. Handerson, "Compensation Management in a Knowledge Based World", 2007, Pearson Ed. 9th Ed.
2. Joseph J. Martocchio, "Strategic Compensation", 2006, Pearson EdRichard I 3rd Ed.

#### **Suggested Books:**

1. Milkovich & Newman, "Compensation", 2005, Tata McGraw-Hill, NewDelhi.
2. Dr. Kanchan Bhatia, "Compensation Management", 2009, HimalayaPublishing House.
3. Tapomoy Deb, "Compensation Management", 2009, Excel Books, NewDelhi.
4. Dipak Kumar Bhattacharyya, "Compensation Management", 2009,Oxford University Press.

| <b>Course Code</b> | <b>Course Title</b>                             | <b>Core/Elective</b>                    |
|--------------------|---|---|
| <b>MB304- 3</b>    | <b>Product and Brand management (Marketing)</b> | <b>Discipline Specific Elective - I</b> |

| Prerequisite | Contact hours per week |   |   |   | CIE | SEE | Credits |
|--------------|------------------------|---|---|---|-----|-----|---------|
|              | L                      | T | D | P |     |     |         |
| -            | 5                      | - | - | - | 40  | 60  | 5       |

**Course Objectives:**

1. To provide an understanding of new product development process, theories and models of New Product Development
2. To understand the strategies for growth and product portfolio planning of multi business or multi product company
3. To learn a professional approach to product development

**Course Outcomes:**

1. Understand new product development process and various theories and models of new product development to generate new products and translate them into new product concepts.
2. Design the portfolio strategies of multi business or multiproduct company
3. Know how to develop the new products professionally.
4. Understand perceptual maps and various models of preference choice market maps.
5. Know the essential Branding strategies to conquer the market.

### **Unit - I: Product and Branding Decisions**

Product, Policy, objectives, Product Mix, Product line, Packaging, Product Modification and Deletion.

Brand Management: Branding, Brand positioning, repositioning strategies and Brand Loyalty, Brand Equity, Brand management practices.

### **Unit - II: Product and Market Evolution**

Strategy and Planning. New Product Development: Innovation and New Product Development (NPD), theories of NPD, Models of NPD, Generic Product Development process.

New Product Introduction, Growth Strategies Intensive, Interactive, Diversification strategies. Product Portfolio analysis BCG, GE, Ad little. Shell International Risk-return analysis.

### **Unit - III: Product Modification and New Product Introduction**

Idea generating device. Role of R & D. Product Maps, Market Maps and Joint Space Maps. Idea Screening. Product Concept generation, concept selection, and Concept Testing, Product architecture, Design for manufacturing, Prototype Product.

### **Unit - IV: Market Segmentation**

Market Structure Analysis. Preference Segmentation. Perceptual mapping, Preference - Choice models, Wind Robertson Market Model, BRANDAID model and Defender model, DESIGNR, and PREFMAPS-flow charts and concepts.

Business Analysis-Cost Behavior-learning curve analysis. Innovation diffusion and adoption process-Demand Analysis-First Purchase and repeat purchase, trial and repeat models.

### **Unit - V: Product Development and Testing**

Product Launching, Six guiding principles of product launching, Pre-testing, Test marketing, Marketing Mix allocations. Planning annual budget and strategy. PLANOPT Model & MARMIX Model. Organization for product Management.

**Essential Books:**

1. Pessemier Edgar, “Product Management”, 1982, John Wiley & Sons.
2. Japan K. Panda, Product and Brand Management. I edition Oxford.

**Suggested Books:**

1. Kirti Datta Brand Management Principles and Practices OxfordPublication.
2. Sridhar J. Murthy and Gary L Lilien, “Marketing Models”, 2006, PHI.
3. U.C. Mathur, “Product and brand Management”, 2009, Excel BooksNew Delhi
4. Dr. Anandan, “Product Management”, 2010, Tata McGraw Hill.
5. Kavin Keller, “Strategic Brand Management” 2008, Pearson Ed 3rdEdition.
6. Ulrich K T, Anitha Goyal, “Product Design and Development”, 2010,McGraw Hill.
7. Bently, Davis & Ginsbury, “Trade Markets and Brands”, 2008,Cambridge University Press
8. Richard Elliott, “Strategic Brand Management”, 2007, Oxford press.
9. Helen Edwards, “Creating Passion Brands”, 2009, Kogan PagePublishers.

| Course Code  | Course Title                      |     |     | Core/Elective                    |
|--------------|-----------------------------------|-----|-----|----------------------------------|
| MB304-4      | Decision Support System (Systems) |     |     | Discipline Specific Elective - I |
| Prerequisite | Contact hours per week            | CIE | SEE | Credits                          |

|   | <b>L</b> | <b>T</b> | <b>D</b> | <b>P</b> |           |           |          |
|---|----------|----------|----------|----------|-----------|-----------|----------|
| -   | <b>5</b> | -        | -        | -        | <b>40</b> | <b>60</b> | <b>5</b> |
| <b>Course Objectives</b>  |          |          |          |          |           |           |          |
| <ol style="list-style-type: none"> <li>1. To review and clarify the fundamental terms, concepts and theories associated with Decision Support Systems, computerized decision aids, expert systems, group support systems and executive information systems.</li> <li>2. To examine examples and case studies documenting computer support for organizational decision making, and various planning, analysis and control tasks.</li> <li>3. To discuss and develop skills in the analysis, design and implementation of computerized Decision Support Systems.</li> </ol> |          |          |          |          |           |           |          |
| <b>Course Outcomes</b>  |          |          |          |          |           |           |          |
| <ol style="list-style-type: none"> <li>1. Understand concepts of a Decision Support System (DSS) and its affect on management</li> <li>2. Study the components of DSS and the main players who participate in the decision process.</li> <li>3. Study different types of modeling and analysis.</li> <li>4. Explain key areas contributing to DSS such as knowledge acquisition, expert system and knowledge base systems</li> <li>5. Study group decision support and groupware technologies within organizations</li> </ol>   |          |          |          |          |           |           |          |

### **Unit - I: Introduction**

Evolution of DSS - Definition of DSS - Need and benefits of DSS. Decision Making Process- Types of Decisions, A framework For DSS Support - DSS as Information System - Types of DSS - Individual, Group.

### **Unit - II: Development and Implementation of DSS and Models in DSS**

DSS Architecture - Hardware, Software Tools for DSS - Approaches to Development Implementation, Models in DSS - Types of Models.

### **Unit - III: Group DSS and Groupware**

Group Decision Making - problems with groups- MDM Support Technologies- Distributed Group DSS - Distributed DSS Technologies - Executive Information Systems - definition - EIS Components - Making the EIS work - The Future of Executive Decision Making and The EIS

### **Unit - IV: Artificial Intelligence (AI) and Expert System (ES)**

Definition of Artificial Intelligence - Artificial Intelligence vs. Natural Intelligence- The Intelligence of AI - Expert Systems - Definition, structure of ES - Designing and Building ES - Benefits of ES- Examples of ES - Intelligent Software Agents.

### **Unit - V: Data Ware Housing and Data Mining**

Data Ware house - Definition - Data Marts, Data Stores, and Meta Data - Characteristics of

Data Ware House - Data Warehouse Architecture - Implementing Data Warehouse. Data Mining - Definition-Online Transaction Processing Techniques use to Mine Data, Data Mining Techniques - Limitationsof Data Mining - Data Visualization.

**Essential Books:**

1. Efreem G. Mallach, “Decision Support and Data Warehouse Systems”, Tata McGraw Hill Edition.
2. George M. Marakas, “Decision Support Systems” In the 21st Century, PHI, EEE, Second Edition.

**Suggested Books:**

1. Simon French, John Maule and Nadia Papamichail, “Decision Behaviour, Analysis and Support”, 1st edition, 2009, Cambridge press.
2. Efraim Turban, Jay E. Aronson, Teng-Peng Liang, Ramesh Sharda, “Decision Support and Business Intelligence”, Eighth Edition, PearsonLPE.
3. Efraim Turban, “Decision Support and Expert System”, MSS, PHI.

| <b>Course Code</b> | <b>Course Title</b>                    | <b>Core/Elective</b>                     |
|--------------------|--|--|
| <b>MB305- 1</b>    | <b>International Finance (Finance)</b> | <b>Discipline Specific Elective - II</b> |

| Prerequisite | Contact hours per week |   |   |   | CIE | SEE | Credits |
|--------------|------------------------|---|---|---|-----|-----|---------|
|              | L                      | T | D | P |     |     |         |
| -            | 5                      | - | - | - | 40  | 60  | 5       |

**Course Objectives**

- To provide an analysis of the evolution of international financial system.
- To study about the foreign exchange markets.
- To learn the financial management of MNC's and international tax environment.

**Course Outcomes:**

- Differentiate between fixed and floating rates
- Detailed analysis on foreign exchange market
- Make calculations relating to foreign exchange rates based on parity theories.
- Demonstrate basic understanding of the issues pertaining to multinational financing and investment decisions
- Analyze the international Tax Environment

### Unit - I: International Financial System

Evolution of international financial system-gold standard, Breton woods standard, floating exchange rate, EMS, currency board, sterilized and unsterilized intervention; international financial markets, Global financial institutions - IMF, Bank of International Settlements; international banking-euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank; international financial instruments-euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.

### Unit - II: Foreign Exchange Market

Distinctive Features and Types, Major participants, Participants in foreign exchange market, structure of foreign exchange market in India, Exchange Rate mechanism - quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); currency derivatives-forwards, futures, forward rate agreement, options, swaps; Foreign Exchange Management Act; BOP, BOP trends in India; current account convertibility, capital account convertibility, Tarapore Committee Report.

### Unit - III: Exchange Rate Determination & Risk Management

Theories of exchange rate behaviour, Parity Conditions -Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, Unbiased Forward Rate Theory. International debt crises and currency crises-Asian currency crisis, Greek debt crisis; Global financial crisis (2008-2009), European debt crisis (2009-2012), Chinese stock market crash (2015-2016), COVID-19 pandemic (2020) Fall of Silicon Valley Bank (SVB) . Risk Management in multinational Corporations - Types of risk-currency risk, transaction exposure, translation exposure, economic exposure and assessment; interest rate risk, country risk assessment-political risk, financial risk; risk management through hedging natural hedges, hedges with currency derivatives-forward market hedge, options market hedge, money market hedge, hedging exposure through swaps, other financial and non financial methods of hedging.

## **Unit - IV : Multinational Corporate Decisions in Global Markets**

Nature of International Finance Functions and the Scope of International Financial Management, IFM and Domestic FM, Foreign investment decision-Foreign direct investment (FDI)-motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment, evaluation of overseas investment proposal using NPV and APV; international cash management, multinational capital structure decision, cost of capital, international portfolio diversification-rationale, barriers, home country bias.

## **Unit - V: International Tax Environment**

Types of taxation-income tax, withholding tax, value added tax, Tobin tax; tax environment - worldwide approach, territorial approach, Foreign tax Credits; tax havens, Organisation Structure for reducing tax liabilities - Branch and subsidiary income, Payments to and from foreign affiliates, Controlled foreign corporation; netting, offshore financial centres, re-invoicing centre, Tax Havens; Objectives of Taxation - tax neutrality tax equity; Double taxation Avoidance, Tax implications of foreign enterprises in India; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning - TP methods, TP rules in India.

### **Essential Books:**

1. Eun C.S., Resnick B.G., "International Financial Management", 2010, Tata McGraw Hill Education Pvt. Ltd., 4th Ed. Special Indian Edition.
2. Levi M., "International Finance", 2009, 5th Ed. Routledge, Taylor & Francis Group

### **Suggested Books:**

3. .
4. Shailaja G. "International Finance", 2011, 2nd Ed. Orient Blackswan.
5. Hendrik Vanden Berg, "International Finance and Open Economy Macroeconomics", 2009, 1st Ed. Cambridge.
6. Sharan V., "International Financial Management", 2009, 5th Ed. PHI, EEE.
7. Madura J., "International Financial Management", 2010, 4th Ed. Cengage Learning.
8. Apte P.G., "International Finance", 2008, 2nd Ed. McGraw Hill.
9. "Risk Management, 2006 Indian Institute of Banking & Finance, Macmillan.
10. Madhu Vij, "International Financial Management", 2010, 3rd Ed. ExcelBooks.
11. Jain, Peyrard and Yadav "International Financial Management", Trinity Press, 2010.

| Course Code   | Course Title                              |   |   |   | Core/Elective                     |     |         |
|---|---|---|---|---|-----------------------------------|-----|---------|
| MB305- 2  | Organization Development (Human Resource) |   |   |   | Discipline Specific Elective - II |     |         |
| Prerequisite  | Contact hours per week                    |   |   |   | CIE                               | SEE | Credits |
|   | L   | T | D | P |                                   |     |         |
| -   | 5   | - | - | - | 40                                | 60  | 5       |
| <b>Course Objectives</b> <ol style="list-style-type: none"> <li>1. To create a mindset of planned changed, Techno-structural and strategic interventions for development of organization through organization transformation.</li> <li>2. Elucidating the dynamics of entry diagnosis planning ,intervention and sustainability that occur during organization change efforts</li> <li>3. To be able to structure and propose an OD intervention</li> </ol> <b>Course Outcomes</b> <ol style="list-style-type: none"> <li>1. Define the concepts in organizational development</li> <li>2. Explain different change models</li> <li>3. Describe reasons for people resist change and strategies to reduce resistance</li> <li>4. Discuss and analyze diagnostic tools used to assess organizational effectiveness</li> <li>5. Assess and improve human resource management</li> </ol> |   |   |   |   |                                   |     |         |

### Unit - I: General Introduction to OD

Overview of the field of OD-Definitions of OD-A short history of OD and its evolution - Growth and relevance of OD-Characteristics of OD-Values, assumptions, and beliefs in OD.

### Unit - II: Foundations of OD

Models and Theories of Planned Change-(a)Lewin's Change Model (b) Burke-Litwin Model (c) General Model of Planned Change-Systems theory-Participation and Empowerment-Teams and Teamwork-Parallel learning structures-A 'normative-re-educative' strategy of changing-Applied behavioral Science-Action Research as a process and as an approach.

### Unit - III: Managing the OD Process

Diagnosis - The six-box Model-The action component-OD interventions and their nature-An overview of classification of OD interventions-Planning choosing, and implementing of an intervention strategy-Evaluating and institutionalizing OD interventions-The program management component-conditions for optimal success of OD-Issues in Consultant-Client Relationship.

### Unit - IV: Human Process Interventions

Human Process approaches: T- Groups-Process-consultation-Third party intervention-Team interventions-Techniques and exercises used in team interventions: Role Analysis Technique-Role Negotiation Technique-Responsibility Charting-Force Field Analysis-Broad Team



Building interventions.

Organizational process approaches: Organization Confrontation-Inter-group Relations interventions-Grid OD.

### **Unit - V: Techno-Structural and Strategic Interventions**

Techno-structural interventions : Structural Design- (i) Restructuring organization- Downsizing- Reengineering (ii) Employee involvement : Quality Circles-Total Quality Management (iii) Work Design : Engineering Approach-System Approach.

Strategic Interventions: Organizational Transformation and its Characteristics-Culture Change - Self - designing organizations-Organizational Learning.

#### **Essential Books:**

1. Thomas G. Cummings, Christopher G. Worley, "Organization Development and Change", 2007, Thomson, 8th Ed.
2. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, "Organization Development", 2006, Pearson Education.

#### **Suggested Books:**

1. Wendell French, Cicil, H. Bell, Jr. (6e) "Organization Development", Prentice Hall of India.
2. Reider Dale, "Organization & Development - Strategies, Structures, and Process", 2006, Sage Publications, New Delhi.
3. Kavitha Singh, "Organization Change & Development", 2005, Excel Books.
4. R. Sullivan, Gary Mclean, Jossey Bass. Brown, "Practicing Organization Development", 2006, Pearson Education.
5. S. Ramanarayan, T.V. Rao, Kuldeep Singh, "Organization Development- Intervention and Strategies", 2006, Response Books.

| Course Code  | Course Title   |   |   |   | Core/Elective                           |     |         |
|--|--|---|---|---|---|-----|---------|
| MB305-3  | Promotion and Distribution Management<br>(Marketing) |   |   |   | Discipline<br>Specific<br>Elective - II |     |         |
| Prerequisite   | Contact hours per week                               |   |   |   | CIE                                     | SEE | Credits |
|  | L  | T | D | P |   |     |         |
| -  | 5  | - | - | - | 40                                      | 60  | 5       |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>To enlighten the students on the various facets of Marketing communications and Distribution Management.</li> <li>To create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness?</li> <li>To understand the importance of personal selling process. And appreciate the role of media planning and strategies.</li> </ol> <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>Apply the integrated marketing communication and its application in the challenging marketing environment.</li> <li>Choose the right media for effective marketing decision.</li> <li>Splendid role of Personal selling &amp; approach in the era of digital marketing.</li> <li>Analyze the complexities of the Channel Management and make a right choice among the various channels of distribution.</li> <li>Collect process and analyze consumer information to make informed marketing decisions. And to understand various E-Business technologies.</li> </ol> |  |   |   |   |   |     |         |

### Unit - I: Marketing Communications

The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

### Unit - II: Developing Integrated Marketing Communications

Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

### Unit - III: Personal Selling

Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

### Unit - IV: Sales Promotion and Support media

Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and

operating sales promotion for consumers & trade: Sales promotion tools: off shelf offers, price promotions, premium promotions, prize promotions, Coordinating Sales promotions and advertisement.

Support media - Elements of Support media and their role.

Direct marketing, the internet & Interactive Marketing, publicity and public relations.

Monitoring, evaluating & controlling promotion programme

### **Unit - V: Distribution Management**

Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

#### **Essential Books:**

1. Shimp "Advertising and Promotion", 2007, Cengage Learning.
2. George E Belch, Micheal A Belch & Keyoor Purani "Advertising and Promotion", 2010, Tata McGraw Hills, 7th Ed.

#### **Suggested Books:**

3. Shah & D'souze "Advertising & Promotion", 2010, tata McGraw Hills.
4. Iane, King & Russel "Advertising Procedure" 6/c Pearson Publishers.
1. Panda & Sahadev "Sales & Distribution Management", 2008, Oxford University Press, U.P.
2. SHH Kazmi & Satish Batra "Advertising & Sales Promotion", 2009, Excel Publishers.
3. Dr. S. Gupta "Sales & Distribution Management", 2010, Excel Books, 2nd Ed.
4. Krishna K. Havaladar and Vasant M. Cavale "Sales & Distribution Management", 2009, Tata McGraw Hills.
5. Roddy Mullion "Sales Promotion", 2010, Kogan Parge Publishers.

| Course Code   | Course Title                 |   |   |   | Core/Elective                    |     |         |
|---|------------------------------|---|---|---|----------------------------------|-----|---------|
| MB305- 4  | Business Analytics (Systems) |   |   |   | Discipline Specific Elective- II |     |         |
| Prerequisite  | Contact hours per week       |   |   |   | CIE                              | SEE | Credits |
|   | L                            | T | D | P |                                  |     |         |
| -   | 5                            | - | - | - | 40                               | 60  | 5       |
| <p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>To provide in-depth knowledge of handling data and business analytics tools that can be used for decision-making and to understand the role of business analytics within an organization.</li> <li>To acquire knowledge on data warehousing concepts and analyze data mining techniques and understand relationships between the underlying business process of an organization.</li> <li>Acquire knowledge on prescriptive analytics and to understand the various applications of business analytics on different domains.</li> </ol> <p><b>Course Outcomes</b></p> <ol style="list-style-type: none"> <li>Have a clear idea about the basic concepts of business analytics in an organization.</li> <li>Demonstrate detailed knowledge about the role of business analytics in decision making.</li> <li>Distinguish between descriptive, predictive analytics and gaining knowledge on data warehousing and data mining concepts.</li> <li>understand the prescriptive Analytics of linear optimization , non linear programming integer optimization</li> <li>Apply programming using R packages in various functional areas of an organization.</li> </ol> |                              |   |   |   |                                  |     |         |

**Unit - I: Introduction to Business Analytics**

Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Types of Data.

**Unit - II: Descriptive Analytics**

Overview of Description statistics (Central Tendency, Variability), Data Visualization- Definition, Visualization Techniques-Tables. Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.

**Unit - III: Predictive Analytics**

Trend Lines, Regression Analysis - Linear & Multiple, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining - Data Exploration & Reduction, Classification, Association, Cause Effect Modelling.

**Unit - IV: Prescriptive Analytics**

Overview of Linear Optimization, NonLinear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis - Risk and uncertainty methods.

**Unit - V: Programming Using R**

R Environment, R Packages, Reading and Writing data in R, R. functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.

**Essential Books:**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams -Essentials of Business Analytics, Cengage Learning.
2. James Evans, Business Analytics, Pearson, Second Edition, 2017.

**Suggested Books:**

1. Albright Winston, Business Analytics - data Analysis-Data Analysisand Decision Making, Cengage Learning, Reprint 2016.
2. Sahil Raj, Business Analytics, Cengage Learning.

| Course Code  | Course Title                  |   |   |   | Core/Elective |     |         |
|--|-------------------------------|---|---|---|---------------|-----|---------|
| MB306  | Project Synopsis presentation |   |   |   |               |     |         |
| Prerequisite   | Contact hours per week        |   |   |   | CIE           | SEE | Credits |
|  | L                             | T | D | P |               |     |         |
| -  |                               | - | - | 2 |               | 50  | 2       |
| <p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>1. The project work should enable the students to:</li> <li>2. To provide an overview of the research problem, its significance,</li> <li>3. To understand and frame the objectives of the research.</li> <li>4. To provide the student with the cross-section of the suitable research techniques</li> </ol> <p><b>Course Outcomes</b></p> <ol style="list-style-type: none"> <li>1. After successful completion of the Project Work, students will be able to:</li> <li>2. Apply the knowledge of management theories and practices to solve business problems</li> <li>3. Study the existing literature and identify gaps</li> <li>4. Frame suitable objectives</li> <li>5. Identify the useful research techniques</li> </ol> |                               |   |   |   |               |     |         |

### Course Description

The purpose of the project is to enable students to apply their theoretical knowledge to real-world situations and gain practical experience in conducting research. The project involves identifying a research problem, collecting and analyzing data, interpreting the results, and preparing a report summarizing the findings and conclusions.

An MBA project synopsis is a document that outlines the key components of an MBA research project. It provides an overview of the research problem, research objectives, methodology, expected outcomes, and timeline for completion.

The purpose of the MBA project synopsis is to provide a clear and concise summary of the project to stakeholders such as the academic institution, project supervisor, and potential funding agencies. The synopsis serves as a blueprint for the project, outlining the key components and objectives that will guide the research process.

The MBA project synopsis typically includes the following components:

**Introduction:** This section provides an overview of the research problem, its significance, and the objectives of the research.

**Literature Review:** This section summarizes the existing research on the topic, identifying the gaps in knowledge that the project aims to address.

**Research Methodology:** This section outlines the research methods that will be used to collect and analyze data. It includes information on the sample population, data collection methods, and data analysis techniques.

**Expected Outcomes:** This section describes the expected outcomes of the research project, including the key findings and recommendations.

**Timeline:** This section outlines the timeline for completing the project, including key milestones and deadlines.

**References:** This section lists the references used in the literature review and other sections of the project synopsis.

The MBA project synopsis should be written in a clear and concise manner, using language that is accessible to a wide range of stakeholders. It should also be well-structured and formatted, with headings and subheadings that clearly identify the different sections of the document.

**Suggested Books:**

1. C.R. Kothari, Research Methodology, Fourth Edition, New Age International Publishers
2. Deepak Chawla and Neena Sondhi, Research Methodology: Concepts And Cases, Second edition, Vikas Publishing House
3. A Practical Approach To Pg Dissertation, Pharmamed Press/BSP Books
4. Dr Fadi Safieddine, Student's Guide For Final Year Project Thesis, Create Space Independent Publishing Platform; 3rd Edition
5. Stephanie Jones, How to Write Your MBA Thesis (Maastricht School of Management/Series in Intercultural and Global Management)Meyer & Meyer
6. Liberty Chidziwa, Writing Research Proposal for Thesis and Dissertations: A Sample

| Course Code   | Course Title                   |   |   |   | Core/Elective |     |         |
|---|--------------------------------|---|---|---|---------------|-----|---------|
| MB307   | Seminar on contemporary topics |   |   |   |               |     |         |
| Prerequisite  | Contact hours per week         |   |   |   | CIE           | SEE | Credits |
|   | L                              | T | D | P |               |     |         |
| -   |                                | - | - | 2 |               | 50  | 2       |
| <p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>1. To apprise the students with the importance of contemporary business issues</li> <li>2. To bring out the articulated oral presentation of the analysis</li> <li>3. To inculcate the analytical and interactive skills for better decision making</li> </ol> <p><b>Course Outcomes</b></p> <ol style="list-style-type: none"> <li>1. The student will be able to take up contemporary and relevant Business issue for the analysis</li> <li>2. Student will be able to estimate and explain the intricacies of the problem</li> <li>3. Student will be able to articulate and present the issue in multidimensional perspectives.</li> </ol> |                                |   |   |   |               |     |         |

### Course Description

The seminar on contemporary topics provides students with an overview of the field, focusing on contemporary topics and theories. Student has to select any contemporary issue , do the analysis and present the topics.

The students presentation can be supplemented by the appropriate examples, cases and findings. hard and soft copy must be submitted to the department.



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MBA –II year  
IV Semester

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| Course Code  | Course Title                        |   |   |   | Core/Elective                    |     |         |
|--|-------------------------------------|---|---|---|----------------------------------|-----|---------|
| MB401-1  | Financial Risk Management (Finance) |   |   |   | Discipline Specific Elective-III |     |         |
| Prerequisite   | Contact hours per week              |   |   |   | CIE                              | SEE | Credits |
|  | L                                   | T | D | P |                                  |     |         |
| -  | 5                                   | - | - | - | 40                               | 60  | 5       |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>To understand the concept and types of risk that financial institutions are exposed to.</li> <li>To learn about the measurement and management of risk.</li> <li>To learn about the techniques of risk management- financial and non-financial.</li> </ol> <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>Understanding the concerned risk and risk management approaches.</li> <li>Make calculation to find out Car and Var.</li> <li>Differentiate between forwards and futures.</li> <li>Understand the valuation of swaps and hedging mechanism.</li> <li>Find the intrinsic value of options using BOPM and BSOPM</li> </ol> |                                     |   |   |   |                                  |     |         |

### Unit - I: Introduction

The concept of Risk, Nature, Need and scope of risk. Source, measurement, identification and evaluation of Risk. Types of risk-Product market risk and capital market risk. Possible Risk events, Risk Indicators, Risk Management Process-pre-requisites and fundamentals. Misconceptions of Risk. An integrated approach to Corporate Risk Management. Risk management approaches and methods. A comprehensive view of Risk in Financial Institutions. Risk reporting process-internal and external.

### Unit - II: Measurement and Management of Risk

Value at risk (VaR) :The concept, computation, stresses testing, back testing.

Cash flow at risk (CaR) : VaR and CaR to make investment decisions.

Managing risk when risk is measured by VaR or CaR

Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer.

Asset-Liability Management (ALM) : evolution & concept, RBI guidelines.

Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

### **Unit - III: Techniques and Tools of Risk Management: Forward contracts and Futures Contracts**

The concept of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Individuals. Speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

**Forward contracts:** Definition, features and pay-off profile of Forward contract. Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk. Limitations of Forward contract.

**Futures contracts:** Definition. Clearing house, margin requirements, marking to the market. Basis and convergence of future price to spot price. Valuation of Futures contract. Differences between forward contracts and futures contracts. Risk management with Futures contracts - the hedge ratio and the portfolio approach to a risk-minimizing hedge.

### **Unit - IV: Techniques and Tools of Risk Management: SWAPS**

Definition, types of swaps. Interest rate swaps, Currency swaps.

Interest rate Swaps: Mechanics of Interest rate swaps. Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination.

Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Using Currency Swaps to lower borrowing costs in foreign country, to hedge against risk of a decline in Revenue, to hedge against risk of an increase in Cost, to hedge against risk of a decline in the value of an asset, to hedge against risk of a rise in the value of a liability. Pricing of currency swap at origination and valuing of currency swap after origination.

### **Unit - V: Techniques and Tools of Risk Management: Options**

Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binomial option pricing model (BOPM): assumptions - single and two period models. The Black & Scholes option pricing model (BSOPM) : assumptions.

#### **Essential Books:**

1. Dun and Bradstreet, "Financial Risk Management", 2007, TMH, Delhi.
2. Paul Hopkins, Kogan Page, "Fundamentals of Risk Management", 2010, Institute of Risk Management.

#### **Suggested Books:**

1. Ravi Kumar, "Asset Liability Management", Vision Books Pvt. Ltd.
2. David. A. Dubofsky & Thomas. W. Miller, Jr., "Derivatives Valuation and Risk Management", 2003, Oxford University Press.
3. Jean-Philippe Bouchaud and Mark Potters, "Theory of Financial Risk and Derivative Pricing", 2009, 2nd Ed. Cambridge press.

4. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", 7th Ed, Pearson Education.
5. "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006, Taxmann.
6. Peter S. Rose & Sylvia C. Hudgins, "Bank Management & Financial Services", 7th Ed, Tata McGraw-Hill.
7. Rene.M. Stulz, "Risk Management & Derivatives", 2003, Thomson Southwestern.
8. Jayanth Rama Varma, "Derivatives and Risk Management", TMH.
9. Don M. Chance & Robert Brooks, "Derivatives and Risk Management Basics", 2008, Indian Edition, Cengage Learning.
10. M.A.H. Dempster, "Risk Management : Value at Risk and Beyond" 2002, Cambridge press.

| Course Code   | Course Title                           |   |   |   | Core/Elective                    |     |         |
|---|--|---|---|---|----------------------------------|-----|---------|
| MB401-2   | Performance Management(Human Resource) |   |   |   | Discipline Specific Elective-III |     |         |
| Prerequisite  | Contact hours per week                 |   |   |   | CIE                              | SEE | Credits |
|   | L                                      | T | D | P |                                  |     |         |
| -   | 5                                      | - | - | - | 40                               | 60  | 5       |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>To offer an understanding of various approaches to measure performance.</li> <li>To facilitates studying different methods of performance appraisal.</li> <li>To study various performance appraisal methods and performance improvement.</li> </ol> <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>Understand the concept of performance management and different advantages of implementing well-designed.</li> <li>Understand performance management is ongoing process, such as performance planning process, performance review and analysis.</li> <li>Understand different approaches to performance measurement.</li> <li>Design a performance management system, with competency mapping and pay plans.</li> <li>Evaluate the performance metrics and models.</li> </ol> |  |   |   |   |                                  |     |         |

### Unit - I: Introduction

Definition, concerns and scope of PM, Performance Appraisals. Determinants of job performance. Mapping, process, sequence and cycle of PM. Performance planning and Role clarity. KPAs Performance Targets. Trait, Behavior and Results approaches to measuring performance. The impact of HRM practices on performance.

### Unit - II: Performance Appraisal

Assessment center- psychometric tests, Role Play- Self appraisal -360 Degree appraisals - Rating-less appraisals for the future of PMS. Critical incidents worksheet, Combining behaviour and outcomes, Attribution theory-Casual matrix. Diagnosis and Performance improvement, Performance review, Performance analysis.

### Unit - III: Performance of Bench marking

Human Information processing and performance loop, performance shaping factors - Yerkes Dodson's Law- Corporate performance management-EFQM Excellence model-Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line Managers and Employees.

#### **Unit- IV: Competency mapping and Pay Plans**

Competency Mapping - Mercer's Human Capital Wheel-Human Asset worth estimator and Accession rate-CIPD Human Capital framework, Performance, Competence and Contribution related pay models. Cafeteria benefits plan, call back pay. The McBer Generic managerial competency model Competency causal flow model- Competency gap-Competency Assessment-Balanced Score Card framework.

#### **Unit - V: Performance Metrics and Models**

Performance measures pyramid, Steps for designing metrics, Wang Lab, Smart pyramid, Conceptual, DHL, RCN Models of PM, Gilbert's performance matrix and Behavior Engineering model. Direction of trouble shooting with Behaviour model - Mager and Pipes trouble shooting model- ATI performance improvement model, Spangenberg's integrated model of PM, Sears model for organizational performance.

#### **Essential Books:**

1. Michael Armstrong, "Performance Management", 2010, Kogan Page.
2. Robert L Cardy, "Performance Management", 2008, PHI

#### **Suggested Books:**

1. A.S. Kohli & T. Deb, "Performance Management", 2009 Oxford.
2. H. Aguinis, "Performance Management", 2009 Pearson.
3. T.V. Rao, "Performance Management & Appraisal System", 2008, Sage.
4. A.M. Sarma, "Performance Management Systems", 2010 HPH
5. B.D. Singh, "Performance Management Systems", 2010 Excel books.
6. S.N. Bagchi, "Performance Management", 2010 Cengage.
7. M. Armstrong, "Performance Management & Development", 2010, Jaico
8. Prem Chadha, "Performance Management", 2009, Macmillan.
9. Joe Willmore, "Performance Basics", 2004, ASTD Press.

| Course Code  | Course Title                   |   |   |   | Core/Elective                    |     |         |
|--|--------------------------------|---|---|---|----------------------------------|-----|---------|
| MB401-3  | Consumer Behaviour (Marketing) |   |   |   | Discipline Specific Elective-III |     |         |
| Prerequisite   | Contact hours per week         |   |   |   | CIE                              | SEE | Credits |
|  | L                              | T | D | P |                                  |     |         |
| -  | 5                              | - | - | - | 40                               | 60  | 5       |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To give perspective of consumers and their buying behavior patterns.</li> <li>2. To help them to acquire knowledge to design market research studies for the mutual benefit of consumers and the organizations.</li> <li>3. To address the importance of subculture and global consumer culture as marketing opportunities.</li> </ol> <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Apply theories of consumer behavior to the formulation of effective marketing strategy for better consumption behavior.</li> <li>2. Recognize market trends based on current research related to consumer behavior.</li> <li>3. Analyze the challenges that might influence the formulation of effective Marketing Strategies from a consumer behavior perspective.</li> <li>4. Understand that the impact of socio cultural settings on the consumption behavior.</li> <li>5. Identify the dynamics of human behavior and the basic factors that influence the consumer's decision process.</li> </ol> |                                |   |   |   |                                  |     |         |

### Unit - I: Introduction to Consumer Behaviour

Contemporary Dimensions of Consumer Behaviour, CB research process, Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.

### Unit - II: Theories of Consumer Behaviour

Learning principles and their marketing implications; Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

### Unit - III: Impact of Culture on Consumer Behaviour

Social and cultural settings : Culture, Sub-culture and Cross culture and Cross cultural marketing practices. Family Life Cycle - 1, 2, 3 and reference groups - Life Style influences.

### Unit - IV: Consumer Behaviour Decision

Consumer decision making: Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, customer action and disposal of products.

## **Unit - V:Models of Consumer Behaviour**

Modeling Behaviour Traditional Models, Contemporary Models. Generic Model of Consumer Behaviour, Howard Sheth Model, Engel, Blackwell and Rao - Lilien model. Consumerism.

### **Essential Books:**

1. Schiffman and Kannik, "Consumer Behaviour", 2004, Pearson Education / PHI
2. Blackwell, R. Miniard PW and Engel, "Consumer Behaviour", 2005 Thomson Learning

### **Suggested Books:**

1. Sheth and Mittal, "Consumer Behaviour", 2004, Thomson Learning.
2. Stish Batra, "Consumer Behaviour", 2009, Excel Books New Delhi.
3. Gary Lilien, "Marketing Models", 2000, PHI.



| Course Code   | Course Title                           |   |   |   | Core/Elective                    |     |         |
|---|--|---|---|---|----------------------------------|-----|---------|
| MB401-4   | Data Base Management Systems (Systems) |   |   |   | Discipline Specific Elective-III |     |         |
| Prerequisite  | Contact hours per week                 |   |   |   | CIE                              | SEE | Credits |
|   | L                                      | T | D | P |                                  |     |         |
| -   | 5                                      | - | - | - | 40                               | 60  | 5       |
| <b>Course Objectives</b><br>1. To Present an introduction to database management system, with emphasis on how to organize, maintain, retrieve – efficiently and effectively – information from a DBMS.<br>2. To explain basic database concept, applications, data models, schemas and instances.<br>3. Describe the basics of SQL construct queries using SQL in database creation and interaction.                      |  |   |   |   |                                  |     |         |
| <b>Course Outcomes</b><br>1. Student can apply basic concept of Database Systems and Applications<br>2. Design a relational database management system<br>3. Facilitate students in Database design and also to familiarize issues of concurrency control and transaction management in DBMS<br>4. Understands the data mining, data warehousing and multimedia database<br>5. Understand and implement the SQL Commands. |  |   |   |   |                                  |     |         |

### Unit - I: Database Concepts and Modeling

Introduction - data, database, DBMS Database users and administrators, history of database systems, overview of Client/Server Technology: 3 Tier architecture, data modeling, hierarchical, network, object oriented,. Relational Data structure : tuple, attributes, set; relational algebra operators, entity relationship diagrams, design of E-R Schema, E-R Schema to tables.

### Unit -II: Relational Database management system

Introduction of RDBMS ,Advantages and limitations of RDBMS, EFCodd's rules ,Definition of SQL, DDL, Constraints, integrity constraints, domain, referential integrity Elementary operations, set operations, aggregate functions, null values, nested sub queries, derived relations, views, joined relations. Functional dependence: normal forms.

### Unit - III: Transaction Processing

Transaction concepts, Transaction states , properties of Transaction: atomicity, durability, isolation, Consistency .Serializability, concurrency control, locking, deadlock, handling, recovery systems, log based shadow paging.

### Unit: IV: Distributed and Special Database

Introduction to distributed databases ,Distributed data storage, network transparency, distributed query processing, commit protocols, concurrency controls, deadlock handling. Data analysis, data mining, datawarehousing, spatial and geographical, multimedia database, mobility and personal database, distributed information system, World Wide Web., OLAP.

### **Unit - V: ORACLE**

Introduction : SQL-SQL commands for data definition & data manipulation, views-procedures indexing, PL/SQL, forms design process, triggers, SQL-report writer, SQL menus, Approach and Advantages - Exception Handling - Procedures - Functions - Packages - Triggers.

#### **Essential Books:**

1. Lee Chao, "Database Development and Management", 2016, Special Indian Ed. Aurebach Publications.
2. Abraham Shbershatz, Henry F. Korth & S Sudershan - "Database System Concepts", McGraw Hill. 2015.

#### **Suggested Books:**

1. Rob & Coronel., "Database Systems", Thomson, 2015.
2. Page, Jr. Special edition Using Oracle 8/8i, Prentice Hall - 2015
3. Narayan S. Umanath & Richard W. Scamwell, "Data Modeling and Data Base Design", Thomson India Edition. 2014.
4. Lemme & Colby, "Implementing and Managing Oracle Databases", Prentice Hall- 2014.
5. Hansen & Hansen, "Database Management & Design", Prentice Hall. 2014

## **RDBMS - LAB ORACLE - PRACTICAL SYLLABUS**

1. Creating Tables & Applying All Constraints
2. Inserting Data into Tables
3. Updating Tables
4. Alias Table
5. Deleting Data from Table
6. Drop Table
7. Working with All SQL Queries using functions(Number, string functions etc.)
8. Working with sub queries
9. Working with Joins
10. Creating Views
11. Creating Objects  
(i.e. Cluster, Synonyms, Indexes etc.)
12. Writing PL/SQL programs
13. Creation of Cursors.
14. Creation of Functions
15. Creation of Procedures.
16. Creation of Triggers.
17. Generation of SQL Report
18. Creating forms and working with different objects.
19. Graphics.
20. Reports.

| Course Code   | Course Title                    |   |   |   |     | Core/Elective                   |         |
|---|---------------------------------|---|---|---|-----|---------------------------------|---------|
| MB402-1   | Banking and Insurance (Finance) |   |   |   |     | Discipline Specific Elective-IV |         |
| Prerequisite  | Contact hours per week          |   |   |   | CIE | SEE                             | Credits |
|   | L                               | T | D | P |     |                                 |         |
| -   | 5                               | - | - | - | 40  | 60                              | 5       |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>To provide an overview of the structure of banking and insurance business in India</li> <li>To describe the products and services in Banking and Insurance.</li> <li>To highlight the regulatory changes and innovation in the banking and insurance sector.</li> </ol> <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>Learn about the performance of banks in India.</li> <li>Learn about the source and uses of banks in India.</li> <li>Understand the latest innovations in banking system.</li> <li>Understand the role and importance of insurance, its types, and principles.</li> <li>Study in-detail about life insurance and general insurance including their types.</li> </ol> |                                 |   |   |   |     |                                 |         |

### Unit - I: Introduction to Banking

Structure of Indian Banking system - scheduled commercial banks, foreign banks; commercial banks versus payment banks; Types of banking - universal banking, wholesale banking, private banking, retail banking; Evolution of Banking in India - nationalization, banking reforms; financial intermediation by banks; Role of commercial banking and economic development, RBI, Banker - Customer relationship, Functions of a Bank, Banking Sector and organization of Banks; Different types of accounts, Various services offered by banks, Sources of risk in banks; Analyzing banks' financial statements.

### Unit - II: Uses of Bank Funds

Features of Bank Credit, Different types of accounts, steps to be followed in the assessment of credit worthiness of a prospective borrower, the credit process and management, different types of loans and their features, Loan Pricing: The basic model, pricing of fixed & floating rate loans, cost-benefit, loan pricing, Customer Profitability Analysis, NPAs : - concept of gross and net NPAs, causes, implications & recovery of NPAs., Priority sector lending.

### Unit - III: Regulation and Innovations in Banking System

Regulation of Bank Capital: The need to regulate Bank Capital: Concept of Economic Model, concept of Regulatory Capital, Basel Accords I, II and III; Banking innovations: - Core Banking Solution, Retail Banking- Products & Services -

Nature, Scope, Future and Strategies., Plastic Money, National Electronic Funds Transfer,

ATM, Mobile Banking, M. Wallets, Net Banking; UPI, CBDC, Payment & Settlement systems in Banks - Clearing and Gateways, Bancassurance.

#### **Unit - IV: Introduction to Insurance**

Definition and nature of Insurance, Role and importance of Insurance, History and Development of Insurance, Risk Management and the Role of Insurance, Features of Insurable risk; Principles of insurance; Legal aspects of Insurance Contract, Functions of Insurers, Types of Insurers, Reinsurance, Prospects of Insurance Companies, Overview of IRDA

#### **Unit - V: Life Insurance and General Insurance**

The concept of Life Insurance, Life Insurance Products - Traditional and Market Related., Pension Plans, Group Insurance, Insurance for the underprivileged; Tax treatment of Life Insurance; Claims settlement, Distribution channel Marketing intermediaries; General Insurance types - Health and accident, Motor, Fire, Credit and Crop.

#### **Essential Books:**

1. Introduction to Banking, Vijayaragavan Iyengar, Excel Books, 2009.
2. Banking and Insurance, O.P. Agarwal, Himalaya Publishing, 2010.

#### **Suggested Books:**

1. Bank Management & Financial Services, Peter. S. Rose & Sylvia. C.Hudgins, Tata McGraw Hill 2010, 7th Edition.
2. Bank Financial Management, IIBF, Macmillan 2010.
3. Management of Banking & Financial Services, Padmalatha Suresh & Justin Paul, Pearson, 2<sup>nd</sup> Edition.
4. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition, 2003, 9th Edition.
5. Indian Insurance - A Profile , H. Narayanan, Jaico Publishing House, 2008.
6. Risk Management & Insurance, S. Arunajatesan, T.R. Viswanathan, Macmillan 2009.
7. Introduction to Risk Management & Insurance, Mark. S. Dorfman, Prentice - Hall of India Private Limited - 2007, 8th Edition.
8. Insurance - Principles and Practice, M.N. Mishra and S.B. Mishra, S.Chand, 16<sup>th</sup> Edition.

| Course Code   | Course Title                                     |   |   |   | Core/Elective                    |     |         |
|---|--|---|---|---|----------------------------------|-----|---------|
| MB402-2   | Talent and Knowledge Management (Human Resource) |   |   |   | Discipline Specific Elective- IV |     |         |
| Prerequisite  | Contact hours per week                           |   |   |   | CIE                              | SEE | Credits |
|   | L  | T | D | P |                                  |     |         |
| -   | 5  | - | - | - | 40                               | 60  | 5       |
| <p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>To offer knowledge on various approaches to talent and knowledge management in business organizations.</li> <li>To facilitate discussion on a variety of institutional strategies and models for dealing with talent and knowledge Management.</li> <li>To understand the impact of Knowledge and Talent Management on Individual and the organization as a whole.</li> </ol> <p><b>Course Outcomes</b></p> <ol style="list-style-type: none"> <li>Understand the meaning and importance of Talent Management in building an effective talent management strategy.</li> <li>Identify Competency in designing a valid competency model</li> <li>Evaluate Knowledge Management and study the key processes in knowledge intensive firms</li> <li>Ideologize Knowledge Management Infrastructure along with its approaches</li> <li>Analyze the impact of Knowledge Management on the entire Organization.</li> </ol> |  |   |   |   |                                  |     |         |

### Unit - I: Introduction to Talent Management

Meaning and importance of talent management. Designing and building a talent reservoir segmenting the Talent Reservoir. Talent Management Grid. Creating a talent management system. Institutional strategies for dealing with talent management.

### Unit - II: Competency and Talent Management

Competency- meaning, characteristics, types-Steps in developing a valid competency model. Talent management. Information systems. Developing a talent management information strategy., Role of leaders in talent management.

### Unit -III: Introduction to Knowledge management

The nature of knowledge management-Alternative views of knowledge. Types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. Key processes in knowledge intensive firms.

## **Unit - IV: Approaches to Knowledge Management**

Knowledge management framework of Hansen-Earl's seven schools of knowledge management  
Alvesson and Karreman's knowledge management approaches. Knowledge management solutions, mechanisms and systems. knowledge management infrastructure.

## **Unit - V: Impact of Knowledge Management**

Organizational impacts of knowledge management on people, processes, products and organizational performance. Factors influencing knowledge management. knowledge management assessment of an organization-importance, types of timing. Knowledge discovery systems

### **Essential Books:**

1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", 2004. Tata McGraw Hill edition.
2. Ed by Larry Israelite. "Talent Management", ASTD Press.

### **Suggested Books:**

1. Sajjad M Jasmuddin, "knowledge management", 1st ed. 2009 Cambridge.
2. Stuart Barnes, "knowledge management Systems", Ed., Cengage Learning.
3. Irma Becerra-Fernandez, Avelino Gonzale and Rajiv Sabherwal "knowledge management", 2009, Pearson Education Inc.
4. Donald Hislop, "knowledge management in Organizations", 2009, Oxford University Press, Second edition.
5. Sudhir Warier, "knowledge management", Vikas Publishing House Pvt. Ltd.
6. Thorne & Pellant, "The Essential Guide to Managing", Viva Books.
7. Stuart Barnes (Ed) "knowledge management Systems", Cengage Learning.

| Course Code  | Course Title                              |   |   |   | Core/Elective                    |     |         |
|--|---|---|---|---|----------------------------------|-----|---------|
| MB402-3  | Services and Global Marketing (Marketing) |   |   |   | Discipline Specific Elective- IV |     |         |
| Prerequisite   | Contact hours per week                    |   |   |   | CIE                              | SEE | Credits |
|  | L   | T | D | P |                                  |     |         |
| -  | 5   | - | - | - | 40                               | 60  | 5       |
| <p><b>Course Objectives:</b></p> <ol style="list-style-type: none"> <li>1. To familiarize students with characteristics of services, their implications on service Delivery.</li> <li>2. To make the students understand the concepts of services.</li> <li>3. To provide insight into the marketing mix for services and service quality.</li> </ol> <p><b>Course Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Understand overview of services and its significance.</li> <li>2. Understand concepts of service, challenges in delivering quality services and retail industry trends.</li> <li>3. Apply suitable marketing mix for services depending upon sector. Equipped with strategies to succeed in dealing with characteristics of services and relationship among the stakeholders.</li> <li>4. Understand the Global Marketing environment</li> <li>5. Analyze Global Product Planning and identifying the global customer needs and satisfying global customers.</li> </ol> |   |   |   |   |                                  |     |         |

### Unit - I: Service

Concepts, Scope of Services. Goods - Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of service.

### Unit - II: Service marketing Mix

Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality Dimensions of quality. Understanding Quality Management. Measuring service Quality.

### Unit - III: Strategies for Marketing

Overview, strategies for dealing with intangibility, inventory, inconsistency and inseparability, Building Customer Relationship through Segmentation and retention strategies. Service Marketing Triangle - External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing.



## **Unit - IV: Introduction to Global Marketing**

Importance of Global Markets Consumer Markets - The Environment of Global Marketing - Cultural Environment - Economic. Environment-Demographic Environment-political and Government Environment- Technological Environment.

## **Unit - V: International Brands and International Products**

Identifying Global customer needs - Satisfying Global Customers - Coordinating Marketing Activities - Global Product Planning - Product Objectives - New Products in Global Marketing - Distinction between Global Marketing and Indian Marketing.

### **Essential Books:**

1. Govind APTC Services MKT., Oxford Lee & Carter, Global Marketing, Oxford.
2. Rampal M.K and Gupta S.L., Services Marketing Concepts, Applications and Cases, 2000

### **Suggested Books:**

1. Lovelock, Chatterjee, "Services Marketing People, Technology Strategy", 2006, 5th Ed., Pearson Ed.
2. Francis Cherunilam, "International Marketing", 2008, HPH, Mumbai, 11<sup>th</sup> Ed.
3. Sreeramulu & Neelakantam, International Marketing, Paramount Publications, 2013.
4. Kate, Jean Pierre, H. David, "International Marketing, 2008, Cengage Learning, India Pvt. Ltd. New Delhi.
5. Philip R. Careora, John L. Graham, Prashant Salwan, "International Marketing", Tata McGraw Hill Pvt. Ltd. New Delhi.
6. S.M. JHA, "Services Marketing", 2009, HPH. Mumbai.
7. P.K. Vasudeva "International Marketing", 4<sup>th</sup> Ed Excel Books, New Delhi.

| Course Code   | Course Title                          |   |   |   | Core/Elective                    |     |         |
|---|---------------------------------------|---|---|---|----------------------------------|-----|---------|
| MB402-4   | Software Project Management (Systems) |   |   |   | Discipline Specific Elective- IV |     |         |
| Prerequisite  | Contact hours per week                |   |   |   | CIE                              | SEE | Credits |
|   | L                                     | T | D | P |                                  |     |         |
| -   | 5                                     | - | - | - | 40                               | 60  | 5       |
| <p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>To provide an overview and importance of application of project management tools</li> <li>To provide techniques to software projects</li> <li>To study project management and control techniques</li> </ol> <p><b>Course Outcomes</b></p> <ol style="list-style-type: none"> <li>Understands the project planning and application of software products</li> <li>Recognizes the project evaluation and cost estimation</li> <li>Understands the project sequencing and Scheduling</li> <li>Recognizes the importance of project management and control</li> <li>Recognizes the staffing in software projects</li> </ol> |                                       |   |   |   |                                  |     |         |

### **Unit - I: Introduction to Software Project Management**

Project definition, Importance of Software Project Management, Software Project versus other types, activities covered by Software Project Management, categorizing software products, overview of project planning, step wise project planning.

### **Unit - II: Project Evaluation and cost estimation**

Strategic Assessment-Technical Assessment - Cost Benefit Analysis - Cash Flow Forecasting -Cost Benefit Evaluation Techniques - Risk Evaluation - Basics of Softwareestimation - Effort and Cost estimation techniques - COSMIC Full functionpoints - COCOMO II-a Parametric Productivity Model - Staffing Pattern.

### **Unit - III: Activity Planning**

Objectives of Activity planning - Project schedules - Activities - Sequencing and scheduling - Network Planning models Forward Pass & Backward Pass Techniques - Critical path (CRM) method - Risk identification - Assessment - Monitoring - PERT technique – Monte Carlo simulation, Resource Allocation - Creation of critical patterns – Cost schedules.

### **Unit - IV: Project Management and Control**

Framework for Management and control - Collection of data, Project termination - Visualizing, progress - Cost monitoring - Earned Value Analysis - Project tracking - Change control - Software - Configuration Management - Managing contracts – Contract Management.

### **Unit - V: Staffing in Software Projects**

Managing people – Organizational behavior - Best methods of staff selection - Motivation - The Oldham-Hackman job characteristic model - Ethical and Programmed concerns - Working in teams - Decision making - Team structures - Virtual teams – Communications genres - Communication plans.

#### **Essential Books:**

1. Bob Hughes, Mike Cotterell and Rajib Mall : Software Project Management - Fifth Edition, Tata McGraw Hill, New Delhi, 2012.
2. Robert K. Wysocki “Effective Software Project Management” – Wiley Publication, 2011.

#### **Suggested Books:**

1. Walker Royce : Software Project Management” - Addison - Wesley, 1998
2. Gopalswamy Ramesh, “Managing Global Software Projects” – McGraw Hill Education (India), Fourteenth Reprint 2013.
3. Jalote, “Software Project Management in practice”, Pearson Education, 2002.

| Course Code   | Course Title            |   |   |   | Core/Elective |     |         |
|---|-------------------------|---|---|---|---------------|-----|---------|
| MB403   | Project Work Evaluation |   |   |   |               |     |         |
| Prerequisite  | Contact hours per week  |   |   |   | CIE           | SEE | Credits |
|   | L                       | T | D | P |               |     |         |
| Project synopsis  |                         | - | - | 5 |               | 100 | 5       |
| <p><b>Course Objectives</b></p> <p>The project work should enable the students to:</p> <ol style="list-style-type: none"> <li>1. To provide an opportunity to the student to field test the learning</li> <li>2. To understand and implement learning from their previous courses and to experience the way in which organizations function in a given environment</li> <li>3. To provide student with on the job learning and to sensitize them with real time business opportunities and communications</li> </ol> <p><b>Course Outcomes</b></p> <p>After successful completion of the Project Work, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Apply the knowledge of management theories and practices to solve business problems</li> <li>2. Present the facts and figures for critical analysis</li> <li>3. Make critical analysis for data-based decision making</li> <li>4. Suggest practical solutions for the identified problems</li> <li>5. Give logical conclusion from the work conducted</li> </ol> |                         |   |   |   |               |     |         |

### Course Description:

A project work is a planned and definitely formulated piece of study involving a task or problem taken up by the learner, either individually or in a group, to supplement and apply classroom and internship transactions. The Project work consists of selecting a Topic / Problem / Theme in any area of management, gather relevant data, analyze and interpret the same in a systematic and scientific manner.

It involves conducting in-depth research on a specific topic or problem, applying theoretical concepts and frameworks learned during the MBA program to real-world situations.

The project work is typically divided into several stages, including:

**Research problem identification:** Students are required to identify a research problem or question that they wish to explore in-depth. This involves conducting a review of relevant literature, analyzing industry trends and data, and consulting with stakeholders.

**Research proposal:** Once the research problem has been identified, students are required to develop a research proposal outlining the objectives, methods, and expected outcomes of the project. The proposal serves as a blueprint for the project and is subject to approval by the

academic institution.

**Data collection:** After the proposal is approved, students begin the data collection process. This may involve conducting surveys, interviews, or focus groups with stakeholders, analyzing financial or marketing data, or other forms of data collection.

**Data analysis:** Once the data is collected, students analyze it using appropriate statistical methods and tools. This involves identifying patterns and trends, testing hypotheses, and drawing conclusions based on the data.

**Findings and conclusions:** Based on the data analysis, students develop findings and conclusions that address the research problem or question. This involves synthesizing the data, drawing inferences, and making recommendations.

**Report writing:** Finally, students write a comprehensive report that summarizes their research findings, conclusions, and suggestions. The report should be well-structured, clearly written, and supported by evidence.

The project work is a significant undertaking that requires students to apply theoretical concepts and frameworks learned during the MBA program to real-world situations.

**Suggested Books:**

1. C.R. Kothari, Research Methodology, Fourth Edition, New Age International Publishers
2. Deepak Chawla and Neena Sondhi, Research Methodology: Concepts And Cases, Second edition, Vikas Publishing House
3. A Practical Approach To Pg Dissertation, Pharmamed Press/BSP Books
4. Dr Fadi Safieddine, Student's Guide For Final Year Project Thesis, Create Space Independent Publishing Platform; 3rd Edition
5. Stephanie Jones, How to Write Your MBA Thesis (Maastricht School of Management/Series in Intercultural and Global Management)Meyer & Meyer
6. Liberty Chidziwa, Writing Research Proposal for Thesis and Dissertations: A Sample Research Proposal for MBA Students, Createspace Independent Pub

| Course Code  | Course Title            |   |   |   | Core/Elective |     |         |
|--------------|-------------------------|---|---|---|---------------|-----|---------|
| MB404        | Comprehensive Viva-Voce |   |   |   |               |     |         |
| Prerequisite | Contact hours per week  |   |   |   | CIE           | SEE | Credits |
|              | L                       | T | D | P |               |     |         |
| -            |                         | - | - | - |               | 100 | 5       |

### Course Objectives

1. To assess the overall knowledge of the student acquired over 2 years of study in the MBA program
2. To recall the concepts of all the subjects

### Course Outcomes

1. This course will help students in comprehending their management knowledge and refreshing fundamental concepts of different subjects
2. Improve their understanding of different subjects learnt in previous semesters.
3. Recall and Refresh fundamental concepts which they learn in different subjects.
4. Enhance their interview facing skills

### Course Description

The scope of the questions will be from all the courses a student has studied for all the four semesters put together. The area of the viva-voce includes Open Electives, Discipline Specific electives, core papers studied by the students and any interdisciplinary course as well. Comprehensive oral examination will be conducted.

**Books for Reference:** All the books of all the semesters