

ACADEMIC REGULATIONS (R18)
COURSE STRUCTURE AND DETAILED SYLLABUS
(CHOICE BASED CREDIT SYSTEM (CBCS))

MASTER OF BUSINESS ADMINISTRATION

For
MBA - Regular Two Year Degree Course
(Applicable for the batches admitted from 2018 - 2019)



CMR INSTITUTE OF TECHNOLOGY

(UGC - Autonomous)

Approved by AICTE, Permanently Affiliated to JNTUH, Accredited by NAAC with A Grade and NBA
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FOREWORD

CMR Institute of Technology, established in the year 2005, Approved by AICTE, New Delhi, Permanently Affiliated to JNTUH, twice Accredited by NBA, Achieved UGC Autonomous Status and has been bestowed with NAAC 'A' Grade in July 2018 for its remarkable academic accomplishments accompanied by its unflinching spirit and dedication to impart quality technical education to the deserving aspirants. The institution has commenced functioning independently within the set norms prescribed by UGC and AICTE. The performance of the institution manifests the confidence that the prestigious monitoring body, the UGC has on it, in terms of upholding its spirit and sustenance of the expected standards of functioning on its own consequently facilitating the award of degrees for its students. Thus, an autonomous institution is provided with the necessary freedom to have its own **curriculum, examination system and monitoring mechanism**, independent of the affiliating University but under its observance.

CMR Institute of Technology takes pride for having won the confidence of such distinguished academic bodies meant for monitoring the quality in technology education. Besides, the institution is delighted to sustain the same spirit of discharging the responsibilities that it has been conveying since a decade to attain the current academic excellence, if not improving upon the standards and ethics. Consequently, statutory bodies such as the Academic Council and the Boards of Studies have been constituted under the supervision of the Governing Body of the College and with the recommendations of the JNTU Hyderabad, to frame the regulations, course structure and syllabi for autonomous status.

The autonomous regulations, course structure and syllabi have been framed in accordance with the vision and mission of the institution along with certain valuable suggestions from professionals of various ancillary fields such as the academics, the industry and the research, all with a noble vision to impart quality technical education and contribute in catering full-fledged engineering and management graduates to the society.

All the faculty members, the parents and the students are requested to study all the rules and regulations carefully and approach the Principal to seek any clarifications, if needed, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The cooperation of all the stake holders is sought for the successful implementation of the autonomous system in the larger interests of the institution and for brightening the career prospects of engineering and management graduates.

PRINCIPAL

CMR INSTITUTE OF TECHNOLOGY

Vision: To create world class technocrats for societal needs.

Mission: Impart global quality technical education for a better future by providing appropriate learning environment through continuous improvement and customization.

Quality Policy: Strive for global excellence in academics & research to the satisfaction of students and stakeholders.

Master of Business Administration (MBA)

Vision: “To be a responsible institute that shapes young minds towards best managerial practices with a global focus to be a socially and professionally commendable leader”

Mission:

- To transform nation builders towards better organizational performance.
- To provide conducive environment for the students through holistic development.
- To adopt emerging pedagogical techniques that provides supports employability.
- To emphasize future managers’ responsibility towards global society.

Core Values of the Department:

- Spirit of inquiry with intellectual freedom
- Spirit of collaboration with Integrity
- Spirit to be a techno-savvy work with Knowledge Management Systems
- Being a responsible leader-manger with cultural, social and professional ethics

I. PROGRAMME EDUCATIONAL OBJECTIVES (PEO’s)

1. **Core Competence:** Impart profound knowledge in relevant areas of management along with professional capabilities & concepts for practical understanding. [PO’s: 1,2,3,4,5,7,8,9,10,11 and 12] [PSO’s: 1, 2 and 3]
2. **Career Advancement:** Enrich analytical skills and industry-based modern technical & managerial skills in the area of their interest & specialization with a special focus on multi-disciplinary, cross functional and cross cultural areas of management for accomplishing advanced learning, research, entrepreneurship and to succeed professionally across the globe. [PO’s: 1,2,3,4,5,6,7,8,9,10,11 and 12] [PSO’s: 1, 2 and 3]
3. **Life-Long Learning:** Infuse life-long Innovative learning, professional ethics along with effective communication skills with a sense of social responsibility. [PO’s: 1,2,3,4,5,6,7,8,9,10,11 and 12][PSO’s: 1, 2 and 3]

II. PROGRAMME OUTCOMES (PO’s)

1. **Fundamental & Managerial Knowledge:** Apply the knowledge of management, quantitative techniques, OR, MOT, Systems and ERP application in the areas of their specialization to provide suitable managerial solutions to the satisfaction of their clients and society. [PEO’s: 1,2 and 3] [PSO’s: 2 and 3]
2. **Problem Analysis:** An ability to analyze enterprise problems using Operation Research techniques & TOWS matrix [PEO’s: 1,2 and 3] [PSO’s: 2 and 3]
3. **Development of Managerial Solutions:** Develop user-friendly-database to provide optimum managerial solutions that meet the requirements of stakeholders. [PEO’s: 1 and 2] [PSO’s: 1,2 and 3]
4. **Conduct Enquiry & Interpretation of Managerial Problems:** Use research-based knowledge and research methods including field surveys, analysis and interpretation of data, and synthesis of the information to provide valid conclusions. [PEO’s: 1 and 2] [PSO’s: 2 and 3]
5. **Modern Tool Usage:** Use of modern software-packages, predictive analytics and quantitative modeling tools to provide solutions for complex managerial problems with an understanding the theory of constraints. [PEO’s: 1 and 2] [PSO’s: 2 and 3]

6. **The manger and Society:** Analyze contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to the professional managerial practice. [PEO's: 2 and 3] [PSO's: 1,2 and 3]
7. **Environment and Sustainability:** Understand the impact of the managerial solutions towards sustainable development. [PEO's: 1 and 3] [PSO's: 2 and 3]
8. **Ethics:** Apply ethical principles in all the spheres of managerial practices. [PEO's: 1,2 and 3][PSO's: 1 and 3]
9. **Individual and Team Work:** Function effectively as an individual, and as a member or leader in diverse teams, and in multidisciplinary settings. [PEO's: 1 and 2] [PSO's:1,2 and 3]
10. **Communication:** Communicate effectively with society at large, such as, being able to comprehend and write effective reports and design documentation, make effective presentations, and give and receive clear instructions. [PEO's: 1,2 and 3] [PSO's: 1,2 and 3]
11. **Project Management and Finance:** Demonstrate the knowledge and understanding of the functional viabilities of the project and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments. [PEO's: 1,2 and 3] [PSO's: 1,2 and 3]
12. **Life-Long Learning:** Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of changing global environment. [PEO's: 1,2 and 3] [PSO's: 1,2 and 3]

Mapping of Program Outcomes (POs) with Program Educational Objectives (PEOs)

Variable	PO-1	PO-2	PO-3	PO-4	PO-5	PO-6	PO-7	PO-8	PO-9	PO-10	PO-11	PO-12
PEO-1	3	3	3	3	3	3	--	3	3	3	1	3
PEO-2	3	3	3	3	3	2	--	3	3	3	2	3
PEO-3	3	3	3	3	2	2	1	3	3	3	2	2

III. PROGRAMME SPECIFIC OUTCOMES (PSO's)

1. To establish centers of excellence in Leadership, Good-Governance, Entrepreneurship and Corporate Social Responsibility. [PEO's: 1,2 and 3]& .[PO's: 1,2,3,4,5,6,7,8,9,10,11 and 12]
2. To adopt innovative technical teaching methods and promote self learning ability amongst student & faculty to succeed in research activities for the benefit of society in pursuit of academic & professional excellence. [PEO's: 1,2 and 3]& .[PO's: 1,2,3,4,5,6,7,8,9,10,11 and 12]
3. To create, support and enable necessary infrastructure facilities for career advancement. [PEO's: 1,2 and 3]& .[PO's: 1,2,3,4,5,6,9,10,11 and 12]

Mapping of Program Specific Outcomes (PSOs) with Program Educational Objectives (PEOs)

PEO/PSO	PSO-1	PSO-2	PSO-3
PEO-1	1	3	3
PEO-2	3	3	3
PEO-3	2	3	3

MBA - Regular Two Year Post Graduate Degree Programme
(For batches admitted from the Academic Year 2018-19)

PREAMBLE

For pursuing MBA - Regular Two Year Post Graduate Degree Programme offered by **CMR Institute of Technology (CMRIT)** under autonomous status will herein be referred to as **CMRIT (Autonomous)**.

All the specified rules are herein approved by the Academic Council. These rules will be in force and are applicable to students admitted from the Academic Year 2018-19 onwards. Any reference to “**Institute**” or “**College**” in these rules and regulations stand for **CMRIT (Autonomous)**.

All the rules and regulations specified shall hereafter be read as a whole for the purpose of interpretation, as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, the Principal, **CMRIT (Autonomous)** shall be The Chairman, Academic Council.

1. POST GRADUATE PROGRAM OFFERED –MBA

CMRIT (Autonomous), affiliated to JNTUH, offers 2 Year (4 Semesters) **MBA** Post Graduate Programme under the **Choice Based Credit System (CBCS)** with effect from the Academic Year 2017 - 18 onwards.

2. ADMISSION CRITERIA AND MEDIUM OF INSTRUCTION

2.1. Admission into first year of MBA - Regular Two Year Post Graduate Degree Programme

2.1.1 Eligibility: A candidate seeking admission into the first year of Two Year MBA Post Graduate Degree Programme should have:

- Admission to the MBA programme shall be made subject to eligibility, qualification prescribed by the JNTUH University from time to time.
- Admission to the post graduate degree programme shall be made on the basis of either the merit rank or Percentile obtained by the qualified student in the relevant qualifying Examination/ the merit rank obtained by the qualified student in an entrance test conducted by Telangana State Government (TSICET) for MBA programme / an entrance test conducted by JNTUH/ on the basis of any other exams approved by the JNTUH University, subject to reservations as laid down by the Govt. from time to time.

2.1.2. Admission Procedure: Admissions are made into the First Year MBA - Regular Two Year Post Graduate Degree Programme as per the stipulations of the TSICET.

- (a) **Category A:** 70% seats are filled through TSICET counselling.
- (b) **Category B:** 30% seats are filled by the management.

2.2. College Transfers: There shall be no college transfers after the completion of admission process.

2.3. Medium of Instruction: The medium of instruction and examinations for the entire MBA - Regular Two Year Post Graduate Degree Programme will be in **ENGLISH** only.

3. MASTER OF BUSINESS ADMINISTRATION (MBA) - REGULAR TWO YEAR POST GRADUATE DEGREE PROGRAMME STRUCTURE

3.1 Admitted under MBA - Regular Two Year Post Graduate Degree Programme:

- 3.1.1** A student after securing admission shall pursue the post graduate programme in MBA for a minimum period of **Two Academic Years** (4 semesters), and a maximum period of **Four Academic Years** (8 semesters) starting from the date of commencement of **First Year First Semester**. However, he is permitted to write the examinations for Two More Years after Two Academic Years of Regular Course work, failing which he shall forfeit his seat in MBA programme. Under any circumstances, the student shall not take more than four academic years to fulfill all the academic requirements for the award of MBA degree from the date of commencement of first year first semester, failing which the student shall forfeit the seat in MBA programme.
- 3.1.2** First Year designed with 54 credits (Each Semester 27 Credits for I & II semesters) and Second Year Designed with 48 Credits (Each semester 24 Credits for III & IV semesters) under the guidelines of AICTE & JNTUH to a sum total of 102 credits for the entire MBA Programme.
- 3.1.3** As per AICTE guidelines, ‘**A Two-Week Mandatory Induction Programme**’ shall be offered to I-Year of MBA students to acquaint with the professional environment and prepare them for the academic schedules ahead.
- 3.1.4** The Two Year MBA Post Graduate Degree Programme is structured for a total of 102 credits and the distribution of semester-wise credits is available in the respective course structure.
- 3.1.5** The student shall register & secure for all the 102 credits (with CGPA \geq 6) required for the completion of the Post graduate programme and award of the MBA degree.

3.2 Organisation of Course Structure(Semesters, Credits & Course Classifications):

The Course Structure is organized based on the AICTE Model Curriculum (Jan-2018) for Under-Graduate Degree Courses in Engineering & Technology. **UGC / AICTE** specified definitions / descriptions are adopted appropriately for various terms and abbreviations used in these Academic Regulations / Norms, which are listed below:

3.2.1 Semester Scheme:

MBA (Regular) programme is of 2 Academic Years (4 semesters) with the Academic Year being divided into two semesters of 22 weeks (≥ 90 instructional days) each, each semester having - ‘Continuous Internal Evaluation (CIE)’ and ‘Semester End Examination (SEE)’. Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) as indicated by UGC and curriculum/course structure as suggested by AICTE/JNTUH are followed.

3.2.2 Credit Courses:

- a)** All Subjects / Courses are to be registered by a student in a Semester to earn Credits. Credits shall be assigned to each Subject / Course in a L: T: P: C (Lecture Periods: Tutorial Period: Practice Periods : Credits) Structure based on the following general pattern:

Theory		Practical	
1 Hr. Lecture (L) per week	1.0 credit	1 Hr. Practical (P) per week	0.5 credit
1 Hr. Tutorial (T) per week	1.0 credit	2 Hrs Practical (Lab) per week	1.0 credit

- b) Contact Hours:** Weekly contact hours ranging from a minimum of 26 and to a maximum of 30 hours per week (i.e. 1 hour = 60 Minutes) including theory, practice and project/internship courses.

3.2.3 Subject / Course Classification and Nomenclature:

CMRIT has followed almost all the guidelines specified by AICTE / UGC / JNTUH for the classification of all subjects / courses offered at MBA programme and are mentioned below.

No	Broad Course Classification	Course Code	Course Group/ Category	Course Description	Breakup of Credits (AICTE/ JNTUH/ CMRIT)
1	Core Courses (CoC)	CTC	CTC-Core Theory Courses	Includes theory subjects related to the parent discipline / department.	64
		CPC	CPC-Core Practice Courses	Includes practice, seminar & lab subjects related to the parent discipline / department.	8
		PRI	PRI-Projects/Internship Courses	Seminar/Colloquium/Comprehensive Viva Voce/Project based on core contents Related to parent discipline/department.	6
2	Elective Courses (EIE)	PEC	PEC-Professional Core Elective Courses	Includes elective subjects related to the parent discipline/department	18
		OEC	OEC-Open Elective Courses	Elective subjects which include interdisciplinary subjects or subjects in an area outside the parent discipline/department	6
Total Number of Credits					102

4 COURSE REGISTRATION

- 4.1 A ‘**Faculty Advisor or Counsellor**’ shall be assigned to each student, who advises each student about the MBA Programme, its course structure and curriculum, choice/option for subjects/courses, based on his/her competence, progress and interest.
- 4.2 Academic section of the college invites ‘**registration forms**’ from students before the beginning of the semester through online submission, ensuring ‘**date and time stamping**’. The online registration requests for any ‘**current semester**’ shall be **completed before the commencement of Semester End Examinations (SEE)** of the ‘**preceding semester**’.
- 4.3 A student can apply for **online** registration, **only after** obtaining the ‘**written approval**’ from the faculty advisor or counselor, which should be submitted to the college academic section through the Head of the Department. A copy of it shall be retained with the Head of the Department, the faculty advisor and the student.
- 4.4 A student has to register for all subjects/courses in a semester as specified in the course structure and may be permitted to register one additional theory subject / course limited to 4 credits, based on the student’s progress and SGPA / CGPA and subject to the specific approval and signature of the faculty advisor / counselor and also to be approved by HOD & CE CMRIT.
- 4.5 If the student submits ambiguous choices or multiple options or erroneous (incorrect) entries during **online** registration for the subject(s)/course(s) under a given/specified course group/

category as listed in the course structure, only the first mentioned subject/course in that category will be taken into consideration.

- 4.6** Subject/ Course Options exercised through **on-line** Registration are final and **cannot** be changed or inter-changed; further, alternate choices will not be considered. However, if the Subject/ Course that has already been listed for Registration by the Head of the Department in a semester could not be offered due to any unforeseen or unexpected reasons, then the student shall be allowed to have alternate choice - either for a new subject (subject to offering of such a subject), or for another existing subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of the Department, with due notification and time-frame schedule, within the **first week** from the commencement of Class-work for that semester .
- 4.7** Dropping of subjects/courses may be permitted only for one professional core theory course for 4 credits(Ref 4.4), may be permitted only after obtaining prior approval from the faculty advisor / counselor, **‘within a period of 15 days’** from the commencement of that semester.
- 4.8** **Open Electives:** Students have to choose one open elective whenever offered from the list of open electives given as per course structure i.e., in II Year of MBA (III & IV Semesters).
- 4.9** **Professional Electives:** Students have to choose **three professional core elective courses** in III semester and also IV semester of II Year MBA. There are **four streams** of professional elective courses offered i.e., **Entrepreneurship, Finance, HRM, and Marketing**. Under each stream there are **six elective** courses are available and students are free to exercise their options.

5. SUBJECTS / COURSES TO BE OFFERED

- 5.1** A typical Section (or Class) Strength for each Semester shall be 60. A subject / course may be offered to the students, **if only** a minimum 1/3 of students register to the course. The Maximum Strength of a Section is limited to 80 (60 + 1/3 of the Section Strength).
- i) More than **one faculty member** may offer the **same subject** (lab / practical's may be included with the corresponding theory subject in the same semester) in any semester. However, selection choice for students will be based on **‘first come first serve’** basis and **‘CGPA criterion’** (i.e. the first focus shall be on early **on-line entry** from the student for registration in that semester, and the second focus, if needed, will be on CGPA of the student).
 - ii) If more entries for registration of a subject come into picture, then the concerned Head of the Department shall take the necessary decision, whether or not to offer such a subject / course for **two (or multiple) sections**.

6. ATTENDANCE REQUIREMENTS

The programme offered on the basis of a unit system with each subject being considered a unit.

- 6.1.** Attendance in all classes (Lectures/Laboratories/Practice/Seminar etc.) is compulsory. The minimum required attendance in each Lectures/Laboratories/Practice/Seminar etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the Semester End Examination in that semester.

- 6.2 Condoning of shortage of attendance in each course up to 10% (65% and above, and below 75%) in each semester may be granted by the College Academic Committee on genuine and valid grounds, based on the student's representation with supporting evidence.
- 6.3 A stipulated fee shall be payable towards condoning of shortage of attendance.
- 6.4 Shortage of Attendance below 65% in any subject shall in **no case be condoned**.
- 6.5. A Student, whose shortage of attendance is not condoned in any subject(s) in any semester, is considered detained in that subject(s) and is not eligible to appear for Semester End Examination(s) of such subject(s) in that semester, and he has to seek re-registration for those subject(s) in subsequent semesters, and attend the same as and when offered. In case of seminar courses, his Seminar Report or Presentation is not eligible for evaluation (CIE & SEE as the case may be) in that semester.
- 6.6 A student fulfilling the attendance requirement in the present semester shall not be eligible for readmission into the same class.
- 6.7 A candidate shall put a minimum required attendance in at least 50% of total credit courses offered in each semester for getting promoted to the next semester (Refer to Item No.7.3 for further academic requirement for promotion first year to second year).

7. **ACADEMIC REQUIREMENTS FOR PROMOTION/COMPLETION OF REGULAR MBA PROGRAM**

The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in item no. 6.

- 7.1 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/ course, if he secures not less than 40% marks (28 out of 70 marks) in the Semester End Examination, and a minimum of 50% of marks in the sum total of the CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together; in terms of Letter Grades, this implies securing **B Grade** or above in that subject.
- 7.2 A Student shall be deemed to have satisfied the **academic requirements and earned the credits allotted** to Theory, Lab, Practice, Seminar, Field Visit/Market Watch/Study/Survey, Comprehensive Viva Voce; and Main Project Review & Viva Voce courses, if he/she secures not less than 50% of the total marks in each of them. The student would be treated as failed, if he - (i) does not attend the viva-voce as per the schedule given, or (ii) does not present the seminar as required, or (iii) does not make a Field Visit/Market Watch/Study and Survey paper presentation before department evaluation committee and (iv) secures less than 50% of Marks (< 50 Marks) in seminar / comprehensive viva voce/main project report and viva-voce evaluations as per the schedule. Student may **'reappear once'** for each of the above evaluations as and when scheduled. If any student fails in **'re-appearance'** evaluation also, then the student has to appear for the same in the next subsequent semester in the supplementary examinations.

7.3 Promotion Rules:

S. No.	Promotion	Conditions to be fulfilled
1	First year first semester to first year second semester.	(i) A candidate shall put a minimum required attendance in at least 50% of total credit courses offered in first year first semester for getting promoted to the next semester.
2	First year second semester to second year first semester.	(i) A candidate shall put a minimum required attendance in at least 50% of total credit courses offered in first year second semester (ii) Must have secured at least 27 credits out of 54 credits i.e., 50% of credits up to first year second semester from all the relevant regular and supplementary examinations whether the student takes those examinations or not.
3	Second year first semester to second year second semester.	(i) A candidate shall put a minimum required attendance in at least 50% of total credit courses offered in second year first semester subject to fulfillment of 50% credits.

7.4 A student shall - register for all subjects covering 102 credits as specified and listed in the course structure for the chosen MBA Post Graduate Programme and fulfil all the attendance and academic requirements for securing 102 credits by obtaining a minimum of **B Grade or above** in each subject/course, and **‘earn all 102 credits securing SGPA≥6.0 (in each semester) and final CGPA (i.e., CGPA at the end of PGP)≥6.0’**, to successfully complete the PGP for award of MBA degree. Marks and Letter Grades obtained in all those subjects covering the above specified 102 Credits alone shall be considered for the calculation of final CGPA, which shall be indicated in the Grade Card of II Year II Semester. Student(s) should note that (1) The SGPA will be computed and printed on the marks memo only if the candidate passes in all the subjects offered and gets minimum B grade in all the subjects. (2) CGPA is calculated only when the candidate passes in all the subjects offered in all the semesters and secure 102 credits

7.5 If a student registers for **‘extra subjects’** other than those listed subjects totaling to 102 Credits as specified in the course structure, the performances in those **‘extra subjects’** (although evaluated and graded using the same procedure as that of the required 102 Credits) will not be taken into account while calculating the SGPA and CGPA. For such **‘extra subjects’** registered, % marks and **‘Letter Grade’** alone will be indicated in the **‘Grade Card’**, as a performance measure, subject to completion of the attendance and academic requirements as stated in Items 6 and 7.1 – 7.4 above.

7.6 Students who fail to earn all the 102 credits as per the course structure for award of degree, and as indicated above, within 4 academic years from the date of commencement of their I Year, **shall forfeit their seat** in MBA Programme and their admissions **shall stand cancelled**.

7.7 When a student is detained due to shortage of attendance in any subject(s) in any semester, no Grade allotment will be made for such subject(s). However, he is eligible for re-registration of such subject(s) in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which he is re-registered, by paying the prescribed fees per subject. In all these re-registration cases, the student shall have to secure a fresh set of internal marks and Semester End Examination marks for performance evaluation in such subject(s), and SGPA/CGPA calculations.

- 7.8** A student eligible to appear for the Semester End Examination in any subject, but absent from it or failed (failing to secure 'B' Grade or above), may reappear for that subject at the supplementary examination as and when conducted. In such cases, his CIE (Internal Marks) assessed earlier for that subject will be carried over, and added to the marks secured in the supplementary examination, for the purpose of evaluating his performance in that subject.
- 7.9** A student detained **due to lack of credits, shall be promoted to the next academic year only after acquiring the required academic credits.** The academic regulations under which student has been readmitted shall be applicable.

8. EVALUATION - DISTRIBUTION AND WEIGHTAGE OF MARKS

8.1 The performance of a student in each semester shall be evaluated subject-wise / course-wise (irrespective of credits assigned) with a maximum of 100 marks. These evaluations shall be based on 30 marks allotted for CIE (Continuous Internal Evaluation) and 70 marks for SEE (Semester End Examination), and a letter grade corresponding to the percentage of marks obtained shall be given.

8.2 Evaluation of Theory Subjects / Courses

A) Continuous Internal Evaluation: For each theory subject, during the semester, there shall be 2 mid-term examinations of 30 marks each. Each mid-term examination consists of subjective paper for 25 marks & assignment for 5 marks and the final CIE marks (for total of 30) are calculated by taking 80% weightage from best of the two mid-term examinations and 20% weightage from the least scored mid-term examination marks in each subject.

- The first mid-term examination shall be conducted for the first 50% of the syllabus, and the second mid-term examination shall be conducted for the remaining 50% of the syllabus.
- The subjective paper shall be conducted for duration of 2 hours. Each subjective paper shall contain 2 parts (Part-A and Part-B). Part-A consists of one compulsory question with five sub questions carrying two marks each evenly distributed. Part-B consists of 3 essay questions carrying five marks each with internal choice (i.e. A or B); the student has to answer all 3 questions.
- First assignment should be submitted before the commencement of the first mid-term examinations, and the second assignment should be submitted before the commencement of the second mid-term examinations. The assignments shall be specified / given by the concerned subject teacher.

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

- The end semester examinations will be conducted for 70 marks consisting of two parts viz. i) Part- A for 20 marks, ii) Part - B for 50 marks.
- Part-A is compulsory, which consists of five questions (one from each unit) carrying 4 marks each.
- Part-B consists of five questions (numbered from 6 to 10) carrying 10 marks each. One question from each unit (may contain sub-questions) with internal choice.

8.3 Evaluation of Practice/Lab/Seminar/Field-Visit Market-Watch Survey Courses: In any semester, a student has to complete all exercises in each course above mentioned courses under the instructions of faculty member and get the record certified by both respective faculty member

& HOD. Then only the student becomes eligible for Semester End Examination. For these courses also there shall be Continuous Internal Evaluation (CIE) during the Semester for 30 internal marks and 70 marks for Semester End Examination (SEE).

- A) Continuous Internal Evaluation (CIE):** Out of the 30 marks, 20 marks are allocated for day-to-day work evaluation and the remaining 10 marks for mid-term examinations. There shall be two mid-term examinations of 10 marks each conducted by the concerned faculty members for a duration of 2 hours and final CIE marks are calculated by taking 80% weightage from best of the two mid examinations and 20% weightage from the least scored mid examination marks in each practical subject and these are added to the marks obtained in day to day work evaluation.
- B) Semester End Examination (SEE):** The SEE for these subject(s)/course(s) shall be conducted at the end of the semester with duration of 3 hours by one internal and one external examiner as appointed by the Head of the Institution as per the recommendation of the concerned Head of the Department.

8.4 Evaluation of Comprehensive Viva Voce Course: For comprehensive viva voce examination, there shall be a Continuous Internal Evaluation (CIE) during the semester for 30 marks and Semester End Examination (SEE) for 70 marks. In II Year IV Semester a student has to attend comprehensive viva voce examination conducted by department evaluation committee consisting of four subject experts along with HOD who will evaluate for 30 internal marks. At the end, the Semester End Examination (SEE) shall be scheduled by CE for 70 marks, as per the academic calendar and a expert-team shall be appointed by the Head of the Institution on the recommendation of the HOD.

8.5 Improvement of CIE (Internal Marks) for failed candidates after completion of ‘Regular Two Year MBA PGP’:

- In case the candidate does not secure the minimum academic requirement in any subject as specified above, he has to appear for the Semester End Examination (SEE) again in that subject. A candidate may be given one chance to re-register for each subject provided his/her CIE (internal marks) is less than 50% and so failed in the Semester End Examination (SEE).
- In such a case the candidate has to re-register for the subject(s) and secure the minimum required attendance as per norms applicable to them. The attendance in re-registered subject(s) shall be calculated separately to decide the student’s eligibility to appear for the Semester End Examination in those subject(s).
- In the event of the student taking another chance, his Continuous Internal Evaluation marks and Semester End Examination marks obtained in the previous attempt **automatically stands cancelled.**
- In case, if any student want to avail the improvement chance in CIE (internal marks) in the failed subjects; the student should complete the **‘Regular Two Year MBA PGP course work in the College’.**

8.6 Evaluation of Main Project Report & Viva-Voce (CIE & SEE):

Student shall enroll for the project work during the II year II semester, as per the instructions of the project guide / supervisor assigned by the Head of Department. Out of total 100 marks allotted for the project work 30 marks shall be for Continuous Internal Evaluation (CIE) and 70 marks for the Semester End Examination (SEE). Out of 30 marks allocated for CIE, 15 marks shall be awarded by the project supervisor (based on the continuous evaluation of student’s performance throughout the project work period), and the other 15 marks shall be awarded by a PRC (Project Review Committee) consisting of project supervisor, and two senior faculty members, based on the work carried out and the presentation made by the student during internal reviews (at least two internal reviews shall be conducted).

The Main Project Viva-Voce examination i.e., Semester End Examination (SEE) shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicate the thesis.

The candidate has to secure a minimum of 50% of marks in both CIE & SEE Main Project Viva-Voce examination.

8.7 Process of Registration, Review and Submission of final Project-Report for 'Main Project Report and Viva-Voce':

- a. **Constitution of PRC:** A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and two senior faculty member of the department offering the MBA programme.
- b. **Enrollment of Main Project:** A candidate who is eligible to enroll for II Year II semester may be permitted to register for the project work after satisfying the attendance & academic requirement of the subjects till II Year I Semester. However, a student has to present a work paper on the approved title in II Year II Semester after II mid examination but before commencement of end examinations without fail.
- c. **Approval of Project Title/Topic:** Only after obtaining the approval of Project Title/Topic by the PRC the student can initiate the Project work in the beginning of the respective semester itself. However, the candidates are allowed to submit their project soft copies only in consultation with his Project Supervisor and on approval of PRC for anti plagiarism check in the examination branch.
- d. **Change of Project Title/Topic:** If a candidate wishes to **change his supervisor or topic** of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of supervisor or topic as the case may be.
- e. **Initiation of Project Work:** The Project Work shall be initiated by the student in the beginning of the II year II Semester followed by two stages of Project Progress Review subject to item 'c' as mentioned above. A candidate shall submit his final project report only after completion of two stages of Project Progress Reviews as scheduled by the department. First & Second Project Progress Reviews shall be along with I & II Mid Term Examination of IV semester after successful Project Progress Review in all stages, a student can go ahead with the 'anti plagiarism' check on approval from HOD & HOI. However, the SEE for Main Project Examination would be only after clearing of all the theory, practice and seminar courses.
- f. **Condition for submission of Project Dissertation/Report:** A candidate shall be permitted to submit project dissertation only after successful completion of all theory, practice and seminar courses with the approval of PRC not earlier than the last working day for II Year II semester academic calendar from the date of registration of the project work.
- g. **Approval of Project Dissertation/Report for SEE Evaluation:** After approval from the PRC, the soft copy of the dissertation should be submitted to the controller of examinations of CMRIT for **Anti-Plagiarism** and **quality check** and the plagiarism report should be included in the final dissertation. If the copied information is **less than 30%**, then only dissertation will be accepted for submission.

- h. **Submission of Hard Copies of the Project for SEE Evaluation:** Three copies of the dissertation certified by the supervisor shall be submitted to the department.
- i. **Process of Evaluation of Main Project:** For **Main Project Report Evaluation** course there shall be CIE for 30 marks and SEE for 70 marks. CIE is evaluated by project supervisor and PRC together and SEE is evaluated by the external examiner appointed by the Head of the Institution. The candidate has to secure minimum of 50 marks out of 100 marks in the Main Project Report Evaluation examination.
- j. **Failure or Absent in Project SEE:** If he fails to fulfill as specified in ‘i’ above, he will reappear for the Main Project Report & Viva-Voce examination **only after three months**. In the reappeared examination also if he fails to fulfill, he will not be eligible for the award of the degree.
- k. **Appointment of External Expert for Evaluation of Project Report/Dissertation:** The dissertation shall be adjudicated by one examiner selected by the Head of the Institution. For this, the Head of the Department shall submit a panel of 3 examiners, eminent in that field, with the help of the guide concerned and Head of the Department.
- l. **Rejection of Candidates at the time of Main Project Viva Voce Exam (i.e. SEE) after successful ‘plagiarism check’:** If the Viva-Voce Report of the examiner is not favourable, the student shall reappear for the Viva Voce Examination as and when scheduled. If the viva voce report of the examiner is unfavourable again, the student has to reappear under supplementary examinations.
- m. **Successful completion of SEE for Main Project in all stages i.e. Anti-Plagiarism, Report Evaluation & Viva Voce:** If the report of the examiner is favourable in all stages of evaluation and secure a minimum of ‘**B Grade or Above**’, the candidate is declared successful in all respects and deemed to have been fulfilled all academic requirement for award of MBA degree.
- n. **Coordination of Main Project Viva Voce SEE:** The Head of the Department shall coordinate and make arrangements for the conduct of Main Project Report Evaluation Cum Viva- Voce examination.

9. GRADING PROCEDURE

- 9.1** Marks will be awarded to indicate the performance of the student in each theory subject, lab/practical/practice/Summer Internship/Project, based on the percentage of marks obtained in Continuous Internal Evaluation plus Semester End Examination, both taken together, as specified in item 8 above, a corresponding letter grade shall be given.
- 9.2** As a measure of the student’s performance, a 10-point Absolute Grading System using the following letter grades (UGC Guidelines) and corresponding percentage of marks shall be followed...

% of Marks Secured (Class Intervals)	Letter Grade (UGC Guidelines)	Grade Points
90% and above ($\geq 90\%$, $\leq 100\%$)	O (Outstanding)	10
Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$)	A ⁺ (Excellent)	9
Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$)	A (Very Good)	8
Below 70% but not less than 60% ($\geq 60\%$, $< 70\%$)	B ⁺ (Good)	7
Below 60% but not less than 50% ($\geq 50\%$, $< 60\%$)	B (above Average)	6
Below 50% ($< 50\%$)	F (Fail)	0
Absent	Ab	0

- 9.3** A student obtaining ‘**F**’ grade in any subject shall be considered ‘**failed**’ and will be required to reappear as ‘**supplementary student**’ in the end semester examination (SEE), as and when offered. In such cases, his internal marks (CIE marks) in those subject(s) will remain same as those he obtained earlier.
- 9.4** A letter grade does not imply any specific % of marks.
- 9.5** In general, a student shall not be permitted to repeat any subject/course (s) only for the sake of ‘**grade improvement**’ or ‘**SGPA/CGPA improvement**’. However, he has to repeat all the subjects/courses pertaining to that semester if he is detained.
- 9.6** A student earns grade point (GP) in each subject/course, on the basis of the letter grade obtained by him in that subject/course (excluding mandatory non-credit courses). Then the corresponding ‘**credit points**’ (CP) are computed by multiplying the grade point with credits for that particular subject/course.

Credit Points (CP) = Grade Point (GP) x Credits

- 9.7** The student passes the subject/course only when he gets $GP \geq 6$ (B grade or above).
- 9.8** The Semester Grade Point Average (SGPA) is calculated by dividing the sum of credit points (ΣCP) secured from all subjects / courses registered in a semester, by the total number of credits registered during that semester. SGPA is rounded off to **two** decimal places. SGPA is thus computed as

$$SGPA (S_i) = \sum (C_i G_i) / \sum C_i$$

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

- 9.9** The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over all semesters considered for registration. The CGPA is the ratio of the total credit points secured by a student in **all** registered courses in **all** Semesters, and the total number of credits registered in **all** the semesters. CGPA is rounded off to **two** decimal places. CGPA is thus computed from the I year second semester onwards, at the end of each semester, as per the formula

$$CGPA = \sum (C_i S_i) / \sum C_i$$

Where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester. For merit ranking or comparison purposes or any other listing, **only** the ‘**rounded off**’ values of the CGPAs will be used.

Illustration for calculation of CGPA & SGPA								
Illustration of calculation of SGPA					Illustration of calculation of CGPA			
Course	Credits	Letter Grade	Grade Points	Credit Points	Semester	Credits	SGPA	Credits x SGPA
Course 1	4	O	10	40	Sem I	27	8	216
Course 2	4	A ⁺	9	36	Sem II	27	7	189
Course 3	3	A	8	24	Sem III	24	7.5	180
Course 4	3	B ⁺	7	21	Sem IV	24	6.5	156
Course 5	2	B	6	12	Total	102		741
Course 6	1.5	F	0	0	CGPA=7.25			
Total	17.5			133				
SGPA = 133/17 = 7.60					CGPA = 741/102 = 7.25			

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

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

10 PASSING STANDARDS:

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

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

11 DECLARATION OF RESULTS:

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

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

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

12 AWARD OF DEGREE

12.1 After a student has satisfied the requirement prescribed for the completion of the program and is eligible for the award of MBA degree he shall be placed in one of the following four classes based on CGPA:

Class Awarded	Grade to be Secured	Remarks
First Class with Distinction	≥ 7.75 CGPA	From the aggregate marks secured from 102
First Class	$6.75 \leq \text{CGPA} < 7.75$	
Second Class	$6.00 \leq \text{CGPA} < 6.75$	

Note: A student with final CGPA (at the end of the PGP) < 6.00 shall not be eligible for the Award of Degree.

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

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

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

12.4 Transcripts: After successful completion of prerequisite credits for the award of degree a transcript containing performance of all academic years will be issued as a final record. Duplicate transcripts will also be issued if required after the payment of requisite fee and also as per norms in vogue.

13 WITH HOLDING OF RESULTS

If the student has not paid the fee to college at any stage, or has dues pending against his/her name due to any reason what so ever, or if any case of indiscipline is pending against him/her, the result of the student may be withheld, and he/she will not be allowed to go into the next higher semester. The award or issue of the degree may also be withheld in such cases.

14 SUPPLEMENTARY EXAMINATIONS

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

15. TRANSITORY REGULATIONS

If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of three earlier or equivalent subjects at a time as and when offered. The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per R18 Academic Regulations.

a) **Re-Registration for Detained Students:** When any student is detained in a subject (s)/ seminar due to shortage of attendance in any semester, he may be permitted to re-register for the same subject in the 'same category' or equivalent subject if the same subject is not available, as suggested by the Board of Studies of that Department, as and when offered in the subsequent semester(s), with the same academic rules & regulations of the batch in which he readmitted. However, a prior permission from the concerned authorities, subject to Item 3.0.

b) **Re-Admission for Discontinued Students:** Students, who have discontinued the MBA Degree Programme due to any reasons what so ever, may be considered for 'Readmission' into the same Programme (with same elective group) with the academic Regulations of the batch into which he gets readmitted, with prior permission from the concerned authorities, subject to Item 3.0.

c) A student - who has discontinued for any reason, or who has been detained for want of attendance as specified, or who has failed after having undergone PGP, may be considered eligible for readmission to the same PGP with same set of subjects/ courses (or equivalent subjects/ courses as the case may be), and same professional electives (or from same set/category of electives or equivalents as suggested), as and when they are offered (within the time-frame of 4 years from the date of commencement of his I Year I Semester). If a student readmitted to R18 Regulations, has not studied any subjects/topics in his/her earlier regulations of study which is prerequisite for further subjects in R18 Regulations, the Principal shall conduct remedial classes to cover those subjects/topics for the benefit of the students.

d) **For readmitted students in R18 Regulations:**

i) A student who has failed in any subject under any regulation has to pass those subjects in the same regulations.

ii) The maximum credits that a student acquires for the award of degree, shall be the sum of the total number of credits secured in all the regulations of his/her study including R18

Regulations. The performance evaluation of the student will be done as per the rules and regulations applicable at the time of admission regarding exemption of credits and award of grade and/or class as the case may be.

iii) If a student readmitted to R18 Regulations, has any subject with 80% of syllabus common with his/her previous regulations, that particular subject in R18 Regulations will be substituted by another subject to be suggested by the CMRIT Academic Council.

e) A candidate must re-register for failed subjects within four weeks of commencement of the class work and secure the required minimum attendance. In the event of the student taking this chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stand cancelled.

16 STUDENT TRANSFERS: There shall be no transfers from other colleges / streams.

17 RULES OF DISCIPLINE

17.1 Any attempt by any student to influence the teachers, examiners, faculty and staff of controller of examination for undue favours in the exams, and bribing them either for marks or attendance will be treated as malpractice cases and the student can be debarred from the college.

17.2 When the performance of the student in any subject(s) is cancelled as a punishment for indiscipline, he is awarded zero marks in that subject(s).

17.3 When the student's answer book is confiscated for any kind of attempt or suspected malpractice, the decision of the Malpractice Prevention Committee would be final.

18. MALPRACTICE

18.1 Malpractice Prevention Committee: A malpractice prevention committee shall be constituted to examine and punish the students who does malpractice / behaves indiscipline in examinations. The committee shall consist of:

- a) Controller of examinations - Chairman
- b) Addl. Controller of examinations.- Member Convenor
- c) Subject expert - member
- d) Head of the department of which the student belongs to. - Member
- e) The invigilator concerned - member

The committee shall conduct the meeting after taking explanation of the student and punishment will be awarded by following the malpractice rules meticulously.

Any action on the part of candidate at the examination like trying to get undue advantage in the performance at examinations or trying to help another, or derive the same through unfair means is punishable according to the provisions contained hereunder. The involvement of the staff who are in charge of conducting examinations, valuing examination papers and preparing / keeping records of documents relating to the examinations, in such acts (inclusive of providing incorrect or misleading information) that infringe upon the course of natural justice to one and all concerned at the examination shall be viewed seriously and will be recommended for appropriate punishment after thorough enquiry and submit the report to Head of the Institution.

18.2 Malpractice Rules:

Disciplinary Action for Improper Conduct in Examinations

MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and

	or after the examination.	project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of

		the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	As decided by the Examination Committee & CAC.

19. SCOPE

- i) The academic regulations should be read as a whole, for the purpose of any interpretation.
- ii) The above mentioned rules and regulations are applicable in general to MBA (Regular) unless and otherwise specific.
- iii) In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Chairman of the Academic Council is final.

20. REVISION AND AMENDMENTS TO REGULATIONS

The Academic Council may revise or amend the academic regulations, course structure or syllabi at any time, and the changes or amendments made shall be applicable to all students with effect from the dates notified by the academic council authorities.

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COURSE STRUCTURE

MBA – R-18 COURSE STRUCTURE

(Applicable from the batch admitted during 2018-19 and onwards)

I – Semester (I – Year)									
S. No.	Subject Code	Subject	Hours Per Week			Credits	Scheme of Evaluation		
			L	T	P		Maximum Marks		
							Int.	Ext.	Tot.
1	18MBPCC1101	Management and Organizational Behavior	3	1	0	4	30	70	100
2	18MBPCC1102	Managerial Economics	3	1	0	4	30	70	100
3	18MBPCC1103	Financial Accounting & Analysis	3	1	0	4	30	70	100
4	18MBPCC1104	Business & Tax Laws	3	1	0	4	30	70	100
5	18MBPCC1105	Business Analytics	3	1	0	4	30	70	100
6	18MBPCC1106	Entrepreneurship	3	1	0	4	30	70	100
7	18MBPPC1107	Business Analytics– Practice	0	0	3	1.5	30	70	100
8	18MBPPC1108	Professional Communications - Practice	0	0	3	1.5	30	70	100
TOTAL			18	6	6	27	240	560	800

II – Semester (I – Year)									
S. No.	Subject Code	Subject	Hours Per Week			Credits	Scheme of Evaluation		
			L	T	P		Maximum Marks		
							Int.	Ext.	Tot.
1	18MBPCC1201	Financial Management	3	1	0	4	30	70	100
2	18MBPCC1202	Marketing Management	3	1	0	4	30	70	100
3	18MBPCC1203	Human Resources Management	3	1	0	4	30	70	100
4	18MBPCC1204	Production & Operations Management	3	1	0	4	30	70	100
5	18MBPCC1205	Quantitative Analysis for Business Decisions	3	1	0	4	30	70	100
6	18MBPCC1206	Business Environment	3	1	0	4	30	70	100
7	18MBPPC1207	Case Study Analysis -Practice	0	0	2	1	30	70	100
8	18MBPRC1208	Field/Market Watch/Study/Survey- Practice	0	0	4	2	30	70	100
TOTAL			18	6	6	27	240	560	800

MASTER OF BUSINESS ADMINISTRATION

III – Semester (II – Year)									
S. No.	Subject Code	Subject	Hours Per Week			Credits	Scheme of Evaluation		
			L	T	P		Maximum Marks		
							Int.	Ext.	Tot.
1	18MBPCC2101	Strategic Management	3	1	0	4	30	70	100
2	18MBPCC2102	Research Methodology	3	1	0	4	30	70	100
3	18MBOEC2103	Open Elective-1	3	0	0	3	30	70	100
		A: Business Ethics & Corporate Governance							
		B: Total Quality Management							
		C: DBMS							
		D: Disability & Rehabilitation							
		E: C-Programming							
4	18MBPEC2104	Core Elective-1	3	0	0	3	30	70	100
		E:Startup Management							
		F:Security Analysis and Portfolio Management							
		H:Performance Management Systems							
		M:Digital Marketing							
5	18MBPEC2105	Core Elective-2	3	0	0	3	30	70	100
		E: Management of NGOs & MSME							
		F:Financial Institutions, Markets and Services							
		H:Learning & Development							
		M:Advertising & Sales Management							
6	18MBPEC2106	Core Elective-3	3	0	0	3	30	70	100
		E:Project Management							
		F:Advanced Management Accounting							
		H:Management of Industrial Relations							
		M:Consumer Behaviour							
7	18MBPPC2107	Computer Applications to Business – Lab	0	0	2	1	30	70	100
8	18MBPPC2108	Professional Development, Yoga & Spirituality – Practice	2	0	2	3	30	70	100
TOTAL			20	2	4	24	240	560	800

MASTER OF BUSINESS ADMINISTRATION

IV – Semester (II – Year)									
S. No.	Subject Code	Subject	Hours Per Week			Credits	Scheme of Evaluation		
			L	T	P		Maximum Marks		
							Int.	Ext.	Tot.
1	18MBPCC2201	Management of Technology	3	1	0	4	30	70	100
2	18MBPCC2202	ERP & MIS	3	1	0	4	30	70	100
3	18MBOEC2203	Open Elective-2	3	0	0	3	30	70	100
		A: Knowledge Management							
		B: R-Programming							
		C: Marketing & Supply Chain Analytics							
		D: Cross Cultural Management							
		E: E-Commerce							
F: Cyber Security									
4	18MBPEC2204	Core Elective-4	3	0	0	3	30	70	100
		E:Entrepreneurial Finance & Marketing							
		F:International Financial Management							
		H:International Human Resource Management							
		M:Customer Relationship Management							
5	18MBPEC2205	Core Elective-5	3	0	0	3	30	70	100
		E: Intellectual Property Rights(IPR)							
		F:Strategic Investment & Financing Decisions							
		H:Leadership & Change Management							
		M:International Marketing Management							
6	18MBPEC2206	Core Elective-6	3	0	0	3	30	70	100
		E:Creativity, Innovation and Entrepreneurship							
		F:Banking Insurance & Risk Management							
		H: Strategic Talent Management							
		M:Marketing of Services							
7	18MBPRC2207	Comprehensive Viva Voce	0	0	2	1	30	70	100
8	18MBPRC2208	Main Project Review & Viva Voce	1	0	4	3	30	70	100
TOTAL			19	2	6	24	240	560	800

Note: L-Lecture Period, T-Tutorial Period, P-Practice/Lab & C-Credits

**I-MBA-I-SEMESTER
SYLLABUS**

MANAGEMENT & ORGANIZATIONAL BEHAVIOR

I-MBA-I-Sem.

Subject Code: 18MBPCC1101

L T P C
3 1 - 4

Course Objectives:

1. Fundamentals of Management and Approaches to management.
2. Study various functions of management
3. The process of organizing and its sub functions.
4. Study the group dynamics
5. Observe Organizational Culture, Structure, Design, types & Principles
6. Study and understand the principles, styles & theories of Motivation & Leadership.

Course Outcomes:

1. Understand Fundamentals of Management and Approaches to management.
2. Understand and employ various functions of management
3. The process of organizing and its sub functions.
4. Understand the group dynamics
5. Follow Organizational Culture, Structure, Design, & types of a hypothetical enterprise
6. Exercise principles, styles & theories of Motivation & Leadership.

Unit-I: Introduction to Management

12 hours

The Management Process, Management Functions, kinds of managers, Managerial roles and skills. Evolution of Management -Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.

Unit-II: Planning and Decision making

12 hours

Planning and goal setting – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment. Decision making process, types of decisions, decision making styles, Vroom’s Participative decision making model.

Unit-III: Organizing and Controlling

12 hours

Part A:

6 hours

Organizing: Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary organizational design and its challenges.

Part B:

6 hours

Controlling: The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.

Unit-IV: Organizational Behavior

10 hours

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

Unit-V: Leadership and Motivation

10 hours

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

Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theories of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.

References:

1. Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
2. Laurie J. Mullins, Management, and Organizational Behaviour, Pearson Publications, 9e.
3. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson, 16 e, 2017.
4. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012.
5. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing.
6. Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing.
7. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing.
8. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing.
9. Management & Organizational Behaviour, R B Rudani, Mcgraw Hill, 2017.
10. Principles of Management & Organizational Behaviour, Dr. Kumkum Mukherjee, 2ed, Mcgraw Hill, 2017.

MANAGERIAL ECONOMICS**I-MBA-I-Sem.****Subject Code: 18MBPCC1102****L T P C**
3 1 - 4**Course Objectives:**

1. The Concepts and principles of managerial economics.
2. Demand-supply analysis and forecast demand & supply.
3. Input-Output Relationship in production function and its effect on economies of scale.
4. Different types of costs and Cost Volume Profit Analysis.
5. Pricing procedures, objectives & strategies
6. Price & output determination under different competitive structures with time perspective.

Course Outcomes:

1. Apply principles of managerial economics to business decision making.
2. Forecast demand-supply by assessing impact of different variables.
3. Develop a suitable production function for own enterprise and its effect on scale of production.
4. Determine BEP and employ various applications of BEP for own enterprise.
5. Set price under different conditions.
6. Determine price & output under different market competitions.

Unit-I: Introduction to Managerial Economics**10 hours**

Definition, Nature and Scope, Relationship with other disciplines, Role and responsibility of managerial economist- Fundamental concepts of managerial Economics. Case: 1 the objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15); Case: 2 Profits in the personal computer industry (Dominick Salvatore page no 19) AND Case: 3 Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore page no 44)

Unit-II: Theory of Demand and Supply**10 hours**

Demand Analysis, demand distinctions, Types of Elasticity of demand, Marketing research and demand forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply (Simple Problems on Demand Elasticity). Case: 1 Forecasting the Number of MC Donald's Restaurants worldwide (Dominick Salvatore pages no195); Case: 2 Price Elasticity's of Demand in the Real World (Dominick Salvatore page no 110); and Case: 3 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

Unit-III: Production Analysis & Control**10 hours****Part A:****5 hours**

Production Analysis: Production function, input-output relationship, assumptions and types of production functions. Economies and diseconomies of scale.

Part B:**5 hours**

Cases: Case: 1 Labor productivity and Total compensation in the United States and Abroad (Dominick Salvatore page no 253)

Unit-IV: Cost Analysis & Control**10 hours**

Cost function, types cost, cost-output relationship in the short run and long run. CVP Analysis, BEP and PV Ratio Assumptions, Limitations and Applications. Case: 1 How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278), Case: 2 The Shape of the long –Run Average cost curves in various industries (Dominick Salvatore page no 265)

Unit-V: Market Structure and Pricing Practices

15 hours

Features, Types and price – output determination under different situations. Concept, objectives, situations and methods of Pricing. Case: 1 Pricing of innovative product (H.Kaushal Macmillan page no 78); Case: 2 Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan page no 240); & Case: 3 Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no 369)

References:

1. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: Managerial Economics, 14th edition Pearson, 2014.
2. 'Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
3. G S Gupta, Managerial Economics, 2nd edition, TMH, 2012.
4. H. L. Ahuja, Managerial Economics, S. Chand, 2012.
5. Managerial Economics, G Geetika, Piyali Ghosh, Mcgraw Hill, 3ed, 2017
6. Managerial Economics, Vanita Agarwal, Pearson 2017.

FINANCIAL ACCOUNTING & ANALYSIS**I-MBA-I-Sem.****Subject Code: 18MBPCC1103****L T P C**
3 1 - 4**Course Objectives:**

1. Principles of accounting, GAAP, functions and systems and accounting standards & Audit procedures
2. Accounting process helpful to prepare journal, ledger, Trial Balance & Bank Reconciliation Statement
3. Prepare Final Accounts with the help of trial balance.
4. Assess financial performance through financial statement analysis
5. Compute investments and assets.
6. Use of accounting standards in preparation of company accounts

Course outcomes: The Students will be able to

1. Develop accounting systems following accounting standards & Audit procedures
2. Prepare Trial Balance & Reconcile Cash & Bank Statements
3. Develop Profit & Loss A/c & Balance Sheet considering additional information.
4. Analyze financial statements and draw meaningful inferences
5. Value of closing balances of investments and other fixed assets with suitable accounting procedures
6. Understand the process of company final accounts.

Unit-I: Introduction to accounting**12 hours**

Importance, Objectives, Types, and Principles, Accounting Concepts and Conventions, and Generally Accepted Accounting Principles (GAAP), Accounting Systems; Book Keeping, Overview of Accounting Standards. IFRS Creative Financial Practices -Mandatory Disclosures – Segment Reporting - Window Dressing and limitations of financial statements-Importance, Objectives and Features of Financial Audit & Tax Audit Role of Accounting in corporate taxation.

Unit-II: Final Accounts**12 hours**

Accounting Cycle, Functions Journal, Ledger and Subsidiary books, Balancing Ledgers Trial Balance-Need for reconciliation between cash & bank book-Cash Book Problems-Bank Reconciliation Statements problems.

Unit-III: Rules & regulations of preparation of final accounts**10 hours****Part A:****5 hours**

Rules & regulations of preparation of final accounts considering additional information

Part B:**5 hours**

Preparation of Manufacturing A/c, Trading A/c, Profit & Loss A/c & Balance Sheet. Formats of Company Final Accounts-Adjusted Profit & Loss A/c Importance & Balance Sheets Formats.

Unit-IV: Financial Analysis**12 hours**

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

Unit-V: Valuation and Accounting for Inventory & Depreciation

12 hours

Accounting Treatment of inventory valuation-Stores Accounting (FIFO, LIFO, Weighted Average Method)-Other Selective Methods to compute Closing Stock Value. Accounting for Depreciation-Objectives-Importance-Limitations-Preparation of Journal & Ledger for Machine A/c, Profit & Loss A/c, Depreciation A/c and Provision for Depreciation A/c.

References:

1. V.Rajasekharan, R.Lalitha "Financial Accounting & Analysis" Pearson Education, New Delhi, 2015
2. Paresh Shah "Basic Financial Accounting for Management", Oxford University Press, New Delhi, 2014.
3. Dhanesh Khatri: "Financial Accounting & Analysis", Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
4. Ramachandran: "Financial Accounting & Analysis" Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
5. SN Maheswari, Financial Accounting, Vikas, 2015.
6. Advanced Accounting, SP Jain, Kalyani Publications.

BUSINESS & TAX LAWS**I-MBA-I-Sem.****Subject Code: 18MBPCC1104****L T P C****3 1 - 4****Course Objectives:**

1. The law of contract, performance & remedies of contract under Contract Act 1872 with amendments.
2. The Entitlement, Enactment, Provisions & Procedures of Indian Companies Act, 1956.
3. Types of assessment, computing total income and deductions under different heads.
4. Types of deductions under section 80.
5. The Entitlement, Enactment, Provisions & Procedures of GST Act.
6. The role and relevance of Customs & Excise Laws in view of recent amendments of GST Act.

Course Outcomes:

1. Understand and perform contracts, against their remedies for breach of contract.
2. Understand, follow and practice various provisions & procedures of Indian Companies Act, 1956.
3. Determine residential status and compute tax on total taxable income.
4. Compute Income from Salary & House Property along with deductions and file Individual Return.
5. Understand and follow the Provisions & Procedures of GST Act.
6. Understand role relevance of Customs & Excise Laws its effect on GST Act.

Unit-I: Law of Contract**15 hours**

Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

Unit-II: Negotiable Instruments Act 1881**8 hours**

Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.

Unit-III: Companies Act, 1956**15 hours****Part A:**

Steps and procedure for incorporation of the company

8 hours**Part B:**

Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

7 hours**Unit-IV: Introduction to Income Tax****10 hours**

Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment Year –Assesses, Gross Total Income, Procedure for advance payment of tax and tax deducted at source & Computation of Income, Tax Slabs & Tax Payable. Date for Filing of Returns by different assessees.

Unit-V: Introduction to Excise Laws

10 hours

Basic concepts related to excisable goods, classification of goods-Introduction to Customs Act and Introduction to concepts of GST. Introduction to Cyber Crimes and the Legal provisions.

References:

1. K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
2. Akhileshwar Pathak: Legal Aspects of Business, TMH, 4/e, 2013.
3. Ravinder Kumar “Legal Aspects of Business”, 2nd Edition Cengage Learning, 2012.
4. Kuchal: Business Law, Vikas, 2011
5. Tulsian: Business Law, TMH, 2012.
6. S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.
7. C L Bansal, Business and Corporate Laws, Excel Books, 2011.
8. RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand, 2016.
9. Nina Godbole & Sunit Belapure, Cyber Security, Wiley India, 2012.

BUSINESS ANALYTICS**I-MBA-I-Sem.****Subject Code: 18MBPCC1105****L T P C**
3 1 - 4**Course Objectives:**

1. Importance of business analytics and use of statistical methods to forecast business.
2. Methods of presentation of data using tables, charts, diagrams and graphs.
3. Measuring Mean, Median, Mode, SD, Variance, Skewness, and determine suitable Test-Statistic.
4. Methods of measuring correlation and Methods of fitting a regression line.
5. Differentiate small sampling to that of large sampling techniques and identify the importance of level of significance and confidence interval.
6. Use of parametric and non-parametric tests for testing the hypothesis.

Course Outcomes:

1. Use business analytics models with test-statistics to forecast business.
2. Present data using tables, charts, diagrams and graphs suitably.
3. Compute Mean, Median, Mode, SD, Variance, Skewness, and accept or reject the test results.
4. Compute correlation coefficient and fit a regression line.
5. Forecast sales level of a business enterprise using Trend Analysis.
6. Apply suitable parametric & non-parametric tests to test the validity & reliability of test statistic.

Unit –I: Introduction to Statistics**10 hours**

Overview, origin and development and Managerial Applications of Statistics ,Statistics and the branches of the study, statistics& computers, limitations of statistics.

Unit –II: Measures of central Tendency & Dispersion**10 hours**

Mean ,Median, Mode ,Geometric Mean and Harmonic Mean, Dispersion- Range Quartile deviation, Mean Deviation , Standard deviation and co-efficient of variation Skewness: Karle Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

Unit –III: Tabulation of Univariate , Bivariate and multivariate data**10 hours****Part A:****5 hours**

Data classification and tabulation, Diagrammatic and graphical representation of data.

Part B:**5 hours**

One dimensional ,Two dimensional and three dimensional diagrams and graphs

Unit –IV: Small Sample Tests**15 hours**

t-Distribution-properties and applications, testing for one and two means, paired t- test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

Unit – V: Correlation Analysis

15 hours

Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models;

Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, unweighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

References:

1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.
2. Beri, " Business Statistics ", 2015, 1st Ed, TMH.
3. Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
5. Levine , Stephan , krehbiel , Berenson -Statistics for Managers using Microsoft Excel,PHI .
6. J. K Sharma, "Business Statistics", 2015, 2nd Ed. Pearson.

ENTREPRENEURSHIP

I-MBA-I-Sem.

Subject Code: 18MBPCC1106

L T P C
3 1 - 4

Course Objectives:

1. The concept of entrepreneurship and the process of launching new ventures.
2. The Mindset while starting a venture.
3. The process how an entrepreneur identifies new ventures.
4. The financial aspect and its importance in entrepreneurship development.
5. The Legal challenges of Entrepreneurship.
6. The Strategic perspectives in entrepreneurship

Course Outcomes:

2. Understands the concept of entrepreneurship and the process of how to launch new ventures.
3. Understand the main motives to startup venture and the Mindset of entrepreneur
4. Understand the steps involved in identifying new ventures.
5. Understand the role financial aspect and its importance in entrepreneurship development.
6. Understand the Legal challenges of Entrepreneurship Development.
7. Understand the Strategic perspectives in entrepreneurship

Unit-I: Understanding Entrepreneurial Mindset

10 hours

The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

Case1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

Unit-II: The individual entrepreneurial mind-set and Personality

10 hours

The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations- Corporate Entrepreneurial Mindset the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy sustaining corporate entrepreneurship

Case: Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228)

Unit-III: Launching Entrepreneurial Ventures

12 hours

Part A:

6 hours

Opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity Process-Innovation and Entrepreneurship-Methods to initiate Ventures- Creating New Ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid disadvantage of Franchising.

Part B:

6 hours

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48);

Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48);

Case 3: Pets.com (Arya Kumar P.No. 88);

Case 4: creativity in start-ups (Arya Kumar P.No. 166);

Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No.211).

Unit-IV: Legal challenges of Entrepreneurship

10 hours

Intellectual Property Protection-Patents, Copyrights Trademarks and Trade Secrets-Avoiding Trademark Pitfalls- Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation Process-Feasibility criteria approach.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99); Case 2: Tim Lockett, Knowing your

Customers & Suppliers (Richard Blundel Page128); Case 3: Google (Arya Kumar P.No. 248); Case 4: Tata Motors – Nano (Arya Kumar P.No. 279).

Unit-V: Strategic perspectives in entrepreneurship

10 hours

Strategic Planning-Strategic actions- strategic positioning-Business stabilization- Building the adaptive Firms-Understanding the growth stage-Unique managerial concern of growing ventures.

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452) Case 2: Public Sector - address seed capital (David H.Holt, Page 453)

References:

1. D F Kuratko and T V Rao “Entrepreneurship- A South-Asian Perspective “Cengage Learning, 1/e, 2012.
2. Arya Kumar “Entrepreneurship- creating and leading an entrepreneurial organization” Pearson 2012.
3. Preparing Effective Business Plans: An Entrepreneurial Approach, Bruce R. Barringer, Pearson 2017.
4. ‘Entrepreneurship: New Venture Creation’ David H Holt PHI, 2013.
5. Robert Hisrich et al “Entrepreneurship” 6th e, TMH, 2012.
6. Entrepreneurship: Text and Cases P. Narayana Reddy, Cengage, 2010.

BUSINESS ANALYTICS– PRACTICE**I-MBA-I-Sem.****Subject Code: 18MBPPC1107****L T P C**
0 - 3 1.5**Course Objectives:**

1. MS-Office tools for business applications.
2. Various commands, format, logical functions & formulas of MS Word & MS Excel.
3. Various commands used for slide format and insert images, tables and diagrams under MS PPT.
4. Supporting report formats and designs under MS ACCESS.
5. Importance, use, development of Management Information System.
6. Importance of ERP Packages & Web Designing

Course Outcomes:

1. Practice MS-Office tools for business applications.
2. Organize data suitably by employing various commands & logics of MS Word & MS Excel.
3. Prepare effective Power Point Presentation
4. Develop formats and designs using MS ACCESS.
5. Develop effective MIS for an enterprise.
6. Use suitable modules of ERP.

Unit-I: Introduction to OAT (MS Word & MS Excel)**12 hours**

Introduction OAT: Concepts, uses, Tools, limitations, manuals -Versions. MS Word: Uses, functions and features of MS Word. Getting started with Word: Opening a blank or new document, general organization. Highlights and main functions: Home, Insert, design, layout, references, mailings, review, view. Using the word help function.

Unit-II Introduction to OAT (MS Excel): MS Excel**12 hours**

About EXCEL, Uses of Excel, New functions and features. Getting started with excel: Opening a blank or new workbook, general organization. Highlights and main functions: Home, Insert, page layout, formulas. Highlights and main functions: Data, review, view, add-ins. using the Excel help function.

Unit-III: Introduction to MS Power Point: MS PPT**12 hours****Part A:****6 hours**

About MS Power Point, Uses, functions and features of MS Power Point. Getting started with Power Point: Opening a blank or new document, general organization.

Part B:**6 hours**

Highlights and main functions: Home, Insert, design, transitions, animations, slide show, review, view. Using the Power Point help function.

Unit-IV: Introduction to MS Access**10 hours**

MS Access: About MS Access, Uses, functions and features of MS Access. Getting started with Access: Opening a blank or new document, general organization. Highlights and main functions: Home, create, external data, data base tools. Using the Access help function.

Unit-V: Introduction to DBMS, ERP & E-Commerce Packages

10 hours

Data, Information and Knowledge– Types of Databases -Database Management Systems – Data Warehouses and Data Mining – Types of Networks. Introduction ERP Concepts, and E-Commerce, E-Commerce Security Issues, Ethical Issues.

References:

1. Management Information Systems: Managing the Digital Firm, 15/e Kenneth C. Laudon, Jane P. Laudon, Pearson 2017.
2. Management Information Systems James A. O'Brien, George Marakas, 10ed, Mcgrawhill 2015.
3. ERP Demystified, Alexis Leon, 3ed , Mcgraw hill, 2015.
4. ERP Concepts – V.K Garg
5. Shelly, MS Office, 2007, Cengage, 2009.

PROFESSIONAL COMMUNICATION - PRACTICE

I-MBA-I-Sem.

Subject Code: 18MBPPC1108

L T P C
0 - 3 1.5

Course Objectives:

1. The importance of spoken communication skills and practice.
2. The usage of grammar in sentence construction.
3. Business communication and correspondence.
4. Types of business project proposals and reports.
5. Process of developing a resume.
6. The employability skills for professional advancement.

Course Outcomes:

1. Communicate in real life situations.
2. Write paragraphs, essays and compositions.
3. Practice business communication and correspondence.
4. Prepare business project proposals and report.
5. Understand career building and develop own resume.
6. Succeed in profession with improved communication.

Unit – I: Refresh Spoken Communication Skills using Functional Grammar 10 hours

Greetings, dialogues for everyday use.

Unit –II: Practicing Written Communication Skills 10 hours

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

Unit-III: Business Communication & Correspondence 12 hours

Part A: 6 hours

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

Part B: 6 hours

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

Unit-IV: Business Instructions, Reports & Proposals 12 hours

Instructions: Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, and Product Instructions. Practice Exercises.

Reports & Proposals: Introduction, what is a Report, steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

Unit-V: Career Building and Resume Writing 12 hours

Introduction to Career Building, understanding yourself, setting a career goal, job search / looking at various options.

Resume Writing: Preparing resume, resume formats, traditional, electronic and video resumes,

online recruitment process. Write your resume to market yourself.

References:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Lesikar: Basic Business Communication, TMH, 2015.
3. David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
4. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
5. Business English Dictionary, Pearson, 2015.
6. Lehman and Duffrene Sinha, BCOM (Business Communication) 2nd edition, Cengage, 2012
7. R. C Sharma and Krishna Mohan, Business Correspondence and Report Writing, 5th ed, Mcgrawhill, 2016.

**I-MBA-II-SEMESTER
SYLLABUS**

FINANCIAL MANAGEMENT**I-MBA-II-Sem.****Subject Code: 18MBPCC1201****L T P C**
3 1 - 4**Course Objectives:**

1. Role of finance, focus on various sources, methods, functions & objectives.
2. Concept of Cost of Capital and its impact on Profitability and Investment Decisions.
3. Concept of long term investment evaluation decisions and its impact on profitability.
4. Capital Structure Theories and its impact on Shareholders' Value and Value of the Firm.
5. The Relevance and irrelevance theories of dividends and its effect on Value of Firm.
6. Concept of current assets management and estimate requirements for a firm.

Course Outcomes:

1. Understand importance of finance function & objectives.
2. Measure Cost of Capital and its impact on Profitability and Investment Decisions.
3. Evaluate & Rank various Capital Budgeting Projects under different methods.
4. Compute Value of Firm using Theories Capital Structure & Leverages.
5. Compute Price of Equity Share and Value of Firm with different levels of payout ratios.
6. Compute working Capital, prepare cash budget & decide optimum level of cash

Unit-I: The Finance Function & Decision Process**10 hours**

Nature and Scope; Evolution of finance function – Objectives & Goals of financial management– Agency Theory-Basic Financial Valuation Models. Simple problems on time value of money.

Unit-II: Finance Mix Sources of Financing**10 hours**

Cost of Capital & Measurement, Weighted Average Cost of Capital(WACC)-Modern Sources of Finance Short Term Long Term and Institutional, crowd funding, community funding, boot-strap financing, angel investment, private financing, VCF funding. Simple problems on WACC, Cost of Debt & Cost of Equity.

Unit-III: Investment Mix**10 hours****Part A:****5 hours**

Capital Budgeting-Steps-Estimation of Cash flow-Evaluation Methods (Traditional & DCF). Pay Back, ARR, NPV, IRR, and Profitability Index.

Part B:**5 hours**

Simple problems on Pay Back, ARR, NPV & Profitability Index.

Unit-IV: Value of Firm (Capital Structure Theories)**15 hours**

Capital structure Theories-EBIT-EPS Analysis. Simple problems on EBIT-EPS Analysis and on Leverages i.e., Financial, Operating and Combination Leverages.

Relevance & Irrelevance Theories of Dividends-MM Approach-Gordon-Walter-Dividend policies-Right Issues- Bonus Shares. Simple problems on MM theory to identify new shares to be issued and its price.

Unit-V: Types of Capital**15 hours**

Components of Working Capital-Estimation of WC-Cash Management-Inventory Management-Receivables Management-Debt & Credit Factoring. Problems on Working Capital Estimation. Simple problems on EOQ for Cash, Miller Orr Model, Working Capital Estimation, and Cash Budget.

References:

1. IM Pandey, Financial Management, 12th Edition, Vikas, 2017.
2. M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 9th Edition, TMH, 2017.
3. P.C.Tulsian, C.A. Bharat Tulsian, “Financial Management” S.Chand Publications, 2015
4. Prasanna Chandra, “Financial Management Theory and Practice”, 9th Edition. TMH ,2017
5. Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers ,2017
6. James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012.

MARKETING MANAGEMENT**I-MBA-II-Sem.****Subject Code: 18MBPCC1202****L T P C****3 1 - 4****Course Objectives:**

1. Nature, characteristics, objectives, scope and functions of marketing management
2. Customer environment by analyzing marketing opportunities to launch product brands.
3. Customer driven strategies, targeting, positioning and segmentation.
4. The process of channel design & development decisions.
5. The promotion mix design strategies.
6. The pricing mix design strategies along with Product Life Cycle Stages.

Course Outcomes:

1. Differentiate Market, Marketing, Marketing Management, and Market-Mix.
2. Analyze customer environment to launch new products & brands.
3. Adopt strategies for targeting, positioning and segmentation for new and existing products.
4. Design & develop Distribution Channels decisions for new products, customers and segments.
5. Develop and adopt promotion mix strategies suitable
6. Adopt competitive pricing strategies suitable in different market conditions.

Unit-I: Introduction to World of Marketing**10 hours**

Importance, scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

Case: Bata (Rajendra.P Maheshwari page no: 03); Case: Mahindra Scooters (Arun Kumar page no: 89); Case: Ready Meal Manufactures (Adrian palmer, page no: 70); Case: Santoor – (Iamb Hair–page no: 238); Case: Drawing on data, searching for insight (Adrian palmer – Page no: 175).

Unit-II: Analyzing Marketing Opportunities, Customer Value and Marketing Mix 10 hours

Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behavior – cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development. Case: Small New Phones (Adrian palmer-page no: 296).

Unit-III: Designing a Customer Driven Strategy**10 hours****Part A:****5 hours**

Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation.

Part B:**5 hours**

Market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy. Case: (Segmentation) Zee TV (Iamb, Hair page no 212); Case: (Targeting) Kellogg's (Iamb, Hair page no 300) Case: (Positioning) Nimbooz (S. Neelamegham page no 225); Case :(Positioning) Dalda (Arun Kumar page no: 195).

Unit-IV: Distribution Decisions, Promotion & Communication Strategies

12 hours

Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

Case: Barista (Arun Kumar – page no: 33); Case: Nano Car (Iamb, Hair – page no: 52); Case: Indigo (Iamb, Hair – page no: 356); Case: TESCO (Adrian palmer page no: 388); Case: Hero Motor Corp (Iamb, Hair Page no: 446); Case: Avon Cosmetics (Iamb, Hair Page no: 497); Case: Eureka (Arun – Page no: 711); Case: Home Shop (Arun – page no: 639).

Unit-V: Pricing Decisions & Personal Communication

12 hours

Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, postmodern marketing, market sustainability and ethics, Global marketing.

Case: Coca Cola (Iamb, Hair – page no: 112); Case: I phone (Iamb, Hair – page no: 534); Case: Akash Tablet (Iamb, Hair – page no: 557); Case: Compact car (Arun Kumar page no: 369); Case: Chick (Iamb, Hair Page no: 650); Case: Nokia (Neelamegham page no– 645); Case: Shakti (Rajendra. P Maheswari –Page no: 408); Case: Airtel (Arun – page no: 901) Case: Beer Marketing (Adrian palmer page no: 529).

References:

1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 15/e, Pearson Education, 2012.
2. Ramaswamy Namakumari, “Marketing Management”, TMH 5th Edition 2015.
3. Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford, 2015.
4. Rajan Saxena: Marketing Management, 4/e, TMH, 2015
5. Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition.
6. Principles Of Marketing, Kapoor, Neeru, PHI, 2014.

HUMAN RESOURCE MANAGEMENT**I-MBA-II-Sem.****Subject Code: 18MBPCC1203****L T P C**
3 1 - 4**Course Objectives:**

1. Objectives, role, responsibilities and functions of HR under global scenario.
2. Importance, methods, techniques and limitations recruitment & placement.
3. Objectives, importance, methods, techniques and limitations Training & Development.
4. Objectives, importance, methods, techniques and limitations performance appraisal & career development.
5. Objectives, importance, methods, techniques and limitations compensation & terminal benefits.
6. The provisions, features, remedies of various labor laws.

Course Outcomes:

1. Understand and practice functions of HR under global scenario.
2. Understand and follow suitable recruitment & placement techniques for an enterprise.
3. Adapt suitable Training & Development techniques for different levels of organization and employees.
4. Employ better performance appraisal techniques for career development.
5. Adapt competitive compensation schemes in light of mutual benefit.
6. Follow latest provisions of various labor laws and adapt to the organization.

Unit-I: Introduction of HRM**12 hours**

Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work–Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System’s – Labor Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRSL India.

Case-1: Social Surveyors in Flood-hit Areas (Gary Dessler page no 160); Case-2: Finding people who are passionate about what they do (Gary Dessler page no 195); Case-3: HR, CULTURE and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35); Case-4 Mitsubishi Believes in EEO-Now (Robert L Mathis P. No. 119)

Unit-II: Recruitment and Placement**12 hours**

Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

Case: Reinventing the wheel at apex door Company (Gary Dessler page no 309); Case: Xerox Focuses on HR (Robert L Mathis P. No. 79); Case: where do you find the Bodies? (Robert L Mathis P. No. 79); Case: The Reluctant Receptionist (Robert L Mathis P. No. 159); Case: Accenture – Retaining for Itself (Robert L Mathis P. No. 193); Case: Recruiting at Kia (Robert L Mathis P. No. 231); Case: Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267).

Unit-III: Performance Appraisal and Training & Development of Employees **12 hours**

Part A: **5 hours**

Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management.

Part B: **7 hours**

Analyzing Training needs & Designing the program – Implementing different training program – Implementing Management Development Programs – Evaluating the Training Programs.

Case: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393);

Case: Just another Job (Robert L Mathis P. No. 647); Case: The Dilemma Within (Robert L Mathis P. No. 667);

Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671); Case: Appraising the secretaries at Sweet Water U? (Gary Dessler page no 349).

Unit-IV: Compensation **10 hours**

Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

Case: Salary inequities at ACME Manufacturing (Gary Dessler page no 429); Case: HR Contributes at CSCO (Robert L Mathis P. No. 36); Case: Compensation changes at JC Penny (Robert L Mathis P. No. 435);

Case: Benefiting Connie (Robert L Mathis P. No. 507).

Unit-V: Employee Relation

Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

Case: The New Safety and Health Program (Gary Dessler page no 623); Case: Full Disclosure on Sex Offenders? (Robert L Mathis P. No. 231); Case: Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

References:

1. Gary Dessler, “Human Resource Management”, 14th Edition, Pearson- 2017.
2. C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2017.
3. K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2016.Human
4. Resource Management: A South-Asian Perspective, Manas Ranjan Tripathy, Cengage 2015.

PRODUCTION AND OPERATIONS MANAGEMENT

I-MBA-II-Sem.

Subject Code: 18MBPCC1204

L T P C

3 1 - 4

Course Objectives:

1. Systems & types of production, generic competitive strategies and world class manufacturing.
2. The importance of product process design and analysis.
3. Concepts of capacity planning, value engineering, standardization and ergonomics.
4. Concept, types and importance of plant location & layout.
5. The importance of scheduling, heuristic models and priority dispatching rules.
6. Concept of integrated materials management & inventory control techniques to determine EOQ and optimum quantity to be maintained in stores.

Course outcomes:

1. Understand systems & types of production, production strategies and world class manufacturing.
2. Understand and follow concepts of product process design and analysis.
3. Determine production capacity, conduction value engineering to standardize production by following rules ergonomics.
4. Understand importance of plant location & plant layout apply the principles to real life industry.
5. Schedule Machine Sequence by following priority dispatching rules and heuristic models.
6. Understand the importance of integrated materials management and determine EOQ & optimum quantity to be maintained in stores.

Unit-I: Introduction to Operations Management

10 hours

Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow Shop, Job Shop, Batch Manufacturing, The Project, Productivity, Strategic Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Gross Domestic Product and its impact, World Class Manufacturing.

Unit-II: Product Design and Analysis

10 hours

Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, and Steps in Process Planning.

Unit-III: Process Design and Analysis

10 hours

Part A:

5 hours

Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering.

Part B:

5 hours

Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.

Unit-IV: Plant Location & Plant Layout

12 hours

Factors Influencing Plant Location, Single Facility Location Problem and Multi-facility Location Problems – Model for Multi-facility Location Problem, Plant Layout- Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout.

Unit-V: Functions of PPC

12 hours

Scheduling: Introduction, Johnson's Problem, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and Machines Scheduling.

References:

1. K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2017.
2. Panneerselvam "Production and Operations Management" PHI,2017
3. Dr.K.C. Arora , Production / Operations Management Universities Press, 2017
4. J.K, Sharma: Operations Research, Macmillian, 2015.
5. Ajay K Garg, Production and Operations Management, TMH, 2012
6. B. Mahadevan, Operations Management: Theory and Practice, 3ed, Pearson, 2017.
7. Production and Operations Management, S. N. Chary, 5ed, Mcgraw hill, 2017.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

I-MBA-II-Sem.

Subject Code: 18MBPCC1205

L T P C

3 1 - 4

Course Objectives:

1. Tools & techniques of Operations Research useful for managerial decision making.
2. The applications of Assignment Problems for managerial decision making.
3. The applications of Transportation Problems for managerial decision making.
4. Various methods of managerial decision making with risk and uncertainty with a special focus on Decision Tree Model.
5. Optimum Time & Optimum Cost involved in completion of a Project using PERT & CPM.
6. IBFS and Simplex procedure used to identify entry variables and departing variables and degeneracy.

Course Outcomes:

1. Understand various tools & techniques of Operations Research useful for managerial decision making.
2. Apply Assignment Models for managerial decision making.
3. Apply Transportation Problems for managerial decision making.
4. Apply Decision Tree Model for decision making under probabilistic conditions.
5. Determine Critical Path, Time Estimated to Complete Project using PERT and Crashing using CPM.
6. Generate IBFS and use simplex procedure for maximizing contribution and minimizing cost with decision making relevance in functional areas of management.

Unit-I: Nature and scope of Operations research

12 hours

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

Unit-II: Assignment & Transportation Model

12 hours

Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem, unbalanced assignment problem, travelling salesman problem, Transportation Problem: Methods for finding Initial feasible solution, rules for degeneracy.

Unit-III: Decision Theory

12 hours

Part A:

6 hours

Introduction, ingredients of decision problems.

Part B:

6 hours

Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.

Unit-IV: PERT & CPM

12 hours

Drawing networks, identifying critical path, probability of completing the project within given time, project crashing.

Unit-V: Linear Programming Method

12 hours

Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP for different areas, solving of LPP by Graphical Method: Extreme point method, simplex method, converting primal LPP to dual LPP, Limitations of LPP.

References:

1. R. Pannerselvam, Operations Research, PHI, 5rd revised edition,2017
2. Hamdy A Taha, Operations Research: An Introduction, 9th edition, Pearson, 2015.
3. K.L Schgel “Quantitative Techniques and Statistics”, 2016.
4. Pradeep Prabhakar Pai: Operations Research: Principles and Practice, 3ed, Oxford University Press, 2017.
5. C.R. Kothari, Quantitative Techniques, 3rd revised edition, Vikas, 2017.
6. N.D.Vohra, Quantitative Techniques in Management, TMH, 2017.

BUSINESS ENVIRONMENT

I-MBA-II-Sem.

Subject Code: 18MBPCC1206

L T P C
3 1 - 4

Course Objectives:

1. Study industrial policies and its impact on economic development.
2. Study Monetary & Taxation policies and Banking Reforms in economic development.
3. Study Origin, Growth, Scope, Objectives, Functions, Role & Mechanism of Capital Markets
4. Importance and impact of liberalization, privatization and globalization.
5. India's Trade Policy changes, challenges and sectoral issues.
6. EXIM policies, Initiatives to FDIs and legal framework.

Course Outcomes:

1. Understand and draw inferences suitably based on industrial policies.
2. Understand the impact of policy reforms on banking sector and in turn on enterprise.
3. Understand Operational Mechanism of Capital Markets.
4. Know advantage of liberalization, privatization and globalization policies to a firm
5. Understand trade policy of India and also about GATT & WTO.
6. Understand features of EXIM policies, Initiatives to FDIs and legal framework.

Unit-I: Industrial Policy and Regulatory Structure

10 hours

Industrial Policy- Industrial Licensing Policy-Five Year Planning- Industrial Policy 1991, Small Scale Industries (SSI)-Industrial Finance- Foreign Direct Investment (FDI).

Case 1:- Tapping the Opportunities in Environment: A Case Study of Yes Bank, (Dr. Vivek Mittal. Page no.662);

Case 2:- Gas Authority of India Limited (GAIL) (Justin Paul, page no.102);

Case 3:-India to allow FDI in Food Retail, (Raj Kumar, page no.208).

Unit-II: Economic Policies

10 hours

Fiscal Policy- Latest Union Budget- Reforms Undertaken- Role of Government. Monetary Policy- Basic Concepts- Monetary Policy in the 21st Century- Banking Sector Reforms.

Case 1:- Indus (Budget Game), (Justin Paul, page no.179)

Case 2:- Prof Tom and Monetary Policy, (Justin Paul. Page no.200)

Unit-III: Capital Markets, SEBI, RBI

10 hours

Part A:

5 hours

Capital Market Institutions-Stock Indices- Derivatives Market- Global and Indian Scenario- Role of SEBI and RBI.

Part B:

5 hours

Case1: The Great Fall (Scam of 2001): A Case of Stock Exchange and SEBI, (Dr. Vivek Mittal. Page no.661); Case2: Globalization of Pop Culture, (Francis Cherunilam, page no. 765); Case 3: Investment Return from Indian Stock Market – Bombay Stock Exchange (BSE) and SENSEX, (Justin Paul, page no.252)

Unit-IV: BOP- Components of BOP, India's Trade Policy

10 hours

Policy changes and Issues- sector wise trade policies: recent developments- GATT- WTO-agreements and implications.

Case 1:- Case – Water Thief, (K. Aswathappa, page no.59)

Unit-V: EXIM policies & FEMA: India's new EXIM policy

10 hours

Legal framework- initiatives, FEMA – Multi-national companies and FDI.

Case 1:- RBI Slaped Rs. 125 Crore on Reliance Infrastructure. A Case Study on FEMA, (Dr. Vivek Mittal, page no.655)

Case2:- China as an Expert Base, (David W. Conklin, page no.574)

References:

1. Justin Paul “Business Environment: Text & Cases” TMH, 3/e, 2016.
2. K.Ashwathappa “Essentials of Business Environment: Text, Cases& Exercises” HPH, 2016.
3. Francis Cherunilam”Business Environment: Text & Cases”HPH, 2016.
4. A.C.Fernando-Business Environment -1st Edition-Pearson, 2015.
5. Joshi & Kapoor, Business Environment, Kalyani Publishers, 2016
6. Business Environment, 3/e Shaikh Saleem, Pearson, 2017
7. Business Environment, Prabhakaran Paleri, Edition: 1st, Cengage, 2017.

CASE STUDY ANALYSIS - PRACTICE

I-MBA-II-Sem.

Subject Code: 18MBPPC1207

L T P C

0 - 2 1

Course Objectives:

1. To allow students with real expertise and understanding, as well as judgment to excel professionally in relevant areas.
2. Prepare the students to take risks, make judgments in uncertain situations, and to propose multiple possible options.
3. Helps student to acquaint with truth & realistic world especially in crisis management.
4. Helps students to strategically manage and handle the actual business situations, rather than problems that are pre-formulated for students to solve.
5. To analyze what course of action the organization should pursue.
6. To expose to put in the position of managers who must develop alternatives and propose specific actions for the firm.
7. Expose students towards strategy-formulation, implementation and evaluation process and decisions that are commonly made by a group of individuals rather than by a single person.
8. To form a best working group, each and every member of the group should have these elements and concepts in mind to build better professional career.
9. To develop a minimal plan that produces a quality, valuable, matured outcome out of current situation.
10. To acquire core competence to decide on relevant and important facts or data is necessary for analysis.
11. To make use of techniques like SWOT, SPACE, Critical success factors, Sustainable growth, Organization life cycle, Three Bottom Lines of Enterprise.
12. To study the role of the managers' & his task to determine alternatives and their likely outcomes.

Course Outcomes:

1. To understand the importance of real expertise & judgment to excel in relevant areas.
2. To acquaint the students to understand risks, make judgments in uncertain situations, and to propose multiple possible options.
3. To work under realistic world and manage in crisis.
4. To strategically manage and handle the actual business situations
5. To exemplify the course of action that an organization to pursue.
6. To develop alternatives and propose specific actions for the firm.
7. Identify strategy-formulation, implementation and evaluation process.
8. To form a best working group
9. To implement an action plan to produce the best outcome.
10. To exhibit the competence to decide on data manipulation that is necessary for analysis.
11. To employ modern tools and techniques such as SWOT, SPACE, Critical success factors, Sustainable growth, Organization life cycle, Three Bottom Lines of Enterprise in reality.
12. To defend & justify concluding statements with specific recommendations in light of business partners.

Process of Case Study:

1. Background of the case,
2. Our analysis,
3. Alternatives and Recommendation, and
4. Implementation Plan
5. Review

Reference:

1. Donnelly, J.H., Gibson, J.L. & Ivoncevich J.N., 1984, Fundamentals of Management, 5th Edition, Texas: Business Publication Inc., P. G3; Definition probably more suitable in case studies relating to personnel's, management style, etc.
2. Digman, L.A., 1990, Strategic Management-Concepts, Decision, Cases, 2nd Edition, Boston: Richard D. Irwin Inc., p.428.
3. Shtub, A., Band J.F. & Globeson, S., 1994, Project Management, Engineering, Technology and Implementation, Eaglewood: Prentice-Hill, pp. 192-208.
4. David, F.R., 1986, Cases in Strategic Management, Ohio: Merrill Publishing Co., p. 5.
5. This the procees of skimming the case to gain the overall perspective – ibid By Vilefredo Pareto, 18th Century – a study of the distribution of wealth in Milan, found that 20% of the people controlled 80% of the wealth
6. Aquilano N.J. & Chase R.B., 1991, Fundamentals of Operation Management, Boston: Richard D. Irwin Inc., p. 457 David, F.R., op.cit, footnote 6, p. 4.
7. Rowe, A.J., etal., 1989, Strategic Management: A Methodological Approach, 3rd. Edition, Reading, Massachusets: Addison – Weley Publishing Co., p. 30.

FIELD/MARKET-WATCH STUDY/SURVEY - PRACTICE

I-MBA-II-Sem.

Subject Code: 18MBPPC1208

L T P C
0 - 4 2

Course Objectives:

1. Study Business Best Practices
2. Compare objectives Balanced Score Card & Benchmarking.
3. Importance of Career Planning and Competency Mapping
4. Differentiate Capability Maturity Model & People Capability Maturity Model
5. Study Performance Management System & Talent Management
6. Six Sigma & Total Quality Management

Course Outcomes:

1. Understand and employ in any enterprise Report on Business Best Practices
2. Develop Balanced Score Card & set Benchmarks for any organization
3. Understand and follow Career Planning and Competency Mapping
4. Understand the importance of Capability Maturity Model & People Capability Maturity Model
5. Develop Performance Management System & Talent Management
6. Employ Total Quality Management Practices in an organization

The students may choose the following corporate practices or any other practices and study with reference to any company:

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

Report:

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

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

References:

1. Business Analysis: Best Practices for Success By Steven Blais
2. The Complete Idiot's Guide to Best Practices for Small Business By Brandon Toropov, Gina Abudi
3. The Business of Love: 9 Best Practices for Improving the Bottom Line of Your ... By John Curtis
4. Business Continuity: World Class Business Continuity Management By Andrew Hiles
5. Best Practices in Business Technology Management By Stephen J. Andriole
6. Uniting North American Business: NAFTA Best Practices By Jeffrey Abbott, Robert T. Moran
7. Business Process Mapping: A Guide to Best Practice By Ali Darwish
8. Management Information Systems Best Practices And Applications In Business By T. Adikesavan
9. Business Standard India 2010
10. Leveraging on India: Best Practices Related to Manufacturing, Engineering ... By S. Chandrasekar
11. Best Business Practices for Global Competitiveness, Dr. Prashant Salwan
12. The Best Practices Enterprise: A Guide to Achieving Sustainable World-class ... By James M. Kerr
13. Indian Business: Notions and Practices of Responsibility By Nimruji Jammulamadaka

**II-MBA-III-SEMESTER
SYLLABUS**

STRATEGIC MANAGEMENT

II-MBA-III-Sem.

Subject Code: 18MBPCC2101

L T P C

3 1 - 4

Course Objectives:

1. The frame work of micro and macro environment, competitive advantage profile and value chain analysis.
2. The purpose of business level strategy, drivers of competitive actions and rivalry dynamics.
3. Corporate level strategy, levels of diversification, Mergers & Acquisitions and corporate restructuring.
4. Importance of global strategic alliances with implications and international strategic advantage profile for an enterprise.
5. Structure and controls of SBU, leadership and entrepreneurial implications.
6. CSR, Professional Ethics, Values, Human Rights Issues and Cyber Crimes.

Course Outcomes:

1. Assess suitability of environment in light of competitive advantage and conduct value chain analysis.
2. Understand drivers of competitive actions and respond to rivalry dynamics.
3. Assess the need for diversification; identify the role of Mergers & Acquisitions in restructuring.
4. Need for global strategic alliances and in light of strategic advantage profile of an enterprise.
5. Understand structural controls of SBU, and implications of internal leadership and entrepreneurs.
6. Identify the need for CSR, Professional Ethics, Values, Human Rights Issues and Cyber Crimes.

Unit-I: Strategic Inputs

8 hours

Introduction to Strategic Management: Strategic Management and Competitiveness-Strategic Leaders-Strategic Management process- Environmental Scanning SWOT.

Unit-II: Tools & Techniques for Strategic Analysis

12 hours

Porters 5 Force Model, Value Chain Analysis-BCG-TOWS-GE-IE-Grand Strategy-MLC Model- Generic Strategies-Strategic Alternatives & Choices-SAP.

Unit-III: Formulation of Strategic Actions

12 hours

Part A:

6 hours

Business level Strategies- Managing Strategic Relationships. Rivalry Dynamics- -Competitor Analysis-Drivers actions and Responses.

Part B:

6 hours

Corporate level Strategy: Levels of Diversifications and Reasons-Value creating diversifications. Strategic Acquisitions & Restructuring.

Unit-IV: Global Strategy

10 hours

Identifying International Opportunities and international Strategies-Strategic Competitive Outcomes and risk in an international Environment. Corporate Implications for Strategy-Strategic Alliances-corporate level cooperative strategy, Competitive risk with Cooperative strategies.

Unit-V: Structure and Controls with Organizations

10 hours

Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy-Entrepreneurial Implication for Strategy Planning & Implementation.

References:

1. Hitt & Ireland and Manikutty, "Strategic Management: A South Asian Perspective": Cengage Learning, 9e, 2016
2. Mital; Cases in Strategic Management; 3rd Edition, TMH, 2015.
3. Mason A Carpenter. "Strategic Management: A dynamic Perspective" Pearson, 2e, 2016.
4. Strategic Management, Upendra Kachru, 2ed, Mcgraw Hill, 2016.
5. Strategic Management and Business Policy, Azhar Kazmi, 3ed, Mcgraw Hill, 2017.
6. Strategic Management : An Integrated Approach ,Charles W. L. Hill | Gareth R. Jones, Cengage Learning, 9e, 2016
7. Strategic Management and Business Policy, Dr. Vijay Pithadia, wiley 2016.

RESEARCH METHODOLOGY

II-MBA-III-Sem.

Subject Code: 18MBPCC2102

L T P C

3 1 - 4

Course Objectives:

1. The need, types and process of research carried out in various fields.
2. The difference between qualitative and quantitative research and also testing the validity of research design.
3. Collection of data and selection of a sample for the analysis.
4. Data classification, coding and presentation of data using tables, graphs and diagrams.
5. Measurement of scaling techniques, errors in measurement and difference between comparative and non-comparative scaling techniques.
6. Reporting writing skills, guidelines to be followed in case of hypothesis formulation, data collection and interpretation.

Course Outcomes:

1. To apply the principles of research methodology for the research design for mini and major projects.
2. To test the validity and reliability of the model to be tested under the study.
3. To choose the appropriate sample with a suitable scale of measurement.
4. To select appropriate data sources- primary and secondary.
5. To analyse the data statistically and draw inferences.
6. To use of Excel and SPSS in Project Report.

Unit-I: Research Methodology

10 hours

Overview of Research methodology-Research problems, Types of Research, Research process-Ethics in business research-limitations of social science research. Observation studies and research.

Unit-II: Design of Business research

10 hours

Research design an overview: Qualitative research Vs Quantitative Research, Types of research design, Validity of research design, Types of designs

Unit-III: Data Collection Methods & Tools

10 hours

Part A:

5 hours

Primary Data, Secondary Data, designing questionnaire and Schedule of questions, relevant cases and exercises

Part B:

5 hours

Sampling methods: Random, Non-Random Techniques, Tabulation, interpretation and analysis of data.

Unit-IV: Measurement of scaling Techniques

12 hours

Introduction objectives Qualitative research Vs Quantitative measures, classification /types of measures characteristics/goodness of instruments/measurement of scales. Errors in measurement. Types of scales Techniques comparative and non-comparative scaling techniques guidelines for deciding scales.

Unit-V: Report writing & Bibliography

12 hours

Introduction , Objectives , format of a report , classification of the sectors of the report, PowerPoint presentations of the reports, Synopsis Vs main report, Footnotes, Importance of hypotheses and objectives in report writing ,Types of reports ,Report format , cover page, preliminary pages, main body , appendices and bibliography , Importance of Excel and SPSS in report writing.

References:

1. Krishna Swamy,Sivakumar,Mathirajan-Management Research Methodology,Pearson,2014
2. R.Pannerselvam -Research Methodology-, PHI, 2014
3. T N Srivatsava, shailaja rego -Business research Methods-TMH,2014
4. Business research Methods -Donald R cooper, Pamela S Schindler, 10ed, Mcgraw hill, 2015.
5. William .G. Zikmund- Business Research Methods, 8ed, Cengage, 2016.
6. Business Research Methods-SL Gupta, Hitesh Gupta, 2ed, 2015.
7. Business Research Methodology, T N Srivastava, Shailaja Rego, Mcgraw Hill, 2016.
8. Business Research Methods, 2/e Naval Bajpai, Pearson, 2017.

MBA II YEAR I SEMESTER – OPEN ELECTIVE-1

A: Business Ethics & Corporate Governance
B: Total Quality Management
C: DBMS
D: Disability & Rehabilitation
E: C-Programming
F: Disaster Management

BUSINESS ETHICS & CORPORATE GOVERNANCE

II-MBA-III-Sem.

Subject Code: 18MBOEC2103A

L T P C

3 - - 3

Course Objectives:

1. About role of business ethics in changing environment and different levels of business ethics.
2. Ethical and psychological dimensions to cyber crimes
3. Professional ethics in various functional areas.
4. Analysis of cases about unethical practices.
5. Importance of Corporate governance, Board structure process and evaluation.
6. Important issues related to corporate governance.

Course Outcomes:

1. To understand and differentiate business ethics and professional ethics.
2. To understand ethical and psychological dimensions to contain cybercrimes.
3. To analyze unethical practices in an organization.
4. To apply professional ethics in respective fields.
5. To understand and evaluate the corporate structures.
6. To grasp the important issues related to corporate governance.

Unit-I: Business Ethics

10 hours

The challenging Environment, why does matter levels of business ethics. Five Myths about Business Ethics, Can Business Ethics trained or thought, Stages of Moral development Kohlberg study, Carol Gilligans theory – Principles of Ethics.

Case: The BHEL disinvestment (CSV Murthy: Page No 590)

Unit-II: Professional Ethics

12 hours

Introduction to Professional Ethics-Ethics in Production and Product Management-Ethics of Marketing Professionals –Ethics in HRM –Ethics of Finance and Accounting Professionals-Ethics of Advertisement-Ethics of Media Reporting-Ethics of Healthcare Services.

Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues-Preparatory Ethics: Proactive steps- The software challenge.

Case1: How unethical practices almost destroyed worldcom. (A.C.FernandoPageno.218) Case2: Ethical Dilemma (CSVMurthypageno: 594).

Unit-III: Cybercrimes and cyber Terrorism

10 hours

Part A:

5 hours

Social, Political, ethical and psychological, dimensional, Intellectual property in the cyberspace, Ethical dimensions of cybercrimes

Part B:

5 hours

The psychology, mindset & Skills of Hackers & Other cyber criminals, Sociology of cyber criminals, information Warfare.

Unit-IV: Corporate Governance-I

10 hours

Does Good Governance Really matters to Corporations? Importance of corporate Governance– Corporate Governance in India- Board Structures Processes and Evaluation-Director Independence – Board committees, Indian model of Corporate Governance.

Unit-V: Corporate Governance-II

10 hours

Information communication and Disclosure-Irani Committee Report-OECD Principles of Corporate Governance–Risk, Internal Control and Assurance-Banks and Corporate Governance.

Case: Infosys Technologies: The best Among India Corporate (A.C Fernando page no; 33) Case: TATA Steel: A Company thatal somakes Steel (A.CFernandopageno:69)

References:

1. A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
2. C.S.V.Murthy: Business Ethics, Himalaya Publishing House, 2012.
3. NinaGodbole&Sunit Belapure“CyberSecurity”wileyindia2012.
4. N.Balasubramanian: Corporate Governance and Stewardship, TMH, 2012.
5. Dr.S.S.Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.

TOTAL QUALITY MANAGEMENT

II-MBA-III-Sem.

Subject Code: 18MBOEC2103B

L T P C

3 - - 3

Course Objectives:

1. Understand the philosophy and core values of Total Quality Management (TQM);
2. Determine the voice of the customer and the impact of quality on economic performance and long-term business success of an organization;
3. To Study the stages in PDCA
4. Apply and evaluate best practices for the attainment of total quality.
5. Study the measurements of TQM.
6. The difference between Indian and Global TQM practices

Course Outcomes:

1. Select and apply appropriate techniques in identifying customer needs, as well as the quality impact that will be used as inputs in TQM methodologies;
2. Measure the cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement;
3. Understand proven methodologies to enhance management processes, such as benchmarking and business process reengineering;
4. Choose a framework to evaluate the performance excellence of an organization, and determine the set of performance indicators that will align people with the objectives of the organization.
5. Understand the measurements of TQM.
6. Apply global TQM standards.

Unit-I: Principles and Practices-I

10 hours

Introduction, - Gurus of TQM, - Historic Review, - Benefits of TQM- Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils.

Unit-II: Strategic Planning and Customer Satisfaction

10 hours

Customer perception of Quality-service Quality,-Customer Retention- Employee Involvement- Employee survey-Empowerment-Gain sharing-Performance Appraisal.

Unit-III: Continuous process Improvement

10 hours

Part A:

5 hours

The Juran trilogy, - The PDCA Cycle- Kaizen-

Part B:

5 hours

Reengineering. Supplier Partnership- Partnering-Sourcing-Supplier Selection-Supplier rating.

Unit-IV: Performance Measures

10 hours

Basic concept-Strategy-Quality cost- Bench marking- reasons for bench marking- Process- Understanding current performance-Pitfalls and criticism of benchmarking.

Unit-V: Advanced Global -TQM Practices

10 hours

TQM Companies in India-Success & Failures of TQM-Global Norms

References:

1. Joel E Ross : Total Quality Management, 3rd Edition,CRC press,2015
2. Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2015
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M charantimath Total Quality Management, Pearson Education, 2015
5. Kanishka Bedi: Quality Management, Oxford, 2015.
6. Dr.S.Kumar , Total Quality Management, University Science Press ,2015
7. Howard S Gilton, Alan J Oppenheim: Quality Management, TMH, 2016.
8. Shailendra Nigam: Total Quality Management, Excel, 2009
9. Divya Singhal: Implementing ISO 9001-2000, PHI, 2014

DATA BASE MANAGEMENT SYSTEMS**II-MBA-III-Sem.****Subject Code: 18MBOEC2103C****L T P C****3 - - 3****Course Objectives:**

1. To understand the basic concepts and the applications of database systems.
2. To refresh on relational algebra & calculus useful for DBMS
3. To study the basics of SQL and construct queries using SQL.
4. To understand the relational database design principles.
5. To become familiar with the basic issues of transaction processing and concurrency control.
6. To become familiar with database storage structures and access techniques.

Course Outcomes:

1. Demonstrate the basic elements of a relational database management system,
2. Understand relational algebra & calculus to use in DBMS
3. Ability to identify the data models for relevant problems.
4. Ability to design entity relationship and convert entity relationship diagrams into RDBMS
5. Formulate SQL queries on the respect data.
6. Apply normalization for the development of application software's.

Unit-I Introduction-Database System Applications**12 hours**

Purpose of Database Systems, View of Data - Data Abstraction, Instances and Schemas, Data Models, Database Languages - DDL, DML, Database Architecture, Database Users and Administrators, History of Data base Systems.

Introduction to Data base design, ER diagrams, Beyond ER Design, Entities, Attributes and Entity sets, Relationships and Relationship sets, Additional features of ER Model, Conceptual Design with the ER Model, Conceptual Design for Large enterprises. Relational Model: Introduction to the Relational Model - Integrity Constraints over Relations, Enforcing Integrity constraints, Querying relational data, Logical data base Design, Introduction to Views destroying/ altering Tables and Views.

Unit-II Relational Algebra and Calculus**12 hours**

Relational Algebra - Selection and Projection, Set operations, Renaming, Joins, Division, Examples of Algebra Queries, Relational calculus - Tuple relational Calculus - Domain relational calculus - Expressive Power of Algebra and calculus.

Form of Basic SQL Query - Examples of Basic SQL Queries, Introduction to Nested Queries, Correlated Nested Queries, Set - Comparison Operators, Aggregate Operators, NULL values - Comparison using Null values - Logical connectives - AND, OR and NOT - Impact on SQL Constructs, Outer Joins, Disallowing NULL values, Complex Integrity Constraints in SQL Triggers and Active Data bases.

Unit –III Introduction to Schema Refinement**12 hours****Part A:****6 hours**

Problems Caused by redundancy, Decompositions - Problem related to decomposition, Functional Dependencies - Reasoning about FDS, Normal Forms - FIRST, SECOND, THIRD Normal forms – BCNF.

Part B:**6 hours**

Properties of Decompositions - Loss less join Decomposition, Dependency preserving Decomposition, Schema Refinement in Data base Design - Multi valued Dependencies - FOURTH Normal Form, Join Dependencies, FIFTH Normal form, Inclusion Dependencies.

Unit-IV Transaction Management**12 hours**

Transaction Concept - Transaction State - Implementation of Atomicity and Durability - Concurrent - Executions - Serializability - Recoverability - Implementation of Isolation - Testing for serializability. Concurrency Control - Lock - Based Protocols - Timestamp Based Protocols - Validation - Based Protocols - Multiple Granularity.

Recovery System-Failure Classification-Storage Structure-Recovery and Atomicity - Log - Based Recovery - Recovery with Concurrent Transactions - Buffer Management - Failure with loss of nonvolatile storage - Advance Recovery systems - Remote Backup systems.

Unit-V Overview of Storage and Indexing**12 hours**

Data on External Storage, File Organization and Indexing - Clustered Indexes, Primary and Secondary Indexes, Index data Structures - Hash Based Indexing, Tree based Indexing, Comparison of File Organizations.

Tree Structured Indexing: Intuitions for tree indexes, Indexed Sequential Access Methods (ISAM) B+ Trees: A Dynamic Index Structure, Search, Insert, and Delete.

Hash Based Indexing: Static Hashing, Extendable hashing, Linear Hashing, Extendible vs. Linear Hashing.

References:

1. Data base Management Systems, Raghurama Krishnan, Johannes Gehrke, TATA McGrawHill, 3rd Edition, 2003.
2. Data base System Concepts, A.Silberschatz, H.F. Korth, S.Sudarshan, McGraw Hill, VI edition, 2006
3. Database Systems, A Practical approach to Design implementation and Management Fourth edition, Thomas Connolly, carolyn Begg, Pearson education.
4. Database Systems Concepts, Peter Rob & Carlos Coronel, Cengage Learning, 2008.
5. Fundamentals of relational Database Management Systems, S. Sumathi, S.Esakkirajan, Springer.
6. Database Management System Oracle SQL and PL/SQL, P.K. Das Gupta, PHI.
7. Database Development and Management, Lee Chao, Auerbach publications, Taylor & Francis Group.
8. Introduction to Database Systems, C.J. Date, Pearson Education.
9. Database Management Systems, G.K. Gupta, TMH.

DISABILITY & REHABILITATION

II-MBA-III-Sem.

Subject Code: 18MBOEC2103D

L T P C

3 - - 3

Course Objectives:

1. To Understanding disability & Rehabilitation.
2. To Etiology of disabilities.
3. To People with disability and society a. Disability.
4. To Social Work philosophy - principles, values & ethics, objectives & functions.
5. To study the Approaches to disability rehabilitation a. Voluntary Social Action.
6. To study the Role of NGOs.

Course Outcomes:

1. Understanding disability & Rehabilitation.
2. Understanding Etiology of disabilities.
3. Understand about People with disability and society a. Disability.
4. Social Work philosophy - principles, values & ethics, objectives & functions.
5. The Approaches to disability rehabilitation a. Voluntary Social Action.
6. The Rehabilitation Council of India Act, 1992 - The Persons with Disabilities Act, 1995

Unit-I Understanding disability & Rehabilitation

8 hours

History of Disability & Rehabilitation and changing scenario-Disease, Impairment, Functional Limitation and Disability - Disability evaluation and certification, importance, need and procedures. Causes of disability -Classification of major causes

Unit-II Etiology of disabilities

10 hours

Loco-motor (Myopathy Congenital limb deformity, Spinal deformity, Arthritic condition leading to disability) - Visual disability (Glaucoma, Corneal ulcer/ Opacity, Xerophthalmia, Retinal detachment)-Speech & hearing disability (aphasia, dysarthria, cleft palat, conductive impairments, sensorinural impairment)-Mental retardation (Down's syndrome, Autism)-Mental illness (psychosis, neurosis, delusion, hallucination, illusion)-Occupational Health-Prevention of disabilities-Strategies of Prevention. The magnitude of disability - Prevalence of disability - Incidence of disability. Demographic details of the disability-Geographic distribution f- Gender-wise distribution-Age-wise distribution.

Unit-III People with disability and society a Disability

12 hours

Part A:

6 hours

Sociological perspectives: culture, society, individual social interaction & everyday life social groups social processes, social change, social meaning of impairment & interpretation of disability.

Part B:

6 hours

Theoretical perspectives: structural functionalism, symbolic interaction theory, conflict theory. Social barriers for integration - Indian society in transition - Special aspects of Socio-economic and political changes

Unit-IV Social Work philosophy

12 hours

Principles, values & ethics, objectives & functions, social work as a profession. Community organization: - Concepts, definition, types, scope. - Community organization, methods, programming, planning, coordination, organization, financing, research. Social Work practice for persons, with disabilities engagement, data collection, assessment, intervention, evaluation, termination, identity & integration.

Unit-V Approaches to disability rehabilitation

12 hours

A Voluntary Social Action - Shift from charity to rights model - Shift from integration to inclusion - Role of NGOs -The Rehabilitation Council of India Act, 1992 - The Persons with Disabilities Act, 1995

Principles and definition of psychology a Scope of psychology b. Physiology of human behavior c. Introduction to Personality d. Perception, learning, intelligence, memory and thinking e. Motivation
2. Growth & Development a. Areas of development b. Developmental milestones c. Adjustment process
3. Rehab Psychology a. Scope and objectives b. Implications c. Socio-psychological aspects of disability. Behavior Management a. Nature of human behavior b. Human behavior and behavior management & Mannerisms. Rehab guidance & counseling a. Meaning & scope b. Family Counseling c. Group Counseling d. Genetic Counseling.

References:

1. Perspectives on Disability and Rehabilitation- Contesting Assumptions, Challenging Practice, Karen Hammell,2006.
2. Disability and Rehabilitation Among Leprosy and Non-Leprosy Patients 1st Edition, Manisha Saxena, CBS,2010
3. Vocational Rehabilitation of Disabled in India, Narasimham Rayadurgam, 2016.

C PROGRAMMING**II-MBA-III-Sem.****Subject Code: 18MBOEC2103E****L T P C**
3 - - 3**Course Objectives:**

1. To learn the fundamentals of computers.
2. To understand the various steps in Program development.
3. To learn the syntax and semantics of C Programming Language.
4. To learn how to write modular and readable C Programs.
5. To learn to write programs using structured programming approach in C to solve problems.
6. To learn types of Structures

Course Outcomes:

1. Demonstrate the basic knowledge of computer hardware and software.
2. Ability to write algorithms for solving problems.
3. Ability to draw flowcharts for solving problems.
4. Ability to code a given logic in C programming language.
5. Gain knowledge in using C language for solving problems.
6. Different types of Structures.

Unit-I Introduction to Computer**12 hours**

Computer Systems, Computing Environments, Computer Languages, Creating and running programs, Program Development, algorithms and flowcharts, Number systems-Binary, Decimal, Hexadecimal and Conversions, storing integers and real numbers.

Introduction to C Language – Background, C Programs, Identifiers, Types, Variables, Constants, Input / Output, Operators(Arithmetic, relational, logical, bitwise etc.), Expressions, Precedence and Associability, Expression Evaluation, Type conversions, Statements- Selection Statements(making decisions) – if and switch statements, Repetition statements (loops)-while, for, do-while statements, Loop examples, other statements related to looping – break, continue, go to, Simple C Program examples.

Unit-II Functions-Designing**12 hours**

Structured Programs, Functions, user defined functions, inter function communication, Standard functions, Scope, Storage classes-auto, register, static, extern, scope rules, type qualifiers, recursion-recursive functions, Limitations of recursion, example C programs.

Arrays – Concepts, using arrays in C, inter function communication, array applications- linear search, binary search and bubble sort, two – dimensional arrays, multidimensional arrays, C program examples.

Unit-III Pointers – Introduction (Basic Concepts)**12 hours****Part A:****6 hours**

Pointers for inter function communication, pointers to pointers, compatibility, Pointer Applications- Arrays and Pointers, Pointer Arithmetic and arrays, Passing an array to a function, memory allocation functions, array of pointers, programming applications, pointers to void, pointers to functions.

Part B:**6 hours**

Strings – Concepts, C Strings, String Input / Output functions, arrays of strings, string manipulation functions, string / data conversion, C program examples.

Unit- IV Enumerated, Structure and Union Types

12 hours

The Type Definition , Enumerated types, Structures –Declaration, initialization, accessing structures, operations on structures, Complex structures-Nested structures, structures containing arrays, structures containing pointers, arrays of structures, structures and functions, Passing structures through pointers, self-referential structures, unions, bit fields, C programming examples, command–line arguments, Preprocessor commands.

Unit-V Input and Output

12 hours

Concept of a file, streams, text files and binary files, Differences between text and binary files, State of a file, Opening and Closing files, file input / output functions (standard library input / output functions for files), file status functions (error handling), Positioning functions (fseek ,rewind and ftell), C program examples.

Reference Books:

1. The C Programming Language, B.W. Kernighan and Dennis M. Ritchie, Second Edition, Pearson education.
2. Programming with C, B. Gottfried, 3rd edition, Schaum’s outlines, McGraw Hill Education (India) Pvt Ltd.
3. C From Theory to Practice, G S. Tselikis and N D. Tselikas, CRC Press.
4. Basic computation and Programming with C, Subrata Saha and S. Mukherjee, Cambridge University Press.
5. Computer Science: A Structured Programming Approach Using C, B. A. Forouzan and R. F. Gilberg, Third Edition, Cengage Learning.
6. Programming in C. P. Dey and M Ghosh, Second Edition, Oxford University Press.

DISASTER MANAGEMENT**II-MBA-III-Sem.****Subject Code: 18MBOEC2103F****L T P C**
3 - - 3**Course Objectives:**

1. Understand the difference between a hazard and disaster
2. Know about various disasters and their impacts
3. Understand Different approaches of disaster risk reduction
4. Understand Disaster risks in India
5. Destruction by tropical cyclones & local storms
6. Emerging approaches in Disaster Management

Course Outcomes:

1. Knowing about the difference between a hazard and disaster
2. Acquire the knowledge disaster Management
3. Understand the vulnerability of ecosystem and infrastructure due to a disaster
4. Acquire the knowledge of Disaster Management Phases
5. Understand the hazard and vulnerability profile of India
6. Disaster Management Act.

Unit-1 Introduction to disaster Concepts**10 hours**

Definitions (Disaster, Hazard, Vulnerability, Resilience, Risks)- Environmental Hazards & Disasters: Meaning of Environmental hazards, Environmental Disasters and Environmental stress. Concept of Environmental Hazards, Environmental stress & Environmental Disasters. Different approaches & relation with human Ecology - Landscape Approach - Ecosystem Approach - Perception approach - Human ecology & its application in geographical researches.

Unit-II Types of Environmental hazards & Disasters**10 hours**

Natural hazards and Disasters - Man induced hazards & Disasters - Natural Hazards - Planetary Hazards / Disasters - Extra Planetary Hazards / disasters - Planetary Hazards - Endogenous Hazards - Exogenous Hazards Disasters: Classifications, Causes, Impacts (including social, economic, political, environment, health, psychosocial, etc.) Differential impacts-in terms of caste, class, gender, age, location, disability Global trends in disasters. Urban disaster, pandemics, complex emergencies, Climate change.

Unit-III Endogenous Hazards**10 hours****Part A:****5 hours**

Volcanic eruption - Earthquakes - landslides - Volcanic Hazards / Disasters - Causes and distribution of Volcanoes - Hazardous effects of volcanic eruptions - Environmental impacts of volcanic eruptions - Earthquake Hazards / disasters - Causes of Earthquakes - Distribution of earthquakes - Hazardous effects of - earthquakes - Earthquake Hazards in India - Human adjustment, perception & mitigation of earthquake.

Part B:**5 hours**

Approaches to disaster Risk reduction Disaster cycle-its analysis, phase, Culture of safety, prevention, mitigation and preparedness, community based DRR, Structural measures, roles and responsibilities of community. Chemical hazards / disasters: Release of toxic chemicals, nuclear explosion - Sedimentation processes Sedimentation Processes: - Global Sedimentation problems - Regional

Sedimentation problems - Sedimentation & Environmental problems - Corrective measures of Erosion & Sedimentation Biological hazards / disasters: Population Explosion.

Unit-IV Inter-relationship between Disaster and Development

15 hours

Factors affecting Vulnerabilities, differential impacts, impact of development projects such as dams, embankments, change in land-use etc. Climate change Adaption. Relevance of indigenous knowledge, appropriate technology and local resources. Exogenous hazards / disasters - Infrequent events - Cumulative atmospheric hazards / disasters infrequent events: Cyclones - Lightning - Hailstorms

Cyclones: Tropical cyclones & Local storms - Destruction by tropical cyclones & local storms (causes, distribution human adjustment, perception & mitigation) Cumulative atmospheric hazards/ disasters :- Floods - Droughts - Cold waves - Heat waves Floods :- Causes of floods - Flood hazards India - Flood control measures (Human adjustment, perception & mitigation) Droughts :- Impacts of droughts - Drought hazards in India - Drought control measures - Extra Planetary Hazards / Disasters - man induced Hazards / Disasters - Physical hazards / Disasters - Soil erosion
Soil Erosion: Mechanics & forms of Soil Erosion - Factors & causes of Soil Erosion - Conservation measures of Soil Erosion.

Unit-V Disaster Risk Management in India

10 hours

Hazard and vulnerability profile of India Components of Disaster relief: Water, food, sanitation, shelter, health, waste management Institutional arrangements (Mitigation, Response and Preparedness, DM Act Policy, Other related policies plans programmes and legislation) Emerging approaches in Disaster Management

References

1. R. B. Singh (Ed) Disaster Management, Rawat Publication, New Delhi, 2000
2. H. K. Gupta (Ed) Disaster Management, Universities Press, India, 2003
3. Natural Hazards & Disasters by Donald Hyndman & David Hyndman - Cengage Learning
4. Dr. Satender, Disaster Management in Hills, Concept Publishing Co., New Delhi, 2003
5. R. K. Bhandani An overview on Natural & Manmade Disaster & their Reduction, CSIR, New Delhi
6. M. C. Gupta Manuals on Natural Disaster Management in India, National Centre for Disaster Management, IIPA, New Delhi, 2001.

MBA II YEAR I SEMESTER – ALL STREAMS-PROFESSIONAL CORE ELECTIVE-1

Core Elective-1(18MBPEC2104)
E:Startup Management
F:Security Analysis and Portfolio Management
H:Performance Management Systems
M:Digital Marketing

STARTUP MANAGEMENT

II-MBA-III-Sem.

Subject Code: 18MBPEC2104E

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Course objectives:

1. Process of a start-up.
2. Process of start-up eco system.
3. Promotion of start-ups.
4. Process of product build-operation phase.
5. Procedure to be reviewed for scaling phase.
6. Conduct feasibility study for new start-ups.

Course Outcomes:

1. Develop a start-up.
2. Follow start-up eco system.
3. Promotion strategies to be adopted for start-ups.
4. Provide platform to build-operationalize product manufacture.
5. Decide on scaling phase based on survey and technical potentiality of start-up.
6. Flexible according to feasibility study.

Unit-I: Introduction to Start- up

10 hours

Entrepreneurship and Innovation, Definition of start-up, need for start-ups, Scope of Start-up, National Start-up Policy, Start-up Hubs, Skill Development, Startup development phases, idea & innovation, entrepreneurship & startups, Patent Subsidy for Start-up

Unit-II: Start-up Ecosystem

10 hours

Startup development phases, Innovation megatrends, Understanding & mapping startup ecosystems, Public-private partnerships, developing startup ecosystems, Maturity levels and measures for startup ecosystems.

Unit-III: Formation Phase

10 hours

Part A:

5 hours

Idea Generation, opportunity/ identification and product selection, building big visions, potential measurement, Success & failure factors, Mission, Vision & Strategy.

Part B:

5 hours

Co-founder team building, Shareholder agreement (SHA), Market timing and journey, planning in short & long term, Evaluating opportunities, Funding options and strategies at this stage.

Unit-IV: Product/Service Build and Validation phase

10 hours

Defining a product and MVP, Entry Strategies: new product, franchising, partial momentum, Sponsorship and Acquisition, Defining Initial Business Model, Customer development and future prioritization, Validation metrics.

Unit-V: Scaling phase

15 hours

Business planning go to market strategies, born global & internationalization, scaling metrics (KPI's), Recruiting, Funding options, Working with big companies, Establishment of start-ups. Launching formalities, influence on economic development, Registration, NOC from pollution board, machinery and equipment selection.

References:

1. Funding Options for Startups: A Conceptual framework and Practical Guide by K.S.V. Menon& Garima Malik
2. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, Himalaya Publishing House, Delhi
3. Entrepreneurships: Theory, Process & Practice by Kuratko,D.F.& Hodgetts, R.M. Thomson Press
4. Entrepreneurship: New Venture Creation by David H.Holt
5. Project Management by K.Nagarajan
6. The Culture of Entrepreneurship by Brigitte Berger

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**II-MBA-III-Sem.****L T P C****Subject Code: 18MBPEC2104F****3 - - 3****Course Objectives:**

1. The basic structure & classification various types of assets and investments.
2. Different types of money markets and order, margin, settlement & delivery procedures
3. Security analysis, economic, fundamental, and technical.
4. Bond Valuation Theories, bond duration, convexity and immunization.
5. Fitting SML & CML using CAPM.
6. Determine Minimum Variance Portfolio using Markowitz Efficient Frontiers and test portfolio efficiency using Jensen's, Sharpe's and Trynor's measures or techniques.

Course Outcomes:

1. Portfolio Selection & Management Processes and theories.
2. Identify structure & classification various types of assets and investments.
3. Understand & follow types of money markets and order, margin, settlement & delivery procedures
4. Conduct security analysis, economic, fundamental, and technical.
5. Determine Price of a Bond using bond duration, convexity and immunization techniques.
6. Fit trend line by identifying Beta.

Unit-I: Introduction to Investment Environment**12 hours**

Investment Management-Securities Trading and Settlement Mechanism. Efficient Frontier – Risk Return Trade Off through Mean Variance Analysis - Markowitz Model-Minimum Variance Portfolio.

Unit-II: Portfolio Management**12 hours**

Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio Fitting an Equation for SML. Assumption, Uses & Limitation of fitting CML, Differences between SML & CML. Investor Equilibrium & APT. Capital Asset Pricing Model.

Unit-III: Types of Securities and Analysis**10 hours****Part A:****5 hours**

Fundamental Analysis, Objectives and believes of Fundamental Analysis – Industry Analysis Company Analysis

Part B:**5 hours**

Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Wavelet Theories, Random Walk Theory & Efficient Market Hypothesis.

Unit-IV: Analysis and Valuation of Bonds**12 hours**

Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration. Equity Valuation Models (Refresh)-Simple problem on Bond duration.

Unit-V: Measurement of Portfolio risk and return

12 hours

Performance of Portfolio – Meaning – Models– Techniques of Portfolio revision. Investment Portfolio Management Process – Portfolio Diversification, Simple Problems on MF Portfolio Evaluation.

References:

1. William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments Prentice Hall, 2012.
2. Donald E, Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management 2000.
3. Prasanna Chandra, Managing Investments, Tata Mc Graw Hill.
4. R.J.Fuller and J.L.Farrel, Modern Investments and Security Analysis, McGraw Hill
5. Jack Clark Francis, Management of Investments, McGraw Hill.
6. Frank K.Reilly and Keith C.Brown, Investment Analysis Portfolio Management, 7/e Thomsom Publications, 2006.

PERFORMANCE MANAGEMENT SYSTEMS

II-MBA-III-Sem.

Subject Code: 18MBPEC2104H

L T P C

3 - - 3

Course Objectives:

1. The compensation model based on evaluation of job.
2. Various pay structures followed by organizations based on the employee performance.
3. The pre-requisites and retirement benefits provided by the organization based on performance appraisal.
4. The role of employee unions in Wage and salary fixation.
5. The role of Government in and legal issues in compensation management.
6. The rewards are offered by various companies to their employees.

Course Outcomes:

1. Understand how companies develop compensation models and how they are effectively executed.
2. Understand comprehensive pay structures and designed parallel for the benefit of employee performance.
3. Develop tools for measuring performance appraisal and design perquisites and retirement benefits.
4. Understand the role of employee unions in Wage and salary fixation.
5. Understand the role of Government in and legal issues in compensation management.
6. Understand what are rewards are offered by the companies to their employees.

Unit - I: Performance Management

10 hours

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

Unit - II: Communication of Performance Expectations

10 hours

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

Unit - III: Performance Management and Employee Development

10 hours

Part A:

5 hours

Performance Management Skills, performance Management Framework, Employee Assessment system

Part B:

5 hours

Role of HR Professionals in Performance management.

Unit - IV: Reward Systems and Legal Issues

10 hours

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

Unit - V: Relevant Performance related concepts

10 hours

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

References:

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

DIGITAL MARKETING**II-MBA-III-Sem.****Subject Code: 18MBPEC2104M****L T P C****3 - - 3****Course Objectives:**

1. The applications of digital marketing in the globalized market
2. Channels of Digital Marketing
3. Digital marketing plan
4. Search engine marketing
5. Online Advertising

Course outcomes:

1. Trends of digital marketing in the globalized market
2. Understand and use Channels of Digital Marketing
3. Develop a digital marketing plan
4. Selection of suitable search engine marketing
5. Develop Online advertising plan

Unit - I: Understanding Digital Marketing**10 hours**

Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

Unit - II: Channels of Digital Marketing**12 hours**

Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels. Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

Unit - III: Digital Marketing Plan**10 hours****Part A:****5 hours**

Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives

Part B:**5 hours**

Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. .

Unit - IV: Search Engine Marketing and Online Advertising**12 hours**

Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

Unit - V: Social Media Marketing

12 hours

Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Micro blogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

References:

1. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
2. Vandana Ahuja, Digital marketing, Oxford University Press 2015
3. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
4. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
5. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
6. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

MBA II YEAR I SEMESTER – ALL STREAMS-PROFESSIONAL CORE ELECTIVE-2

Core Elective-2(18MBPEC2105)
E: Management of NGOs & MSME
F:Financial Institutions, Markets and Services
H:Learning & Development
M:Advertising & Sales Management

MANAGEMENT OF NGOS & MSME

II-MBA-III-Sem.

Subject Code: 18MBPEC2105E

L T P C

3 - - 3

Course objectives:

1. Role of MSME in Indian Economy & use of DPR for funding projects.
2. Identify the source of finance and single window system & Credit Policy,
3. Institutional Support to SME and industrial sickness.
4. Objectives and Features of NGO's and Role of society
5. Statutory provisions regarding registering and incorporating NGOs
6. Micro finance and credit lending models and SHGs
7. Role of corporate in encouraging formulation of NGOs

Course outcomes:

1. Impact of Indian Economy on MSME & develop of DPR for funding projects.
2. Employ various sources of finance and single window system & Credit Policy,
3. Understand Institutional Support to SME and industrial sickness.
4. Objectives and Features of NGO's and Role of society
5. Statutory provisions regarding registering and incorporating NGOs
6. Micro finance and credit lending models and SHGs
7. Role of corporate in encouraging formulation of NGOs

Unit-I: Introduction for Small and Medium Entrepreneurship (SME)

10 hours

Business in the modern Indian Economy, Setting of SMEs': Location of Enterprise – steps in setting – problems of entrepreneur's sickness in SMI – Reasons and remedies – Incentives and subsidies – Evaluating entrepreneurial performance – Rural entrepreneurship – Women entrepreneurship.

Unit-II: Project Finance

10 hours

Source of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau –Approaching Institutions for assistance.

Unit-III: Management of MSE: Management of Product Line

10 hours

Part A:

5 hours

Communication with clients; - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of SME –SICA.

Part B:**5 hours**

MSME Policies and Emerging Trends in SMEs: Central Government policies SME - and export promotion policy - the MSME development act, 2006. - Institutional Support mechanism in India.

Unit-IV: Understanding NGOs**10 hours**

Concept and back ground of NGOs-Types, History of NGOs in India-concept of civil society, Role of Civil society in Social Change – Government Schemes in Social Sector-International Schemes supporting NGOs and premier NGOs in India-Advocacy and Social Mobilization-key management functions of leadership and governance relating to NGOs. Strategy, Structures and Systems of NGOs-Principles and models of NGO to develop structures-Vision and Mission of NGOs-People Management in NGOs-Recruiting- Developing and retaining people in NGOs. Mobilizing and Managing Financial Resources-Foreign Contribution Regulatory Act (FCRA) – Registration of NGOs (Society Registration Act, Bombay Public trust Act and Foundation Act, Companies Act)-Income Tax Act (sec35AC and Sec80G)-Tax Deduction at Source (TDS)- Labour laws-Audit Reports in NGOs.

Unit-V: Strategy and management of Social Enterprise**10 hours**

Business Involvement Social Issues and Organization- Strategies to create Business and Social Value-NGO Sector and emerging global economy. Leveraging with Micro-Finance, Roots of Microfinance: ROSCAs and Credit Cooperatives, Micro Financing Industry today- Microfinance Products-Agricultural Microfinance –Regulations and Supervision on Micro Finance Institutions – Role of NABARD- Mutually aided co-operative societies – Microfinance credit lending models – Group Lending Methodology - Differentiation of Self Help Groups(SHG) and Joint Liability Group Model – Transaction cost and time for lending – SHGs cluster and Federations.

References:

1. Small Business Entrepreneurship: Paul Burns & Jim Dew hunt, palgrave macmillan publishers.2010 edition.
2. Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives) Abha Jaiswal, 2010, Jain book agency.
3. Micro Small and Medium Enterprises in India Hardcover – 2013 by Suman Kalyan Chaudhury (Author) Publisher: Raj Publications (2013)
4. David Lewis:The Management of Non-Governmental Development rganisations,2/e,Routledge, 2009
5. Philip smith & Eric Thurman, A Billion Bootstraps: Microcredit, Barefoot banking, McGraw Hill Publication, 2006.
6. K.G. Karnakar, Microfinance in India, Sage 2009.
7. PrabhuGhate, Indian Microfinance – The Challenges of rapid growth, Sage, 2009

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES**II-MBA-III-Sem.****Subject Code: 18MBPEC2105F****L T P C**
3 - - 3**Course Objectives:**

1. Structure of Indian financial system and latest financial sector reforms.
2. The objectives, scope, role and functions of regulatory bodies and able to distinguish between BFCs & NBFCs.
3. The objectives, scope, role and functions of commercial & cooperative banks and their products and services.
4. Objectives, scope, role and functions of statutory and non-statutory BFCs.
5. Objectives, role, functionality of Indian Capital Markets.
6. Different type's asset/fund based financial services.

Course Outcomes:

1. Understand structure of Indian financial system.
2. Differentiate BFCs & NBFCs.
3. Understand the functions and services provided by the commercial banks & cooperative banks.
4. Distinguish between statutory and non-statutory BFCs and their services.
5. Understand and follow the operational mechanism of Indian Capital Markets and their services.
6. Utilize the products & services of different companies offering asset/fund based financial services.

Unit-I Introduction to The structure of financial system**10 hours**

Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms - Regulatory Promotional Bodies(RBI/SEBI/IRDA/AMFI). Banking Regulations- Interest Rates, NPAs; Capital Adequacy Norms, PLR/RLR, SLR, CRR, IDR, CDR, Repo, Reverse Repo, MSF, LASF and Computation Basis Points by RBI, Core Banking Technology, Foreign Exchange Rates, Lending & Deposit Rates; Strengthening Cooperative Sector, Financial Inclusion & Demonetization Effects.

Unit-II Banking & Non-Banking Financial Corporation's (Private & Public Sector):10 hours

Features, Objectives, Growth, Types, Scope, Role, Functions and Challenges of BFCs & NBFCs. Commercial & Cooperative Banks/IFCI/IRBI/ IDBI/NABARD/SIDBI/SFC/UTI/MFI/Insurance Companies).

Unit-III Mechanism of Call & Money Markets**10 hours****Part A:****5 hours**

Primary & Secondary Markets –Structure-Functions-Scope-Types-Role of Call & Money Market,

Part B:**5 hours**

Government Securities Market – T-bills Market, Commercial Bills Market, Commercial Paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement.

Unit-IV Financial Services**10 hours**

Leasing, Consumer Credit, Hire Purchase Finance & Installment Purchase. Factoring, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory Services (Stock Broking, Credit Rating, Private Finance, Crowd Funding, Peer-Peer Funding & Boot-Strap Finance).

Unit-V Valuation of Mergers

10 hours

Concept of M&A, types, strategies, cash & equity merger, evaluation of mergers. Benefits to Acquiring and Acquired Companies-Share Exchange Ratio-EPS-Sacrificing Ratio.

References:

1. M.Y. Khan: Financial Services, TMH, 2009.
2. S. Gurusamy: Financial Services and System, Cengage,2009
3. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.
4. L.M. Bhole: Financial Institutions and Markets, TMH, 2009.
5. E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013.
6. Pathak: Indian Financial Systems, Pearson, 2009

LEARNING AND DEVELOPMENT

II-MBA-III-Sem.

Subject Code: 18MBPEC2105H

L T P C

3 - - 3

Course objectives:

1. The importance of learning performance
2. Training and Development strategies
3. Training Need Analysis & methods of training
4. Employee & Executive Development Methods
5. Trends in EDPs
6. Developing career management system

Course Outcome:

1. The importance of learning performance
2. Training and Development strategies
3. Training Need Analysis & methods of training
4. Employee & Executive Development Methods
5. Trends in EDPs
6. Developing career management system

UNIT - I: Introduction to Learning:

10 hours

Concepts of Learning, Phases in Learning, Learning theories - Reinforcement theory, Social learning Theory, Goal theories, need theories, expectancy theory, Adult Learning theory Information Processing Theory, The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.

UNIT – II: Training Strategy and Designing Training:

10 hours

The evolution of Training's Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, evaluating training and Follow-on support.

UNIT- III: Training methods

10 hours

Part A:

5 hours

Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training-

Part B:

5 hours

Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.

UNIT – IV: Development:

10 hours

Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job

experiences, Interpersonal Relationships, the development Planning Process, company's strategies for providing development, e-learning and employee development. Electronic MDPs.

UNIT - V: Contemporary issues in Training and Development:

10 hours

Orientation training, diversity training, sexual harassment training, team-training, cross functional teams, cross cultural training, training for talent management and competency mapping. Career Management, career management systems, Career paths, Career Plateauing, Coping with career breaks, Training for virtual work arrangements.

References:

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

ADVERTISING AND SALES MANAGEMENT**II-MBA-III-Sem.****Subject Code: 18MBPEC2105M****L T P C****3 - - 3****Course Objective:**

1. To understand Advertising concept in marketing
2. To study Advertising Medias
3. The Sales Management process
4. Sales Management and Sales Personnel
5. The role of sales promotion
6. The role of Distribution Channels and enabling them to manage Channel Institutions.

Course outcome:

1. Will understand Advertising concept in marketing
2. Knows various Advertising Medias
3. Studies the Sales Management process
4. Identifies the relation between Sales Management and Sales Personnel
5. Understands role of sales promotion
6. The role of Distribution Channels and enabling them to manage Channel Institutions.

UNIT – I: Advertising:**10 hours**

Concept, Evolution, Promotion Mix, Importance, and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, Elements of a layout.

UNIT – II: Advertising Media:**10 hours**

Types of Media – Print, Electronic, Other Media – Merits and Demerits of each media, Media Planning – frequency, reach and outcome, Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

UNIT – III: Sales Management:**10 hours****Part A:****5 hours**

Importance, types of Selling, difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process.

Part B:**5 hours**

Sales Force Management - Recruitment and selection, training, sales force motivation, compensation, sales force control and evaluation.

UNIT – IV: Sales Promotion:**10 hours**

Concepts, need, objectives, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies - Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising, Ethical and legal aspects of sales promotion.

UNIT– V: Sales Distribution:

Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channel for consumer products, business and industrial products, alternative channel, Channels for Rural Markets, channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers, Managing Conflict - reasons for Channel Conflicts, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

References:

1. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016
2. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015
3. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
4. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
5. K.Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.
6. S.A.Chunawalla, Sales and Distribution Management, 3e, HPH. 2012

MBA II YEAR I SEMESTER – ALL STREAMS-PROFESSIONAL CORE ELECTIVE-3

Core Elective-3(18MBPEC2106)
E:Project Management
F:Advanced Management Accounting
H:Management of Industrial Relations
M:Consumer Behaviour

PROJECT MANAGEMENT

II-MBA-III-Sem.

Subject Code: 18MBPEC2106E

L T P C

3 - - 3

Course Objectives:

1. Study objective, scope, need and limitations of project management.
2. Process of project planning and controlling process.
3. Steps and limitations in project execution
4. Leading project teams and building an effective project team
5. Process of measuring progress of projects.
6. Evaluation of projects and project termination.

Course Outcomes:

1. Understand need and limitations of project management.
2. Planning and controlling projects.
3. Understand project execution
4. Lead project teams effectively
5. Techniques of measuring projects progress.
6. Techniques project evaluation.

UNIT-I: Introduction: Introduction-Project management

10 hours

What is Project Management-why Project Management- Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

UNIT-II: Project Planning:

10 hours

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

UNIT-III: Project Execution:

10 hours

Part A:

5 hours

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

Part B:

5 hours

Managing Risk-Four Stage Process, risk management an integrated approach, cost Management, Creating a project Budget.

UNIT-IV: Leading Project Teams:

10 hours

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

UNIT-V: Performance Measurement and Evaluation

10 hours

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

References

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

ADVANCED MANAGEMENT ACCOUNTING**II-MBA-III-Sem.****Subject Code: 18MBPEC2106F****L T P C****3 - - 3****Course Objectives:**

1. Various methods and techniques of Cost and Management Accounting Systems and understand various elements of direct and indirect costs.
2. Concepts of allocation, apportionment and absorption of indirect costs.
3. Various components in Cost Sheet and importance of Unit, Job and Process Costing Methods.
4. Tools and Techniques of Marginal Costing, selection of optimum product mix and need for inter-firm comparison
5. Budgetary control concepts, and understand different types of budgets and establish standards for Costing.
6. Identifying importance of Cash Flow and Funds Flow Statements in financial reporting.

Course Outcomes:

1. Determine elements of costs apportion indirect cost and compute Machine Hour Rate and prepare cost sheet for flexible production levels.
2. Allocate, apportion and absorb direct and indirect costs against various products/departments and prepare a tender/quotation/estimate for single unit and also for a batch.
3. Prepare Cost Sheet, Determine Unit cost and compute inter-process profit or loss for different process.
4. Determine Break Even Point, Optimum Product/contribution/profit/sales Mix and determine key factor or limiting factor contribution.
5. Prepare functional budgets & cash budget and flexible budgets.
6. Determine Cash or Funds from Operations and Sources and Uses of Cash or funds.

Unit I Introduction to Strategic Management Accounting:**10 hours**

Management & Cost Accounting-Techniques in Management & Cost Accounting-Objectives, Importance, Uses, & Limitations of both Management & Cost Accounting. Elements of Cost-Direct & Indirect Costs-Basis for Costing-Methods of Allocation-Apportionment-Absorption-Problems on Apportionment and Machine Hour Rate.

Unit-II Methods & Techniques Costing:**10 hours**

Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet. Problems on Cost Sheet, Tenders, Quotations, Flexible Production Levels.

Unit-III Marginal Costing and Break Even Analysis:**10 hours****Part A:****5 hours**

Introduction, Concept of Marginal Costing, Characteristics of Marginal Costing, Difference between Absorption Costing and Marginal Costing, Marginal Cost, Contribution, Cost Volume Profit (CVP) Analysis

Part B:**5 hours**

Break Even Chart, Break Even Point, and Profit Volume ratio. Application of Marginal costing(Target profit, Margin of Safety, Key Factor Contribution, Limiting Factor Contribution,

Optimum Product, Contribution, Profit & Sales Mix; Make or Buy, Shut Down Point and Dropping or Adding a Product Line). Limitations of Marginal cost. Problems on BEP & its Applications.

Unit-IV Budgetary Control

10 hours

Introduction , Meaning of a Budget , Budgetary control , Objectives of budgetary control, Merits of budgetary control, Essential features of Budgetary Control , Steps in budgetary Control , Types of Budgets , Cast Budget , Flexible Budget , Limitation of Budget Control. Problems on Cash Budget and Flexible Budgets. ZBB-Activity Based Costing-Life Cycle Costing-Performance Budgeting.

Unit-V Cash Flow & Funds Flow Analysis

10 hours

Introduction, Meaning of Cash & Funds Flow Statements, Cash/Funds from Operations, Schedule of Changes in Working Capital, Sources and Uses Cash & Funds Flow Statements
Difference between Cash Flow Analysis and Fund Flow Analysis. Simple problems on Cash or Funds Flow Statements.

References:

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

MANAGEMENT OF INDUSTRIAL RELATIONS**II-MBA-III-Sem.****Subject Code: 18MBPEC2106H****L T P C****3 - - 3****Course Objectives:**

1. Study objective, scope, need and limitations of IR policy of India
2. Study importance and limitations of trade unionism in India
3. Study importance and limitations of collective bargaining process in India
4. Study tripartism and concept of social dialogues
5. Study various provisions under labour legislations
6. Study industrial disputes, boards of arbitration, adjudication and conciliation

Course Outcomes:

1. Follow IR policy of India
2. Understand role of trade unionism in India
3. Collective bargaining process in India
4. Understand tripartism and concept of social dialogues
5. Follow and practice various provisions under labour legislations
6. Understand settlement mechanism industrial disputes, boards of arbitration, adjudication and conciliation

Unit -I: Industrial Relations**12 hours**

Economy and the Labour Force in India – Approaches to Industrial Relations – Industrial Relations in Comparative Frame work- Management and Employer organizations – Introduction – origin and growth. Trade Unions- introduction-Definition and objectives-growth and structure of Trade Unions in India-Trade Unions Act, 1926 and Legal framework-Union recognition-Union Problems- Non-Union firms –Management of Trade Unions in India.

Unit -II: Collective Bargaining**12 hours**

Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements-Change in the Labour-management relations in the post-liberalised India- Changes in the legal frame work of collective bargaining, negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security – Negotiating techniques and skills –drafting of an agreement.

Unit -III: Tripartism and Social Dialogue**10 hours****Part A:****6 hours**

Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue.

Part B:**4 hours**

Role of government in industrial relations.

Unit -IV: Labour Legislation-I**12 hours**

Factories Act, 1948 Workmen's Compensation Act, 1923, ESI Act, 1948- The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965, National wage policy – Contemporary issues in Wage systems.

Unit -V: Labour Legislation II

12 hours

Industrial Disputes Act, 1948 - Grievance Handling Employee Grievances – Causes of Grievances – Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India- Employee Participation - Quality of Work Life- Managing good industrial relations.

References

1. C S Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.
2. Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009
3. Arun Monappa: Industrial Relations, TMH, 2009
4. Tapamoy Deb:Managing Human Resources & Industrial Relations, Excel,2009
5. B D Singh: Industrial Relations & Labour Laws, Excel, 2009.
6. Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.
7. P.K.Padhi: Labour and Industrial Laws, PHI, 2009.
8. B D Singh: Industrial Relations, Excel, 2009

CONSUMER BEHAVIOR**II-MBA-III-Sem.****Subject Code: 18MBPEC2106M****L T P C**
3 - - 3**Course Objectives:**

1. Consumer behaviour, Segmentation, Targeting, Positioning, Branding in light of Rural Markets
2. The factors influencing consumer buying behavior and cross cultural consumer behaviour.
3. The consumer perceptual process and its implications on enterprise.
4. Importance of consumer attitudes, learning and information processes.
5. The consumer decision making process and its influence on companies' products and brands.
6. Importance of consumerism, consumer forums and ethics towards consumer

Course Outcomes:

1. Assess consumer behaviour for Segmentation, Targeting, Positioning and Branding Products.
2. Identify factors influencing consumer buying behavior.
3. Understand and respond according to the consumer perceptual process.
4. Assess the importance of attitudes, learning and information on consumer behaviour.
5. Understand the decision maker psychology which influences buying pattern and target.
6. Understand the importance of consumerism and ethical principles to be followed towards consumer

Unit-I Understanding Consumer Behaviour**10 hours**

Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

Case: Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter page no: 514-515)

Unit-II Environmental Influences on Consumer behavior**10 hours**

Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

Case: Fashion label- 'Gini & Jony' (Suja R.Nair, page no 351-352)

Case: Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, page no 293-297)

Case: Nescafe Instant Coffee (Ramanuj Majumdar page no 311-316)

Unit-III Consumer as an Individual**16 hours****Part A:****10 hours**

Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes

Part B:**6 hours**

Consumer Learning and Information Processing.

Case: Titan watches (Ramanuj Majumdar, page no 303-306)

Case: Handling of down-age syndrome (Suja R.Nair , page no 227-228)

Unit-IV Consumer Decision Making Processes**12 hours**

Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

Case: Mac vs. Pc (Michael R.Solomon page no 330-331)

Case: The story of Innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

Unit-V Consumerism and Ethics

10 hours

Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

Case: Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400-401)

References

1. David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.
2. S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
3. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2015.
4. Ramneek kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
5. Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
6. Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.

COMPUTER APPLICATIONS TO BUSINESS – LAB

II-MBA-III-Sem.

Subject Code: 18MBPPC2107

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- - 2 1

Course Objectives:

1. MS-Office tools for business applications.
2. Various commands, format, logical functions & formulas of MS Word & MS Excel.
3. Various commands used for slide format and insert images, tables and diagrams under MS PPT.
4. Supporting report formats and designs under MS ACCESS.
5. Importance, use, development of Management Information System.
6. Importance of ERP Packages & Web Designing

Course Outcomes:

1. Practice MS-Office tools for business applications.
2. Organise data suitably by employing various commands & logics of MS Word & MS Excel.
3. Prepare effective Power Point Presentation
4. Develop formats and designs using MS ACCESS.
5. Develop effective MIS for an enterprise.
6. Use suitable modules of ERP.

Unit I Introduction to OAT (MS Word)

10 hours

Introduction OAT: Concepts, uses, Tools, limitations, manuals -Versions.

MS Word: Uses, functions and features of MS Word. Getting started with Word: Opening a blank or new document, general organization. Highlights and main functions: Home, Insert, design, layout, references, mailings, review, view. Using the word help function.

Unit II Introduction to OAT (MS Excel):

10 hours

MS Excel: About EXCEL, Uses of Excel, New functions and features. Getting started with excel: Opening a blank or new workbook, general organization. Highlights and main functions: Home, Insert, page layout, formulas. Highlights and main functions: Data, review, view, add-ins. using the Excel help function.

Unit III: Introduction to MS Power Point:

10 hours

Part A:

5 hours

MS PPT: About MS Power Point, Uses, functions and features of MS Power Point. Getting started with Power Point: Opening a blank or new document, general organization.

Part B:

5 hours

Highlights and main functions: Home, Insert, design, transitions, animations, slide show, review, view. Using the Power Point help function.

Unit IV: Introduction to MS Access:

10 hours

MS Access: About MS Access, Uses, functions and features of MS Access. Getting started with Access: Opening a blank or new document, general organization. Highlights and main functions: Home, create, external data, data base tools. Using the Access help function.

UNIT V: Introduction to DBMS, ERP & E-Commerce Packages:

10 hours

Data, Information and Knowledge – Types of Databases -Database Management Systems – Data Warehouses and Data Mining – Types of Networks. Introduction ERP Concepts, and E-Commerce, E-Commerce Security Issues, Ethical Issues.

References:

1. Management Information System in Business, Government and society, Rahul De, Wiley
2. MIS O' Brian TMH.
3. MIS – Kennett G.Lauden and Jane P.Lauden
4. ERP Concepts – V.K Garg
5. Shelly, MS Office, 2007, Cengage, 2009.

PROFESSIONAL DEVELOPMENT, YOGA & SPIRITUALITY - PRACTICE

II-MBA-III-Sem.

Subject Code: 18MBPPC2108

L T P C
3 - - 3

Course Objectives:

1. Improve fluency in English and loose fear of public speaking and feel confident.
2. Develop vocabulary & enable to listen to Spoken-English at normal conversational speed and Participate in group discussions.
3. Respond appropriately in different socio-cultural and professional contexts.
4. Develop proficiency in written & oral Communication
5. Face interviews and convince their view point.
6. Cconfidently face and succeed in the corporate selection processes.

Course Outcomes:

1. Loose fear of public speaking and feel confident with fluency in English.
2. Listen to normal conversational and Participate in group discussions.
3. Respond spontaneously in different socio-cultural and professional contexts.
4. Gain proficiency in written & oral communication
5. Face interviews and be able to convince their view point.
6. Cconfidently face and succeed in the corporate selection processes.

The proposed course should be a practice course to enable students to use ‘good’ English and perform the following:

1. Gathering ideas and information to organize ideas relevantly and coherently.
2. Engaging in debates.
3. Participating in group discussions.
4. Facing interviews.
5. Writing project/research reports/technical reports.
6. Making oral presentations.
7. Writing formal letters.
8. Transferring information from non-verbal to verbal texts and vice-versa.
9. Taking part in social and professional communication.

Content:

The following course content to conduct the activities:

1. Activities on Fundamentals of Inter-personal Communication and Building Vocabulary - Starting a conversation – responding appropriately and relevantly – using the right body language – Role Play in different situations & Discourse Skills- using visuals - Synonyms and antonyms, word roots, one-word substitutes, prefixes and suffixes, study of word origin, business vocabulary, analogy, idioms and phrases, collocations & usage of vocabulary.
2. Activities on Reading Comprehension –General Vs Local comprehension, reading for facts, guessing meanings from context, scanning, skimming, inferring meaning, critical reading & effective googling.
3. Activities on Writing Skills – Structure and presentation of different types of writing – letter writing/Resume writing/ e-correspondence/ Technical report writing/ Portfolio writing – planning for writing – improving one’s writing.
4. Activities on Presentation Skills – Oral presentations (individual and group) through JAM sessions/seminars/PPTs and written presentations through posters/projects/reports/ e-mails/assignments etc.

5. Activities on Group Discussion and Interview Skills – Dynamics of group discussion, intervention, summarizing, modulation of voice, body language, relevance, fluency and organization of ideas and rubrics for evaluation- Concept and process, pre-interview planning, opening strategies, answering strategies, interview through tele-conference & video-conference and Mock Interviews.

Desirable Equipment (Share ACS Lab of B.Tech when leisure) for practicing sessions:

- Spacious room with appropriate acoustics & Round Tables with movable chairs
- Audio-visual aids & LCD Projector
- Public Address system & Computer Systems to run necessary software
- T. V, a digital stereo & Camcorder
- Headphones

Activities to be performed:

- Preparing for being Interviewed
- Positive Thinking
- Books Recommended:
- Interviewing Skills
- Telephone Skills
- Time Management

References:

1. Technical Communication by Meenakshi Raman & Sangeeta Sharma, Oxford University Press 2009.
2. English Language Communication : A Reader cum Lab Manual Dr A Ramakrishna Rao, Dr G Natanam & Prof SA Sankaranarayanan, Anuradha Publications, Chennai 2008.
3. Advanced Communication Skills Laboratory Manual by Sudha Rani, D, Pearson Education 2011.
4. Business and Professional Communication: Keys for Workplace Excellence. Kelly M. Quintanilla & Shawn T. Wahl. Sage South Asia Edition. Sage Publications. 2011.
5. The Basics of Communication: A Relational Perspective. Steve Duck & David T. McMahan. Sage South Asia Edition. Sage Publications. 2012.
6. English Vocabulary in Use series, Cambridge University Press 2008.
7. Handbook for Technical Communication by David A. McMurrey & Joanne Buckley. 2012. Cengage Learning.
8. Communication Skills by Leena Sen, PHI Learning Pvt Ltd., New Delhi, 2009.
9. Master Public Speaking by Anne Nicholls, JAICO Publishing House, 2006.
10. English for Technical Communication for Engineering Students, Aysha Vishwamohan, Tata Mc Graw-Hil 2009.

**II-MBA-IV-SEMESTER
SYLLABUS**

MANAGEMENT OF TECHNOLOGY**II-MBA-IV-Sem.****Subject Code: 18MBPCC2201****L T P C**
3 1 - 4**Course Objectives:**

1. Study the importance of technology in business.
2. Study the efficient and effective use of technology towards optimum utilization of existing limited resources
3. Study the importance of Project Planning & Importance in R&D
4. Study the process of technology forecasting towards Project Life Cycle and Spread of Technology Curves
5. Study the importance & objectives of technology transfer.
6. Study the Innovative Product Development & Supporting Technology through BPR

Course Outcomes:

1. Employ suitable technology in business.
2. Adopt efficient and effective technology towards optimum utilization managerial resources
3. Develop Project Plan & execute
4. Understand the stages of Project Life Cycle and use of Technology Curves
5. Understand the necessity of technology transfer.
- 6 Understand the Process of New Product Development through BPR

Unit – I: The Process of Technological Innovation: 10 hours

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

Unit-II: Financial Evaluation of Research and Development Projects: 10 hours

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

Unit -III: Research and Development: 10 hours**Part A:****5 hours**

Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management-

Part B:**5 hours**

New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

Unit-IV: Technological Forecasting for Decision Making: 15 hours

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

Unit -V: Transfer of Technology:

12 hours

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

References

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

ERP & MIS**II-MBA-IV-Sem.****Subject Code: 18MBPCC2202****L T P C**
3 1 - 4**Course Objectives:**

1. Study MIS structure and classification.
2. Study applications of MIS, ERP, DSS and ESS.
3. Process of MIS Planning and Controlling
4. Process of building MIS
5. Develop and implement effective MIS.
6. Scope and Importance of cyber-crimes.

Course Outcomes:

1. Understand MIS structure and classification.
2. Employ MIS, ERP, DSS and ESS.
3. Planning and Control MIS
4. Build MIS for an organization
5. Develop and implement MIS.
6. Understand cyber-crime problems and limitations.

Unit-I: Introduction MIS:**10 hours**

MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

Case: MIS at Narayana Labs Ltd.

Case: Siba International and Functional Information System.

Case: Sigma Industries Limited (SIL)

Unit-II: Business Applications of Information Systems:**10 hours**

E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

Case: Knowledge Management Systems at Anil Consultancy.

Unit-III: Management of IS:**10 hours****Part A:****5 hours**

Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

Part B:**5 hours**

Case: Planning of IS at Anoop & Company.

Case: Apollo Hospitals.

Case: Implementation of OLT

Case: Effectiveness of MIS:

Unit-IV: Building of Information Systems:**15 hours**

System Development Stages, System Development Approaches, Systems Analysis and Design-Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

Case: System requirement specification: An illustrate case.

Case: MIS at XYZ Bank.

Case: Purchase order system: application case study

Unit-V: Introduction to Cyber Crime:

15 hours

Cyber Crime Definition and origin of the word, cyber-crime and information security, who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber-crimes and Indian ITA 2000, Global perspective on cybercrime-Cybercrime era. (Refer : Nina Godbole)

References

1. D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition, 2010.
2. Laudon & Laudon, Management Information Systems, Pearson, 2015
3. Nina Godbole & Sunit Belapure “Cyber Security” Wiley india 2012.
4. Jawadekar, MIS Text and Cases, TMH, 2012.
5. A K Gupta, Sharma “Management of Systems” Macmillan, 2012. 6. Kelkar, Management Information Systems, PHI, 2012

MBA II YEAR II SEMESTER – OPEN ELECTIVE-2

Open Elective-2(18MBOEC2203)
Open Elective-4
A: Knowledge Management
B: R-Programming
C: Marketing & Supply Chain Analytics
D: Cross cultural management
E: E-Commerce
F: Cyber Security

KNOWLEDGE MANAGEMENT

II-MBA-IV-Sem.	L T P C
Subject Code: 18MBOEC2203A	3 - - 3

Course Objectives:

1. Study the importance of knowledge management techniques applicable to any business.
2. Study the importance of IT inputs to managers
3. Study the challenges of manufacturing & services sector and role of KM as panacea
4. Study the importance of knowledge capital and imperatives of CRM
5. Study the process of implementing KM.
6. Study the KM process to leverage business processes

Course Outcomes:

1. Understand the prevailing tools of KM and its applications to business.
2. Understand and implement IT inputs to manage business
3. Understand the challenges of manufacturing & services sectors
4. Study the importance of knowledge capital and its usefulness in CRM
5. Effectively employ KM processes into the business development
6. Get the advantage of KM

Unit I: The Knowledge Economy: 12 hours

Leveraging Knowledge, Data-Information-knowledge-Wisdom relationship, organizational knowledge, characteristics and components of organizational knowledge –Building knowledge societies- Measures for meeting the challenges of implementing KM programmes.

Unit II: Knowledge Management and Information Technology: 12 hours

Role Information Technology in Knowledge Management Systems, Knowledge Management tools, Creative effective Knowledge Management Systems through Information Technology, ERP and BPR, Data Warehousing and Data Mining.

Unit III: Future of Knowledge Management and Industry perspective: 10 hours

Part A: 5 hours

Companies on the road to knowledge management, Knowledge Management in Manufacturing and service industry

Part B: 5 hours

Challenges and future of Knowledge Management.

Unit IV: The Knowledge Process:

10 hours

Universal appeal, Stages of KM Process, Knowledge Capital vs physical capital, Customer Relationship Management, Business Ethics And KM, The Promise of Internet and the Imperatives of the new age.

Unit V: Implementation of Knowledge Management:

15 hours

Discussion on Roadblocks to success, 10-step KM Road Map of Amrit Tiwana, Business Intelligence and Internet platforms, web Portals, Information Architecture: A three-way Balancing Act, KM, the Indian experience, Net Banking in India. –Role of knowledge Management in Organizational Restructuring. -The Mystique of a Learning Organization.

References

1. Becerra Fernandez: Knowledge management: An Evolutionary view, PHI, 2009
2. Fernando: Knowledge Management, Pearson, 2009
3. B.Rathan Reddy: Knowledge management, Himalaya, 2009
4. Barnes: Knowledge Management systems, Cengage, 2009.
5. Tiwana: The Knowledge Management tool kit, 2/e, Pearson Education, 2009.
6. Warier: Knowledge Management, Vikas Publishing House, 2009
7. Sislop: Knowledge Management, Oxford University Press, New Delhi, 2009
8. Debowski: Knowledge Management, Wiley Student Edition, Wiley India, 2007

R-PROGRAMMING

II-MBA-IV-Sem.

Subject Code: 18MBOEC2203B

L T P C
3 - - 3

Course Objectives:

1. Understand the different data types, structures used for mathematical & statistical operations
2. Understand basis of control statements and loops in R
3. Understand mathematical
4. Use R for descriptive & inferential statistics and graphics in R
5. Understand importance of multivariate models through R
6. Study Non Linear Models and how to use R for decision support systems

Course Outcomes:

1. Use different data types, structures used for mathematical & statistical operations in R
2. Employ control statements and loops in R
3. Employ various mathematical operation using R
4. Apply R tools for descriptive & inferential statistics and graphics
5. Appreciate multivariate models through R
6. Draw meaningful conclusion by using Non Linear Models

Unit – I Introduction, How to run R

10 hours

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

Unit – II R Programming Structures

15 hours

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

Unit – III Doing Math and Simulation in R

12 hours

Part A:

6 hours

Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices

Part B:

6 hours

Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files.

Unit – IV Graphics, Creating Graphs

6 hours

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

Unit – V Probability Distributions

15 hours

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

Reference Books

1. R Cookbook, Paul Teetor, O'Reilly.
2. R in Action, Rob Kabacoff, Manning
3. The Art of R Programming, Norman Matloff, Cengage Learning
4. R for Everyone, Lander, Pearson

MARKETING & SUPPLY CHAIN ANALYTICS

II-MBA-IV-Sem.

Subject Code: 18MBOEC2203C

L T P C

3 - - 3

Course Objectives:

1. To study growing importance of Supply Chain Management
2. SCM Costs and Performance
3. Benchmarking in SCM
4. Sourcing and transportation
5. Global aspects in SCM
6. Channels in Global logistics

Course Outcome:

1. Understand growing importance of Supply Chain Management
2. Studies SCM Costs and Performance
3. Knows the Benchmarking in SCM
4. Identifies Sourcing and transportation
5. Learns Global aspects in SCM
6. Issues and Challenges in Global supply chain Management

UNIT – I: Logistics and Competitive strategy:

12 hours

Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services

UNIT – II: Measuring logistics costs and Performance:

12 hours

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

UNIT – III: Logistics and Supply chain relationships:

10 hours

Part A:

5 hours

Benchmarking the logistics process and SCM operations –Mapping the supply chain processes – Supplier and distributor benchmarking –setting benchmarking priorities – identifying logistics performance indicators –Channel structure

Part B:

5 hours

Economics of distribution –channel relationships –logistics service alliances.

UNIT – IV: Sourcing, Transporting and Pricing Products:

15 hours

Sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management.

UNIT – V: Managing global Logistics and global Supply Chains:

10 hours

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

References:

1. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
4. Rahul V Altekhar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
5. Deepak P, Miiind M. Oka: “Supply Chain Management” Everest Publishing House, New Delhi. Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, New Delhi, 2012

CROSS CULTURAL MANAGEMENT

II-MBA-IV-Sem.

Subject Code: 18MBOEC2203D

L T P C
3 - - 3

Course Objectives:

1. To study the role of culture in the business.
2. Determinants of Culture
3. Cultural Dimensions and Dilemmas
4. Culture and Organizations
5. Culture and Communications
6. Cross Cultural Team Management

Course Outcome:

1. Understands the role of culture in the business.
2. Understands Determinants of Culture
3. Meaning of Cultural Dimensions and Dilemmas
4. Role of Culture in Organizations
5. Use of Culture and Communications
6. Levels Cross Cultural Team Management

Unit-I Introduction to Culture

8 hours

Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

Unit-II Cultural Dimensions and Dilemmas:

8 hours

Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

Unit-III Culture and Organizations

12 hours

Part A:

Culture and corporate structures – Culture and Leadership – Culture and Strategy

6 hours

Part B:

Cultural change in Organizations- Culture and marketing – Cultural Diversity.

6 hours

Unit- IV Culture and Communications

7 hours

Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

Unit-V Cross Cultural Team Management

10 hours

Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

References

1. Marie-joelle Browaey and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
6. Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland,USA

E-COMMERCE**II-MBA-IV-Sem.****Subject Code: 18MBOEC2203E****L T P C****3 - - 3****Course Objectives:**

1. To study the role of Electronic Commerce in business
2. To study Basic Blocks of e-commerce
3. To study How to Managing the e-Enterprise
4. To study Risks of Insecure Systems
5. To study Electronic Payment Systems
6. To study Website Design Issues

Course Outcome:

1. Understand the role of Electronic Commerce in business
2. Basic Blocks of e-commerce
3. Knows How to Managing the e-Enterprise
4. Understands the Risks of Insecure Systems
5. Learns the Electronic Payment Systems
6. Website Design Issues

Unit I Introduction to E-commerce:**12 hours**

Introduction, E-commerce or Electronic Commerce- An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework
Evolution of E-commerce: Introduction, History of Electronic Commerce, Advantages and Disadvantage of E-commerce, Roadmap of e-commerce in India

Unit II Network Infrastructure:**12 hours**

Introduction, Network Infrastructure- An Overview, The Internet Hierarchy, Basic Blocks of e-commerce, Networks layers & TCP/IP protocols, The Advantages of Internet, World Wide Web. E-commerce Infrastructure: Introduction, E-commerce Infrastructure-An Overview, Hardware, Server Operating System, Software, Network Website

Unit III Managing the e-Enterprise:**12 hours****Part A:****6 hours**

Introduction, e-Enterprise, Managing the e-Enterprise, E-business Enterprise, Comparison between Conventional Design and E-organization

Part B:**6 hours**

Organization of Business in an e-Enterprise e-Commerce Process Models: Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model

Unit IV Risks of Insecure Systems:**12 hours**

Introduction, An Overview of Risks Associated with Internet Transactions, Internet Associated Risks, Intranet Associated Risks, and risks associated with Business Transaction Data Transferred between Trading Partners

Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm

Unit V Electronic Payment Systems:

15 hours

Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems

Electronic Data Interchange(EDI): The Meaning of EDI, History of EDI, EDI Working Concept, Implementation difficulties of EDI, Financial EDI, EDI and Internet

Website Design Issues: Factors that Make People Return to Your Site, Strategies for Website Development

Consumer Oriented Business: Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine.

References:

1. E-Business and E-Commerce Management Dave Chaffey, 4ed, PHI, 2016.
2. E-Commerce, an Indian Perspective, Joseph, 4ed, PHI 2017.
3. Introduction to E-business Management and strategy, Colin Combe, BH, 2015.

CYBER SECURITY

II-MBA-IV-Sem.

Subject Code: 18MBOEC2203F

L T P C
3 - - 3

Course Objectives:

1. To study about Cyber-crimes & types
2. Tools and methods used in cyber crime
3. To study computer forensic
4. Forensic of Hand
5. To study Cyber Security
6. To Protecting people privacy in the organizations

Course Outcome:

1. Understand about Cyber-crimes & types
2. Uses various Tools and methods used in cyber crime
3. Knows how to study computer forensic
4. Forensic of Hand
5. Understands Cyber Security
6. Knows Protecting people privacy in the organizations

Unit-I Cyber-crime

12 hours

Mobile and Wireless devices-Trend mobility-authentication service security-Attacks on mobile phones-mobile phone security Implications for organizations-Organizational measurement for Handling mobile-Security policies and measures in mobile computing era.
Cases.

Unit-II Tools and methods used in cyber-crime

12 hours

Proxy servers and Anonymizers- Phishing- Password cracking- Key loggers and Spy wares-Virus and worms-Trojan Horse and Backdoors-Steganography-SQL Injection-Buffer overflow-Attacks on wireless network.
Cases.

Unit-III Understanding computer forensic

12 hours

Part A:

6 hours

Historical background of cyber forensic-Forensic analysis of e-mail- Digital forensic life cycle- Network forensic

Part B:

6 hours

Setting up a computer forensic Laboratory-Relevance of the OSI 7 Layer model to computer Forensic-Computer forensic from compliance perspectives.
Cases.

Unit-IV Forensic of Hand –Held Devices

10 hours

Understanding cell phone working characteristics-Hand-Held devices and digital forensic- Toolkits for Hand-Held device-Forensic of i-pod and digital music devices-Techno legal Challenges with evidence from hand-held Devices.
Cases.

Unit-V Cyber Security

15 hours

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

Cases.

References:

1. Nina Godbole & Sunit Belapure “Cyber Security”, Wiley India, 2012. Reference:
2. Harish Chander, “cyber laws & IT protection”, PHI learning pvt.ltd, 2012.
3. Dhiren R Patel, “Information security theory & practice”, PHI learning pvt ltd,2010.
4. MS.M.K.Geetha & Ms.Swapne Raman”Cyber Crimes and Fraud Management, ”MACMILLAN, 2012.
5. Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2013.
6. Vivek Sood, Cyber Law Simplified, TMH, 2012.

MBA II YEAR II SEMESTER – CORE ELECTIVE-4

Profession Elective-4(18MBPEC2204)
Core Elective-4
E:Entrepreneurial Finance & Marketing
F:International Financial Management
H:International Human Resource Management
M:Customer Relationship Management

ENTREPRENEURIAL FINANCE & MARKETING

II-MBA-IV-Sem.	L T P C
Subject Code: 18MBPEC2204E	3 - - 3

Course Objective:

1. Financing through venture life cycle & Organizing and operating the enterprise
2. Financial Planning, Valuation & Financing for growing enterprises.
3. Marketing challenges and to apply marketing tools and models for entrepreneurial marketing.
4. Marketing mix of an enterprise & Growth and marketing strategies
5. Market Development strategies & Contemporary issues in Entrepreneurial marketing.
6. Entrepreneurial Marketing Tools

Course Outcomes:

1. Financing through venture life cycle & Organizing and operating the enterprise
2. Financial Planning, Valuation & Financing for growing enterprises.
3. Marketing challenges and to apply marketing tools and models for entrepreneurial marketing.
4. Marketing mix of an enterprise & Growth and marketing strategies
5. Market Development strategies & Contemporary issues in Entrepreneurial marketing.
6. Entrepreneurial Marketing Tools

UNIT - I: Finance for Entrepreneurs: 15 hours

Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance-. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections. Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.

UNIT - II: Financial Planning: 15 hours

Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

Venture Valuation: Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs

Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

UNIT – III: Financing for the Growing Venture: 12 hours

Part A: 6 hours

Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors

Part B: 6 hours

State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

UNIT – IV: Introduction to Entrepreneurial Marketing: 10 hours

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

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

UNIT – V: Entrepreneurial Market Development Strategies: 10 hours

Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free ride Marketing. Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

References:

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
3. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
4. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
5. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.
6. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
- Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
7. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
8. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
9. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
10. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers, 2011.

INTERNATIONAL FINANCIAL MANAGEMENT**II-MBA-IV-Sem.****Subject Code: 118MBPEC2204F****L T P C**
3 - - 3**Course Objectives:**

1. The key theories that justifies the international business environment.
2. The key components of BoPs and the current trends of Indian BoP.
3. The Nature and functions of the foreign exchange and its mechanism.
4. The various exchange rate systems and Risk exposure management.
5. Study decisions such as FDIs, International Capital Budgeting, Capital structure & cost of capital.
6. The role of International financial instruments for financing international investment & EXIM Bank in India.

Course Outcomes:

1. Understands way most domestic firm to choose international business and methods & theories followed by the MNCs.
2. Understand the important components of BoP statement how it is prepared and how it impact on Economy.
3. Understand the key areas of the foreign exchange and its mechanism, how it works.
4. Understands the key role of exchange rates in foreign exchange market and Risk exposure management.
5. Decide on FDIs, International Capital Budgeting, Capital structure & cost of capital.
6. List means of International financial instruments issued & the role EXIM Bank in India.

Unit-I International Financial Management:**12 hours**

An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

Unit-II International Flow of Funds:**10 hours**

Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Unit-III Foreign Exchange Market:**12 hours****Part A:****6 hours**

Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets,

Part B:**6 hours**

Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

Unit-IV Exchange Rates:

12 hours

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

Unit-V Asset–liability Management:

12 hours

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

References:

1. Jeff Madura: International Corporate Management, Cengage, 2016.
2. Alan C. Shapiro: Multinational Financial Management, John Wiley, 2016
3. Sharan.V: International Financial Management 5Th Ed. PHI, 2016
4. Madhu Vij: International Financial Management, Excel, 2015.
5. Ephraim Clark: International Finance, , Second Edition, Thomson 2014.
6. P.G.Apte: International Financial Management, TMH 2015.

INTERNATIONAL HUMAN RESOURCES MANAGEMENT**II-MBA-IV-Sem.****L T P C****Subject Code: 18MBPEC2204H****3 - - 3****Course Objectives:**

1. An overview of International HR activities.
2. Various approaches of international recruitment and selection process.
3. HR management in virtual organization and types of virtual organizations.
4. The role of domestic managers in MNCs.
5. Challenges of Globalization and implications of Managing people.
6. The impact of Information technology on Human Resource Management

Course Outcomes:

1. Understand Basics of IHRM, Importance, Nature, Scope and components of IHRM.
2. Understand and develops various comprehensive methods of international recruitment and selection process.
3. able to develop effective medium of exchange for the betterment and efficient functioning of virtual organization.
4. Understand how Indian Managers-Responses to HR practices across the World-Implication for multinationals.
5. Understand and develops competency skill in managers to overcome global issues.
6. Identifies the impact of Information technology on Human Resource Management

Unit – I Introduction to IHRM**10 hours**

Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

Unit – II International Recruitment and Selection**10 hours**

Approaches to international Recruitment- ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments IHRM practices – USA, UK, Japan and India A comparative study.

Unit – III Managing HRM in Virtual Organization**12 hours****Part A:****5 hours**

Globalization & HRM: Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages

Part B:**7 hours**

Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage & Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR.

UNIT-IV IHRM Model of India**10 hours**

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 Special Issues in IHRM

12 hours

Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of IT on Human Resource Management- IT and HR- out sourcing 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.

References:

1. N. Sengupta&Mousumi, S.Bhattacharya, International HRM, Excel Books
2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
6. Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007

CUSTOMER RELATIONSHIP MANAGEMENT**II-MBA-IV-Sem.****Subject Code: 18MBPEC2204M****L T P C**
3 - - 3**Course Objective:**

1. To understand the importance of Customer Relationship Management in Business.
2. How to building customer relations
3. Study CRM process
4. Analyse CRM structures
5. Synthesis of Planning and Implementation of CRM.
6. CRM software packages

Course Outcome:

1. To understand the importance of Customer Relationship Management in Business.
2. How to building customer relations
3. Study CRM process
4. Analyse CRM structures
5. Synthesis of Planning and Implementation of CRM.
6. Understand CRM software packages

UNIT – I Introduction to CRM**12 hours**

Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues & Problems

UNIT – II Building Customer Relations**12 hours**

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM.

UNIT – III CRM Process**10 hours****Part A:****5 hours**

Introduction and Objectives of a CRM Process; an Insight into CRM and e- CRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM.

Part B:**5 hours**

4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.

UNIT – IV CRM Structures**10 hours**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – G- SPOT Model, KOEL's Model, WebQual Audit Model, ONYX Model - CRM road map for business applications.

UNIT – V CRM Planning and Implementation**10 hours**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and advantages of e CRM, Functional Components of e CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

References:

1. G. Shainesh, Jagdish, N.Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan 2005.
2. Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
3. Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books, 2011.
Zikmund, Customer Relationship Management, Wiley 2012.

MBA II YEAR II SEMESTER – CORE ELECTIVE-5

Core Elective-5(18MBPEC2205)
E: Intellectual Property Rights
F: Strategic Investment & Financing Decisions
H: Leadership & Change Management
M: International Marketing Management

INTELLECTUAL PROPERTY RIGHTS

II-MBA-IV-Sem.

Subject Code: 18MBPEC2205E

L	T	P	C
3	-	-	3

Course Objectives:

1. To study need for IPR
2. Patents
3. Trademarks and Copy rights
4. Designs and Geographical Indication
5. IPR Global Challenges
6. IPR International Conventions

Course Outcomes:

1. Understands Need of IPR
2. About Patents and Types
3. Process of obtaining Trademarks and Copy rights
4. Process of Designs and Geographical Indication
5. Latest IPR Global Challenges
6. Knows about IPR International Conventions

Unit –I IPR-1 Patents

12 hours

Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

Unit -II IPR-2: Trademarks and Copy rights

12 hours

Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trademarks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright- Assignment of copy right – Copyright infringement – Remedies.

Unit -III IPR – 3: Designs and Geographical Indication (GI) – Designs

10 hours

Part A:

5 hours

Basic requirements – Procedure – Convention application – Term.

Part B:

5 hours

Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

Unit -IV IPR Global Challenges

12 hours

General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration – WTO Agreements including TRIPS & TRIMS.

Unit -V IPR International Conventions

8 hours

WIPO – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hauge Agreement – UPOV

References

1. P. K. Vasudeva, World Trade Organization: Implications on Indian Economy, Pearson Education, 2015
2. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.
3. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
5. Carlos M. Correa- Intellectual property rights, The WTO and Developing countries-Zed books
6. Peter-Tobias stoll, Jan busche , Katrian arend- WTO- Trade –related aspects of IPR- Library of congress
7. Surendra Bhandari- World Trade Organisation (WTO) and Developing Countries- Vikas Publishing House

STRATEGIC INVESTMENT & FINANCING DECISIONS

II-MBA-IV-Sem.

Subject Code: 18MBPEC2205F

L T P C
3 - - 3

Course Objectives:

1. Classify investments & cash flows, process of assessing projects under traditional methods.
2. Process of assessing projects under DCF Techniques and Mean-Variance Approach.
3. Rank projects under modern techniques DIRR, MIRR, RADAR, CE Approach, NPV* & IRR*
4. Rank projects using Decision Tree Technique, Terminal Value, and EAC/EAV Approach.
5. Ranking Projects using CAPM, Portfolio Risk, scenario, sensitivity and simulations techniques.
6. Importance of advanced theories of value of firm, agency problems, financial distress and its impact on stakeholders.

Course Outcomes:

1. Distinguish different types of investments & cash flows, process of assessing capital-projects.
2. Rank projects under DCF Techniques and Mean-Variance Approach.
3. Employ modern techniques in assessment of projects.
4. Use DTA, Terminal Value, and EAC/EAV Approach for ranking & evaluation of projects.
5. Use CAPM, Portfolio Risk, scenario, and sensitivity and simulations models for ranking projects.
6. Impact of financial distress & agency theory on value of firm and on stakeholders.

Unit-I Strategic Investment Appraisal Techniques-I

12 hours

Types of Investments, Simple, Mixed, Pure Investments. Conventional & Non-Conventional Cash flows. Evaluation of Long Term Project Appraisal Techniques-Process-Evaluation-Models. Features, Merits and Demerits of Pay Back, Post Pay Back, Surplus Life, Surplus Pay Back, Bailout Pay Back, Discounted Post Pay Back & Surplus Pay Back and Accounting Rate of Return(Numerical Problems).

Unit-II Strategic Investment Appraisal Techniques-II

12 hours

Evaluation of Long Term Project Appraisal Techniques-Process-Evaluation-Models: Features, Merits and Demerits of Net Present Value, Excess Present Value, Profitability Index, Internal Rate of Return (Numerical Problems). NPV Mean Variance Analysis, Adjusted NPV, Probability of Expected Outcome (Z_x).

Unit-III Strategic Investment Appraisal Techniques-III

12 hours

Part A:

6 hours

Evaluation of Long Term Project Appraisal Techniques-Process-Evaluation-Models: Features, Merits and Demerits of Dual Internal Rates of Return.

Part B:

6 hours

Multiple Internal Rates Return, Modified NPV and IRR. Risk Adjusted Discount Rate, Normal & Inflation Rate of Return, Certainty Equivalent Approach.

Unit-IV Strategic Investment Appraisal Techniques-IV

12 hours

Evaluation of Long Term Project Appraisal Techniques-Process-Evaluation-Models: Features, Merits and Demerits of Equivalent Annual Cost/Benefit/Value & Terminal Value. Probability Distribution Approach & Decision Tree Model for Accepting Investment Projects. Theory of Capital Rationing and Constraints: Single & Multi Period Capital Constraints – Lorie Savage Paradox. Sensitivity.

Scenario & Simulation Analysis. Risk-Return Model: CAPM Approach and Portfolio Risk & Diversified Projects.

Unit-V: Strategic Financing Techniques

12 hours

International Capital Structure Theories-Advanced Capital Structure Theories-Value of Levered & Unlevered Firms With Varying Finance Structures Considering Personal Tax, Corporate Tax And Dividend Tax. Financial Distress, Agency Problem and Bankruptcy impact on value of firm and stakeholders of company.

References:

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

LEADERSHIP & CHANGE MANAGEMENT

II-MBA-IV-Sem.

Subject Code: 18MBPEC2205H

L T P C
3 - - 3

Course Outcomes:

1. Leadership, Role and function of a Leader
2. Leadership theories and styles
3. Organizational change concepts
4. Perspectives of change
5. Strategies for Managing change
6. Developing Leadership Skills

Course Outcomes:

1. Leadership, Role and function of a Leader
2. Leadership theories and styles
3. Organizational change concepts
4. Perspectives of change
5. Strategies for Managing change
6. Developing Leadership Skills

UNIT - I: Introduction to Leadership

12 hours

Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

UNIT - II: Leadership Theories and styles

10 hours

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

UNIT - III: Organizational Change

12 hours

Part A:

7 hours

Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation.

Part B:

5 hours

Perspectives on change - Contingency Perspective - Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

UNIT - IV: Organizations for Change

10 hours

Organizational Structure, Models of Structure, Influences on structure, Organizational structure, and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture. Organizational culture and change. Organizational politics. The link between politics, power

and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

UNIT - V: Strategies for Managing Change

10 hours

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

References:

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

INTERNATIONAL MARKETING MANAGEMENT

II-MBA-IV-Sem.

Subject Code: 18MBPEC2205M

L T P C
3 - - 3

Course Objectives:

1. Difference between domestic and international marketing and various international marketing theories.
2. Various components of global marketing environment and International Trade and its barriers trade.
3. Global market opportunities.
4. How MNCs develop strategies in Global Markets.
5. Knowledge about implementation of Global market strategies.
6. The concept of marketing channels in global markets.

Course Outcomes:

1. Understand the difference between domestic and international marketing and various international marketing theories.
2. Understand the various components of global marketing environment and International Trade and its barriers trade.
3. Understand the opportunities in global markets.
4. Able to know and developing global market strategies for product segmentation and pricing.
5. Understand how global marketing strategies developed and implemented.
6. Understand marketing channels for global markets and E-Marketing channels organization & controlling of the global marketing programme.

Unit-I Introduction to International Marketing

12 hours

Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets. Case: 1 Starbucks – going Global fast. (Philip, John, Prashant Text)

Unit-II Environment of Global Markets

12 hours

Types: Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services. Case: 1 IKEA Catalogue. (Svend & Madhurima -Pearson page no 242) Case: 2 Mc. Donalds and obesity. (Philip John Prashant Text)

Unit-III Assessing Global Market Opportunities

12 hours

Part A:

6 hours

Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets

Part B:

6 hours

International Trade Agreements, World Market Stages.

Case:1 Reliance Entertainment (Svend & Madhurima, Pearson page no 312)

Case:2 Mahindra & Mahindra (Svend & Madhurima, Pearson page no 356)

Case:3. IMAX corporation (Svend & Madhurima, Pearson page no 412)

Unit-IV Developing Global Market strategies

10 hours

Segmentation product & services decisions for consumers and Business: Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Case:1 Harley-Davidson: -Price level (Svend & Madhurima, pearson page no 510)

Case:2 Mc Donalds Great Britain –the Turnaround (Text page no 793)

Unit-V Implementing Global marketing strategies

8 hours

Negotiation with customers and selection method, E- Marketing channels organization & controlling of the global marketing programme.

Case: 1 NTT DOCOMO (Svend & Madhurima,Pearson page no 709)

References:

1. Philip R. Cateora, John L graham, Prashant Salwan, International Marketing -17th editionTMH-2017.
2. Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2015.
3. Rajagopal –International Marketing-2nd Edition –Vikas -2014
4. Justin Paul, International Marketing – Text and Cases, TMH, 2016.
5. Kiefer Lee, Steve Carter-Global Marketing Management-3rd Edition-Oxford-2015.
6. Francis Cherunilam- International Marketing-12th Edition-HPH-2014.

MBA II YEAR II SEMESTER – CORE ELECTIVE-6

Core Elective-6(18MBPEC2206)
E:Creativity, Innovation and Entrepreneurship
F:Banking, Insurance & Risk Management
H:Strategic Talent Management
M:Marketing of Services

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

II-MBA-IV-Sem.

Subject Code: 18MBPEC2206E

L T P C

3 - - 3

Course Objective:

1. To understand the creativity and innovations management aspects in an enterprise.
2. Basics of Creativity
3. Creative Problem solving
4. Creative Intelligence
5. Perspectives of Innovation
6. Innovations developed by Open Technology Communities

Course Outcome:

1. Mastering Creative Problem Solving
2. basics of Creativity
3. Creative Problem solving
4. Creative Intelligence
5. Perspectives of Innovation
6. Role of Technology Communities in organization.

UNIT - I: The Creativity Phenomenon

12 hours

Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

UNIT - II: Mastering Creative Problem Solving

10 hours

Structuring of ill- defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

UNIT - III: Creative Intelligence

10 hours

Part A:

6 hours

Creative Intelligence abilities - A model of Creative Intelligence - Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities.

Part B:

4 hours

Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

UNIT - IV: Innovation Management

10 hours

Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

UNIT - V: Micro and Macro Perspectives of Innovation

10 hours

Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level- Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

References:

1. Pradip N Khandwalla, Lifelong Creativity, an Unending Quest, Tata McGraw Hill, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
3. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
4. A.Dale Timpe, Creativity, Jaico Publishing House, 2003.
5. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
6. P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009.

BANKING, INSURANCE & RISK MANAGEMENT**II-MBA-IV-Sem.****Subject Code: 18MBPEC2206F****L T P C****3 - - 3****Course Objectives:**

1. About Banking Business
2. Latest Banking Reforms and Regulations
3. The Role of Insurance and Types
4. Insurance Business Environment
5. Risk in Banking and Insurance
6. Risk Management

Course Outcomes:

1. Understand Banking Business
2. Knows Latest Banking Reforms and Regulations
3. Identifies The Role of Insurance and Types
4. Need of Insurance Business Environment
5. Role Risk in Banking and Insurance
6. Need for Risk Management

UNIT-1: Introduction to Banking Business**12 hours**

Introduction to Banking sectors-History of banking business in India, Structure of Indian banking system: Types of accounts, advances and deposits in a bank New Dimensions and products- E-Banking, Mobile-Banking, Net Banking, CRM, cheque system and KYC system.

UNIT-II: Banking Reforms and Regulations**12 hours**

Banking regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and credit control system; Role of commercial banks and its functions. Banking sector reforms in India and deficiencies in Indian banking including problems accounts and Non- Performing Assets.

UNIT-III: Introduction to Insurance**8 hours****Part A:****5 hours**

Introduction to insurance, Need and importance of Insurance, principles of Insurance, characteristics of insurance contract, branches of insurance and types of insurance.

Part B:**3 hours**

Life insurance and its products: Role of Agents and brokers.

UNIT-IV: Insurance Business Environment**7 hours**

Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.

UNIT-V: Introduction to Risk Management**7 hours**

Introduction to Risk, meaning and types of risk in business and individual, Risk management process, methods: Risk identification and measurement, Risk management techniques; Non insurance methods.

References:

1. Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons, New Delhi.
2. Mark S. Dorfman: Risk Management and Insurance, Pearson, 2009.
3. Reddy K S and Rao R N: Banking and Insurance, Paramount publishers, 2013
4. Scott E. Harringam Gregory R. Nichanus: Risk Management & Insurance, TMH, 2009.
5. Geroge E. Rejda: Principles of risk Management & Insurance, 9/e, pearson Education. 2009.
6. G. Koteswar: Risk Management Insurance and Derivatives, Himalaya, 2008.

STRATEGIC TALENT MANAGEMENT

II-MBA-IV-Sem.
Subject Code: 18MBPEC2206H

L T P C
3 - - 3

Course Objective:

1. To understand the importance of nurturing talent and managing knowledge in the organization.
2. Talent Management Process
3. Succession and career planning approaches
4. Knowledge management aspects
5. Knowledge management assessment and solutions
6. Importance of KM Assessment

Course Outcomes:

1. Understands the importance of nurturing talent and managing knowledge in the organization.
2. Talent Management Process
3. Need for Succession and career planning approaches
4. Knows Knowledge management aspects
5. Uses Knowledge management assessment and solutions
6. Identifies Importance of KM Assessment

UNIT – I: Talent Management

12 hours

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

UNIT – II: Succession and Career Planning

12 hours

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

UNIT – III: Strategic Talent Management A panacea to KM

10 hours

Part A:

5 hours

Knowledge Management: Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management.

Part B:

5 hours

Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

UNIT – IV:

10 hours

Strategic Perspectives of Talent Hunt through KM

Understanding Nature of Knowledge: Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

UNIT – V: Strategic Talent Management Solutions through Practicing KM

10 hours

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

References:

1. Lance A Berger, Dorothy R Berger, The Talent Management Handbook, 2e, TMH, 2008
Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Knowledge Management:
2. Challenges, Solutions, and Technologies, Pearson, 2009 Sudhir Warier, Knowledge Management, Vikas, 2004.
3. Ravinder Shukla, Talent Management: Process of Developing and Integrating Skilled Workers, Global India Publications, 2009.
4. Marshall Goldsmith, Louis Carter, Best Practices in Talent Management: How the World's Leading Corporations, Wiley, 2010.
5. Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011.

MARKETING OF SERVICES**II-MBA-IV-Sem.****Subject Code: 18MBPEC2206M****L T P C**
3 - - 3**Course Objective:**

1. To facilitate the students about the concepts of Services marketing through cases.
2. Marketing Management of companies offering Services
3. Characteristics of services,
4. To understand consumer behavior in services,
5. Align service design and standards,
6. Delivering service, managing services promises.

Course Outcome:

1. Practicing Marketing of companies offering Services
2. Following and practicing qualities of services,
3. Following trends of consumer behaviour in services,
4. Design and align service design and standards,
5. Ensure deliverables in service
6. Managing services promises service mix in different sectors

UNIT- I: Introduction to Services Marketing**12 hours**

Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

UNIT- II: Focusing on Consumer**12 hours**

Consumer Behaviour in services, Relevance of Consumer Behaviour, Consumer Expectations in service, Consumer Perceptions of service, Customer Satisfaction, Understanding Consumer Requirements-listening to customers through research, building customer relationships, Customer Feedback, Service Failure and Service Recovery – Recovery Strategies.

UNIT- III: Innovation and Quality**10 hours****Part A:****5 hours**

Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development.

Part B:**5 hours**

Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Servicescape – Designing Services capes.

UNIT- IV: Managing Service Operations**10 hours**

Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee's roles in Service Delivery, Customer's roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

UNIT- V: Managing Service Promises

10 hours

Managing Distribution Channels in Service Industry –Strategies for Distribution, Managing People in Service Industry – Challenges, Pricing Strategies for Services – Methods, Promotion Strategies for Services - Need for Coordination in Marketing Communication, five categories of strategies to match service promises with delivery.

References:

1. John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.
2. Christopher Lovelock, Jochen wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015
3. Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 6e, 2013.
4. Nimit Chowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
5. Govind Apte: Services Marketing, Oxford Press, 2011.

COMPREHENSIVE VIVA VOCE

II-MBA-IV-Sem.

Subject Code: 18MBPRC2207

L T P C

- - 2 1

Course Objectives:

1. Self-Assessment of student understanding on various courses
2. Helpful to face employment interview
3. Test self-potential in various specialist courses
4. Enhance spontaniativity and instant response of his understanding about various subjects.
5. Demonstrate one's competency in management subjects.
6. Improve student potentiality to face competitive exams & to come across various interviews.

Course Outcomes:

1. Develop understanding on various courses
2. Efficiently face employment interviews
3. Test the authority on various specialist courses
4. Develop spontaniativity & instant response of the student and come out of panic ness in interview.
5. Face competitive exams & succeed in academic & employment interviews.
6. Acquire demonstration skills in future employment career.

Main objective of the comprehensive viva voce external examination is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The successful completion of comprehensive viva-voce should signal firm grasp of all the subjects learnt in the entire programme of MBA by applying many of professional core elective subjects while framing project report with proper understanding of the concepts.

References:

1. Management of Self & Performance: My Experiences with Consciousness By Manoranjan Satapathy
2. The Postgraduate Research Handbook: Succeed with Your MBA, MPhil, EdD and PhD
3. Patient Management Problems in Psychiatry By Olumuyiwa John Olumoroti, Akim Kassim

MAIN PROJECT REVIEW & VIVA VOCE**II-MBA-IV-Sem.****Subject Code: 18MBPRC2208****L T P C**
1 - 4 3**A: REVIEW SEMINARS THREE STAGES:**

Course Aim: Enable the student to make a work paper publishable in any magazine, journal, conference, seminar or symposium of national/international repute.

Course Objectives:

1. Formulate research design, scope, limitations, tested objectives and hypotheses.
2. Collect data suitably in line with objectives and hypotheses.
3. Compile data by using suitable tables
4. Use diagrams, graphs, charts
5. Develop cross tables to fit for statistical inferences.
6. Prepare a seminar presentation using PPT

Course Outcomes:

1. Develop objectives and hypotheses for his/her project.
2. Identify suitable questions that fit for data requirements to test
3. Compile data for statistical fitness
4. Develop suitable diagrams, graphs, charts for his study
5. Identify cross tables to fit for statistical testing.
6. Present a seminar & incorporate suggestions & improvements constructively.

Seminar consists of 3 Stages:

- Step-1(Before First Mid Test): Draft a document consolidating the study on select topic after employing various test-statistics in line with problem under study, objectives, hypothesis, scope, and limitations. After completions of the draft copy, students are advised to go for plagiarism check and then to post for various organizations for publishing a work paper in any technical fests & management fests of surround engineering & management colleges.
- Step-2(Before II Mid Test): The student should get approved the soft copy of project work in the department to submit final dissertation to HOD of MBA under the approval of CE CMRIT. Involves selection of company, industry, overview and profile of company in relevant industry, collection of data from various sources, tabulation and organizing data for the purpose of using test-statistics to prove or disprove objectives and hypothesis.
- Step-3(After II Mid Term Examination): The student expected to consolidate his understanding through review of literature in general to the study and in particular to the topic identified under the guidance of faculty counselor/advisor/supervisor. Further, the student is expected to give-away a seminar-presentation using PPT, about his understanding of topic, problems involved in collection of data from various sources, suitability of test-statistic for the questionnaire developed, organization of the data so collected till now and cross-tables developed for testing objectives/hypotheses. The student has to ask for suggestions and improvements if any to proceed further in the project to the next stage i.e., Final Report

Preparation, Anti-Plagiarism Check, Possibility of Publication of Work in any magazine, journal, conference, seminar or symposium of national/international repute of and incorporate suitably in the original project report.

References:

- Academic Presenting and Presentations: Teacher's Book By Averil Bolster, Peter Levrai
- A Student's Guide to Presentations: Making your Presentation Count By Barbara Chivers, Michael Shoolbred
- The Mature Student's Handbook By Lucinda Becker
- Project Management And Control By SUBHASH CHANDRA DAS
- Project Management, By K. Nagarajan
- Advanced Project Management: A Structured Approach By Frederick Harrison, Dennis Lock
- Effective Communications for Project Management By Ralph L. Kliem, PMP
- Quantitative Methods in Project Management By John C. Goodpasture
- Fundamentals of Project Management By Joseph Heagney
- Metrics for Project Management: Formalized Approaches By Parviz F. Rad, Ginger Levin
- Basics Preparation/Understandings Before Establishing Business and Project ...By CA Sachin Gandhare
- Working Group Report: Guidelines for Preparation of Detailed Project Reports of Irrigation and Multipurpose Projects
- Reports on Investment Approval and FDI in India
- The Preparation and Use of Historic Structure Reports By Deborah Slaton

B: MAIN PROJECT EVALUATION IN TWO STAGES: FIRST STAGE IS PLAGIARISM CHECK FOLLOWED BY SECOND STAGE VIVA VOCE EXAMINATION**Course Aim Main Project Report Evaluation:**

Aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

Course Objectives:

1. Formulate research design, scope, limitations, tested objectives and hypotheses.
2. Collect data suitably in line with objectives and hypotheses.
3. Compile data by using tools such as diagrams, graphs, charts & cross tables.
4. Techniques to analyze data and use of different test-statistics to draw meaningful inferences.
5. Prepare a report with summary, findings & conclusions
6. Advice on objective specific recommendations by understanding limitations.

Course Outcomes:

1. Formulate objectives and hypotheses of study.
2. Collect data to test objectives and hypotheses of study.
3. Compile data with the help of diagrams, graphs, charts & cross tables.
4. Apply different types of test statistics to draw meaningful inferences.
5. Provide specific recommendations.
6. Prepare a report by following specific rules to publish the project report in any conference or journal.

The main project report consist of

Chapter -1:

A brief Introduction, with Title Of Study, Plan For Review Of Literature, Problem, Scope & Period of Study, Research Gaps, Research Enquiry Through Questions, General & Tested Objectives Of The Study, Tested Hypotheses, Research & Sample Design and Methods Of Data Collection, limitations and chapterization.

Chapter -2:

Overview of Company & Industry Competitiveness

Chapter -3:

Collection of Raw Data using Diagrams, Graphs, Tables, Charts with proper scale.

Chapter -4:

Analysis of data suitably with the help of parametric and nonparametric test-statistics.

Chapter -5:

Provide summary, findings, conclusions and recommendations based on empirical evidence.

References:

1. Writing A Report, 9th Edition: How to prepare, write & present really effective reports by John Bowden
2. How to Write a Report Functional Specification: A Consultant's Guide to ... By Linda R. Timms
3. Doing Your Project By Denis Reardon
4. Guidelines for Preparing Project Reports By Richard Brooks
5. Handbook for preparing Office of Research and Development reports
6. Project and Report Writing By Institute of Leadership & Management,
7. A Guide to the Project Management Body of Knowledge: PMBOK Guide
8. The Project Management Institute Project Management Handbook
9. Getting It Done: Project Management in Action By Project Management Institute
10. Management of Self & Performance: My Experiences with Consciousness By Manoranjan Satapathy
11. The Postgraduate Research Handbook: Succeed with Your MBA, MPhil, EdD and PhD
12. Patient Management Problems in Psychiatry By Olumuyiwa John Olumoroti, Akim Kassim