

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- To enable the student to acquire fundamental knowledge of Management
- To introduce the concepts of organization and management
- To ensure the understanding of different principles, functions and process of Management

**Unit I: Introduction to Organisation and Management: (10)**

Organisation: - Definition and nature of organisations – characteristics- Types of organisations: Formal and informal - Management: Definition and Characteristics. Management as an Art, Science and Profession. Concept of efficiency and effectiveness – Functions of Management: Planning, Organizing, Staffing, Leading, and controlling – Approaches: An Overview of Classical, Human Relations and Systems Approaches- Fayol’s Principles of Management.

**Unit II: Planning and Decision Making: (10)**

Types of Plans – MBO - Decision Making: Decision Making Process, Types of Decisions - Decision Making Models: Classical, Administrative and Political - Group Decision Making Techniques: Brain Storming, Delphi, Nominal Group Technique, Lotus Blossom Technique

**Unit III: Organizing: (10)**

Departmentation: Product, Functional, Matrix and other bases for Departmentation, Team based, Virtual, Boundary-less and Learning Organization - Authority and Responsibility: Bases for authority, power and responsibility, distinctions - Delegation and Decentralization: Concept, Barriers and Overcoming barriers to delegation, factors pointing to decentralization - Span of Management: Factors influencing Span, Span and Organisation Structure - Line and Staff: Concepts and conflicts, resolution of conflicts.

**Unit IV: Leadership and Controlling: (10)**

Direction: Elements - Motivation: Nature of Motivation, motivators, financial and non-financial.- Leadership: Nature, Trait and Charismatic approach, leadership styles, Ohio and Michigan studies, Managerial Grid – Communication: Process, types and barriers. – Coordination: Nature, methods and techniques. – Controlling: Control process, types-Problems, Requisites of Good Control System.

## **Unit V: International Management: (08)**

International Management: Challenges of present day management - Factors influencing International Management-International Organisational design: Organisational structures in international organisations. - Leadership in international organisations: Leadership traits and preferences in international organisations. - Communication in international organisations: Communication in International Organisations.

### **Text Books:**

1. Wehrich Heinz, Cannice V Mark and Koontz Harold, 2008, Management: A Global and Entrepreneurial Perspective, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Cullen B John and Praveen K Parboteeah, 2005, International Management: A Strategic Perspective, Cengage Learning India Private Limited, New Delhi.

### **Reference Books:**

1. Daft L.Richard, 2006, The New Era of Management, Thomson Corporation, New Delhi.
2. Robbins P Stephen and Decenzo A David, 2006, Fundamental of Management: Essential Concepts and Applications, Pearson Education, New Delhi, p 53.
3. Sridhara Bhat, 2005, Management and Behavioural Process: Text and Cases, Himalaya Publishing House, Hyderabad.
4. Satya Raju, R and Parthasarathy, A, 2005, Management: Text and Cases, Prentice Hall of India Private Limited, New Delhi.
5. Hill W L Charles and McShane L Steven, 2008, Principles of Management, Tata McGraw Hill Company Limited, New Delhi.

### **Course Learning Outcomes:**

*After completion of the course, the student will be able to*

- Demonstrate an ability to apply general management know-how in practical business situations.
- Integrate critical thinking as a foundation for effective decision-making.
- Demonstrate knowledge in various concepts of Organising.
- Identify tactics for handling and conflict in Organisation.
- Analyze and apply leadership theories.
- Apply the concepts and approaches to analyse and master contemporary management problems.

**P14MB102**

**BUSINESS ENVIRONMENT**

**Class:** MBA I Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- *To understand the concept of Business environment;*
- *To explain the influence of the various factors on business;*

**Unit I - Business and its Environment (8)**

Concept of Business Environment - Characteristics of Business Environment - Significance - Environmental Scanning - Process - Techniques of Environmental Scanning - Practices of Environmental Scanning.

**Unit II - Economic Environment (10)**

Economic Systems - Nature, Growth and Role of Public Sector - Privatization - Nature and Objectives - Privatisation Routes - Disinvestment - Globalization - Nature and Rationale - Multinational Corporations - India & WTO - Fiscal and Monetary Policy - Foreign Direct Investment - Mergers and Acquisitions - Business Process Outsourcing - Competition Policy.

**Unit III - Industry Analysis (9)**

Industry Analysis - Economic Reforms and Competitive Environment - Business Environment and Current Issues - Airlines Industry, Mobile Services, Software Industry, Steel Industry, Cement Industry, Passenger Cars, Two -wheelers, Pharmaceutical Industry, Organised Retailing, Express Services Industry

**Unit IV - Political, Social & Cultural Environment (10)**

Political Institutions - Legislature, Executive, Judiciary and Judicial Activism - Culture and Business Ethics - Social Responsibility of Business - Nature, Models and Strategies - Corporate Governance & Corporate Social Responsibility - Social Audit - Ecology and Business - Nature of Physical Environment - Impact on Business.

**Unit V - Technological Environment (8)**

Technological Environment - Features and Impact on Technology - Technology and Society - Restraints on Technological Growth - Status of Technology in India - Technology Policy.

### **Textbooks**

1. Aswathappa : Essentials of Business Environment, Himalaya Publishing House.
2. Justin Paul: Business Environment-Text and Cases, The McGrawHill.

### **Reference Books:**

1. Misra & Puri: Economic Environment of Business, Himalaya Publishing House.
2. Mathew: Business Environment, RBSA Publications.
3. Adhikary: Economic Environment of Business, RBSA Publications.
4. Sengupta: Government and Business, Vikas Publishing House, New Delhi.

### **Course Learning Outcomes:**

- Understand the Business Environment.
- Analyze Economic environmental, Industrial analysis, political, social, Cultural and Technological Environment.

**Class:** MBA I Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- To highlight the significance of Managerial Economics in Managerial Decision Making;
- To outline the basic tools and techniques of economic analysis useful for business decisions;
- To explain different types of competitive situations of a business firm in the market for gaining competitive advantage; and.

**Unit I-Introduction (8)**

Nature, Scope and Significance of Managerial Economics- Tools and Techniques of Analysis- Theory of Firm- Alternatives- Objectives of Firm- Functions of Managerial Economist in Business Firm- Impact of Information Technology on Managerial Economics- Economic factors influencing and decision making.

**Unit II- Demand Analysis (10)**

Demand Analysis- Significance- Demand Functions- Law of Demand- Elasticity of Demand- Supply Analysis, Supply function, Elasticity of Supply- Significance of Elasticity Demand in Pricing Decision- Demand Forecasting- Techniques of Demand Forecasting, Supply Function, Elasticity of Supply, Significance of Supply Elasticity. (Simple Problems).

**Unit III- Cost and Production Analysis (10)**

Cost Analysis- Types of Costs and their impact on Management- Behaviour of Short run Average Cost Curves (SAC)- Behaviour of Long run Average Cost Curve (LAC)- Cost - Production function- Types of Production Function, Linear, Quadratic, Cubic, Power and Cobb-Douglas- Managerial uses of Cost and Production function.

**Unit IV- Market Analysis (11)**

Structure of Competition- Features of Perfect Competition- Types of Imperfect Competition- Features of Monopoly- Negative consequences of Monopoly- Oligopoly Competition- Monopolistic Competition- Price and Output in different competitive situations-Pricing Method Dual Pricing- Administered Price- Subsidies- Trend towards Monopolistic Competition.

**Unit V- Profit Analysis(6)**

Profit Analysis- Nature, Significance and Theories of Profits- Functions of Profit- -Profit-earning Vs Profiteering- Profits for Control- Profit Performance Chart- Du Pont Control Chart-Profit Policies- Business Cycle.

**Textbooks:**

1. Varshney & Maheshwari, *"Managerial Economics"*, Sultan Chand & Sons, New Delhi.
2. P.L. Mehta, *"Managerial Economics"*, Sultan Chand & Sons, New Delhi.

**Reference Books:**

1. D. M Mithani, *"Managerial Economics"*, Himalaya Publishing House.
2. Joel Dean, *"Managerial Economics"*, Prentice Hall, New Delhi.
3. Mote, Paul & Gupta, *"Managerial Economics- Concepts and Cases"*, McGraw Hill, New Delhi.

**Course Learning Outcomes:**

*After completion of the course, the student will be able to*

- *Understand the Economic Factors influencing on decision making Process.*
- *Understand the Demand and Supply Elasticity and Its Equation.*
- *Contrast the Decision Making Process across industries characterized by perfect competition, Monopoly and Oligopoly.*

Class: MBA I Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- To provide Basic understanding about Accounting Process; and
- To expose to latest trends in Corporate Accounting Practices.
- To Expose the student to Financial Statement Analysis

**Unit I: Introduction (12)**

Accounting and Economic Decisions- Processing Transactions- Basic Accounting Concepts and Conventions -Accounting Cycle-Journal Ledger-Trial Balance- Accounting for Merchandising Transactions- Internal Control Systems relating to Cash and Receivables.

**Unit II: Preparation of Financial Statements (8)**

Preparation of Financial Statements- Profit and Loss Account- Balance Sheet- Measuring Business Income-Completing Accounting Cycle- Corporate Financial Reporting.

**Unit III: Accounting for Inventories (6)**

Accounting for Inventories- Inventory Valuation- Pricing the Inventory-Specific Identification Method- First in First Out Method- Last In First Out Method- Weighted Average Method- Accounting for Manufacturing Costs-Direct Costing and Absorption Costing.

**Unit IV: Accounting for Fixed Assets (10)**

Accounting for Fixed Assets- Determining Cost of Acquisition- Accounting for Depreciation- Methods of Depreciation- The Straight Line Method, Accelerated Methods, Written Down Method, Sum of the Years Digits Method, Annuity Method, Production Units- Method of Revaluation of Fixed Assets-Special Problems in Depreciation Accounting- Capital and Revenue Expenditure.

**Unit V : Financial Statement Analysis (11)**

Financial Statements Analysis- Objectives- Using Financial Ratios- Liquidity, Solvency, Profitability and Turnover Ratios- Funds Flow and Cash Flow Analysis.

### **Text Books**

1. Maheshwari S.N., *“Introduction to Financial Accounting”*, Sultan Chand Publishers.
2. Ashish K.Bhattacharya, *“Essentials of Financial Accounting”*, Prentice Hall of India, New Delhi, 2008.

### **Reference Books**

1. Jain and Narang, *“Accounting , Part-I”*,, Kalyani Publishers, Ludhiana.
2. Meigs and Johnson, *“Intermediate Accounting”*, Prentice Hall.
3. Dryden and Bhattacharya, *“Accounting for Management”*, Prentice Hall of India.
4. Ashok Banerjee, *“Financial Accounting- A Managerial Emphasis”*, Excel Books.
5. S.Jayapandian, *“Accounting for Managers- Effective Techniques for Decision Making”*, Ane Books.
6. P.Periaswamy, *“A Text Book of Financial, Cost and Management Accounting”*, Himalaya Publishing House,
7. Arulanandam, *“Advanced Accounting”*, Himalaya Publishing House.

### **Course Learning Outcomes:**

*After completion of the course, the student will be able to*

- *Understand the basics of accounting information System.*
- *Prepare sets of Accounts from basic information.*
- *Recognise the effect of Accounting decisions, on financial performance.*
- *Interpret published financial statements intelligently.*



**Class:** MBA I Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- *To enhance creative potential by strengthening various mental abilities and shape an ordinary learner to become an extraordinary learner;*
- *To expose the learners to creative problem solving exercises by developing integrative intelligence to become managers with creative skills;*
- *To help the learners to become thoughtful managers by understanding workplace creativity and ways of harnessing it for organizational excellence; and*

**Unit I Realms of Creativity- (10)**

Creativity-Concept-Convergent and Divergent Thinking-Creativity Intelligence-Enhancing Creativity Intelligence-Determinants of Creativity-Creativity Process-Roots of Human Creativity-Biological, Mental, Spiritual and Social-Forms of Creativity-Essence, Elaborative and Expressive- Existential, Entrepreneurial and Exponential.

**Unit II Creative Personality- (08)**

Traits Congenial to Creativity- Motivation and Creativity-Strategies for changing Motivation-Creativogenic Environment- Formative Environment and Creativity- Adult Environment- Environmental Stimulants-Blocks to Creativity-Strategies for unblocking Creativity.

**Unit III Corporate Creativity- (10)**

Creative Manager-Techniques of Creative Problem Solving- Creative Encounters and Creative Teams- Perpetual Creative Organisations-Creative Management Practices-Human Resource Management, Marketing Management, Management of Operations, Management of Product Design and Growth Strategies.

**Unit IV Creative Organisation- (10)**

Issues and Approaches to the Design of Creative Organisations-Policy frameworks-Organisational Design for Sustained Creativity-Mechanism stimulating Organisational Creativity-Creative Diagnosing-Creative Societies-Necessity-Model of a Creative Society.

## Unit V Management of Innovation- (08)

Nature of Innovation-Technological Innovations and their Management-Inter-Organisational and Network Innovations- Design of a Successful Innovative Organisation-Training for Innovation-Management of Innovation-Agents of Innovation-Skills for Sponsoring Innovation.

### Textbooks

1. Pradip Khandwalla- Lifelong Creativity- An Unending Quest, Tata McGraw Hill, 2006.
2. Pradip Khandwalla- The Corporate Creativity- The Winning Edge, Tata McGraw Hill, New Delhi

### Reference Books

1. Pradip Khandwalla- The Fourth Eye, Wheeler Publishing, New Delhi.
2. Rastogi, P.N, Managing Creativity for Corporate Excellence, Macmillan, New Delhi.
3. Jone Ceserani, Peter Greatwood- Innovation and Creativity, Crest Publishing House, New Delhi.
4. Clayton, Christensen- Innovation and the General Manager, McGraw Hill.
5. Margaret, A. White & Gary D. Bruton- The Management of Technology Innovation- A Strategic Approach
6. Praveen Gupta-Business Innovations in the 21<sup>st</sup> Century, S.Chand, 2008.
7. CSG Krishnama Charyulu & R.Lalitha- Innovation Management, Himalaya Publishing House, 2007.

### Course Learning Outcomes:

- Understand realms of Creativity.
- Understand Creative personality.
- Analyse corporate and Creative organization
- Learn management of Innovation

**Teaching Scheme :**

L	T	P	C
4	-		4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- *To familiarize the students with the statistical techniques popularly used in managerial decision making.*
- *To develop the computational skill of the students relevant for statistical analysis.*
- *To help the students in using statistical skills for analyzing empirical data.*

**Unit I- Introduction (09)**

Statistics: Meaning and Salient Features of Statistics-Statistical Techniques- Role of Statistical Techniques in Management Decision Making- Techniques of Business Forecasting: Correlation and Regression Analysis with two variables. (Problems)

**Unit II- Probability Distributions (10)**

Probability: Concepts of Probability-Additive and Multiplicative Laws-Bayes' Decision Rule-Probability Distributions: Binomial, Poisson and Normal Distribution.

**Unit III- Sampling Theory and Tests of Significance (10)**

Sampling: Concept of Sampling- Reasons for Sampling- Types of Samples- Estimation- Hypothesis Testing -Type I and Type-II Errors- Large Sample Tests: Mean Test-Difference between Two Means- Difference between Two Standard Deviations-Small Sample Tests: Mean Test- Difference between Means of Two Independent Samples-Difference between Two Dependent Samples or Paired Observations.

**Unit IV- Non-Parametric Tests (10)**

Meaning-Advantages and Limitations of Non-Parametric Tests-The Sign Tests: One Sample Sign Test- The Two Sample Sign Test for paired and independent observations- The Runs Tests: One Sample Runs Test- Test of Randomness using Runs above and below the Median- Rank Sum Tests: The Mann Whitney U Test- The Kruskal Wallis Test- The Wilcoxon Signed Rank Test- Chi Square Test for Goodness of fit.

**Unit V- Analysis of Variance (ANOVA) (8)**

Meaning- Assumptions-Procedure for Analysis of Variance-General form of ANOVA-One- way Classification-Two-Way Classification-Computation of Variance.

**Text Books**

1. Amir D.Aczel & Jayavel Sounderpandian, "Complete Statistics" 6<sup>th</sup> edn., Tata McGraw Hill.
2. GC Beri, "Business Statistics", Tata McGraw Hill.

**Reference Books:**

1. Anderson R, David Sweeney J, Dennis & Williams A Thomas, "Statistics for Business and Economics", 9<sup>th</sup> edn., Thomson.
2. ND Vohra, "Management Decisions," New Age Publications.
3. SP Gupta, "Statistical Methods" , Sultan Chand & Sons.
4. Levin R.L.Rubin S. David, "Statistics for Management", 7<sup>th</sup> edn., Pearson/Prentice Hall of India.

**Course Learning Outcomes:**

*After completion of the course, the student will be able to:*

- *Highlight interrelation between the inputs and outputs and variations between them.*
- *Estimate the probable rate of profits and losses and success and failure percentage.*
- *Design the right sample without error.*

**Class:** MBA I Semester

**Teaching Scheme :**

L	T	P	C
4	-	2	5

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- To *provide* necessary IT working skills for office productivity with emphasis on MS-Office.
- To *make* students familiar on the concepts of data communication, database, data warehouse, and data mining.

**Unit I - Introduction (8)**

Information Technology-Development and Trends-Managerial Issues in IT Planning-Information Technology Economics- Cost-Benefit Analysis of IT- Role of Computers in Management-MIS-Concept and applications-Decision Making Process-Programmed and Non-Programmed Decisions.

**Unit II-Data Communication (9)**

Data Communication and Management- Computer Networks-Network Topology-Security in Data Communication-Internet and World Wide Web- E-Commerce and E-Business-Concepts.

**Unit III- Database Management (8)**

Database Management Systems-Database Models-Creating and Managing Databases-Data Warehousing and Data Mining-Concepts and Applications.

**Unit IV-MS Office I (10)**

Working with Office Productivity Software-I- MS-Office-Document Creation and Management through MS Word-Mail Merge-Spread Sheet Applications- MS Excel- Creation and Applications of Spread Sheets-Data Analysis and Management through Spread Sheets-Use of functions and diagrams. (Theory -8 hours and Practicals-10 Hours)

**Unit V-MS Office II (8)**

Working with Office Productivity Software-II Presentation Graphics through MS Power Point-Creation and Organisation of Slides-Organising presentation through Multi-media Files and Slides-Data Management through MS-Access-Database Creation-Table creation-Establishing relationships-Creation of forms and reports. 19

## INFORMATION TECHNOLOGY FOR MANAGERS LABORATORY

*{Teacher Assessment (TA) is done through Computer Lab}*

1. MS-Word-Creation of Document- Format Document-Text editing and saving-Organising information with tables and outlines-Mail merge-Publishing documents on Web.
2. MS Excel-Creating and editing worksheets-Cell formatting-Creating and using formulas and functions-Use of Macros -Sorting and querying data-Working with graphs and charts.
3. Data Analysis with Statistical Tools-Use of Financial Tools-Use of other functions in Excel for data analysis.
4. MS Power Point-Creation of slides-Use of templates and slide designs for creating power point slides- use of drawings and graphics- Developing a Professional presentation on Business Plans, Institutions, Products, People etc.,
5. MS Access-Create Databases, Tables, Relationships- Create forms to enter data-filter data-use of queries in data manipulation-Generating reports.

### Text Books:

1. Turban,McLean,Wetherbe, *"Information Technology for Management"*, 4<sup>th</sup> Edn., Wiley India, 2007.
2. Peter Norton, *"Introduction to Computers"*, 6<sup>th</sup> Edn., Tata McGraw Hill, 2007
3. Brian K.Williams, Stacey C.Sawyer, *"Using Information Technology-A Practical Introduction to Computers and Communications"* 6<sup>th</sup> Edn., Tata McGraw Hill, 2007.
4. V.Rajaraman, *"Introduction to Information Technology"*, Prentice Hall India, 2008.

### Reference Books:

1. Cox et al., *"2007 Microsoft Office System Step-by- Step"*, 1<sup>st</sup> Edn., Prentice Hall India, 2007.
2. Winston, *"Microsoft Office Excel 2007 Data Analysis and Business Modeling"*, 1<sup>st</sup> Edn., Prentice Hall India, 2007.
3. Lambet, Lambert III & Preperneau, *"Microsoft Office Access 2007 Step-by-Step"*, 1<sup>st</sup> Edn., Prentice Hall India, 2007.
4. David Whigam, *"Business Data Analysis Using Excel"*, 1<sup>st</sup> Edn., Oxford University Press, 2007.

### Course Learning Outcomes:

*After completion of the course, the student will be able to*

- Student **percepts and understands** the importance of Information systems in an organization.
- Student would be able to **work** efficiently with MS-Office components.
- Student learns the **ins and outs** of the data communication done over internet.

**Teaching Scheme :**

L	T	P	C
2	-	2	3

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

The course is designed to upgrade the following skills

- Enable to locate syntactical disorders in writing & speaking.
- Able to write and speak English without errors.
- Procure efficiency in correspondence through letter writing, Report writing, Project writing and Presentation skills.

**UNIT-I (6)****Grammar and Vocabulary**

1. Articles
2. Prepositions
3. Verbs and Phrasal Verbs
4. Idioms

**UNIT-II (4)****The Sentence**

1. Clause and Clause Structures
2. Reported Speech

**UNIT-III (4)****Concord****UNIT-IV (6)****Writing Devices**

1. Letter Writing
2. Cover Letter and Curriculum-Vitae
3. Report Writing
4. Project Writing

**UNIT-V (4)****Presentation Skills**

1. Group Discussion
2. Interview Techniques

**English Language Lab:**

{Teacher Assessment (TA) is done through English Language Lab}

**Listening Skills (6x2)**

Students are exposed to expert speaker on different topics (Guest Lectures)

**Presentation Skills (6x2)**

a. *Effective Public Speaking*

b. *"How do you sell yourself"? (Students have to prepare a written presentation and present it through power point presentation in the Presentation Skills Lab).*

**Text Books:**

1. Damodar G., Surender Kumar M. & Ramadevi P "English for Communication", KGA Publications, Warangal.
2. Krishna Swamy N., "Modern English Grammar", MacMillan India Ltd.

**Reference Book:**

1. Sanjay Kumar & Pushp Lata, "Communicative Skills". OUP
2. Thomson Martinet "Practical English Grammar" Oxford University Press.

**Course Learning Outcomes:**

*After completion of the course, the student will be able to,*

- Speak English sans errors
- Write English with a focus on syntax and semantics.
- Evince good presentation skills.

**Note:**

Teacher Assessment	:	<b>15 marks</b>
• Assignment	:	05 marks
• Lab Performance	:	05 marks
• Lab Attendance	:	<u>05 marks</u>
<b>Total</b>	:	<b><u>15 marks</u></b>



**P14MB109**

**SEMINAR**

**Class:** MBA I Semester

**Teaching Scheme :**

L	T	P	C
-	-	-	2

**Examination Scheme :**

Continuous Internal Evaluation :	100marks
End Semester Exam :	---

**Class:** MBA II Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- *Aims at providing an understanding about the functioning of the human resource in an organisation.*
- *Makes the learner know the recent trends in the Human Resource management.*

**Unit I: Introduction Human Resource Management: (8)**

Meaning nature, scope and significance of human resource management (HRM) – HRM and related concepts (Personal Management, HRD, Human Capital Management, Knowledge Management, Talent Management) HRM Model – Functions of human resource management, Qualities of HR Manager, Role and Responsibility of HR Managers, HRM environment in India – Changing role of HRM – e- HRM.

**Unit II: Human Resource Planning: (10)**

Human Resource Planning: Nature and Process, Forecasting Demand and Supply of HR – Job Analysis: Nature, Importance, Tools for Analysis – Job Description: Job Specification, Role Analysis – Job Design: Factors and Approaches – Job Enrichment: Nature, Process and Problems. Recruitment: Factors influencing, Process and Sources, e Recruitment and Job Portals – Selection: Nature and Process – Testing: Objectives, Administration, Advantages and Problems of Selection Tests –Types of Selection Tests, Physical Skills and Psychological Testing – Pseudo Scientific Methods of selection - e- selection.

**Unit III: Socialization and Performance Appraisal: (8)**

Induction: Placement - Induction Programmes – Training: Nature and Process – Techniques: On the Job and Off the Job Training, Evaluation -- Development- Management Development- Executive Development - Career Planning and Development - Performance Appraisal: Nature, Uses and Process Appraisal – Techniques: Traditional and Modern Methods – Limitations - Effective Performance Appraisal Criteria.

#### **Unit-IV Employer Employee Relations: (8)**

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

#### **Unit V: Contemporary Issues in HRM: (10)**

Contemporary Issues: HRIS – HR Account – HR Audit, Balance Score Card, Competency Mapping, Employer’s Brand, Benchmarking – HR Outsourcing: Temping, Talent Management, Managing HR in BPO and Call Centres, Attrition, Exit Interviews – Strategic HRM and International HRM-Concept and Issues – Growing Importance of HRM in Globalization.

#### **Text Books:**

1. Mondy R Wayne and Noe M Robert, 2006, Human Resource Management, 9<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Subba Rao P, 2008, Essentials of Human Resource Management and Industrial Relations: Text, Cases and Games, Himalaya Publishing House, Mumbai.

#### **Reference Books:**

1. Aswathappa K, 2008, Human Resource Management: Text and Cases, 5<sup>th</sup> Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. V S P Rao, 2007, Human Resource Management: Text and Cases, 2<sup>nd</sup> Edition, Excel Books, New Delhi.
3. Ivancevich M John, 2001, Human Resource Management, 8<sup>th</sup> Edition, McGraw Hill Irwin, Boston.
4. Pattanayak Biswajeet, 2002, Prentice Hall of India Private Limited, New Delhi.
5. Bhattacharyya K Dipak, 2008, Human Resource Management, 2<sup>nd</sup> Edition, Excel Books, New Delhi.

#### **Course Learning Outcomes:**

*After completion of the course, the student will be able to,*

- Describe the trends and impact of human resource management practice on modern day business.
- Discuss how to strategically plan for the human resources needed to meet organizational goals and objectives.
- Compare and contrast methods used for selection and placement of human resources.
- Summarize the activities involved in evaluating and managing employee performance.
- Demonstrate an understanding of essential elements of current issues in HRM.

**Class:** MBA II Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- To make the student understand the marketing concepts and major decisions involved in marketing management.
- To develop necessary skills in analyzing marketing problems and situations.

**Unit-I(10)**

Marketing :Definition - Importance - Scope - Marketing Management : Tasks and Trends - Company orientations towards marketplace : Production Concept - Product Concept - Selling Concept - Marketing Concept - Holistic Marketing Concept - Building customer value, satisfaction and loyalty - Customer Relationship Management(CRM) - Analyzing marketing environment : Demographic, Economic , Political and Legal environment - An overview of Indian marketing environment.- Marketing mix: concept and components.

**Unit - II(08)**

Developing marketing strategies and Plans: Corporate and Division Strategic Planning - Business Unit Strategic Planning -Concept of Marketing Plan - Dealing with Competition : Identifying and Analyzing Competitors - Competitive Strategies for Market Leaders, market challengers, market followers and market nichers.

Identifying Market Segments and Targets: Levels of Market Segmentation - Bases for segmenting consumer markets - Bases for segmenting business markets - Targeting, Positioning: Concept - Developing and communicating positioning strategies.

**Unit - III(10)**

Marketing Information: Components of modern marketing information system - Analysing consumer markets: A brief discussion about factors influencing consumer behaviour - Consumer buying decision process.

Analyzing Business Markets: Buying situations - Participants in buying process - Purchasing process - Stages in buying process Designing and managing services: Meaning - Nature and characteristics of services.

**Unit - IV(08)**

Product : Concept, levels, classification, differentiation and hierarchy - Product systems and mixes - Products line analysis - Product life cycle and marketing strategies - New product development process - Branding : Meaning, role and scope of brands - Brand Equity.

Packaging, labeling, warranties and guarantees.

Price: Concept - Steps in setting the price - Adapting the price - Initiating and responding to price changes.

### **Unit - V(10)**

Designing and managing integrated marketing communications: Integrated marketing communications – Marketing communication mix. Developing and managing an Advertising Programme: Deciding on media – Measuring effectiveness- Sales promotion: Objectives – Major decisions - Events and experiences: Objectives – Major decisions- Marketing Public Relations: Major decisions in marketing public relations- Direct Marketing: Channels used for direct marketing – Interactive marketing.

Personal Selling – Principles of personal selling – An Overview of sales force management decisions.

Designing and managing marketing channels: Concept of Channels and value Networks – Role of marketing channels – Channel design, Management and integration decisions – Channel conflict, cooperation and competition. Marketing logistics: Objectives – Decisions.

### **Text Book:**

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileshwar Jha, *“Marketing Management - A South Asian Perspective”* 13<sup>th</sup> Edn., Pearson Education Inc., New Delhi. 24

### **Reference Books:**

1. Philip Kotler, Kevin Keller, *“Marketing Management”* 13<sup>th</sup> Edn., Prentice Hall of India, New Delhi, 2008
2. Tapan K. Panda, *“Marketing Management (200 Text and Cases ( Indian context)”* Excel Books, New Delhi.
3. Michael.J.Etzel Brance J.Walker, *“Marketing : Concepts and Cases”*, McGraw Hill Education, New Delhi, 2005
4. William D. Perreault J.R., *“Essentials of Marketing : A Global Management and Approach”* McGraw Hill (International Edn.)

### **Course Learning Outcomes:**

*After completion of the course, the student will be able to:*

- Define and apply the knowledge of the marketing concept, Market segmentation Positioning, Branding, Buying behavior, Pricing and Distribution.

**Class:** MBA II Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objective:**

- *The course aims to ensure broad understanding of the concepts, functions, techniques and theories, of Financial Management.*

**Unit - I-Introduction (8)**

Introduction - Concept, Scope and Functions of Financial Management - Profit Maximization Vs. Wealth Maximization - Financial Planning : Concept, Types and Estimation of Financial Requirements - Time value of money.

**Unit - II-Capital Structure (12)**

Financing Decision - Concept of capital structure - Capital Structure determinants - Sources of financing: Cost of Capital - theories of capital structure; NI, NOI Traditional and MM approach - Operating and Financial leverage - EBIT and EPS analysis (Problems )

**Unit - III-Investment Decision Making (10)**

Investment Decision - Nature of Capital budgeting decision - investment evaluation criterion - Traditional Vs Discounted cash flow techniques - Risk analysis in capital budgeting: Measurement of Risk and return - Risk evaluation approaches - Probability distribution approach - Sensitivity and Decisions Tree Approach ( Problems).

**Unit - IV-Working Capital Management (10)**

Working Capital Decision - Concept - Components - of working Capital - Operating cycle - working capital determinants - forecasting working capital requirements (Problems and cases ) Management of inventory, Receivable and Cash - Financing Current assets ( theory only).

**Unit - V-Dividend Analysis (6)**

Dividend Decision - types of dividend - dividend Vs. Profit Retention decision - Dividend policies - Factors influencing dividend policy - dividend theories: Relevance and irrelevance of dividends - walter and Gordon's models - MM approach ( Problems )

**Test Books:**

1. Khan and Jain, *“Financial Management”*, Tata McGraw Hill
2. IM Pandey, *“Financial Management”*, Vikas Publications

**Reference Books:**

1. James C vanhorne, *“Financial Management and Policy”*, Prentice Hall of India
2. Prasanna Chandra, *“Fundamentals of Financial Management”* Tata McGraw Hill
3. SN.Maheswari, *“Financial Management: Principles and practice”*, Sultan Chand
4. John J. Hampton, *“Financial Decision Making”* Prentice Hall of India

**Course Learning Outcomes:**

*After completion of the course, the student will be able to,*

- *Understand the functions and Objectives of Financial Management.*
- *Identify the different sources of Finance.*
- *Learn the long term & short term investment decisions and Risk Analysis.*
- *Understand the capital structure and Dividend theories.*

**Class:** MBA II Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- *The course aims at understand the various concepts of cost and management accounting which are useful for decision making.*
- *Aims to understand the various costing Techniques and its application.*

**Unit-I: Introduction to Management Accounting: (8)**

Management accounting: Definition – Scope – Importance – Nature and Characteristics of Management Control System – Role of Management Accountant – Cost Behaviour and Decision Making: Fixed and variable costs – Relevant and Opportunity Costs.

**Unit-II: Cost Analysis for Decision Making: (9)**

Cost-volume- Profit Analysis: Concept of Break-Even Point – Assumptions – Profit-Volume Graph – Equation Approach – Margin of Safety – Profit Planning – Managerial Uses for Decision Making – optimization of product mix – Make or Buy – Capacity Utilisation – Plant shutdown – Add or Drop – Equipment Replacement – Key factor analysis.

**Unit-III: Management Accounting for Control : (15)**

Standard Costing: Meaning – Purpose of standards – Types of standards – Standard Setting – Variance Analysis – Controllability of Variances – Advantages of Standard Costing – Budgetary Control: Meaning and Purpose – component of effective budgeting programme – Performance Budgeting – Zero-based Budgeting – Concept – Importance and Relevance – Balanced Score Card – Linking Balanced Score Card to Organisation Strategy

**Unit-IV: Activity Based Costing: (7)**

Activity Based Costing systems – Tracing costs from activities to products and services – Activity-Based Management – Activity cost drivers – Activity based costing vs. traditional costing.

**Unit-V: Responsibility Accounting: (6)**

Responsibility Centers' – Need for Divisionalisation – Types of Responsibility centre's – Performance Reports – Responsibility Accounting and Behavioural aspects – Segmented Performance evaluation – Transfer Pricing.



### **Text Books**

1. Hansen & Mowen, *“Cost Management – Accounting and Control”*, 4<sup>th</sup> Edn., Thomson South-Western.
2. Ronald W. Hilton, *“Managerial Accounting – Creating Value in a Dynamic Business Environment”*, 6<sup>th</sup> Edn., Tata Mc Graw Hill

### **Reference Books**

- 1) Charles T. Horngren Gary L. Sundem Willam O Stratton *“ Introduction to Management Accounting”*, 13<sup>th</sup> Edn., Perason Publications
- 2) Maheswari S.N., *“Management Accounting”* Sultan Chand and Sons, New Delhi
- 3) Shashi K. gupta and R.K. Gupta *“Management Accounting Principle and Practices”*, Kalyani publication, New Delhi.
- 4) Chatterles B.K., *“Cost and Management Accounting for Managers”* Jaico publishing House, New Delhi.
- 5) Khan and Jain, *“Management Accounting”* Tata McGraw Hill, New Delhi.

### **Course Learning Outcomes:**

*After completion of the course, the student will be able to,*

- *Understand the Management Accounting concepts & Cost analysis for Decision Making.*
- *Realize the use & Importance of Cost Accounting Technique & decision making.*
- *Expose to Responsibility centers in Responsibility Accounting.*

**Class:** MBA II Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- To prepare the students to understand the nature and importance of different forms of communication.
- Aims at making students to develop communication skills for organizing their jobs.

**Unit-I: Communication in Business (10)**

Importance and benefits, components - concepts and problems- nonverbal communication - The seven Cs of effective communication: Completeness, Conciseness, consideration, concreteness, clarity, courtesy and correctness - Business Communication in the Global Context: Background to inter-cultural communication, national cultural variables, individual cultural variables - Business Communication and the Technology Context - Managing information within organization-E-mail and other communication technologies - managing information outside organization.

**Unit - II: Oral Communication (8)**

Strategies for improving oral presentation, listening skills - Informative and persuasive speaking kinds, audience analysis , organization supports - interpersonal communication: Dyadic Communication - interviewing - Telephoning - dictating-meetings - kinds of meetings - solving problems in meetings - leadership responsibilities and participant responsibilities in meetings.

**Unit - III : Written Communication (10)**

The process of preparing effective business messages - planning steps, organizational plans, beginning and ending of meetings, Appearance and Design of Business Messages - Business letters, memorandums, time saving - message media - Reports - Types of Preparation of Reports.

#### **Unit - IV: Organizational Communication (10)**

Perspectives on communication - Classical, human, integrative and contemporary perspectives - structural issues affecting communication - communication networks - External Communication - environmental scanning - the management of external communication.

#### **Unit - V: Communication for organizational Effectiveness (8)**

Communication for organizational Effectiveness - sources and effects of conflict - Ladden Communication - Approaches to managing conflict communications - Communication and role conflict - Communication for improving organizational efficiency and effectiveness.

#### **Text Books:**

1. Herta A Murphy, Herbert W Hildebrandt and Jane P Thomas" Effective Business Communication", Tata McGraw Hill Publishing Company Limited, New Delhi 1997
2. Dalmar Fisher "Communication in Organizations", Jaico Publshing House, Mumbi, 1999

#### **Reference Books:**

1. Lesikar, Pettit & Flatley. Lesikar's Basic Business Communication, Tata McGraw Hill.
2. Chappan and Reed: Business Communication.
3. N.H. Arthereya: Written Communication and Results.
4. Kaul: Effective Business Communication.

#### **Course Learning Outcomes:**

*After completion of the course, the student will be able to,*

- Demonstrate appropriate communication skills in business settings.
- Resolve and handle conflicts.
- Correspond with various organizations using contemporary communication tools.
- Handle inter personal relations using communication.

**Class:** MBA II Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objective:**

- *Aims at understanding the various techniques used in the research operations in an Organization.*
- *To help in reduction of various costs.*

**Unit I. Decision Theoryn ( 10 )**

Anatomy of Decision Theory- Decision Models: Probabilistic Decision Models: Maximum Likelihood Rule- Expected Payoff Criterion- Competitive Decision Models: Maximin, Minimax, Savage, Hurwicz, Laplace Decision Models- Game Theory : Two Person-Zero-Sum Game- Saddle Point- Value of Game- Dominating Strategy- Mixed Strategy.

**Unit II. Linear programming problem (LPP) ( 10 )**

Meaning ,Assumptions, and characteristics of LPP - Business Applications of Linear Programming Technique - Formulation of LPP - Solution by Graphic Method - Simplex Method..

**Unit III. Transportation and Assignment Problems ( 10 )**

Transportation Models: Problem statement - Loops in Transportation Table- Steps in Transportation Methods: North - West Corner Method - Least Cost Method - Vogel's Approximation Method (VAM) - Modified Distribution ((MODI) Method.  
Assignment Problems: Meaning - Presentation of Assignment Problem- Steps in Assignment Problem - Hungarian Assignment Method (HAM)

**Unit IV. Queuing Theory ( 8 )**

General Structure of a Queuing System - Arrival Process - Service System - Queue Structure - Operating Characteristics of Queuing System - Basic Concepts in Queuing Theory  
Queuing Models: Poisson Exponential Single Server Model Infinite Population - Poisson-Exponential Single Server Model Finite Population- Poisson Exponential Multi Server Model - Erlang's Method

**Unit V. Sequential decision Making ( 8 )**

Meaning - Need and Importance - Steps in Sequential decision making - Applications of Sequential decision making to different situations: Traveling salesman's problem - Pricing problem - Production scheduling and Inventory problem.

**Text Books:**

1. C.R.Kothari, *"Introduction to Operational Research"*, Vikas Publishing House
2. N.D.Vohra, *"Quantitative Techniques in Management"*, Tata McGraw Hill

**Reference Books:**

1. Shenoy G.V., Srivastava U.K., and Sharma S.C., *"Operations Research for Management"*, New Age Publications
2. Hamdya Taha, *"Operations Research – An Introduction"*, Tata McGraw Hill
3. Richard Bronson, Govindasami Nadimuthu, *"Operations Research"*, Schaum Series, Tata McGraw Hill
4. Ravindran, Phillips, Solberg, *"Operations Research- Principles and Practice"*, John Wiley & Sons

**Course Learning Outcomes:**

*After completion of the course, the student will be able to,*

- *Understanding the use of decision theories, LPP, Transportation queuing and sequential decision making in minimization of production and transportation cost.*

**Class:** MBA II Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives:**

- To address the methods of research with an emphasis on various stages of decision-making.
- To grasp and comprehend the methods and techniques used in business research.

**Unit-I: Introduction ( 8 )**

Business Research: Definition-Types of Business Research. Theory and Models. Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites. Role of Business Research in Managerial Decisions Ethics in Business Research: Ethical Treatment of Participants-Informed Consent, Rights to Privacy, Confidentiality.

**Unit-II: The Research Process ( 8 )**

Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework- - Components of Theoretical Framework - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis

**Unit-III: The Research Design ( 9 )**

Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales- Rating Scales- Ranking Scales- Reliability and Validity- Content Validity, Criterion Related Validity and Construct Validity. Sampling : Types of Samples.

**Unit-IV: Collection and Analysis of Data ( 10 )**

Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews- Observational Surveys- Questionnaire Construction: Organizing Questions- Structured and Unstructured Questionnaires - Guidelines for Construction of Questionnaires. Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures.

## Unit-V: The Research Report ( 9)

Research Reports-Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report- Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research report Oral Presentation- Deciding on the Content-Visual Aids-The Presenter-The Presentation and Handling Questions

### **Text Books**

1. Uma Sekaran, *“Research Methods for Business–A Skill Building Approach”*, John Wiley & Sons (Asia) Pte.Ltd, Singapore, 2003.
2. Donald R Cooper and Pamela S Schindler, *“Business Research Methods”*, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2007
3. Kothari C.R., *“Research Methodology – methods & Techniques”*, Vishwa prakashan, New Delhi.

### **Reference Books**

1. William G. Zikmund, *“Business Research Methods”*, Thomson Business Information India Pvt. Limited, Bangalore, 2005.
2. Wilkinson & Bhandarkar, *“Methodology and Techniques of Social Science Research”*, Himalaya Publishing House.
3. Speegal, M.R., *“An Introduction to Management for Business Analysis”*, McGraw Hill.
4. Michael, V.P., *“Research Methodology in Management”*, Himalaya Publishing House.

### **Course Learning Outcomes:**

*After completion of the course, the student will be able to,*

- *Select different samples according to nature of product.*
- *Prepares the research design.*
- *Collect the relevant data through questionnaire and interview methods.*

**P14MB208**

**COMPREHENSIVE VIVA-VOCE**

**Class:** MBA II Semester

**Teaching Scheme :**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
-	-	-	2

**Examination Scheme :**

Continuous Internal Evaluation :	---
End Semester Exam :	100 marks



**Class:** MBA II Semester

**Teaching Scheme :**

L	T	P	C
1	-	-	1

**Examination Scheme :**

Continuous Internal Evaluation :	100 Marks
End Semester Exam :	---

**Course Learning Objectives:** *The course is tailored to get benefit in following skills*

- *Students enable to know Strengths, Weakness, Opportunities and Treats. (SWOT).*
- *To build confidence and able to create opportunities.*
- *To work for excellence.*
- *To get awareness on industry expectations and prepare according to.*
- *To gain Employability Skills.*

**UNIT-I (02)**

- Team Interaction
- Just a Minute Round

**UNIT-II (02)**

- Body Language
- Email & Telephone Etiquettes

**UNIT-III (02)**

- Resume Building 1
- Resume Building individual assessment

**UNIT-IV (03)**

- My Dream Company
- Goal Setting - SWOT
- Presentation Skills -PPT

**UNIT-V (03)**

- Group Discussion
- Role Plays
- Interview Skills

**Reference: (helpful websites to get success in interviews)**

[www.indiabix.com](http://www.indiabix.com)

[www.freshersworld.com](http://www.freshersworld.com)

[www.slideshare.com](http://www.slideshare.com)

[www.ted.com](http://www.ted.com)

**Course Learning Outcomes:**

*After completion of the course, student able to;*

- *Improve their communication skills and non verbal skills.*
- *Improve positive thinking.*
- *Work for excellence in their career.*
- *Will be ready for industry with their competencies.*

**Note:**

Teacher Assessment	:	50 marks
Mock Interviews (Post Assessment)	:	50 marks
<b>Total</b>	:	<b>100 marks</b>



**KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE**

Warangal – 506 015, Telangana, INDIA (An Autonomous Institute under Kakatiya University, Warangal)

కాకతీయ సాంకేతిక విజ్ఞాన శాస్త్ర విద్యాలయం వరంగల్ - ౫౦౬.౦౧౫.

**SCHEME and SYLLABUS OF II Year**

**MBA (MASTER OF BUSINESS ADMINISTRATION)**

with effect from

**Academic Year 2014-15**

[www.kitsw.ac.in](http://www.kitsw.ac.in)

**KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE, WARANGAL - 15**

*(An Autonomous Institute under Kakatiya University, Warangal)*

**DEPARTMENT OF MANAGEMENT**

**SCHEME OF INSTRUCTIONS & EVALUATION FOR 2 YEAR MBA DEGREE PROGRAMME**

**SEMESTER : THIRD**

S. No.	Course Code	Course Name	Periods			Credits (C)	Evaluation Scheme				
			L	T	P		CIE			ESE	Total Marks
							TA	MSE	Total		
1	P14MB301	Organizational Behaviour	4	-	-	4	15	25	40	60	100
2	P14MB302	Operations Management	4	-	-	4	15	25	40	60	100
3	P14MB303	Strategic Management	4	-	-	4	15	25	40	60	100
4	P14MB304	E-Business	4	-	-	4	15	25	40	60	100
<b>Optionals: AS PER THE SPECIALISATIONS</b>											
5	P14MB305H / 305M / 305F / 305S		4	-	-	4	15	25	40	60	100
6	P14MB306H / 306M / 306F / 306S		4	-	-	4	15	25	40	60	100
7	P14MB307H / 307M / 307F / 307S		4	-	-	4	15	25	40	60	100
8	P14MB308H / 308M / 308F / 308S		4	-	-	4	15	25	40	60	100
9	P14MB309	Seminar on Project*	-	-	-	4	100	-	100	-	100
		<b>Total</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>36</b>	<b>220</b>	<b>200</b>	<b>420</b>	<b>480</b>	<b>900</b>

**Note:** L - Lectures; T- Tutorials; P - Practicals; CIE - Continuous Internal Evaluation; TA - Teachers Assessment; \*on respective Specialisation Opted by the student. MSE - Mid Semester Examination; ESE - End Semester Examination;

**Student Contact Hours /Week** : 32 (periods/week)

**Total Credits (C)** : 36 Credits

**SPECIALISATIONS:**

S. No.	HUMAN RESOURCE SPECIALISATION		MARKETING SPECIALISATION		FINANCE SPECIALISATION		SYSTEMS SPECIALISATION	
	Course Code	Course Name	Course Code	Course Name	Course Code	Course Name	Course Code	Course Name
1	P14MB305H	Human Resource Development	P14MB305M	Consumer Behavior and CRM	P14MB305F	Security Analysis	P14MB305S	Relational Database Management Systems
2	P14MB306H	Labour Laws	P14MB306M	Advertising Management	P14MB306F	Financial Markets and Institutions	P14MB306S	Management of Software Projects
3	P14MB307H	Organization Development	P14MB307M	Sales & Distribution Management	P14MB307F	International Financial Management	P14MB307S	Enterprise Resource Planning
4	P14MB308H	International Human Resource Management	P14MB308M	Product & Brand Management	P14MB308F	Corporate Taxation and Planning	P14MB308S	Systems Analysis & Design

## P14MB301 ORGANIZATIONAL BEHAVIOUR

Class: MBA III Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

*LO1: fundamental principles of organizational behavior from managerial perspective*

*LO2: motivation of individuals*

*LO3: group, team cohesiveness and strategic conflicts in groups*

*LO4: group dynamics, leadership and managerial effectiveness to ethical action*

*LO5: organization change in stress and coping strategies*

### UNIT-I (10)

**Introduction:** Foundations of organizational behavior, Concept, Importance, Cognitive approach, Reinforcement approach, Psycho-analytic approach, Factors influencing organizational behavior, Challenges and opportunities for organization behavior, Managerial perspective.

### UNIT-II (10)

**Individual Behavior:** Individual in the organization, Individual, Nature of man, Models of man, Personality, Stages of development of personality, Determinants of Perception, Factors influencing perception, Learning, Theories of Learning, Attitudes, Formation of attitudes. Personality and emotions, Managing emotions and stress in organizations, Individual decision making, Motivation theories, Application of motivation.

### UNIT-III( 10)

**Group decision making:** Groups in organization, Basic group concepts, Formation, Types, Group decision making, Group cohesiveness, Dissonance, Small group behavior, Groups vs. Teams, Understanding work teams, Types of teams, Creating effective teams, Conflicts, Types of conflicts, Strategies for resolution of conflicts in groups.

### UNIT- IV (10)

**Group dynamics:** Group dynamics, Communication, Hindrances in achieving effective communication, Leadership and managerial effectiveness, Trust and leadership, Power and politics, Basis of power, Organizational politics.

## UNIT-V (8)

**Organization structure:** Organizational systems, Organization structure, Size and design, Organizational culture, Creativity and innovation, Organizational change, Resistance to change, Introducing change in large organizations, Organizational stress, Factors contribute to stress, Coping strategies, Stress and performance. Organizational effectiveness, Quality of work life, International organizational behavior, New options, Virtual organization, Technology and organization.

### **Course Learning Outcomes (CO):**

Upon Completion of this course, students will be able to....

CO1: *describe applications of fundamental principles in organizational behavior*

CO2: *apply innovative knowledge about individual learning and attitude behavior*

CO3: *discuss the functioning of group cohesiveness*

CO4: *demonstrate effective communication and leadership*

CO5: *analyze about organizational effectiveness*

### **Text Books:**

1. Dipak Kumar Bhattacharyya, "Organizational Behaviour" *Oxford Press*, New Delhi, 2/e, 2009.

### **References:**

1. Ashwatappa, "Organizational Behaviour", *Himalaya Publishing House*, 3/e, 2011.
2. Subba Rao, P., "Management and Organisational Behaviour", *Himalaya Publishing House*, 2/e, 2012.
3. Robbins, "Essentials of Organizational Behaviour", *Pearson Education*, 6/e 2008.

## P14MB302 OPERATIONS MANAGEMENT

Class: MBA III Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

*LO1: operations management in an organization, its strategies and priorities*

*LO2: product design, various layouts and work study techniques used in operations*

*LO3: various process technologies including, project, job shop, batch, assembly line and continuous flow*

*LO4: inventory control, statistical quality control and total quality management*

*LO5: concepts of project, project maintenance and feasibility report*

### UNIT-I (10)

**Introduction:** Evolution, Concept, Definition, Scope, Systems perspectives, Challenges, Priorities, Special features of goods and services, Operations strategy, Strategy formulation, Operational excellence, Role of Operations Management, World class manufacturing & services.

### UNIT- II (10)

**Designing operations:** Product design, Process design, Facilities location, Steps in facilities location, Factors influencing facilities location

**Plant Layout:** Factors influencing plant layout, Process and Product system, Group and Static Product Layout, Plant capacity and Line balancing, Capacity planning

**Work Study:** Techniques of work study- Method study, Work measurement, Methods of work measurement.

### UNIT- III (10)

**Production planning and control:** Scope, Classification, Functions, Factors determining Production Planning and Control, Production cycle

**Characteristics of Process Technologies:** Project, Job Shop, Batch, Assembly and continuous, Interrelationship between product life cycle and process life cycle, Elements and issues in JIT.

### UNIT- IV (10)

**Inventory planning and quality control:** Purchasing system, Inventory planning, Inventory control techniques, Quality control, Standards and specifications, Quality assurance and quality circles, Statistical quality control, Control charts for average, range, fraction defectives ,Total Quality Management

## UNIT-V (08)

**Project Management:** Concept of Project, Types of Projects, Feasibility report, Detailed Project Report, Project management techniques PERT and CPM.

**Maintenance Management:** Equipment cycle, Requirements for effective maintenance management.

### **Course Learning Outcomes (CO):**

Upon Completion of this course, students will be able to....

CO1: *outline operations management in an organization, its strategies, and priorities*

CO2: *appraise approaches to designing products, process, plant layout and improving processes*

CO3: *differentiate between the various process technologies*

CO4: *recognize and apply basic appropriate analytical techniques related to decision making in quality*

CO5: *prepare a detailed project report, differentiate between the various projects and identify the need for maintenance management.*

### **Text Books:**

1. Aswathappa, K & Shridhara Bhat, K. "Production and Operations Management", *Himalaya Publishing House Mumbai*, 2/e, 2009 (UNIT I,II, III & IV)
2. B. Mahadevan, "Operations Management-Theory and Practice", *Pearson Education*, 2/e, 2008 (UNIT IV&V)

### **References:**

1. Chunawalla & Patel, "Production and Operations Management", *Himalaya Publishing House, Mumbai*, 2009.



## P14MB303 STRATEGIC MANAGEMENT

Class: MBA III Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

*LO1: strategic management including the formulations, implementation, evaluation and control of strategic plans*

*LO2: functional areas of strategic management*

*LO3: unique strategic issues of organizations*

*LO4: strategic Analysis, choice and implementation*

*LO5: strategic evaluation and control*

### UNIT I (10)

**Introduction to Strategic Management:** Concept of strategy, Levels, Strategic decision making, Strategic management, Elements, Process, Model, Vision, Mission, Business definition-Goals and Objectives , Balanced scorecard approach to objectives-setting , Key performance indicators.

### UNIT II (10)

**Environmental and Organizational Appraisal:** Appraising the environment, Factors affecting environmental appraisal, Internal environment, Organisational resources, Synergistic effects, Competencies, Organisational capability factors, Methods and techniques used for organisational appraisal, Preparing the organisational capability profile.

### UNIT III (10)

**Corporate Level Strategies:** Expansion, Stability, Retrenchment, Combination, Concentration, Integration, Diversification, Internationalization strategies, Merger and acquisition strategies, Stability, Retrenchment, Turnaround, Combination Strategies.

### UNIT IV (10)

**Strategic Analysis, Choice and Implementation:** Process of strategic choice, Strategic analysis, Factors in strategic choice, Strategy implementation, Project implementation, Procedural implementation , Resource allocation, Structural implementation , Functional strategies.

## UNIT V (8)

**Strategic Evaluation and Control:** An overview of strategic evaluation and control, Strategic control, Operational control, Techniques of strategic evaluation and control, Role of organizational systems in evaluation.

### **Course learning outcomes (CO):**

Upon completion of this course, students will be able to.....

CO1: *design assessment and development of companies' starting or current business model and strategy*

CO2: *define analysis of companies' internal resources and capabilities*

CO3: *measure analysis of companies' external environment including value chain, competitors, industries and markets*

CO4: *measure assessment of strategic options*

CO5 : *prepare recommendation of company strategy*

### **Text Books:**

1. Azhar Kazmi "Strategic Management and Business Policy" *Tata McGraw Hill*, 3/e, 2008.

### **References:**

1. R.M.Srivastava "Management Policy and Strategic Management - Concepts, Skills and Practices" *Himalaya Publishing House*. 2/e, 2008.
2. V.S. Ramaswamy, "Strategic Planning- Formulation of Corporate Strategy Text& Cases the Indian Concept" *Macmillan Business Books*. 2/e 2008

## P14MB304 E-BUSINESS

**Class:** MBA III Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: E-Business trends and practices

LO2: E-Business in fracture

LO3: E-business applications

LO4: E-security features

LO5: E-business opportunities in world wide web

### UNIT I (10)

**E-Business:** Meaning, Significance, Opportunities and risks .

**E-Business models:** B2B, Meaning and implementation, B2C, Meaning and implementation, B2G, Meaning and implementation, C2G, Meaning and implementation and C2B, Meaning and implementation, Advantages and limitations.

**Mobile commerce:** Meaning, Framework and models.

**E-Business Trade:** Bookshops, Grocery, Software, Newspaper, Banking auction, Share dealing.

### UNIT II (10)

**Internet:** Meaning, Issues, Problems and prospects, ISP.

**Intranets:** Trends, Growth and applications.

**Extranet:** Applications.

**VPN - EDI:** Definitions and benefits, Technology and implementation, Portals.

### UNIT III (10)

**E-Business strategy:** Definition, Objectives, Analysis and implementation, E-Marketing- Meaning, Areas, Planning, Strategy and implementation, Internet advertising,

**E-CRM:** Meaning, Technology for CRM and application.

**E-Procurement:** Meaning, Drivers, Risks and implementation,

**E-SCM:** Meaning, Focus and implementation,

**E-Payment systems:** Meaning, Pre and post paid payments systems, E-Cash.

## UNIT IV (10)

**E-Security:** Meaning, Attacking methods, SET and SSL

**Hacking security tools:** Cryptology and encryption, Password,

**Authentication:** Keys and Kerberos, Digital signatures, Security protocols, Firewall security,

**E-Commerce Law:** Information Technology Act 2000, Government policy and recommendations.

## UNIT V (8)

**E-Business Web Technologies:** Web site meaning, Types, Planning and organizing, Web page designing, Essentials in designing good web site, Web page development tools, Testing and evaluating web site.

**Creating web site using MS Front Page:** Using wizard, Viewing and closing web sites.

**HTML:** Basics, Syntax, HTML Editors.

**Multimedia:** Graphics, Web image formats, VRML.

### **Course Learning Outcomes (CO):**

*Upon completion of the course, the student will be able to...*

*CO1: describe E-Business trends and practices*

*CO2: identify the E-Business in fracture*

*CO3: design E-business applications*

*CO4: analyze E-security features*

*CO5: recognize E-business opportunities in World Wide Web*

### **Text Books:**

1. Albert Napier H, Rivers N Ollie, Wagner W Stuart and Napier JB (2008), E- usiness – Creating a Winning, 2<sup>nd</sup> Edition, New Delhi, Cengage learning India Private Limited.
2. Murthy C S V (2009), E-Commerce – Concepts, Models, Strategies, Mumbai, Himalaya Publishing House.

### **Reference Books:**

1. Schneider, E-Commerce, Cengage Learning.
2. Rayudu C S (2008), E-Commerce – E-Business, Mumbai, Himalaya Publishing House
3. Bharat Bhasker (2009), **Electronic Commerce – Framework, Technologies and Applications**, 3<sup>rd</sup> Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
4. Chaffey Dave (2009), **E-Business and E-Commerce Management**, 3<sup>rd</sup> Edition, New Delhi, Pearson Education.
5. Kamlesh K Bajaj and Debjani Nag (2005), **E-Commerce – The Cutting Edge of Business**, 2<sup>nd</sup> Edition, New Delhi, Tata McGraw Hill Publishing Company Limited.
6. David Whiteley (2009), **E-Commerce – Strategy, Technologies and Applications**, New Delhi, Tata McGraw Hill Publishing Company Limited.
7. Parag Diwan and Sunil Sharma (2005), E-Commerce, New Delhi, Excel Books.
8. Henry Chan, Raymand Lec, Tharam Dillon, Eligabeth Chang, - E-Commerce, Fundamentals & Applications – John Wiley & Sons.

## P14MB305H HUMAN RESOURCE DEVELOPMENT

**Class:** MBA III Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives(LO):

This Course will develop students' knowledge in/on....

LO1: *foundation of HRD*

LO2: *frame work of HRD*

LO3: *HRD Applications*

LO4: *competency development*

LO5: *HRD in India*

### UNIT-I (10)

**Evolution of HRD:** The Relationship between HRM and HRD, HRD functions, Role and competencies of HRD, Professional challenges to organization and to HRD Professionals, A framework for HRD, Learning and instruction, Maximizing learning, Learning strategies and styles.

### UNIT- II (10)

**Assessing HRD needs:** Strategic organizational analysis, Task analysis, Personal analysis, Prioritizing HRD needs, The HRD Process model debate, Designing effective HRD programmes, Deciding the objectives of HRD interventions, Implementing HRD Programmes, Evaluation of HRD Programmes, Purpose, models and Ethical issues in evaluation , Assessing the Impact of HRD Programmes in financial terms.

### UNIT- III (10)

**Career Management:** Defining career concepts, Stages of life and career development, Models and process of career management, Issues in career development, Designing effective management development programmes, Organisational Development and Change, Concepts, Theories and models, Types of interventions, Adopting to labour market changes, HRD programmes for Cross-cultural employees.

### UNIT- IV (10)

**Basic Workplace Competencies:** Programmes for professional development and education, Maintaining affective performance encouraging superior performance skills, employee coaching and wellness services , Issues in employee counseling , Employee assistance programmes, Stress management interventions ,Employee wellness and health promotion programmes.

## UNIT-V (8)

**HRD Audit in leading organizations:** Structuring of HRD, HRD Movement in India, HRD challenges for India in building world class organizations, Suggestions to make HRD effective in Indian organizations, HRD climate development measures, Constraints on HRD, HRD Vision of India, Knowledge base of HRD in India, Resource requirement for making HRD work in India.

### **Course Learning Outcomes (CO):**

Upon Completion of this course, students will be able to....

CO1: *differentiate between HRD and HRM*

CO2: *design HRD Needs*

CO3: *formulate Career Management*

CO4: *formulating competency development*

CO5: *forecast HRD vision of India*

### **Text Books:**

1. Randy L, Jan M.Werner & David M.Hariis, "Human resource development" *Thomson Asia Pvt.Ltd*, 2/e, 2002. (UNIT-I,II,III & IV)
2. T.V. Rao, "Human Resource Development Experiences Interventions Strategies", *Sage Publication*, New Delhi, 2/e, 2006. (UNIT-V)

### **References:**

1. Kalgani Mohanty, "Human Resource Development , Organizational effectiveness" *Excel Books*- 1/e, 2009.
2. Topomay Deh, "Human Resource Management Theory & Practice" *Ane Books India*-2006
3. R. Krishnaveni "Human Resource Development a Researcher's perspective", *Excel Books*-2009.

## P14MB306H LABOUR LAWS

Class: MBA III Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop student's knowledge in/on....

*LO1: laws & labor management principles*

*LO2: Indian Factories Act-1948 and other Acts*

*LO3: industrial relations and Trade Unions Act-1928*

*LO4: minimum wages, payment of bonus Acts*

*LO5: workmen's Compensation Act-1923, Gratuity and ESI*

### UNIT-I (10)

**Introduction:** Origin, Objectives and classification of labour, Impact of labour laws on HR Management, Industrial Relations, Labour Laws, Indian Constitution and International Labour Organisation (I.L.O.)

### UNIT-II (10)

**Laws Related To Working Conditions:** Indian Factories Act, 1948, Shops and Establishment Act, Child Labour Act 1986.

### UNIT - III (10)

**Industrial Relation Laws:** Trade Unions Act 1928, Industrial Disputes Act 1947.

### UNIT-IV (10)

**Laws on Wages:** Minimum Wages Act 1948, Payment of Wages Act 1938, Payment of Bonus Act 1965.

### UNIT-V (8)

**Laws on Labour Welfare:** Workmen's Compensation Act 1923, Payment of Gratuity Act-1972, Employee State Insurance Act- 1948.

**Course Learning Outcomes (CO):**

Upon completion of this course, students will be able to....

CO1: *demonstrate knowledge about labour laws and management principles*

CO2: *extrapolates application of factories act, shops and establishment act and child labour acts*

CO3: *describe labour and trade union acts*

CO4: *recognize the use of minimum wages, payment and bonus acts*

CO5: *apply the various labour welfare Acts*

**Text Books :**

1. P.L. Malik, "Industrial Law", *Estron Book Comp-Luknow*, 2012, (UNIT I&II)
2. B.D. Singh, "Industrial Relations and Labour Laws", *EXCEL Books – N.Delhi*, 2/e, 2010 (UNIT III)
3. Tulsian, "Business Law", *Tata McGraw Hill*, 2/e, 2008, (UNIT IV &V)

**Reference Books:**

1. Pathak - Legal Aspects of Business *Tata McGraw Hill*, 2007.
2. Malik P.L.-Industrial Dispute Act 1947 (Annotated) *Estron Book Company, Lucknow*, 2010.
3. Sinha - Labour Laws, *Pearson Education.*, 2011
4. A.M. Sharma, "Industrial Relations and Labour Laws", *Himalaya Publishing House, 2/e*, 2013



## P14MB307H ORGANISATION DEVELOPMENT

Class: MBA III Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

*LO1: integral role of organizational development and the various stems*

*LO2: theories of planned change and interventions used in OD*

*LO3: issues and considerations in OD like consultant, client and contracting issues*

*LO4: power of teams and politics in OD*

*LO5: changing environment, future and agenda of OD*

### UNIT-I (10)

**The field of OD:** Definition, Evolution, Different stems - The laboratory training stem, The survey research and Feedback stem, The action research stem, The socio technical and socio clinical stem, Second generation OD, Values assumptions and belief in O.D, Implications of O.D

### UNIT-II (10)

**Foundations and interventions of O.D :** Models and theories of planned change, Participation and empowerment, Parallel learning structures, Normative, Re-educative strategy of changing, Action research, Managing the OD process, OD interventions, Evaluation of O.D. interventions, Teams and work groups, Process consultation interventions, A gestalt approach to team building, Techniques and exercises used in team building, Large scale change and high performance systems, Trans organizational development , Structural interventions and the applicability of O.D.

### UNIT-III (10)

**Key considerations and issues:** Issues in consultant , Client relationships, Defining the client system, Entry and contracting, The issue of 'Trust', Expertise, Diagnosis, Appropriateness and depth of interventions , The consultant team as a model and microcosm , Ethical standards in O.D

### UNIT-IV (10)

**Power, politics and O.D:** Team work for analyzing power and politics, Importance in the planned change and practice of O.D, Organization development practitioner, Competencies of an effective O.D practitioner, Professional values and ethics, Managing in turbulent times, Organizational deconstruction, Distributed intelligence, Technological connectivity, Creative destruction, Disruptive innovation, Clash of culture and implications of O.D - Incorporating future in to the present.

## UNIT-V (8)

**The future and O.D:** Fundamental strengths of O.D and changing environment, Diffusion of techniques, Integrative practice, The search for high performance community, Organization transformation for large scale paradigm shift, The O.D value cycle, O.D interventions for special situations like turnaround situations, Managing discontinuities, The New Agenda for O.D.

### **COURSE LEARNING OUTCOMES (CO):**

Upon completion of this course, students will be able to....

CO1: *associate the role of OD and the various stems*

CO2: *summarize the various theories, strategies and interventions used in bringing planned change*

CO3: *identify issues and considerations in OD like consultant , client and contracting issues*

CO4: *infer the power of teams and politics in OD*

CO5: *explore the future trends of OD and establish new agenda*

### **Text Books:**

1. Wendell L. French Cecil H. Bell Jr. "Organization Development and Transformation - Managing Effective Change", *Prentice Hall of India*, 5/e, 2011 (UNIT I,II &III)
2. Cummings Worley, 'Organization Development & Change', *Cengage Learning India Pvt. Ltd. New Delhi*, 8/e, 2011. (UNIT IV&V)

### **References:**

1. Wendell L. French Cecil H. Bell Jr., Veena Vohra, "Organization Development", *Pearson Education*, 6/e, 2006.
2. K. Hari Gopal, "Management of Organizational Change Learning Transformation" *Response Books*, 2001.

## P14MB308H INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Class: MBA III Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1 : *basics of IHRM*

LO2 : *functional aspects of IHRM*

LO3: *IHRM practices in selected countries*

LO4: *IHRM model of India*

LO5: *special IHRM issues*

### UNIT-I (10)

**Basics of IHRM:** Importance, Definition, Nature, Scope and components of IHRM Strategy, Functions, Objectives, Problems, IHRM compared with domestic HRM, Growing interest in IHRM ,Three dimensions of IHRM activities, Functional positioning and organizational context of IHRM, Approaches to the study of employment policy across countries.

### UNIT-II (10)

**The Functional Aspects of IHRM:** Process in IHRM-Staffing patterns of the international Managers, Approaches to multinational staffing Decisions, Selection criteria and technologies, Competencies needed for global Mangers , Transfer policies, Expatriate failures, Cultural awareness programmes, Objectives and key components of International compensation, Emerging Issues in global compensation management, Performance management of expatriates, Study of different models .

### UNIT-III (10)

**IHRM Practices in Selected Countries:** The American model of HR management, Recent trends in HR development in USA, The British model of HR management, Training & development within a total model from learning to knowledge, Japanese style of HR management, Implications for managers, Reward system across cultures, Motivational system across culture, German model of HR Management , The main features of the work values in Germany , Chinese model of HR management, The two way classification of workers and cadres , Chinese work values.

### UNIT-IV (10)

**IHRM Model of India:** Culture and Indian managers, Indian managers, Responses to HR practices across the world, Implication for multinationals, MNCs skill based approach and staff training and development priority, The global managers and future organizations, India's Response to universalization of HR Principles, Policies and practices, Cross- convergence.

## UNIT-V (8)

**Special Issues in IHRM:** Challenges of globalization and implications of Managing people and leveraging human resources for competitive advantage ,Impact of information technology on human resource management, Human side of technology-,The new knowledge economy, IT and HR- outsourcing HR-globalization, Quality of work life and productivity, Reorienting work force through HR interventions , Women expatriates and their problems , Exit policy and practices , Impact on participative management and quality circles.

### **Course Learning Outcomes (Co):**

Upon completion of this course, students will be able to....

- CO1: *elucidate the basics of IHRM*
- CO2: *analyze the functional aspects of IHRM*
- CO3: *discuss IHRM practices in selected countries*
- CO4: *identify IHRM model of India*
- CO5: *comprehend special IHRM issues*

### **Text Books:**

1. P.L. Rao "International Human Resource Management -Text and Cases" *Excel Books, New Delhi- 1/e, 2008.(UNIT-I, II & III)*
2. P. Subba Rao "International Human Resource Management", *Himalaya Publishing House, 1/e2011 (UNIT-IV)*
3. K.Aswathappa, Sadhna Dash- International Human Resource Management, Text and Cases, *Tata Mc Graw Hill Publishing Company Ltd.-second edition, 2/e 2008.(UNIT-V)*

### **References:**

1. Dr.Nilanjan Sengupta " International Human Resource Management " ,*Excel Books, New Delhi, 2008.*
2. Edwards " International HRM" , *Pearson Education, 2008.*

## P14MB305M CONSUMER BEHAVIOUR & CRM

Class: MBA III Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: *concepts of consumer behaviour*

LO2: *internal determinants of consumer behaviour*

LO3: *external determinants of consumer behaviour*

LO4: *consumer decision making process*

LO5: *CRM concept and components*

### UNIT-I (10)

**Consumer Behaviour:** Concept, Types of consumers, Current trends in consumer behaviour, Approaches to studying Consumer behaviour, Interdisciplinary analysis, Consumer behaviour applications in designing marketing strategies, Problems in studying Consumer behaviour

### UNIT- II (10)

**Internal Determinants of Consumer Behaviour:** Motivation, Learning, Perception, Attitude, personality and life style.

### UNIT- III (10)

**External Determinants of Consumer Behaviour:** Family social class, Reference group and Opinion leader, Diffusion of innovations, Culture and subculture.

### UNIT- IV (10)

**Consumer Decision Making:** Process, Consumer decision making models-Howard Sheth Model, EKB model.

**Organisational Buyer Behavior:** Influences on organisational buyer behavior, Consumer dissonance.

### UNIT-V (8)

**CRM concept and components:** Evolution and development, Challenges in implementing CRM, Organization for CRM, CRM Strategy cycle, CRM programme measurement and Tools, CRM practices in Banking, Insurance and Retail.

**Course Learning Outcomes (CO):**

Upon Completion of this course, students will be able to....

CO1: *summarise the concepts of consumer behaviour*

CO2: *relate the internal determinants of consumer behaviour*

CO3 : *relate the external determinants of consumer behaviour*

CO4: *design consumer decision making models*

CO5: *identify challenges in implementing CRM*

**Text Books:**

1. Suja R.Nair, "Consumer Behaviour in Indian Perspective", *Himalaya Publishing House*. 2/e, 2014 (UNIT-I, II, III & IV).
2. S. Shanmuka Sundaram: Customer Relationship management, Modern Trends and Perspective, Prentice Hall of India 1/e, 2008 (UNIT-V).

**References:**

1. Schiffman, Leon, G and Kannuk, Leslie Lazar," Consumer Behaviour" *Prentice Hall of India*.
2. David L.Loudon & Albert J. Della Bitta" Consumer Behaviour", *Mc Graw Hill* .
3. Dr. Rajeev Kumara, "Consumer Behaviour" *Himalaya Publishing*.
4. Roger J.Baran, Robert J. Galka, Deniel P. Strunk "Customer Relationship Management" *South West Cengage Learning*
5. Peelan -"Customer Relationship Management", *Pearson Education*.

## P14MB306M ADVERTISING MANAGEMENT

Class: MBA III Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme:

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

*LO1: integrate marketing communication in delivering a strong brand identity*

*LO2: importance and types of advertising copy*

*LO3: advertising media used for promotion*

*LO4: planning advertising budgets and measuring communication effectiveness*

*LO5: advertising agencies their functioning and regulations governing them*

### UNIT -I (10)

**Integrated Marketing Communication:** Meaning, Definition, The Promotion mix, IMC planning process.

**Introduction to Advertising:** Scope, Objectives, DAGMAR, 5Ms of Advertising, Functions and importance, Socio-cultural and ethical dimensions of advertising, Recent trends in advertising, advertising for social causes.

### UNIT - II (10)

**Advertising copy:** Meaning, Essentials of good advertising copy, Message strategy, Copy writing, Art direction and production, Advertising copy for print media, Advertising copy for electronic media, T.V, Radio and Internet, Creativity in advertising.

### UNIT -III (10)

**Advertising Media:** Planning and strategy, Types of media, Electronic media, Outdoor media, Media scheduling decisions, Media mix decisions, Overview of media scenario in India.

### UNIT -IV (10)

**Advertising Budgets:** Planning for advertising budgets, Methods of determining advertising budgets, Advertising effectiveness, Need and problems, Tools and techniques of measuring communication effectiveness, Sales effectiveness of advertising.

## UNIT -V (8)

**Advertising Agency and Industry and Regulations:** Structure of Indian advertising industry, Advertising agencies, Media companies and supporting organizations, Recent trends in Indian advertising, Advertising agencies, Functions, Selecting and compensation to advertising agencies, Advertising agencies in India, Legislation affecting advertising, Self regulating code of advertising, Regulations governing different types of advertising, Advertising council of India.

### **Course Learning Outcomes (CO):**

Upon Completion of this course, students will be able to....

CO1: *assess the need for implementing new trends in advertising to enhance brand identity*

CO2: *categorize the different types of advertising copies*

CO3: *appraise the effectiveness of media in promotion*

CO4: *plan advertising budgets and measure the effectiveness of advertising*

CO5: *outline various advertising agencies their functioning and regulations governing them*

### **Text Books:**

1. David A Aakar & John Myer, "Advertising Management", *Prentice Hall of India*, 5/e, 1998 (UNIT I, II & III).
2. Chunawala S.A. and K.C. Sethiya, "Fundamentals of Advertising Theory and Practice", *Himalaya Publishing House*, 7/e, 2009 (UNIT IV & V)

### **References:**

1. Sirgy,Rahtz, "Integrated Marketing Communications A Strategic Approach", *Cengage Learning*, 1/e, 2001.
2. SHH.Kazmi, Sathish K Batra, "Advertising & Sales Promotion", *Excel Books*, 3/e,2008



## P14MB307M SALES AND DISTRIBUTION MANAGEMENT

Class: MBA III SEMESTER

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives ( LO)

This course will develop students' knowledge in/on....

*LO1: concepts of sales and distribution*

*LO2: personal selling*

*LO3: sales force recruitment and selection process*

*LO4: various channels of distribution*

*LO5: supply chain management*

### UNIT -I (10)

**Introduction to Sales and Distribution Management:** Sales management concept, Nature and scope, Growth and evolution of sales management, Contemporary issues in sales management, Distribution management concept, Scope, Differences between channels of distribution and physical distribution, Linking of sales and distribution management .

### UNIT -II (10)

**Personal Selling:** Personal selling, Qualities of salesmanship, Theories of selling , Steps in selling process, Personal selling and sales promotion, Selling function, Different steps in buying decision process, Buying situations, Sales organization, Sales department, Functions, Sales forecasting and control, Sales budgets, Sales quotas and budgets.

### UNIT -III (10)

**Sales Force Management Decisions:** Recruitment, Selection, Training, Motivating, Compensating and controlling of sales force.

### UNIT -IV (10)

**Managing Channels of Distribution:** Distribution management, Need for distribution channels, Marketing channels, Selecting channels of distribution, Channel policies, Motivating channel members, Channel dynamics, Channel cooperation, Channel conflict , Channel competition.

## UNIT -V (8)

**Logistics And Supply Chain Management:** Definition, Scope, Origin, Key logistic activities, Order process, Inventory, Transportation and storage, Developing logistics strategies, Extension into supply chain management, International sales and distribution.

### **Course Learning Outcomes (CO):**

Upon completion of the course, the student will be able to...

*CO1: infer the concept of sales and distribution*

*CO2: identify the personal selling avenues*

*CO3: recognize the recruitment and selection process of sales force personnel*

*CO4: outline various channels of distribution*

*CO5: use logistics in supply chain management*

### **Text Books:**

1. Krishna K. Havaladar and Others - "Sales and Distribution Management", Tata McGraw-Hill Co. 6/e, 2009 (UNIT I, II & III).
2. S.A. Chunawala, "Sales and Distribution Management", Himalaya Publishing House, 3/e, 2009 (UNIT IV & V).

### **Reference Books :**

1. Mark W Johns tan and Others. - "Sales Force Management", Tata McGraw Hill Co., 5/e, 2012.
2. Spiro-Stanton Rich - "Management of Sales Force", TATA McGraw-Hill Co., 4/e, 2009.
3. Joseph Fhar & others -" Sales Management", Cengage publications, 2010.

## P14MB3O8M PRODUCT & BRAND MANAGEMENT

Class: MBA III Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: *product management*

LO2: *competitive strategy for products*

LO3: *product development*

LO4: *concept of brand*

LO5: *brand equity*

### UNIT I (10)

**Product Management:** Concept, Need and importance, Evolution of product management, Product management process , Role of products , Levels of products, Buy Grid analysis, Product Customization, Product focused organizations, Role of product manager in modern marketing.

### UNIT II (10)

**Competitive Strategy for Products :** Market mapping, Category analysis, Competitor analysis, Customer analysis, Product portfolio, BCG Matrix, Shell's Policy Matrix , Product mix and line decisions, Managing line extensions , Product positioning strategies.

### UNIT III (10)

**Product Development:** Product Innovation, Product development process, Factors affecting success or failures of new products, Product Life Cycle, Management of Product Life Cycle, Managing different stages of PLC, Product revival strategies , Product elimination decisions.

### UNIT IV (10)

**Concept of Brand:** Brand and firm, Brands and consumers, Brand Identity, Brand Image, Protecting brand, Brand perspectives, Brand level, Brand evolution.

## UNIT V (8)

**Brand Equity:** Brand loyalty and Brand equity, Brand personality, Building brands, Brand extension strategies, Brand positioning, 3 Cs of Positioning, Competitive positioning.

### **Course Learning Outcomes (CO):**

Upon completion of this course, students will be able to...

CO1: *demonstrate the product management*

CO2: *adopt competitive strategy for product*

CO3: *design product development*

CO4: *summarize the concept of brand*

CO5: *measure brand equity*

### **Text Books:**

1. Ramanuj Mazumdar, "Product Management in India", *PHI Learning- New Delhi*, 2009 (UNIT-I)
2. Donald R Lehman, " Product Management ", *Tata McGraw Hill Pvt. Ltd - New Delhi*, 2005(UNIT-II)
3. Michael Baker and Susan Hart, " Product Strategy and Management ", *Pearson Education -New Delhi*, 2009 (UNIT- III)
4. Harsh V Verma, " Brand Management - Text and Cases", *Excel Books - New Delhi*,2008(UNIT-IV)
5. S.A.Chunawalla, " Compendium of Brand Management ", *Himalaya Publishing House - New Delhi*, 2009 (UNIT-V)

### **References:**

1. S.A.Chunawalla, " Product Management ", *Himalaya Publishing House - New Delhi*, 2009
2. U C Mathur, " Product and Brand Management ", *Excel Books New Delhi*,2007

## P14MB305F SECURITY ANALYSIS

Class: MBA III Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objective (LO):

This course will develop students' knowledge in/on...

*CO1: overview of stock Market*

*CO2: concept of risk and return*

*CO3: valuation of securities*

*CO4: common stock analysis*

*CO5: technical analysis and efficient market hypothesis*

### UNIT I (10)

**Investment Setting:** Investments, Definition, Speculation and gambling, Objectives of investment, Investment process, Investment environment, Investment alternatives and their evaluation. Security markets, Markets and their functions and Participants.

**Stock Markets:** Primary and Secondary Markets, Trading and Settlement Systems, Stock Market Quotations and Indices (Construction), Latest Developments in Stock Market Operations. (Problems on Stock Index Construction).

### UNIT II (10)

**Risk and Return:** Concept and measurement, Historical (Ex-post) Return and Expected (Ex-ante) Return, Total Return and Holding Period Return , Arithmetic and Geometric Return, Nominal and Real return.

**Return relatives:** Risk-Concept, Sources, Classification, Systematic and Unsystematic Risk, Risk in a traditional sense and in contemporary mode, Measurement of Historical Risk and Expected Risk, Measures of Risk, Standard deviation and Variance (Problems on Measurement of Return and Risk on different securities in various situations).

### UNIT III (10)

**Bond Valuation:** Common stock valuation, Balance sheet valuation, Dividend Capitalization Model, free Cash Flow Model, Earnings Multiplier Approach, Earnings-Price Ratio, Expected Growth and Growth, Other valuation ratios, Bond valuation, Bond characteristics, Bond prices and yields, Risk in bonds and duration, Analysis and Valuation of Straight and Convertible Bonds. (Problems on Valuation of Common Stocks and Debt Securities in different situations and Bond Yields and Duration).

## UNIT IV (10)

**Equity Valuation:** Equity Analysis, Objectives, Approaches, Fundamental analysis, Economic analysis, Global economy, Government Policy and Macro Economy, Industry analysis, Industry classification, Key characteristics, Industry life-Cycle Analysis, Company analysis, Strategy analysis, Accounting analysis ,Financial analysis, Intrinsic value estimation, Equity research in India. (Problems on Intrinsic Value Estimation).

## UNIT V (8)

**Technical Analysis and Efficient Market Hypothesis:** Technical Analysis, Meaning, Fundamental and Technical Analysis, Market/Technical indicators, Charting techniques, Testing of trading rules, Evaluation of technical analysis, Elliot wave theory , Efficient market hypothesis, Forms of efficiency, Random walk theory and Efficient market hypothesis, Empirical tests, Implications of Investment analysis.

### **Course Learning Outcomes (CO):**

Upon completion of the course, the student will be able to:

*CO1: differentiate primary and secondary market.*

*CO2: explain the relation of risk and return on securities*

*CO3: calculate value of securities and bonds*

*CO4: calculate the intrinsic value of equity.*

*CO5: evaluate technical analysis*

### **Text Books:**

1. V.K.Bhalla, "Investment Management " *Sultan Chand Publications*, 14/e, 2010. (UNIT I,II &V)
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", *Tata McGraw Hill*, 2008. (UNIT III& IV)

### **Reference Books:**

1. Reilly and Brown, "Investment Analysis and Portfolio Management", *Cengage Learning*, New Delhi, 8/e, 2009.
2. Kevin S, "Security Analysis and Portfolio Management", *PHI Learning*.,2012
3. Sharma, Shashi K. Gupta , "Security Analysis and Portfolio Management", *Kalyani Publishers*. , 5/e. 2012.

## P14MB306F FINANCIAL MARKETS AND INSTITUTIONS

Class: MBA III Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

*LO1: financial system and its effect on economic development*

*LO2 money market and its instruments*

*LO3: primary market and its transitions*

*LO4: secondary market operations*

*LO5: regulatory frame work of RBI and SEBI*

### UNIT-I (10)

**Financial Markets:** Financial System, Overview, Structure of financial system, Components, Markets, Institutions, Instruments, Services, Functions of financial system, Role of Financial system in Economic Development.

### UNIT -II (10)

**Money Market:** Functions, benefits, money market instruments, Treasury Bills market, Call/notice money market, commercial papers, certificate of deposits, commercial bills market discount markets.

### UNIT- III (10)

**Primary Market :** Primary Markets, Initial Public Offer (IPO), Follow on Public Offering (FPO), Rights Issue, Private Placements, Preference Issues, Book Building, American Depository Receipts (ADRs), Global Depository Receipts (GDRs), Foreign Currency Convertible Bonds (FCCBs).

### UNIT- IV (10)

**Secondary Market:** Stock Exchange, Organization, management & membership, functions, listing, trading and settlement. Bond market: Significance, functions, participants, Depositories and Custodians, National Securities Depository Ltd. (NSDL), Central Depository Services (India) Ltd (CDSL), The Stock Holding Corporation of India Ltd (SHCIL).

### UNIT - V (8)

**Regulatory Framework:** RBI, Functions and Role, Monetary Policy, SEBI, Objectives, Powers and functions, SEBI Regulations relating to Capital Markets, Investors' Protection.

**Course Learning Outcomes (CO):**

Upon Completion of this course, students will be able to....

CO1: describe Indian financial system

CO2: demonstrate different products offered by money market

CO3: analyze the primary market

CO4: identify the use of secondary market

CO5: infer about regulatory system

**Text books:**

1. Vasant Desai, "The Indian Financial System and Development", *Himalaya Publishing House, Mumbai*, 1/e, 2009. (UNIT-I)
2. Bhole L.M. & Jitendra Mahakud, "Financial Institutions and markets", *Tata McGraw-Hill Education Private Ltd.*, 4/e, 2009. (UNIT-II,III,IV&V)

**References:**

1. V. Pathak, "The Indian Financial System - markets, Institutions and Services", *Pearson Education Pvt. Ltd., New Delhi*, 3/e, 2008.
2. Srivastava R.M. & Divya Nigam, "Management of Indian Financial Institutions", *Himalaya Publishing House, Delhi*, 8/e, 2009.



**P14MB307F INTERNATIONAL FINANCIAL MANAGEMENT**

**Class:** MBA III Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation	40 marks
End Semester Examination	60 marks

**Course Learning Objectives (LO):**

This course will develop students' knowledge in/on...

*LO1: international financial system & its environment*

*LO2: foreign exchange market operations*

*LO3: foreign exchange risk management strategies*

*LO4: international monetary system and foreign exchange management*

*LO5: MNC's budgeting, taxation & accounting implications*

**UNIT-I (10)**

**International Financial System:** Meaning, Scope and significance of International Finance, International Financial System, Components and environment, Finance functions in global context, International Monetary System, Fixed and floating systems, Balance of Payments (BOP).

**International Financial Institutions:** World Bank, IMF, ADB.

**UNIT-II (10)**

**Foreign Exchange Market:** Players and components, Functions, Foreign Exchange Rates, Spot, Forward and Cross Rates, Theories of determining foreign exchange rate, International Parity condition, Indian foreign currency market, Foreign Exchange Management Act (FEMA), Recent developments (Problems).

**UNIT-III (10)**

**Management of Foreign Exchange Risk:** Meaning and types of risk, Management of Translation, Transaction and Economic exposure, Tools, Techniques and Hedging strategies for foreign exchange risk management (Problems).

#### UNIT-IV (10)

**International Monetary System:** Forwards, Swaps, and interest rate futures, European monetary markets, Asian currency markets, GDRs, ADRs, Blocked accounts, Dealing position, Speculation and leveraged arbitrage (Problems).

#### UNIT-V (8)

**Financial Management of Multinational Firm:** Foreign Capital Budgeting Decisions, Cash Flow Management, Tax and Accounting implications of International activities (Simple Problems).

#### **Course Learning Outcomes (CO):**

Upon completion of this course, students will be able to....

CO1: *differentiate domestic and international financial system*

CO2: *determine foreign exchange rate mechanism*

CO3: *compute foreign exchange risk*

CO4: *elucidate international monetary system*

CO5: *acquaint with financial management of multinational firm*

#### **Text books:**

1. APTE P.G., "International Financial Management Text & Cases", Tata McGraw-Hill, 6/e, 2014.
2. Madhu Vij, "International Financial Management", Excel Books, New Delhi, 3/e, 2003.
3. Jeff Madura, "International Financial Management," Cengage Learning, Indian edition , 2/e, 2008.

#### **Reference Books:**

1. Alan C. Shapiro, "Multinational Financial Management," Wiley India Pvt. Ltd., New Delhi.
2. Ephraim Clark, "International Financial Management," Cengage Publications, Delhi, 2/e 2002.
3. Cheol S. Eun & Bruce G. Resnick, "International Financial Management", Tata McGraw-Hill, New Delhi.
4. Eiteman, "Multinational Business Finance", Pearson Education, 9/e 2001.

## P14MB308F CORPORATE TAXATION AND PLANNING

**Class:** MBA III Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: *direct and indirect taxes*

LO2: *computation of income*

LO3: *wealth tax*

LO4: *tax planning and tax management*

LO5: *tax planning in respect of mergers and amalgamations*

### UNIT- I (10)

**Direct and Indirect Taxes:** Significance of corporate taxation, Basic concepts and definitions, Residential status and scope of total income of a company, Classification of companies for tax purpose, Incomes exempt from tax applicable to company.

### UNIT - II (10)

**Computation of Income:** Income from House Property, Income from Business, Capital Gains, Other Sources (Problems), Set-off and Carry forward of losses, Deductions from GTI u/s.80 applicable to companies, Computation of Total Income and Tax Liability (problems), New Provisions of MAT.

### UNIT - III (10)

**Wealth tax:** Scheme of wealth tax, Valuation Date, Net Wealth, Assets for wealth tax purpose, Deemed Assets, Exempted Assets applicable to companies, Computation of wealth tax liability of Corporate Assessee.

### UNIT - IV (10)

**Tax planning:** Meaning and Scope of Tax Planning and Tax Management, Tax Evasion vs. Tax Avoidance, Special Provisions relating to avoidance of Tax, Tax Planning with reference to Financial Management Decisions, Capital Structure decision, Dividend, Bonus shares, Personnel compensation plans.

### UNIT- V (8)

**Tax planning in respect of mergers and amalgamations:** Tax consideration in setting up new Industrial Undertaking, Tax planning in respect of Export Promotion, Capital Gains Investments, Tax planning and foreign collaborations.

**Course Learning Outcomes (CO):**

Upon Completion of this course, students will be able to....

CO1: *assess incidence of tax for a company*

CO2: *compute total income*

CO3: *calculate wealth tax*

CO4: *illustrate tax planning and management*

CO5: *analyze tax planning in respect of mergers and acquisitions*

**Text books:**

1. Gaur and Narang, "Income Tax Law and Practice", *Kalyani Publishers, New Delhi,*

**Reference book:**

1. B.B.Lal & N. Vashisht, "Direct Taxes", *Pearson Education, 5/e, 2013-14.*

## P14MB305S RELATIONAL DATABASE MANAGEMENT SYSTEMS

**Class:** MBA III Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives:

This course will develop students' knowledge in/on...

*LO1: relational database management systems*

*LO2: data normalization techniques*

*LO3: SQL queries to retrieve information from data base*

*LO4: various advances in SQL forms*

*LO5: SQL reports*

### UNIT-I (10)

**Introduction to Databases:** Introduction, Application development without databases, Advantages, Concepts and history of DBMS, Commercial databases. Data base design, Feasibility study, Designing system, Class diagrams, Data types, Elements.

### UNIT-II (10)

**Data Normalization:** Introduction, Sample database, First, Second, Third Normal Forms Beyond third normal form, Data rules and integrity, Effects of Business rules, Converting class diagram to normalized tables, Data dictionary.

### UNIT-III (10)

**Queries and sub queries:** Data queries, Basics, Computation, Group by Multiple tables, sub queries- joints, SQL testing queries.

### UNIT-IV (10)

SQL FORMS, Application development using SQL FORMS organization of SQL FORMS, Function Key, Screen Painter, default form designing a complete form, Trigger and their types trigger command syntax, Use of macro generating a form, running a form, user exits.

## UNIT-V (8)

**SQL Report** :SQL Report writer, Types of reports, entering the query formulating the report, calculated filed, group settings modifying tent settings, previewing a report running a report, SOL LOADER, Database Administrator

### **Course Learning Outcomes (CO):**

*Upon completion of the course, the student will be able to...*

*CO1: generalise E-Business trends and practices*

*CO2: familiar with E-Business in fracture*

*CO3: design data bases for applications*

*CO4: analyze E-security features*

*CO5: conscious of E-business opportunities in world wide web*

### **Text books:**

1. Abbey and Corey, Oracle: "A Beginners Guide" *Tata MC Graw Hill*
2. James Perrya T and Joseph, G. Lateer: "Understanding Oracle", BP

### **References:**

1. Gerald V. Post: "Data Base Management Systems- Designing and Business Application" *Tata Mc Graw Hill*.
2. McFadden: "Database Management System" *Addison Wesley*.

## P14MB306S MANAGEMENT OF SOFTWARE PROJECTS

**Class:** MBA III Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

*LO: 1 latest software project management paradigms*

*LO2: software process models*

*LO3: software engineering practices in project management*

*LO4: latest technologies in requirements gathering*

*LO5: assessment of software development approaches*

### UNIT-I (10)

Introduction to Software engineering, Evolving role of software, Changing nature of Software, Legal software ,Software myths, A generic view of process, Software engineering, a layered technology, A Process framework, CMMI, Process Patterns, A process Assessment, Personal and team process models, Process Technology, Product and process.

### UNIT-II (10)

Process models, Perspective models, Waterfall model, Incremental process models, Evolutionary process model, Specialized process model, Unified process. An agile view of process, Agility, Agile process, Agile process models

### UNIT-III (10)

Software engineering practice, Communication practice, Planning practices, Modeling practices, Construction practice, Deployment, System engineering, Computer, Based system, System engineering hierarchy, Business process engineering, Product engineering, System modeling

#### UNIT-IV (10)

Requirement engineering, Requirement engineering tasks, Initiating requirement engineering process, Eliciting requirements, Developing user care, Building analysis model, Negotiating requirements, Validating requirements

#### UNIT-V (8)

Building the analysis model, Requirement analysis, Analysis modeling approaches, Data modeling concepts, Object oriented analysis, Scenario based analysis, Flow oriented modeling, Clan based modeling, Creating behavioral model.

#### **Course Learning Outcomes(CO):**

Upon completion of the course, the student will be able to.....

*CO1: recognize latest software project management paradigms*

*CO2: adopt various software process models*

*CO3: apply software engineering practices in project management*

*CO4: use latest technologies in requirement gathering*

*CO5: analyze and assess software development approaches*

#### **Text book:**

1. Roger s. Prenman "Software Engineering A Practitioner"s Approach McGraw Hill International edition.



## P14MB307S ENTERPRISE RESOURCE PLANNING (ERP)

**Class:** MBA III Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

*LO1: evolutions in enterprise resource planning technologies*

*LO2: developments in enterprise resource planning technologies*

*LO3: enterprise resource planning related technologies*

*LO4: enterprise resource planning practices in quality management*

*LO5: enterprise resource planning practices*

### UNIT-I (10)

ERP overview, Evolution of ERP, EP technologies, ERP technologies, ERP as decision support system, ERP Architecture consideration for ERP implementation

### UNIT- II (10)

Introduction to ERP: ERP Vs MRP, Evolution, Growth, Benefits and limitations of ERP, Phases of ERP, Sales, Marketing, Distribution Manufacturing, Finance, Personnel, Purchase and inventory, Planning & Control

### UNIT-III (10)

ERP, Related techniques business process reengineering (BPR), MIS, DSS, EIS, Data warehousing, Data Mining, Online analytical processing (O&AP), Supply, Chain management CAD/CAM, Materials requirement planning, Bills of materials, Manufacturing resource planning, Distribution requirement planning, JIT & Kanban, Make to order, Make to stock, Assemble to order, Engineer-to-order.

### UNIT-IV (10)

ERP Models, Finance, Plant and maintenance, Quality management, Materials Management, Benefits of ERP.

## UNIT-V (8)

ERP Implementation life cycle, Pre evaluation screening, Package evaluation, Project planning Phase, GAP analysis, Reengineering, Configuration, Team training, Testing & going Live.

### **Course Learning Outcomes (CO):**

Upon completion of the course, the student will be able to.....

*CO1: understand evolutions in enterprise resource planning technologies*

*CO2: adopt developments in enterprise resource planning technologies*

*CO3: familiarize with enterprise resource planning related technologies*

*CO4: apply enterprise resource planning practices in quality management*

*CO5: analyze and rate enterprise resource planning practices*

### **Text books:**

1. S. Sadgopan "ERP A Managerial Perspective" Tata McGraw Hill.
2. Alexisleon "Enterprise Resource Planning" Tata Mc Graw Hill.

### **Reference books:**

1. Vinod Kumar Kard and Arid NK Venkaita Krishtean "E.R.P Concepts and Practice" "Prentice Hall of India"
2. Luwai F Motiwallo, Jeff Thompson "Enterprise Systems for Management" Pearson Education, 2009
3. Jyotindram "Enterprise Resource Planning" Himalaya Publishing House.

**P14MB308S SYSTEMS ANALYSIS AND DESIGN**

**Class:** MBA III Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives (LO):**

This course will develop students' knowledge in/on...

- LO1: latest trends in system analysis and design*
- LO2: different organizational system application analysis*
- LO3: different project management designs in system*
- LO4: information gathering and analysis*
- LO5: agile modeling and prototyping*

**UNIT-I (10)**

Assuming the role of the systems analyst, Types of systems, Integrating technologies for system, Need for systems analysis and design, Role of the system analyst, System development life cycle, Using case tools, Upper and lower case, Object oriented systems, Analysis and design, Agile approach and other alternative methodologies.

**UNIT-II (10)**

Understanding organizational style and its impact on information systems, Organizations as systems, Depicting systems graphically, Use case modeling, Levels of Management, Organizational culture.

**UNIT-III (10)**

Project management, Project initiation, Determining feasibility, Activity planning and control, Computer, based project scheduling, Function point analysis, Managing analysis and design activities, Agile development.

**UNIT-IV (10)**

Information gathering, Interactive methods, Interviewing, Joint application design, Using questionnaires, Sampling, Investigation, Observing a decision making behavior.

## UNIT V (8)

Agile modeling and prototyping, Prototyping, Developing prototype, User's role in prototyping rapid application development, Agile modeling comparing agile modeling and structured methods.

### **Course Learning Outcomes (CO):**

Upon completion of the course, the student will be able to.....

*CO1: apply latest trends in system analysis and design*

*CO2: perform system analysis for different applications*

*CO3: develop designs for various systems*

*CO4: analyse the information for decision making*

*CO5: adopt agile modeling and prototyping techniques*

### **Text book:**

1. "System Analysis and Design" by Kendall Kendall (seventh edition)

### **Reference books:**

1. "Analysis & Design of information systems" by James A. Sen (second edition)
2. Sodzinger Jackson Burd: "Systems Analysis & Design"

**KAKATIYA INSTITUTE OF TECHNOLOGY & SCIENCE, WARANGAL - 15**  
(An Autonomous Institute under Kakatiya University, Warangal)

**DEPARTMENT OF MANAGEMENT**

**SCHEME OF INSTRUCTIONS & EVALUATION FOR 2 YEAR MBA DEGREE PROGRAMME**

**SEMESTER :       FOURTH**

S. No.	Course Code	Course Name	Periods			Credits (C)	Evaluation Scheme				
			L	T	P		CIE			ESE	Total Marks
							TA	MSE	Total		
1	P14MB401	International Business	4	-	-	4	15	25	40	60	100
2	P14MB402	Business Law & Ethics	4	-	-	4	15	25	40	60	100
3	P14MB403	Entrepreneurship Development	4	-	-	4	15	25	40	60	100
4	P14MB404	Management Information System	4	-	-	4	15	25	40	60	100
<b>Optionals: AS PER THE SPECIALISATIONS</b>											
5	P14MB405H / 405M / 405F / 405S		4	-	-	4	15	25	40	60	100
6	P14MB406H / 406M / 406F / 406S		4	-	-	4	15	25	40	60	100
7	P14MB407H / 407M / 407F / 407S		4	-	-	4	15	25	40	60	100
8	P14MB408H / 408M / 408F / 408S		4	-	-	4	15	25	40	60	100
9	P14MB409*	Project Report Viva-Voce*	-	-	-	4	40	-	40	60	100
		<b>Total</b>	<b>32</b>			<b>36</b>	<b>160</b>	<b>200</b>	<b>360</b>	<b>540</b>	<b>900</b>

**Note:** L - Lectures; T- Tutorials; P - Practical's; CIE - Continuous Internal Evaluation; TA - Teachers Assessment; \*on respective Specialisation Opted by the student (20 Marks TA+20 Marks DPRGC).

**MSE** - Mid Semester Examination; **ESE** - End Semester Examination;

**Student Contact Hours / Week** : 32 (periods/week)

**Total Credits (C)** : 36 Credits

**SPECIALISATIONS:**

S. No.	HUMAN RESOURCE MANAGEMENT SPECIALISATION		MARKETING MANAGEMENT SPECIALISATION		FINANCE MANAGEMENT SPECIALISATION		SYSTEMS MANAGEMENT SPECIALISATION	
	Course Code	Course Name	Course Code	Course Name	Course Code	Course Name	Course Code	Course Name
1	P14MB40 5H	Performance Management	P14MB40 5M	Services Marketing	P14MB40 5F	Portfolio Management	P14MB40 5S	Artificial Intelligence
2	P14MB40 6H	Management of Industrial Relations	P14MB40 6M	Global Marketing	P14MB40 6F	Financial Services Management	P14MB40 6S	Data Communications & Networking
3	P14MB40 7H	Compensation Management	P14MB40 7M	Rural Marketing	P14MB40 7F	Strategic Financial Management	P14MB40 7S	Distributed Computing and Applications
4	P14MB40 8H	Strategic Human Resource Management	P14MB40 8M	Retail Marketing Management	P14MB40 8F	Financial Derivatives	P14MB40 8S	Data Mining & Data Warehousing

## P14MB401 INTERNATIONAL BUSINESS

Class: MBA IV Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

LO1: *structure and strategy of international business*

LO2: *managing technology in international operations*

LO3: *role of multinational enterprises*

LO4: *international economic institutions, agencies and agreements*

LO5: *functional operations management*

### UNIT-I (10)

**The Structure and Strategy of International Business:** An overview of international business environment, International Business strategies of the firm, Profiting from global expansion. Pressures for cost reductions and local responsiveness, Strategic choices ,The organization of international business , Control systems and incentives , entry strategy and strategic alliances, Theory of global competitiveness alignment, mapping competitiveness shifts.

### UNIT-II (10)

**Managing Technology and Knowledge in International Operations:** Problems of control in an international company , Designing an international control system , Understanding Technology , Technology transfer , Knowledge in Organizations , The Process of knowledge management in International Organizations ,Negotiations and Decision making across borders and cultures, Mergers and acquisitions (M&A), Implications for India for the practice of global leadership in business. Ethics and Social responsibilities of International Firms, International ethical codes of conduct ,Cross Cultural, Cross religion and cross racial issues.

### UNIT-III (10)

**Role of Multi National Enterprises (MNEs) :** MNE's exploit market imperfections, Seeking markets, Efficiency and knowledge, MNE's and life cycle of product, The MNE's and competitive advantage of nations, Regulatory environment of MNE's, Guidelines for Managers of MNE's, Areas of particular concern to MNE's, Multinational bankruptcy, Cross border liability and Trade Disputes, Protection of Intellectual Property, Tradeoffs between business abroad and national security / foreign policy at home, Role of Indian MNE's in International Business, Hidden Values and responsibilities to stake holders.

#### UNIT-IV (10)

**International Economic Institutions Agencies and Agreements:** Regional Trading Arrangement, The European Union and NAFTA, Bilateral Trade laws, Multilateral Trade laws, An overview of GATT / WTO, IMF and World Bank Group, UNCTAD, ILO, Regional Economic Integration, Trade Areas and Economic Unions, OPEC, Commercial policy implications of customs union, International Economic Policies, Policy Implications of barriers to trade, Debate on Trade policy i.e. free trade versus protectionism , The China Syndrome , Impact of International Economic Institutions and Agencies.

#### UNIT-V (8)

**Functional Operations Management:** International Marketing Strategy, International HR management strategy, International Operations Management Strategy, International Financial Management Strategy, Global Standard Quality Management, Porter's model of competitive advantage, The 10-P model of global strategic management, A Global perspective on corporate governance mechanisms.

#### **Course Learning Outcomes (CO):**

Upon completion of this course, students will be able to.....

CO1: *outline international business environment*

CO2: *investigate problems of control in an international company*

CO3: *recognize the role of Multinational Companies*

CO4: *generalize international economic institutions, agencies and agreements*

CO5: *execute functional operations management*

#### **Text Books:**

1. P. Subba Rao, "International Business – Text & Cases", *Himalaya Publishing House*, 2/e, 2009 (UNIT-I,II & III)
2. K. Ashwathappa, "International Business", *Tata McGraw Hill*, 2/e, 2006 (UNIT-IV)
3. Manab Adhikary, " Global Business Management ", *McMillan*, 2001.(UNIT-V)

#### **References**

1. Charles W.L. Hill and Arun Kumar Jain, " International Business : Competing in the Global Market Place", *McGraw Hill*, 2007.
2. Aravind V. Phatak, Rabi S. Bhagat & Roser J. Koushikar, "International Management", *Tata McGrawhill*, 2007.
3. Anant K. Sundaram & J. Steward Black, "The International Business Environment", *Prentice Hall of India*, 1999.



## P14MB402 BUSINESS LAW & ETHICS

Class : MBA IV Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives(LO):

This course will develop students' knowledge in/on.....

*LO1: procedure in formation, formalities and liquidation of companies*

*LO2: different concepts of contract Act*

*LO3: various Acts applicable to business*

*LO4: business ethics*

*LO5: corporate governance*

### UNIT-I (10)

**Elements Of Company Law:** Indian Companies Act 1956, Formation of a company, General meetings and proceeding, Accounts audit and Dividend, Inspection and Investigation, Inter corporate loans and Investments, The Company Secretary, Duties and powers, Compromise and Arrangement, Winding up of Companies.

### UNIT-II (10)

**Contract Act:** Nature of contracts, Offer, Acceptance, Consideration, Capacity of parties, Free consent, Legality of object and consideration, Contingent contracts, Quasi contracts, Performance of contract, Discharge of contract, Remedies for Breach of contract, Sale of Goods Act, Essentials of contract of sale, Goods and their classification, Price, Conditions and Warranties, Transfer of title, Performance of contract of sale of goods, Unpaid seller and his rights, Negotiable Instruments Act, Types of Negotiable instruments, Holder and Holder in due course, Presentation and Dishonor.

### UNIT-III (10)

#### **Miscellaneous Acts:**

**The Consumer Protection Act 1986 :** Need, Importance and different consumer council centers

**The Competition Act:** Need, Importance, Role of competition Act in the Business

**Foreign Exchange Management Act:** Need, Importance and procedure of Foreign Trade

**The Information Technology Act 2000:** Need-Importance and Role of IT Act in the Business

## UNIT-IV (10)

**Business Ethics:** Definition, Importance of ethics in business, Distinction between values and ethics, Characteristics of ethical organization, Morality and professional ethics, Ethical dilemmas, Create an ethical working environment, Ethical decision making in business, Role of corporate governance in ensuring ethics in workplace, Indian ethical traditions.

## UNIT-V (8)

**Creating An Ethical Organization:** Role of Corporate Governance, Corporate Culture, Corporate Social Responsibility (CSR) and other influences in creating an Ethical organization, Codes of Conduct, Ethics committee, Ethics training Programmes, Benefits, The relationship between corporate ethics and good governance .

### **Course Learning Outcomes(CO):**

Upon completion of the course, the student will be able to:

CO1: *demonstrate formation and liquidation of companies*

CO2: *evaluate and identify various contracts*

CO3: *recall and remember the various acts*

CO4: *recognize ethical values in business*

CO5: *recognize the importance of Corporate Governance and CSR*

### Text Books

1. Maheshwari & Maheswari, "A Manual of Business Laws", *Himalaya Publishing House.*, 3/e 2012,(Unit I,II & III)
2. N.D. Kapoor, " Business and Economic Laws", *Sulthan chand*,(Unit IV & V)

### Reference Books:

1. S.S.Gulshan - "Business Laws" *Excel Books*, New Delhi.,2010
2. Tulsion P.C. -" Business Law " *Tata MCGraw Hill*, New Delhi .,2011
3. Sherlekar - Ethics in Management *Himalaya Publishing House*, 2009

## P14MB403 ENTREPRENEURSHIP DEVELOPMENT

Class: MBA IV Semester

### Teaching Scheme

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### COURSE LEARNING OBJECTIVES (LO):

This Course will develop students' knowledge in/on....

*LO1: entrepreneurship, its culture and behavior*

*LO2: creativity, problem solving and feasibility reports*

*LO3: financial, marketing and human resource management of small enterprises*

*LO4: entrepreneurial strategy in new entry exploration*

*LO5: emerging issues in EDP development*

### UNIT-I (10)

**Entrepreneurship:** Introduction, Entrepreneur, Entrepreneurship & Entrepreneurial Development, Definition and Concept, Characteristics of Entrepreneurs, Traits and Skills, Classification, Entrepreneurial Behaviour and Motivation, Nature and Importance of Entrepreneurs, The Entrepreneurial Culture, Theories of Entrepreneurship, Entrepreneurship Development, Intrapreneurship, Causes, Climate for Intrapreneurship, Institutions involved in fostering Entrepreneurship.

### UNIT-II (10)

**Creativity and Feasibility Planning:** Sources of New Ideas, Methods of generating ideas, Creative Problem Solving, Opportunity Recognition, Feasibility planning, Four-Stage Growth Model, Fundamentals of a feasibility plan, The feasibility plan.

### UNIT-III (10)

**Management of SMEs:** Financial Management, Sources of finance, Working capital management, Venture Capital, Characteristics, Types of Venture Financing, Marketing management, Product development, Pricing, Channels of distribution, Marketing communications, Production management, Materials management, Human resource management in SMEs.

### UNIT-IV (10)

**Entrepreneurial Strategy:** Generation of a New Entry opportunity, Assessing the attractiveness of a New Entry opportunity, Entry strategy for new entry exploitation, Risk reduction strategies for new entry exploitation, Growth Strategies, Economic implication of growth, Implications of growth for the firm.

## UNIT-V (8)

**Emerging Issues in Entrepreneurial Development:** Family Business, Importance, Types, Succession, Strategies for improving the Family Business, Entrepreneurship development Programmes, The Indian EDP Model, Phases, Evaluation of EDP, Women entrepreneurship, Concept, Empowerment, Factors governing Women Entrepreneurship, Rural Entrepreneurship.

### ***Course Learning Outcomes (CO):***

Upon Completion of this course, students will be able to....

CO1: *outline entrepreneurial traits, skills and culture*

CO2: *identify methods of generating creative ideas*

CO3: *infer working of small enterprises*

CO4: *determine risk reduction strategies of new entry exploitation*

CO5: *outline entrepreneurial development, women entrepreneurship and rural entrepreneurship*

### **Text Books:**

1. Vasant Desai, "Dynamics of Entrepreneurial Development and Management", *Himalaya Publishing House*, 4/e, 2007. (Unit-I,II,III&V).
2. S.S.Khanka, "Entrepreneurial Development", *S.Chand & Company Ltd. New Delhi*, 4/e, 2008. (Unit-IV).

### **Reference Books:**

1. S.K.Mohanty, "Fundamentals of Entrepreneurship", *Prentice Hall of India* 2/e, 2009.

## P14MB404 MANAGEMENT INFORMATION SYSTEM

**Class:** MBA IV Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

*LO1: evolution and competitive advantage of Management Information System (MIS).*

*LO2: decision making models including Herbert Simon's decision making model etc.*

*LO3: application of MIS in various areas of business*

*LO4: system analysis and design*

*LO5: trends, ethical, security, and globalization issues in information technology.*

### UNIT-I (10)

**Meaning & Evolution of MIS:** Manager's view of Information System, Strategic planning, Management control, Operational control, Information Systems for competitive advantage, Value chain model, Synergies, Core competencies and Network based strategies, Information Technology and Business Process Reengineering.

### UNIT-II (10)

**Decision Making and Information Systems:** Herbert Simon model of decision making process, Criteria for decision making, Behavioral Model of decision making, Optimization Model, Decision support systems and Expert systems, Relevance of decision making concepts for Information Systems.

### UNIT-III (10)

**Strategic planning of information systems:** Techniques of planning, Applications of information systems, Financial information systems, Marketing information systems, Production information systems, Human resources information systems.

### UNIT-IV (10)

**Systems Analysis and Design:** Development strategies, Structured analysis, Prototyping, System Development Life Cycle, Feasibility requirement, Analysis, Design of the system, Development of software, Implementation and evaluation, Systems Project Management.

## UNIT-V (8)

**Organization of Information System:** Centralized, Decentralized and Distributed processing, Role and responsibilities of Information Systems professionals, Security and ethical issues in Information Systems, Risks, Controls and Threats.

### **COURSE LEARNING OUTCOMES (CO):**

Upon Completion of this course, students will be able to...

LO1: *demonstrate the evolution and usage of Information Systems for competitive advantage*

LO2: *illustrate the use of decision support system and other decision making concepts of MIS*

LO3: *classify the various categories of MIS; like finance, marketing and human resources*

LO4: *analyze system development & project management principles*

LO5: *interpret data processing for organizing information, ethical and security issues*

### **Text Books:**

1. Kenneth C Laudon and Jane P Laudon, "Management Information Systems- Managing the Digital Firm", *Pearson Education*, 2/e, 2009. (UNIT I, II, &V).
2. CSV Murthy, "Management Information Systems- Text & Applications", *Himalaya Publishing House*, 3/e, 2011 (UNIT I,III & IV).

### **References:**

1. Gordon B. Davis, Magrethe H.Olson, "Management Information Systems, Conceptual Foundations Development", *Tata McGraw Hill*, 2008.
2. Satyasekhar. GV, "Management Information Systems", *Excel Books*, 2007.

## P14MB405H PERFORMANCE MANAGEMENT

Class: MBA IV Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop student's knowledge in/on....

*LO1: performance management*

*LO2: essential features of effective performance management system*

*LO3: challenges in performance management*

*LO4: performance appraisal system for supervisory staff*

*LO5: competitive advantage of performance management*

### UNIT-I (10)

**An overview of Performance Management:** Definition , Objectives and process of Performance Management ,Development in the field , The Performance Contract Principles and Limitations , Impact of "Competency Goal" in the Performance Management System.

### UNIT-II (10)

**Essential Features of Effective Performance Management System:** Key Results Areas (KRAs) in Performance Management, Top Management Commitment Component of Performance Management, Recognizing excellence in performance, Consistent reward system, Organizational goal linked Performance Management, Deciding key performance indicators (KPIs), Performance linked Increments and promotions, conditions for the successful outcomes from Performance Management, Assessment of the Organizational effectiveness in Performance Management, Linking rewards to performance Management and Performance Counseling, Performance Management strategy for creating high performance organization.

### UNIT - III (10)

**Challenges in Nurturing Architecture of P.M :** Organization specific PMS, Reward based Performance , Management System and its Significance, Interventions and Drivers , Refinement and Reinforcement of Reward System , Career based Performance Management , Team based Performance Management , Significance, theoretical foundations, culture based Performance Management , Lessons of culture Theories, Internalization of Performance Values , Lessons of Leadership theories. Competence based Performance Management Significance, Leadership based Performance Management , Performance Management practices in Indian Organizations.

#### UNIT - IV (10)

**Performance Appraisal System for Supervisory Staff :** Performance appraisal system for supervisory staff, General staff and shop floor worker, Diagnosing Performance Problems , Managing Individual performance in cross functional teams problems, Corporate Performance Management, True value of hiring and retaining top performers.

#### UNIT - V (8)

**Competitive Advantage of P.M.:** Competitive advantage through Performance Management, Performance Management and strategic HR Planning and linkage, Planning performance for Role Clarity, Accountability and effectiveness, Implications of Performance Management on Knowledge Management, Role of CEO's in leveraging knowledge through Performance Management.

#### **COURSE LEARNING OUTCOMES (CO):**

Upon completion of this course, students will be able to...

CO1: *generalize performance management*

CO2: *discuss essential features of effective performance management system*

CO3: *analyze challenges in performance management*

CO4: *infer performance appraisal system for supervisory staff*

CO5: *design competitive advantage of performance management*

#### **Text Books:**

1. Srinivas R. Kandula, "Performance Management", *Prentice - Hall India*, 2/e, 2006

#### **References**

1. Tapomoy Deb, "Performance Appraisal and Management", *Excel Books*, 2008
2. Dinesh K. Srivastava, "Strategies for Performance Management", *Excel Books*, 2005



## P14MB406H MANAGEMENT OF INDUSTRIAL RELATIONS

**Class:** MBA IV Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

*LO1: Industrial relations and its various approaches like Dunlop's, pluralist and Weber's Approach.*

*LO2: trade unions, employee associations and their functions*

*LO3: various procedures influencing Industrial Relations*

*LO4: international labor relation in comparison with Indian Scenario*

*LO5: contemporary issues in Industrial relations*

### UNIT-I (10)

**An Overview of Industrial Relations System:** Definition, Objectives of IR, Participants in IR, Functional requirements of successful IR Programs, Industrial Relations perspectives, The system model (Dunlop's approach), The Pluralist approach, Weber's social action approach, Evaluation and growth of Industrial Relations in India, Changing dimensions of Industrial Relations, Government policies and IR.

### UNIT-II (10)

**Union Management Relations Trade Unions:** Definition, Types, Governments role, Structure and management of Trade Unions, Indian Trade Unions, Problems.

**Industrial disputes:** Causes and consequences of disputes, Methods of settling Industrial Disputes, Adjudication, Arbitration, Dispute settlement machinery for the prevention and settlement of Industrial Disputes, Statutory and Non-statutory machinery, Management of strikes and lockouts, Negotiations for win-win-dispute resolution

### UNIT-III (10)

**Collective bargaining:** Meaning and importance of collective bargaining, Levels, Influencing factors and subject matter of collective bargaining, Problems in collective bargaining in India, Works committee, Joint council of Management, Workers participation in Management , Schemes of workers participation management in India.

**Grievance Handling:** Employee grievances, Nature & causes of Grievances , Approaches to the Grievance machinery, The Grievance procedure, Discipline, Code of Discipline in Industry, Disciplinary proceedings, Steps involved in the procedure for disciplinary action.

#### UNIT-IV (10)

**International industrial relations:** Recognition of Trade Unions practices in foreign countries, Social security schemes abroad, Glimpse into Industrial Policy of East Asia, Industrial Relations in Japan, Labor Relations in China, Industrial Relations system in Great Britain and USA, International Trade Union Organizations.

#### UNIT-V (8)

**Contemporary Issues in Industrial Relations:** ILO, Objectives and impact, Difficulties in adoption of ILO conventions and recommendations, Problems of ratifications, Economic reforms and restructuring, Adjustment process and VRS schemes in public sector, Management of sexual Harassment , Management of contract labor, BPO/KPO (call centers) and their employee related matters, Impact of technological change on IR.

#### **Course Learning Outcomes (CO):**

Upon Completion of this course, students will be able to....

CO1: distinguish between the various approaches like dunlop's, pluralist and weber's approach.

CO2: estimate the role, functions of trade unions and their problems

CO3: critically reflect upon theoretical approaches and analyze the various procedures influencing IR

CO4: compare International labor relation with Indian labor relations

CO5: demonstrate an understanding of various issues and concepts in modern IR.

#### **Text Books:**

1. Mamoria.C.B, " Dynamics of Industrial Relations", Himalaya Publishing House, 13/e , 2010 (UNIT I, II, III & IV)
2. Monal Arora - "Industrial Relations" Excel Books', 1/e, 2008 (UNIT IV&V).

#### **References:.**

1. Arun Monappa - "Industrial Relations", Tata McGraw Hill Publishing Co.
2. Sharma,A.M., " Industrial Relations", Himalaya Publishing House,9/e,2009.
3. P.R.N. Sinha, Indu Bala Sinha, Seema Priyadarshini Shekar," Industrial Relations, Trade Unions and Labor Legislation" , Pearson Education 2/e ,2008.

## P14MB407H COMPENSATION MANAGEMENT

Class: MBA IV Semester

### Teaching Scheme

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam:	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

CO1: *foundations of compensation system*

CO2: *pay structure, HR policies*

CO3: *employee stock ownership plans and broad based option plans.*

CO4: *uses of budget system, balance sheet and local going rate system.*

CO5: *components of Indian compensation system*

### UNIT-I (10)

**Foundation of compensation management:** Definition, Objectives, Principles and Importance, The Pay Model, Compensation objectives, Stake holders, Forms of pay, Cash compensation base, Merit pay, Cost of living adjustments, Incentives, Allowances, Policies on Internal Alignment and External Competitiveness, Strategic perspective of total compensation, Mapping total compensation strategy, Pay Decisions and Organisation Strategy, "Best Fit" Vs. "Best Practices" Dilemma, Issues and models of executive compensation.

### UNIT-II (10)

**Components of pay structure:** Organizational strategy, Work flow, Fairness, Motivation of behaviour, Economic pressures, Government policies, Law and regulations, External stakeholders, Cultures and customers, Organizations of human capital, Organisation work design, Overall HR policies, Internal labour markets, Employee acceptance, Research findings, Equity theory, Tournament theory, Institutional model, Pay structure based on jobs, Employees and competencies, Use of Job analysis and Job evaluation in designing pay structures.

### UNIT-III (10)

**Compensation strategy and competitiveness:** Influencing factors of external competitiveness, Modifications to the Supply and Demand side, Compensating differentials, Job structure and Pay structure, Grades and Ranges, Broad banding, Determinants of Grades and Ranges of pay, Differences in Quality of Individuals applying for work, Differences in the productivity and value, Differences in the pay mix of competitors, Issues in pay for performance, Employee Stock Ownership Plans (ESOPs), Performance Plans, Broad Based Option Plans (BBOPs), The role of Performance Appraisal in Compensation decisions.

## UNIT-IV (10)

**International Compensation Systems:** Managing Variations in International Pay System, Determinations of International Compensation System, (1) Institutional Factors, (2) Economic Factors Competitive Dynamics/Markets (3) Employee Related (4) Organizational Factors, Components of International Compensation. The Three approaches to International Compensation Management (1) The Budget System (2) The Balance Sheet or Home Net System (3) The Local Going Rate System, The Challenge of Rewarding Excellence.

## UNIT-V (8)

**Components of pay structure in India:** Basic Wage, Dearness Allowance, Flat Rate, Graduated Scale, Cost of Living and Consumer Price Index Number (CPIN), Over time payment, Annual Bonus, General Allowances, Special Allowances, House Rent Allowances, Canteen Allowances etc. Fringe Benefits, Recent Developments, CEO Compensation Package, The Indian Context, Compensation Issues in VRS, The Challenge of Rewarding Excellence.

### **Course Learning Outcomes (CO):**

Upon completion of this Course, students will be able to.....

CO1: describe the total compensation system

CO2: generalize the pay structure, HR policies

CO3: infer employee stock ownership plans and broad based option plans.

CO4: summarize the use of budget system, balance sheet and local going rate system.

CO5: outline the components of Indian compensation system.

### **Textbook:**

1. George T Milkovich, Jerry M,Newman & C.S. Venkata Ratnam, " Compensation" , Tata McGra Hill, 9/e, 2009. (UNIT II,III &V)
2. B.D. Singh, "Compensation and Reward Management" Excel Books, New Delhi, 2007. (UNIT I,IV)

## P14MB408H STRATEGIC HUMAN RESOURCE MANAGEMENT

Class: MBA IV Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

CO1: *strategic human resource management and HR management strategy*

CO2: *environmental scanning and management diversity*

CO3: *human resource strategy formulation in mergers and acquisition*

CO4: *human resource compensation strategy implementation*

CO5: *human resource strategy evaluation*

### UNIT-I (10)

**Framework of SHRM:** Definition, Importance, components of HRM strategy, Models of strategy, Contribution of HR in formulating and implementation of business strategy, Methods of structuring HR Department in organizations, Linkage between strategic business planning (SBP) and strategic HR development (SHRD), HR contribution to organizational learning, competency mapping, building the core competencies, Avoiding conflicting HR systems in designing the congruent and integrated HR systems. Trade, offs, Knowledge based HR management strategy.

### UNIT-II (10)

**HR environment scanning:** Technology and organizational structure, Environment turbulence, Adaptation, Environmental scanning and competitive intelligence, Influence on HR information system, Management of diversity, Trends in utilization of HR, Relocation of work, Employee leasing, Global sourcing of labour, The influence of organizational purpose, Mission and top management team, The impact of organization design and learning.

### UNIT-III (10)

**HR strategy formulation:** Strategic planning, Multinational Strategies, Strategic alliance, Sustainable global competitive advantage, Assessment of strategic alternatives, Managerial issues in strategic formulation, Importance and methods of forecasting the supply of HR, Key HR activities in Mergers and Acquisition (M & A), Ensuring alignment, Ensuring strategic flexibility for the future, An investment perspective of Human Resources, HR investment consideration.

## UNIT-IV (10)

**HR Strategy Implementation:** Implementation of Human resource and reallocation decisions, Cross training and flexibility in assigning work, Using work teams, Strategically oriented performance measurement system, Strategically oriented compensation systems, Improving the quality of performance measures, Results oriented vs. Process oriented measures, Individual best practices and systems best practices, Universal practices vs. Contingency perspective, Practices for evolution of high performance HR systems.

## UNIT-V (8)

**HR strategy evaluation:** HR evaluation process, Overview, Scope, Strategic impact, Level of analysis, Criteria, Level of constituents, Ethical dimensions, Approaches to evaluation, Audit approach, Analytical approach, Quantitative and Qualitative measures, Outcome process criteria, Balanced score card perspective, Bench marking, Evaluating strategic contribution of traditional areas such as selection, training, compensation, Evaluating strategic contribution in emerging areas such as management of diversity and quality readiness.

### **COURSE LEARNING OUTCOMES (CO):**

Upon Completion of this course, students will be able to....

CO1: *associate with the strategic business planning and strategic HR development*

CO2: *generalize environment turbulence and trends in utilization of HR*

CO3: *extrapolate HR activities in mergers and acquisitions*

CO4: *discuss the use of strategically oriented practices for evolution of high performance HR systems*

CO5: *extend HR Evaluation*

### **TEXT BOOKS:**

1. Jeffray A. Mello, "Strategic Human Resource Management," *Cengage Learning Indian Pvt. Ltd., New Delhi, 2/e, 2008. (UNIT-I,III,IV)*
2. Richard Regis, "Strategic Human Resource Management and Development", *Excel Books, New Delhi,4/e, 2008. (UNIT-II,V)*

### **REFERENCES:**

1. Charles R. Greer, "Strategic Human Resource Management", *Pearson Education Asia, 2/e, 2007.*
2. Monica. Belcourt and Kenneth J. Mc Bey, Strategic "Human Resource Planning", *Cengage Learning India Pvt. Ltd. New Delhi, 2/e, 2008.*
3. R. Srinivasan, "Strategic Management - The Indian Context", *Prentice Hall of India Pvt. Ltd., New Delhi, 3/e, 2002.*

## P14MB405M SERVICES MARKETING

**Class:** MBA IV Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

**COURSE LEARNING OBJECTIVES (LO):**

This Course will develop students' knowledge in/on....

*LO1: services, understanding its characteristics and reasons for its growth*

*LO2: 7 P's of Services Marketing like 4 P's and 3 P's*

*LO3: various marketing strategies of service firms*

*LO4: demand management of services like Tourism, Transport and Hospitality*

*LO5: strategies implemented by various services including Financial, Banking, Insurance, Telecom and Health*

**UNIT-I (10)**

**Introduction to Services Marketing:** Meaning and definition of service marketing , Nature, Classification of services, Characteristics of services, Difference between Product and Services, Reasons for growth and development of service marketing, Recent trends in service marketing, Problems and challenges in service marketing.

**UNIT-II (10)**

**Services Marketing Mix:** Traditional 4P's, Product, Pricing, Promotion and Physical Distribution, Extended Marketing Mix, 3P's Physical evidence, People and Process.

**UNIT-III (10)**

**Marketing Strategies for Service Firms:** Internal marketing, Interactive marketing and Relationship marketing, Differentiation strategy, Service quality, Demand management and productivity, Service strategies, Dimensions, Product support services.

**UNIT-IV (10)**

**Marketing of Tourism and Travel Services:** Tourism marketing strategies, Tourism products, Tourism potential in India, Hotel marketing (Hospitality marketing) Products, Marketing of transport services, Airways, Railways, Road ways, Multimode transportation services.

## UNIT-V (8)

**Marketing Strategies for Financial and other services:** Marketing of financial & banking services, Marketing of insurance services, Marketing of telecom services, Marketing of health care services

### **Course Learning Outcomes (CO):**

Upon completion of this course students will be able to.....

*LO1: outline the classification and characteristics of services and analyze the reasons of growth*

*LO2: summarize the relevance of the marketing mix in services*

*LO3: associate the importance of various marketing strategies used by service firms*

*LO4: differentiate the various marketing strategies exercised by tourism, transport and hospitality services*

*LO5: distinguish various marketing strategies used by financial services, telecom and health care services*

### **Text Books:**

1. S.M.Jha , "Services Marketing" , *Himalaya Publishing House*, 6/e, 2007 (UNIT I, II & III)
2. Love Lock Christopher H, " Services Marketing" , *Prentice Hall of India*, 7/e, 2010 (UNIT IV & V).

### **References:**

1. Bhattacharjee, "Services Marketing" , *Excel Books*, 1/e, 2006.
2. Ziethman & Others," Services Marketing" , *Pearson Education*.



## P14MB406M GLOBAL MARKETING

**Class:** MBA IV Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

The course will develop students' knowledge in....

*LO1: theoretical foundations and evolution of global marketing*

*LO2: global marketing environment like economic, political, legal and cultural environments*

*LO3: global market selection and entry strategies*

*LO4: marketing and promotion strategies used globally*

*LO5: promotional strategies used by global business*

### UNIT -I (10)

**Global Marketing Concepts:** Key concepts, Evolution of Global Marketing, Drivers towards Globalization, Global Marketing objectives, Theoretical foundations, Country specific advantages, Firm specific advantages, Rivalry between global competitors.

### UNIT - II (10)

**Global Marketing Environment:** Economic environment, Political and Legal environment, Cultural environment, Analyzing Global Marketing environment.

### UNIT -III (10)

**Global Market Selection and Entry Strategies:** Assessing Global Market opportunities, Country attractiveness, Understanding local customers, Multinational market regions, Global segmentation and positioning, Global mature markets, Growth markets, Emerging markets.

### UNIT -IV 10)

**Global Marketing Strategies:** Global products and services, Standardization vs. Localization, Global product lines, Global brand management, Global pricing, Financial issues, Transfer pricing, Counter trade, Global pricing policies.

### UNIT-V (8)

**Global Promotion Strategies:** Promotion as competitive advantage, Pros and Cons of Global advertising, Global advertising decisions, Global sales promotion, Direct marketing, Global personal selling, Global distribution, Rationalizing local channels, Global logistics, Global channel design.

**Course Learning Outcomes (CO):**

Upon completion of this course students will be able to..

*LO1: infer theoretical foundations and evolution of global marketing*

*LO2: distinguish between the various global environments*

*LO3: evaluate strategies in market selection and entry into global markets*

*LO4: relate and assess the various marketing promotion strategies used globally*

*LO5: recognize the promotional strategies used by global business*

**Text Books:**

1. Francis Cherunilam, "International Marketing", Himalaya Publishing House, 5/e, 2009 (UNIT I, II & III)
2. Johnny K. Johansson, "Global Marketing - Foreign Entry, Local Marketing and Global Management", Tata McGraw Hill Pvt. Ltd. New Delhi, 4/e, 2008. (UNIT IV & V)

**References:**

1. P.K. Vasudeva, "International Marketing", Excel Books New Delhi, 2006.

## P14MB407M RURAL MARKETING

**Class:** MBA IV Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives (LO):**

The course will develop students' knowledge in....

*LO1: development, characteristics, problems and challenges of rural markets*

*LO2: agricultural marketing inputs, its challenges and opportunities*

*LO3: defects in agricultural marketing and role of marketing agencies*

*LO4: rural marketing mix*

*LO5: rural consumer behavior and innovations in rural marketing*

### UNIT-I (10)

**Introduction to Rural Marketing:** Meaning and definition, Stages in development of rural markets, Characteristics of rural markets, Difference between urban and rural markets, Rural marketing environment, Problems and challenges of rural markets

### UNIT-II (10)

**Agricultural Marketing:** Marketing of agricultural input, Features, Seeds, Fertilizers, Pesticides, Tractors, Challenges and opportunities, Overview of Indian agrochemical market, Marketing of agriculture products, Definition and scope, Features of agricultural products, Classification of agricultural markets, Methods of sale, Channels of distribution.

### UNIT-III (10)

**Agricultural Marketing -II:** Defects in agricultural marketing, Steps to improve agricultural marketing, Role of middleman in agricultural marketing, Aims, Objectives, Role and functioning of different agricultural marketing agencies and institutions, Regulated markets , Co-operative marketing institutions, Periodic markets, Rural retail outlets ,NAFED, MARKFED, APEDA.

### UNIT-IV (8)

**Rural Marketing Mix Strategies:** Rural product strategies and brand management, Rural pricing strategies, Rural distribution strategies, Rural promotional strategies.

## UNIT-V (10)

**Rural Consumer Behavior and Innovations in Rural Marketing:** Rural consumer behavior, Types and characteristics of rural consumers, Factors influencing rural consumer behavior, Shopping habits of rural consumers, Opinion leaders Rural marketing initiatives by corporate sector, Corporate sector in agri-business, cultivation, processing and retailing.

### **Course Learning Outcomes (CO):**

Upon completion of this course students will be able to...

CO1: *summarize characteristics, problems and challenges of rural markets*

CO2: *recognize the difference between the various agricultural inputs and products*

CO3: *infer defects in agricultural marketing and role of marketing agencies*

CO4: *evaluate the various marketing mix strategies used in rural markets*

CO5: *predict rural consumer behavior and innovations in rural marketing*

### **Text Books:**

1. RV Badi and NV Badi, "Rural Marketing", *Himalaya Publishing House*, 1/e, 2009 (UNIT I, II, III & IV)
2. Balram Dogra and Karminder Ghuman, "Rural Marketing - Concepts and Practices", *Tata McGraw Hill*. 2/e, 2008 (UNIT -V)

### **References:**

1. K.S.Habeeb ur Rahman, "Rural Marketing", *Himalaya Publishing House*, 1/e, 2004.
2. CK Prahlad, "The Future of the Bottom of the Pyramid", *Pearson Education*.

## P14MB408M RETAIL MARKETING MANAGEMENT

**Class:** MBA IV Semester

### Teaching Scheme:

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

*LO1: retail marketing management*

*LO2: retail store selection, store layout and design*

*LO3: retail merchandise management*

*LO4: retail human resource and promotion management*

*LO5: retail customer behaviour and CRM*

### UNIT-I (10)

**Introduction to Retail Marketing Management :** Retailing, Meaning, Importance of retailing, Theories of structural changes in retailing, Different formats of retailing, Organized and unorganized retailing, Retailing environment, Retailing in India, Recent trends in retailing, Problems and Challenges of retailing

### UNIT-II (10)

**Retail Store Selection, Store Layout and Design:** Types of store locations, Steps involved in store location, Principles elements of store design, Layout selection, Important considerations in store selection and design

### UNIT-III (10)

**Retail Merchandise Management:** Types of merchandise, Product range, Merchandise procurement, Process of merchandise procurement, Merchandise assortment plan, Category management, Process of category management, Retail pricing, Factors effecting retail pricing , Different approaches of retail pricing

### UNIT-IV (10)

**Retail Human Resource and Promotion Management:** Overview of Human Resource in retail recruitment, Selection training, Motivation and evaluation of performance of personnel need and importance of promotion mix in retailing, Retail promotion mix strategies, Visual display

## UNIT-V (8)

**Retail Customer Behaviour and CRM:** Factors affecting customer buying behaviour, Customer segmentation in retailing, Customer loyalty, Customer relationship management in retailing, Retail customer service.

### **Course Learning Outcomes (CO) :**

Upon completion of this course, students will be able to...

CO1: *adopt retail marketing management*

CO2: *design retail store selection, store layout and design*

CO3: *assemble retail merchandize Management*

CO4: *summarize retail human resource and promotion management*

CO5: *measure retail customer behavior and CRM*

### **Text Books:**

1. Levy, Weitz and Pandit, "Retailing Management ", *Tata McGraw Hills* , 6/e, 2008 (UNIT-I,II& III)
2. KVS Madan , " Fundamentals of Retailing" , *Tata McGraw Hill*, 2009 (UNIT-IV& V)

### **References :**

1. Chetan Bajaj, Rajanu\ish Tuli and Nidhi V Srivastava, "Retail Management", *Oxford* 2009
2. Barry Berman and Joel R Evans: "Retail Management - A Strategic Approach" *Pearson Education* , 2008

## P14MB405F PORTFOLIO MANAGEMENT

Class :MBA IV Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

#### Course Learning Objectives (LO)

This course will develop students' knowledge in/on.....

*LO1: concepts of portfolio theory*

*LO2: portfolio analysis*

*LO3: selection of portfolio*

*LO4: capital market theory*

*LO5: portfolio performance evaluation*

#### UNIT -I (10)

**Portfolio Theory:** Concept of Portfolio , Basic Principles of Portfolio Theory Process of Portfolio Management, Setting Portfolio Objectives and Identifying Constraints, Investment Policy , Traditional Vs. Modern Portfolio Theory.

#### UNIT-II (10)

**Portfolio Analysis:**Traditional Portfolio Analysis, Portfolio Theory, Concept of Diversification, Random and Markowitz Diversification, Effects of Combining Securities, Portfolio Return and Portfolio Risk, Portfolio Beta, Concept and Measurement, Generating Efficient Frontier, Efficient Set Theorem, Markowitz Risk-Return Optimization, Sharpe Single Index Model, Adequate Diversification ( Problems on Portfolio Return, Portfolio Risk, Portfolio Beta and Minimum Variance Portfolio)

#### UNIT-III (10)

**Portfolio Selection:** Risk and Investor Preferences, Best Portfolio Selection, Markowitz Optimization, Sharpe Optimization, Significance of Beta in the Portfolio Selection, Traditional Portfolio Selection (Problems on Portfolio Selection).

#### UNIT-IV(10)

**Capital Market Theory:** Basic Assumptions, Capital Market Line (CML), Security Market Line (SML), Inputs for Applying Capital Asset Pricing Model (CAPM), Empirical Tests of CAPM, Arbitrage Pricing Theory (APT), Principle of Arbitrage, Arbitrage Portfolios, Two Factor and Multi Factor Models, Synthesis of APT and CAPM. (Problems on CAPM and APT).

## UNIT-V (8)

**Portfolio Performance Evaluation** : Performance Evaluation, Measures of Return, Market Indices, Risk Adjusted Measures of Performance, Reward to Variability (Sharpe) Ratio, Reward to Volatility (Treyner) Ratio, Ex-Post Differential Return (Jensen Measure), Comparison and Criticism of Risk-adjusted Performance Measures (Problems on Portfolio Performance Evaluation)

### **Course Learning Outcomes (CO):**

Upon completion of this course, the student will be able to...

CO1: comprehend the concepts of portfolio

CO2: summarize an idea on traditional portfolio

CO3: recall the selection of portfolio

CO4: assess the return and risks by different portfolio selection models.

CO5: state portfolio performance evaluation

### **Text Books:**

1. William F. Sharpe, Gordon J. Alexander and Jeffrey V. Bailey, "Investments", PHI Learning Private Limited, 6/e, 2008..(UNIT I & II)
2. Fischer and Jordan, "Security Analysis and Portfolio Management", Prentice Hall of New Delhi, 2008,(Unit III&IV)
3. V.K.Bhalla, "Investment Management " Sultan Chand Publications, 14/e., 2010, (UNIT I,II,&V)

### **Reference Books :**

1. Robert A. Strong," Portfolio Construction, Management - Theory and Applications", Mc Graw Hill,2009.
2. Prasanna Chandra, "Investment Analysis and Portfolio Management", Tata Mc Graw Hill Publishing Co. Pvt. Ltd., New Delhi, 3/e, 2008.



## P14MB406F FINANCIAL SERVICES MANAGEMENT

**Class:** MBA IV Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This Course will develop students' knowledge in/on....

LO1: *distinctiveness of financial services*

LO2: *merchant banking*

LO3: *significance & functions of mutual funds*

LO4: *concepts of venture capital*

LO5: *lease financing*

### UNIT-I (10)

**Financial Services an Overview:** Meaning and concepts, Scope and features, Classification, Growth and Problems of financial services sector, Distinctiveness of Financial Services, Role of Financial Services in Economic Development.

### UNIT-II (10)

**Merchant banking:** Meaning, Origin, Functions, Services, Problems, Code of conduct, SEBI guidelines, Credit Rating, Objectives, Types, Rating Methodology, Credit Rating Agencies, SEBI guidelines.

### UNIT-III (10)

**Mutual funds:** Concept, Significance, Classification, Merits and Problems, Performance evaluation, SEBI guidelines,

**Factoring:** Meaning, Types, Functions, Factoring vs. Forfeiting, Securitization.

### UNIT-IV (10)

**Venture Capital:** Concept, Origin, Features of Venture Capital, Scope, Significance of venture capital, venture capital institutions in India, SEBI guidelines.

### UNIT-V (8)

**Lease financing:** Meaning, Features, Types, Merits and demerits, Lease or Buy decision, Hire Purchasing, Concepts, Salient features, Leasing vs. Hire Purchasing, Tax aspects of Hire Purchasing.

**COURSE LEARNING OUTCOMES (CO):**

Upon Completion of this course, students will be able to....

CO1: *outline the distinctiveness of financial services*

CO2: *infer merchant banking system and credit rating agencies*

CO3: *identify merits and problems of mutual funds and factoring*

CO4: *discuss about the different venture capital institutions*

CO5: *differentiate lease financing and hire purchasing*

**Text Books:**

1. Gordon & Natarajan, "Financial Markets and Services", *Himalaya Publishing House, Mumbai* 2/e, 2001 (UNIT I, II, III & IV)
2. Vasant Desai, "Financial Markets and Financial Services", *Himalaya Publishing House, Mumbai* 3/e, 2007 (UNIT-II)

**References:**

1. Khan M.Y, "Financial Services", *Tata McGraw Hill Education Private Limited, New Delhi*. 2/e, 2001.

## P14MB407F STRATEGIC FINANCIAL MANAGEMENT

Class: MBA IV Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Examination	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on...

*LO1: strategic financial planning and the raising long term finance*

*LO2: capital structure analysis*

*LO3: corporate acquisition*

*LO4: corporate valuation*

*LO5: corporate restructuring and reengineering*

### UNIT-I (10)

**Introduction:** Strategic financial planning, Corporate strategy for growth, Regulatory framework, Rights issue, Value of right, Initial public offer, Private placement, Venture capital.

### UNIT-II (10)

**Capital Structure Planning:** Estimating financial requirements, Understanding debt, Debt securitization, Syndicatisation, Debt policy, Pecking theory hypothesis, EBIT-EPS analysis Indifference Point, Levered beta, Un-levered beta (simple problems).

### UNIT-III (10)

**Corporate Acquisitions:** Types of acquisitions, Mergers, Reasons, Merits and demerits, Exchange Ratio, Dilution and Accretion of earnings, Evaluation of Mergers and Takeovers, Consolidated Balance Sheet (simple problems).

### UNIT-IV (10)

**Corporate Valuation:** Corporate valuation approaches, Estimating equity free cash flows, Valuation based on EFCF, DCF (simple problems) Value based management, Economic value added approach.

### UNIT-V (8)

**Corporate Restructuring and Re-engineering Changing Ownership:** Spin-off, Split-off, Leveraged buyout, Financial restructuring, Buy back of shares, Problems in implementing corporate restructuring policies (theory only).

**COURSE LEARNING OUTCOMES (CO):**

Upon completion of this course, students will be able to....

CO1: *define SFM, SFP, corporate strategy, and understand the raising long term finance*

CO2: *analyze the capital structure planning, understand debt, and its role*

CO3: *compute benefit/loss through merger, pre-merger and post-merger*

CO4: *analyze the corporate valuation approaches to measure the value and performance*

CO5: *identify the forms of corporate restructuring*

**Text books:**

4. Prasanna Chandra, "Financial Management", *Tata Mc Graw hill*, 7/e, 2008 (UNIT-I & IV)
5. I. M. Pandey, "Financial Management", *Vikas publishing house*, 10/e, 2014. (UNIT -II, III, &V)

**Reference Books:**

1. Aswath Damodaran, "Corporate Finance", *Wiley India* 2/e, 2001.
2. J. Fred Weston, Kwang SC Hung, Susan E. Hoag, "Mergers - Restructuring and Corporate Control", *Prentice Hall, India*, 2007.
3. Jonathan Berk Peter DeMarzo, "Financial Management" *Pearson Education*, 1/e, 2007.
4. R. Srivastava, "Financial Management and Policy," *Himalaya Publishing House*, 4/e, 2009.
5. Sudhindra Bhat, "Financial Management", *Excel Books*, 2/e, 2008.
6. Khan & Jain, "Financial Management", *Tata MC Graw-Hill Eduation*, 7/e, 2014.

## P14MB408F FINANCIAL DERIVATIVES

Class MBA IV Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation	40 marks
End Semester Exam	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on.....

*LO1: financial derivatives*

*LO2: financial derivatives market in India*

*LO3: forwards and futures contract*

*LO4: awareness of options*

*LO5: methods of option valuation*

### UNIT-I (10)

**Introduction:** Evolution, Significance, Functions, Types. Financial and Commoditize, Players in Derivatives Market , Trading and types of Orders, Settlement Procedure, Clearing House, Mark-to-Market, SPAN Margin System.

### UNIT-II (10)

**Financial Derivative Market In India:** Recommendations of L.C. Gupta Committee on derivatives, Trading Mechanism at NSE and BSE, Eligibility of stocks, Regulation of Trading System, J.R. Verma Committee Report on Regulation of derivatives in Indian Stock Market.

### UNIT-III (10)

**Forward & Future Contracts:** Concept, Features, Forward Contract Types, Forward Rate Agreements, Forward Trading Mechanism, Forwards vs. Futures, Future Contracts, Types, Evolution of Futures Market, Players in future market, Functions, Trading Mechanism, Specifications of future contracts, Pricing of futures, Yielding no income, known income, known dividend , Hedging with futures and forwards (Problems)

### UNIT-IV (10)

**Options:** Concepts, Options vs. Futures, Types, Trading with options, Basic principles, Strategies involving options, Hedging with options, Currency options.

## UNIT-V (8)

**Valuation Of Options:** Factors determining option value, Binomial Option Pricing Model, Single period and two periods, Black-Scholes Option Pricing Model, Non dividend and dividend paying strategies, The Greeks of Black Scholes Model.

### **Course Learning Outcomes (CO):**

Upon completion of the course, the student will be able to...

CO1: *analyze the general concepts of financial derivatives*

CO2: *discuss trading mechanism and trading system*

CO3: *describe the role of forwards and future contracts*

CO4: *identify the basics of options and their strategies*

CO5: *calculate the option pricing valuation models by using binomial and black-scholes model*

### **Text Books:**

1. S.L.Gupta: "Financial Derivatives-Theory, Concepts and Problems", *Prentice-Hall of India Pvt. Ltd.*, 4/e , New Delhi, 2008.(UNIT I,II,III&IV)
2. John C. Hull, "Options Futures, and Other Derivatives" , *Pearson Publication*, 7/e, 2009. (UNIT I to V)

### **Reference Books:**

1. G.Kotreshwar: " Risk Management-Insurance and Derivatives", *Himalaya Publishing House*, Mumbai, 2007.
2. Somanathan T.V: "Derivatives", *Tata McGraw-Hill Publishing Co.Ltd.*, 6/e New Delhi,2008.
3. S.S.S.Kumar: "Financial Derivatives", *PHI Learning Pvt. Ltd.*, New Delhi, 2008.
4. Jayanth Rama Varma: "Derivatives and Risk management", *Tata McGraw-Hill Publishing Company Ltd.*, New Delhi, 2011.

## P14MB405S ARTIFICIAL INTELLIGENCE

**Class:** MBA IV Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on.....

LO1: *artificial intelligence and knowledge representation*

LO2: *problem solving techniques and strategies*

LO3: *heuristic searching techniques*

LO4: *intelligent representations and processing techniques*

LO5: *reasoning in uncertain situations*

### UNIT-I (10)

**AI roots and scope:** History of applications from Eden to ENIAC: Attitudes towards intelligence knowledge, and Human Artifice, Overview of AI Application areas.

**Artificial Intelligence as Representation and Search:** Introduction, The propositional Calculus, The predicate calculus, using cod rules to produce predicate calculus expressions, Applications: A Logic Based Financial Advisor.

### UNIT-II (10)

**Structures and Strategies for state space search:** Introduction, Graph Theory- Strategies for state space search, Using the state space to represent, Reasoning with the predicate Calculus.

### UNIT-III (10)

**Heuristic Search:** Introduction, An algorithm for Heuristic search, admissibility, Monotonicity and Informedness, using Heuristics in Games, Complexity issues.

### UNIT-IV (10)

**Representation and Intelligence :** The AI Challenge knowledge representation: Issues in knowledge representation- A brief History of AI representational schemes, conceptual Graphs: A Network Language, Alternatives to Explicitly Representation, Agent based Distributed Problem solving  
Strong Method Problem Solving:

**Introduction, Overview of Experts systems** : Technology, Rule-Based Expert systems- Model, Case based and Hybrid systems, Planning.

**UNIT-V (8)**

**Reasoning in uncertain situations:** Introduction, Logic-Based Abductive Inference- Abduction, Alternatives to Logic, The Stochastic Approach to Uncertainty.

**Course Learning Outcomes (CO):**

Upon completion of the course, the student will be able to ....

*CO1: demonstrate artificial intelligence and its applications*

*CO2: apply intelligent problem solving techniques for application development*

*CO3: analyze heuristic searching techniques applications*

*CO4: deal with intelligent knowledge representations and processing techniques*

*CO5: design intelligent agents in uncertain environment*

**Text Books:**

1. George Fluge, "Artificial Intelligence", Pearson Education, 5/e 2008.
2. Elaine Rich Kevin Knight, "Artificial Intelligence", Tata McGraw Hill, New Delhi, 2007



**P14MB406S DATA COMMUNICATIONS AND NETWORKING**

**Class:** MBA IV Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives (LO):**

This course will develop students' knowledge in/on.....

*LO1: data communication standards and protocols*

*LO2: different types of network models*

*LO3: types of data and signaling techniques*

*LO4: digital transmission techniques*

*LO5: latest wireless communication techniques*

**UNIT-I (10)**

**Data Communications Components:** Data Representations, Data Flow, Networks - Distributed Processing, Network Criteria, Physical Structures, New work models, Categories of Networks, Interconnection of Networks, The Internet-Protocol and Standards.

**UNIT-II (10)**

**Network Models:** Layered tasks, OSI model, Layered architecture, Peer-to peer processes, encapsulation layers in the OSI model, TCP/IP Protocol suite, Addressing

**UNIT-III (10)**

**Data and Signals:** Analog and Digital, Periodic Analog Signals, Digital Signals, Transmission Impairment, Data Rate Limits, Performance.

**UNIT-IV (10)**

**Digital Transmission:** Digital - to Digital Conversion, Analog - to Digital Connection, Transmission modes, Analog Transmission, Digital to Analog Conversion , Analog-to-Analog conversion.

## UNIT-V (8)

**Bandwidth Utilization:** Multiplexing and Spreading, Multiplexing, Spread Spectrum, Guided Media, Unguided media, Wireless- Radio waves, Micro Waves, Infra red.

### **Course Learning Outcomes (CO):**

*Upon completion of the course, the student will be able to ....*

*CO1: demonstrate data communication standards and protocols*

*CO2: adopt different types of network models*

*CO3: apply different types of data and signaling techniques*

*CO4: adopt digital transmission techniques*

*CO5: deal with latest wireless communication technologies*

### **Text Books:**

1. Behraaz A Forouzan, "Data Communication and Networking" 4<sup>th</sup> Edition, McGraw Hill Companies.
2. Communication Networks Principles and Practice by Sumit Kasua/ Nishil Narang Sumita Narang.

### **Reference Books:**

1. Tomasi, "Introduction to Data Communications & Networking", Pearson Education.
2. William A Shay "Understanding Data Communications & Networks", Vikas Publishing.
3. William Stallings, "Data and Computer Communications" Pearson Education.

## P14MB407S DISTRIBUTED COMPUTING AND APPLICATIONS

**Class:** MBA IV-Semester

### Teaching Scheme :

L	T	P	C
4	-	-	4

### Examination Scheme :

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

### Course Learning Objectives (LO):

This course will develop students' knowledge in/on.....

*LO1: distributed computing applications in real-time environment*

*LO2: inter process communication and synchronization techniques*

*LO3: different distributed computing paradigms*

*LO4: socket API protocols*

*LO5: different client-server paradigms*

### UNIT-I (10)

Introduction, Definition, the history of distributed computing, Different forms of computing, the strengths and weakness of distributed computing, Basics of operating systems, Network basics, s/w engineering basics.

### UNIT-II (10)

Inter process communication, An archetypal IPC program interface, event synchronization, Timeouts and threading, Deadlocks and timeouts, Data representation, Data encoding, Text - Based protocols, Request Response protocol, Event Diagram and sequence diagram, connection oriented Vs Connectionless IPC- Evolution of paradigms for interprocess communication.

### UNIT-III (10)

Distributed computing paradigm, paradigms and abstraction , An example application, Paradigms for distributed applications , Trade offs.

### UNIT-IV (10)

The Socket API, Socket Metaphor in IPC, The Datagram Socket API, Stream Mode Socket API, Sockets with Non-blocking I/o operations, Secure Socket API.

## UNIT-V (8)

Client-server paradigm, Client- server paradigm issues, Software engineering for N/W service, connection oriented and connection less server, Iterative server and concurrent server, stateful servers.

### **Course Learning Outcomes (CO):**

*Upon completion of the course, the student will be able to ....*

*CO1: deal with distributed computing applications*

*CO2: apply inter process communication and synchronization techniques*

*CO3: adopt distributed computing paradigms*

*CO4: analyze socket API protocols*

*CO5: familiar with advances in client-server paradigms*

### **Text Books:**

1. M.C. Liu, "Distributed computing principles and applications", *Pearson education*
2. Stefanoceri, Ciaeppe pelagatti Fater, "Distributed Databases principles & Systems" , *Mc Graw Hill Edition.*

### **Reference Books:**

1. M. Tamer Oysel Patrick valderiez, "Principles of distributed Database systems" *Pearson education*

**Class:** MBA IV Semester

**Teaching Scheme :**

L	T	P	C
4	-	-	4

**Examination Scheme :**

Continuous Internal Evaluation :	40 marks
End Semester Exam :	60 marks

**Course Learning Objectives (LO):**

This course will develop students' knowledge in/on.....

*LO1: data warehouse designs and applications*

*LO2: data processing, cleaning, and integration*

*LO3: data warehouse architecture and implementation*

*LO4: data mining techniques*

*LO5: classification techniques for real time applications different types of clustering techniques*

**UNIT-I (10)**

**Introduction:** Data Mining Functionalities, Classification of Data Mining systems, Data Mining task primitives, Integration of a Data mining system with a Database or Data warehouse system, Major Issues in Data Mining.

**UNIT-II (10)**

Data Processing, Descriptive Data Summarization, Data cleaning, Data Integration and Transformation, Data Reduction, Data Discretization and Concept hierarchy generation.

**UNIT-III (10)**

Data warehouse and OLAP Technology, an overview, A multi Dimensional Data Model, Data ware house Architecture, Data warehouse Implementation, from Data ware house into Data Mining.

**UNIT-IV (10)**

Mining Frequent patterns, Association and Co-relation, Basic Concept and a road map, efficient and Scalable frequent item set mining methods, Mining various kinds of Association rules.

**UNIT-V (8)**

Classification and Prediction, Issues regarding classification and Prediction, Classification by decision tree induction, Bayesian classification, Rule Based classification.

**Course Learning Outcomes (CO):**

*Upon completion of the course, the student will be able to ....*

*CO1: demonstrate essentials of data warehouse designs and applications*

*CO2: adapt data cleaning and integration techniques*

*CO3: adopt data warehouse architecture for implementation*

*CO4: develop association rule mining techniques for applications*

*CO5: apply classification and clustering techniques for applications*

**Text Books:**

1. Jiaweihan and Micheline Kamber, "Data Mining Concepts and Techniques".
2. Richard J. Roigel, Michael W. Geatz, "Data Mining - A tutorial Based primer" Pearson Education, New Delhi, 2005.

**Reference Books:**

1. Tan, " Data mining", Pearson Education