

ACADEMIC REGULATIONS (R20)
COURSE STRUCTURE AND DETAILED SYLLABUS
(CHOICE BASED CREDIT SYSTEM (CBCS))

**MASTER OF
BUSINESS ADMINISTRATION**

For
MBA - Regular Two Year Post Graduate Degree Programme
(Applicable for the batches admitted from 2020 - 2021)



CMR INSTITUTE OF TECHNOLOGY

(UGC - Autonomous)

Approved by AICTE, Permanently Affiliated to JNTUH, Accredited by NAAC with A Grade and NBA
Kandlakoya(V), Medchal District, Hyderabad-501 401, Telangana State

Landline: 08418-200720; Fax: 08418-200240

E-mail: principal@cmritonline.ac.in

Web: www.cmritonline.ac.in

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 create management professionals for global needs.

Mission: Impart quality education by integrating the concepts of management and research through state-of-art curriculum for continuous improvement and professional success.

PEOs:

PEO1: Graduate will have effective foundation in principles of management and various other multidisciplinary areas for successful career.

PEO2: Graduate will be able to pursue higher education and research and/or become an entrepreneur / innovator to design and develop management systems to address technical, business and global challenges.

PEO3: Graduate exhibits professional ethics, communication skills, teamwork and adapts to changing business environment by engaging in lifelong learning.

POs

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Develop Value based Leadership ability.
4. Understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

MBA - Regular Two Year Post Graduate Degree Programme
(For batches admitted from the Academic Year 2020-21)

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 2020-21 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) full time **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** 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 The Two Year MBA Post Graduate Degree Programme is structured for a total of 102 credits in which first Year is designed with 54 credits (Each Semester 27 Credits for I & II semesters), Second Year is designed with 48 Credits (Each semester 24 Credits for III & IV semesters including 6 credits for field work / Internship) as per the guidelines of AICTE & JNTUH.

3.1.3 A student shall register for all subjects for total of 102 credits as specified and listed in the course structure for the chosen specialization, put in the required attendance and fulfill the academic requirements for securing 102 credits obtaining a minimum of 'B' Grade or above in each subject, and all 102 credits securing Semester Grade Point Average (SGPA) ≥ 6.0 (in each semester) and final Cumulative Grade Point Average (CGPA) (i.e., CGPA at the end of MBA Programme) ≥ 6.0 , to complete the MBA Programme successfully.

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

The Course Structure is designed based on the AICTE Model Curriculum (Jan-2018) for Post-Graduate Degree Courses in Management. **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. The terms 'SUBJECT' and 'COURSE' imply the same meaning here and refer to 'Theory Subject', or 'Lab Course', or 'Seminar', or 'Internship', or 'Project' as the case may be.

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 ranges 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.

S. No.	Broad Course Classification	Course Code	Course Group/ Category	Course Description	Breakup of Credits
1	Core Courses (CC)	CC	CC-Core Courses	Includes theory subjects related to the parent Discipline / department.	72
		PR	PR-Projects/ Internship Courses	Project based on core contents Related to parent discipline/department.	06
2	Elective Courses (EC)	PE	PE-Professional Core Elective Courses	Includes elective subjects related to the parent discipline/department	18
		OE	OE-Open Elective Courses	Elective subjects which include interdisciplinary subjects or subjects in an area outside the parent discipline/department	06
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

- 6.1.** Attendance in all classes (Lectures/Laboratories/Practice/Seminar etc.) is compulsory. A Student shall be eligible to appear for the Semester End Examination (SEE) of any Subject / Course, if he acquires a minimum of 75% of attendance in that Subject / Course for that semester.
- 6.2** Condoning of shortage of attendance in each course upto 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. A prescribed fee per subject shall be payable for condoning shortage of attendance after getting the approval of college academic committee for the same.
- 6.3** A stipulated fee shall be payable towards condoning of shortage of attendance.
- 6.4** Shortage of Attendance below 65% in any Subject / Course 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 next offered.
- 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 acquire minimum required attendance subject-wise in at least **THREE** theory subjects in each semester for promoting to the next Semester

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, Field Work/Internship, and Project 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/she - (i) does not submit a Field work/Internship certificate and appear before department evaluation committee as per the schedule given, (ii) does not attend the viva-voce as per the schedule given or secures less than 50% of Marks (< 50 Marks) in project cum 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.	A candidate shall put a minimum required attendance in at least three theory courses offered in first year first semester for getting promoted to the next semester i.e., I year II Semester.
2	First year second semester to second year first semester.	A candidate shall put a minimum required attendance in at least three theory courses offered in first year second semester for getting promoted to the next semester i.e., I year II year I Semester.
3	Second year first semester to second year second semester.	A candidate shall put a minimum required attendance in at least three theory courses offered in second year first semester for getting promoted to the next semester i.e., II year II Semester.

- 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 fulfill 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 the 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** A Student who fails to earn **102** credits as per the specified course structure, and as indicated above, within **four** academic years from the date of commencement of his first year first semester, shall forfeit his seat in MBA programme and his admission **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.

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 & an assignment for 5 marks and the final CIE marks (for total of 30) are better of the two mid-term examinations 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 ten questions (two from each unit) carrying 2 marks each.
- Part-B consists of five questions (numbered from 11 to 15) carrying 10 marks each. One question from each unit (may contain sub-questions) with internal choice.

8.3 Evaluation of Practice Subjects / Courses:

For practical subjects, 70 marks shall be awarded for performance in the Semester End Examinations (SEE) and 30 marks shall be awarded for day-to-day performance as Continuous Internal Evaluation(CIE).

- A) Continuous Internal Evaluation:** 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 better of two midterm examinations in each practical subject and these are added to the marks obtained in day to day work evaluation.
- B) Semester End Examinations:** 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. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations.

8.4 Evaluation of Field Work / Summer Internship: The Field Work/Summer internship (4 - 6 weeks) registered by the students in consultation with course coordinator and carried out in Industries and/or R&D Organizations immediately after their II semester and before the commencement of III semester course work and a report has to be in the prescribed format along with certificate within 2 weeks after commencement of III semester. The internship report presentation shall be evaluated for 100 marks by the departmental committee consisting of Head of the Department, supervisor and two senior faculty members. There shall be no CIE for the field work/internship.

8.4. Evaluation of Project: Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee (PRC). The below mentioned procedure has to be meticulously followed for project evaluation by PRC.

- a) Constitution of PRC:** A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Department offering the MBA programme.
- b) Enrollment of project by the student:** Student shall enroll for the project work within 4 weeks from the date of commencement of III semester, in consultation with project guide / supervisor as assigned by the Head of Department. The student has to work on project topic for **not less than 16 weeks**.
- c) Approval of PRC for initiation of project work:** A student, in consultation with his Project Supervisor, has to present the title, objective, and plan of action of his project work to the Project Review Committee (PRC) for approval within **four weeks** from the commencement of II Year I Semester. The student can initiate the Project work immediately after obtaining the approval of the PRC.
- d) Change of Project Title/Topic (if any):** If a candidate wishes to **change his/her supervisor or topic** of the project, he/she can do so with the approval of the PRC within 6 weeks from the date commencement of III semester.

- e) **Review of Project Work by PRC:** The Supervisor and PRC will examine the progress of the Project Work during II Year I semester. However, a student has to present Project Work Review - I in III Semester (immediately after II mid examination) and Project Work Review - II in IV Semester (immediately after I-mid examination).
- f) **Submission of softcopy of the Project for Plagiarism Check:** The students are allowed to submit their soft copy of project work only in consultation with project supervisor followed by an approval of PRC for plagiarism check in the examination branch immediately after I-Mid examinations of IV semester. Only those projects whose similarity index is **less than 30%** in **Anti-Plagiarism Report** are allowed to submit the hard copies of the project to the COE for external evaluation i.e. SEE evaluation. If the similarity index has more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis **after one month**. The maximum number of re-submissions of thesis after plagiarism check is limited to **TWO**. After **three** attempts, the admission is liable to be cancelled.
- g) **Submission of Hard Copies of the Project for SEE Evaluation:** Three copies of the project dissertation certified by the supervisor & HOD shall be submitted to the controller of examinations. However, the student is permitted to submit project thesis with the approval of PRC before commencement of II Mid Examinations of II Year II Semester.
- h) **Evaluation:** The project work shall be evaluated for 100 marks(of which 30 marks are allocated for CIE and 70 marks are allocated for SEE) during IV semester. The candidate has to secure a minimum of 50% of marks in both CIE & SEE.
- **Continuous Internal Evaluation:** Out of 30 marks of CIE, the project supervisor evaluates for 15 marks based on student's performance throughout the project work period, and the other 15 marks shall be awarded by a Project Review Committee based on the work carried out and the oral presentation made by the student during internal reviews (by Project Work Review – I & II).
 - **Semester End Examination Evaluation:** SEE is evaluated by a committee constituted by the head of the institution consisting of supervisor, Head of the Department and the external examiner. The thesis shall be adjudicated by an external examiner selected by the institution. For this, the head of the department shall submit a panel of **three** examiners from among the list of experts in the relevant specialization as submitted by the supervisor and HOD.
- i) **Failure or Absence in Project SEE:** If any student fail/absence in SEE, he/she permitted for one more chance for the Project Viva-Voce examination **as scheduled**. In case of fail/absent again, the student has to reappear for the same in the next subsequent semester(s), as and when they are scheduled, as a supplementary candidate. In the reappeared examination(s) also, if he fails to fulfill the academic requirements, he **will not be eligible for the award of the degree**, unless he is asked to revise and resubmit his project work by the board within a specified time period (within **four** years from the date of commencement of his first year first semester).

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	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 semester end 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.

$$\text{Credit Points (CP)} = \text{Grade Point (GP)} \times \text{Credits}$$

- 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

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

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 overall 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

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

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.

MASTER OF BUSINESS ADMINISTRATION

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 he/she 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 WITHHOLDING 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 whatsoever, 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 R20 Academic Regulations.

Re-Registration for Detained / Discontinued / Re-Admitted Students: If any student is Detained/Discontinued/Re-Admitted in any subject(s)/semester(s)/year(s) due to shortage of attendance/failure may be permitted to re-register either for the same subject or any equivalent subject as opted by the student or suggested by the Board of Studies of that Department, as and when offered in the subsequent semester(s), with the academic rules & regulations as applicable as the case may be. However, a prior permission from the concerned authorities is necessary subject to Item 3.0.

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: The committee shall examine the student's malpractice and indiscipline cases occurred, while conducting the examinations and recommend appropriate punishment to the Academic Council after taking explanation from the student and concerned invigilator as per the malpractice rules mentioned below. The committee consists of

- a) Controller of Examinations - Chairman
- b) Addl. Controller of Examinations.- Convener
- c) Subject Expert - Member
- d) Head of the Department of which the student belongs to - Member
- e) The Invigilator concerned - Member

18.2 Malpractice 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

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		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 or after the examination.	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.
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

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		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 syllabus 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.

COURSE STRUCTURE

MBA – R-20 COURSE STRUCTURE

(Applicable from the batch admitted during 2020-21 and onwards)

I – Semester (I – MBA – I - Semester)									
S. No.	Subject Code	Subject	Hours Per Week			Credits	Scheme of Evaluation		
			L	T	P		Maximum Marks		
							Int.	Ext.	Tot.
1	20MBAPC101	Management and Organizational Behavior	3	1	0	4	30	70	100
2	20MBAPC102	Managerial Economics	3	1	0	4	30	70	100
3	20MBAPC103	Financial Accounting & Analysis	3	1	0	4	30	70	100
4	20MBAPC104	Business & Tax Laws	3	1	0	4	30	70	100
5	20MBAPC105	Statistics for Managers	3	1	0	4	30	70	100
6	20MBAPC106	Business Environment	3	1	0	4	30	70	100
7	20MBAPC107	Statistics for Managers - Practice	0	0	3	1.5	30	70	100
8	20MBAPC108	Professional Communication Skills Practice	0	0	3	1.5	30	70	100
TOTAL			18	6	6	27	240	560	800

II – Semester (I – MBA – II - Semester)									
S. No.	Subject Code	Subject	Hours Per Week			Credits	Scheme of Evaluation		
			L	T	P		Maximum Marks		
							Int.	Ext.	Tot.
1	20MBAPC201	Financial Management	3	1	0	4	30	70	100
2	20MBAPC202	Marketing Management	3	1	0	4	30	70	100
3	20MBAPC203	Human Resources Management	3	1	0	4	30	70	100
4	20MBAPC204	Production & Operations Management	3	1	0	4	30	70	100
5	20MBAPC205	Quantitative Analysis for Business Decisions	3	1	0	4	30	70	100
6	20MBAPC206	Entrepreneurship	3	1	0	4	30	70	100
7	20MBAPC207	Professional Managerial Skills Practices	0	0	3	1.5	30	70	100
8	20MBAPC208	Financial Analysis & Reporting - Practice	0	0	3	1.5	30	70	100
TOTAL			18	6	6	27	240	560	800

Note: Field Work / Summer Internship carried out during Summer Vacation between II semester & III semester and evaluated in III semester.

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III – Semester (II – MBA – I - Semester)									
S. No	Subject Code	Subject	Hours Per Week			Credits	Scheme of Evaluation		
			L	T	P		Maximum Marks		
							Int.	Ext.	Tot.
1	20MBAPC301	Strategic Management	3	1	0	4	30	70	100
2	20MBAPC302	Research Methodology	3	1	0	4	30	70	100
3	Open Elective-1		3	0	0	3	30	70	100
	20MBAOE301	Disaster Management							
	20MBAOE302	Total Quality Management							
	20MBAOE303	Environmental Science							
	20MBAOE304	C- Programming							
4	Core Elective-1		3	0	0	3	30	70	100
	20MBAPE301	E: Startup Management							
	20MBAPE304	F: Indian Financial System							
	20MBAPE307	H: Recruitment, Selection & Induction							
	20MBAPE310	M: Consumer Behaviour							
5	Core Elective-2		3	0	0	3	30	70	100
	20MBAPE302	E: Family Business Management							
	20MBAPE305	F: Security Analysis & Portfolio Management							
	20MBAPE308	H: Learning, Training & Development							
	20MBAPE311	M: Retailing Management							
6	Core Elective-3		3	0	0	3	30	70	100
	20MBAPE303	E: MSME & Management of NGOs							
	20MBAPE306	F: Financial Derivatives							
	20MBAPE309	H: Compensation and Reward Management							
	20MBAPE312	M: Services Marketing							
7	20MBAPC303	Computer Applications to Business Practice	-	1	2	2	30	70	100
8	20MBAPR301	Field work / Summer Internship	-	-	-	2	-	100	100
Total			18	3	2	24	210	590	800

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IV – Semester (II – MBA – II - Semester)									
S. No.	Subject Code	Subject	Hours Per Week			Credits	Scheme of Evaluation		
			L	T	P		Maximum Marks		
							Int.	Ext.	Tot.
1	20MBAPC401	Business Ethics & Corporate Governance	3	1	0	4	30	70	100
2	20MBAPC402	ERP & MIS	3	1	0	4	30	70	100
3	Open Elective-2		3	0	0	3	30	70	100
	20MBAOE401	R - Programming							
	20MBAOE402	Business Analytics							
	20MBAOE403	Non-Conventional Energy sources							
	20MBAOE404	Project Management							
4	Core Elective-4		3	0	0	3	30	70	100
	20MBAPE401	E: Entrepreneurial Finance & Marketing							
	20MBAPE404	F: Management Accounting							
	20MBAPE407	H: Management of Industrial Relations							
	20MBAPE410	M: Digital Marketing							
5	Core Elective-5		3	0	0	3	30	70	100
	20MBAPE402	E: WTO & IPR							
	20MBAPE405	F: Corporate Restructuring & Valuation							
	20MBAPE408	H: Performance Management Systems							
	20MBAPE411	M: Advertising, Sales Promotion & Distribution Management							
6	Core Elective-6		3	0	0	3	30	70	100
	20MBAPE403	E: Creativity & Innovation							
	20MBAPE406	F: Global Financial Management							
	20MBAPE409	H: Global Human Resource Management							
	20MBAPE412	M: Global Marketing Management							
7	20MBAPR401	Project	0	0	8	4	30	70	100
TOTAL			18	2	8	24	210	490	700

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

MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Year & Semester:	I MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC101	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply management principles	3	1	3	3	3
CO2	implement planning & controlling techniques	3	3	3	3	2
CO3	develop suitable organization structure	3	1	1	1	3
CO4	build organizational culture	3	0	3	3	3
CO5	judge various theories of motivation and leadership	3	0	3	3	3
		1- Weak, 2-Moderate & 3-Strong				

Unit-I: Introduction to Management **10 hours**

The Management Process, Management Functions, Objectives-Principles-Levels & Roles- Approaches to Management.

Unit-II: Planning and Decision making **10 hours**

Planning-types– steps-instruments-planning premises-Decision making process, types & methods.

Unit-III: Organizing, Controlling and Coordination: **8 hours**

Part A: **4 hours**

Organizing: Organizational Structure, Principles of Organization, Designing organizational structure & challenges. Different types of organisation structures.

Part B: **4 hours**

Controlling: The control process, Methods & Techniques of controlling-limitations of controlling. Techniques and Principles of Coordination.

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, and group cohesiveness.

Unit-V: Leadership and Motivation **10 hours**

Leadership: Leadership traits, Leadership styles, Leadership theories.

Motivation: Theories of motivation, limitations, process & factors influencing motivation and types of motivation.

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, 2e/d, 2017.
5. Principles of Management & Organizational Behaviour, Dr. Kumkum Mukherjee, 2ed, Mcgraw Hill, 2017.

MANAGERIAL ECONOMICS

Year & Semester:	I MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC102	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply managerial economic fundamentals	3	3	3	3	2
CO2	implement demand and supply laws	3	3	0	3	1
CO3	derive various production equations	3	3	0	3	0
CO4	distinguish long-run, short-run cost curves behavior	3	3	0	3	0
CO5	determine equilibrium price & output	3	3	2	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Introduction to Managerial Economics **7 hours**

Definition, Nature and Scope, Relationship with other disciplines, Role and responsibility of managerial economist- Fundamental concepts of managerial Economics.

Unit-II: Theory of Demand and Supply **13 hours**

Demand Analysis, demand function, law of demand, determinants of demand, demand distinctions, Types of Elasticity of demand, Demand forecasting techniques of measurement. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

Unit-III: Production Analysis & Control **8 hours**

Part A: **4 hours**

Production analysis: assumptions, limitations and uses of different types of production functions.

Part B: **4 hours**

Returns to scale, returns of scale, Economies and diseconomies of scale of production.

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

Cost concepts, cost-output relationship. Assumptions, Limitations and Applications of Break Even Analysis and PV Ratio.

Unit-V: Market Structure and Pricing Practices **10 hours**

Classification of Market Structure, price–output determination under Perfect, Monopoly and Monopolistic competition. **Pricing** :Concept, objectives, situations, methods of Pricing.

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

FINANCIAL ACCOUNTING & ANALYSIS

Year & Semester:	I MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC103	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	appraise accounting principles	3	3	1	3	1
CO2	maintain subsidiary books	3	3	0	3	0
CO3	prepare balance sheet	3	3	0	3	0
CO4	analyze financial performance	3	3	0	3	0
CO5	examine asset valuation methods	3	3	0	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Introduction to accounting **10 hours**
 Importance, Objectives, Types, and Principles, Accounting Concepts and Conventions, Accounting Systems; Book Keeping, Overview of Accounting Standards and Limitations.

Unit-II: Final Accounts **10 hours**
 Accounting cycle, functions, Journal, ledger and subsidiary books -preparation 3-column cash book.

Unit-III: Rules & regulations of preparation of final accounts **8 hours**
Part A: **4 hours**

Guidelines for preparation of ledgers, trial balance and final accounts (simple problems).

Part B: **4 hours**

Preparation of Profit & Loss A/c & Balance Sheet. Formats of financial statements of under Indian Companies Act.

Unit-IV: Financial Analysis **10 hours**
 Analysis and interpretation of financial statements, 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 **10 hours**
 Accounting for inventory-different methods of valuation of closing stock. Accounting for Depreciation-Objectives-Importance-Limitations-Preparation of 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. SN Maheswari, Financial Accounting, Vikas, 2015.
5. Advanced Accounting, SP Jain, Kalyani Publications.

BUSINESS & TAX LAWS

Year & Semester:	I MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC104	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	evaluate contract laws	3	3	0	3	0
CO2	distinguish negotiable instruments	3	1	0	3	0
CO3	explain proceedings of Indian Companies Act	3	1	1	3	1
CO4	compute taxable income	3	3	1	3	0
CO5	outline salient features of GST Act	3	3	0	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Law of Contract

10 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.

Unit-II: Negotiable Instruments Act 1881

10 hours

Negotiable Instruments- Promissory Note – Cheques - Bill of Exchange, endorsements, Holder-Holder in due course, Discharge of Parties.

Unit-III: Companies Act, 1956

8 hours

Part A:

4 hours

Procedure for promotion, floatation, registration, and incorporation of the company as per Indian companies act

Part B:

4 hours

Powers, duties, & liabilities of directors, Agenda, notice, procedure for conduct of meetings, recording minutes & resolutions, resolution by circulation. Winding-up of a Company.

Unit-IV: Introduction to Income Tax

10 hours

Features of Income Tax Act: Computation of Gross Total Income, Deductions List U/S 80, Taxable Income and Computation of Tax, Provisions of TDS/TCS, Relevant Tax Slabs & Types of assesses & Status.

Unit-V: Introduction to GST & Related Laws

10 hours

Basic concepts & computations of GST.

References:

1. K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
2. Akhileshwar Pathak: Legal Aspects of Business, TMH, 5/e, 2016.
3. Ravinder Kumar “Legal Aspects of Business”, 3rd Edition Cengage Learning, 2017.
4. Kuchal: Business Law, Vikas, 2015.
5. S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.

STATISTICS FOR MANAGERS

Year & Semester:	I MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC105	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply the concepts of statistics to business	3	3	1	3	1
CO2	measure various averages and dispersion	3	3	0	3	0
CO3	draw charts, graphs, diagrams and compute correlation coefficient	3	3	0	3	0
CO4	Evaluate regression coefficients	3	3	0	3	0
CO5	Estimate sales trend under different methods	3	3	0	3	0
1- Weak, 2-Moderate & 3-Strong						

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

Functions of Statistics and Managerial Applications of Statistics, Measures of central Tendency- Mean, Median, Mode, Geometric Mean and harmonic Mean (to be practiced in lab also).

Unit – II: Measures of Dispersion **10 hours**

Range, Quartile deviation, Mean Deviation, Standard deviation and coefficient of variation, Measures of Skewness (to be practiced in lab also).

Unit – III: Frequency Tabulation and Correlation Analysis **8 hours**

Part A: **4 hours**

Data classification and tabulation: diagrammatic and graphical representation of data, graphs, frequency curves

Part B: **4 hours**

Correlation Analysis- types of correlation, coefficient of correlation, coefficient of determination (r^2) (to be practiced in lab also)

Unit – IV: Regression Analysis **10 hours**

Regression Analysis- techniques of fitting a regression line (to be practiced in lab also).

Unit – V: Time Series Analysis **10 hours**

Components of time series, Models of Time Series and methods of fitting a trend line to be practiced in lab also

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. Levine, Stephan, krehbiel, Berenson -Statistics for Managers using Microsoft Excel, PHI.
5. J. K Sharma, “Business Statistics”, 2015, 2nd Ed. Pearson.

BUSINESS ENVIRONMENT

Year & Semester:	I MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC106	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	interpret regulatory environment	3	3	1	3	1
CO2	assess economic policies	3	3	1	3	1
CO3	analyze capital markets	3	3	0	3	0
CO4	examine trade policies	3	3	0	3	0
CO5	summarize FEMA, EXIM and FDI	3	3	0	3	0
		1- Weak, 2-Moderate & 3-Strong				

Unit-I: Industrial Policy and Regulatory Structure **10 hours**
 Industrial Policy- Industrial Licensing Policy-Five Year Plan - Industrial Policy 1991, Small Scale Industries (SSI)-Industrial Finance- Foreign Direct Investment (FDI).

Unit-II: Economic Policies **10 hours**
 Budgets- Monetary & Fiscal Policy – Regulatory Promotional Bodies (RBI/SEBI)-Capital markets Reforms in various sectors.

Unit-III: Forms of Business Organisations: **8 hours**
Part A: **4 hours**
 Introduction to different forms of Business organisations-Sole Trader-Partnership-HUF- Cooperative Society.
Part B: **4 hours**
 Introduction to Joint Stock Companies(Private & Public Limited Companies) – Public Sector Under Takings- Departmental u/t, Public Corporations and Government Public Limited Companies.

Unit-IV: India’s Trade Policy **10 hours**
 Policy changes and Issues- sector wise trade policies: recent developments- GATT- WTO- agreements and implications.

Unit-V: EXIM policies & FEMA: India’s new EXIM policy **10 hours**
 Legal framework EXIM policy initiatives, FEMA – Multi-national companies and FDI.

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. D.F. Kuratka & T.V. Rao, “Entrepreneurship” Cengage Learning, 2012
4. A.C.Fernando “Business Environment”, 1st Edition-Pearson, 2015.
5. Business Environment, 3/e Shaikh Saleem, Pearson, 2017

STATISTICS FOR MANAGERS – PRACTICE

Year & Semester:	I MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC107	0	0	3	1.5	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	make use of MS Office Tools	3	3	0	0	0
CO2	Compute measures of central tendency and dispersion using Excel	3	3	0	0	0
CO3	analyze frequency tables to present data suitably	3	3	0	0	0
CO4	Determine correlation & regression coefficients	3	3	0	0	0
CO5	Test hypotheses through parametric and non parametric tests	3	3	0	3	3
1- Weak, 2-Moderate & 3-Strong						

Week 1-6:

W1: Hands on experience with MS-Office Tools- MS Word insert graphs, charts, diagrams, tables and images.

W2: Hands on experience with MS-Office Tools- MS Excel generate graphs, charts, diagrams and tables. Row-Column operations, Practice, sorting and functional keys.

W3: Hands on experience with MS-Office Tools- MS PPT design slides, graphs, charts, diagrams and tables. Manage slideshow.

W4: Hands on experience with MS-Office Tools- MS ACCESS develop forms with row-column operations and use of SQL commands.

W5: Hands on experience with MS-Office Tools- MS Excel generate graphs, charts, diagrams and tables. Row-Column operations, Practice, sorting and functional keys.

W6: Frequency Distribution, Cross Table Generation, Diagrams, charts, diagrams, histograms, frequency polygon, curve, percentile charts, 2D-3D representation.

Week 7-12:

W7: Testing Mean, Median, Mode, SD, MD, CE, COE, Correlation, Regression under different methods

W8: Regression under different methods

W9: Time Series Estimate & forecast trend with given data under different methods

W10: T test, z test, f test, chi, F-Distribution, Trend, Forecast, Z Distribution

W11: Practice Parametric Tests

W12: Non parametric tests

References:

1. MS Office Tool Kit & Manual
2. Glyn Davis & Branco Pecar, "Business Statistics using Excel", Oxford University Press, 2012.
3. D P Apte, "Statistical Tools for Managers Using MS Excel", Excel 2012
4. GC Beri, "Business Statistics" TMH, 2015

PROFESSIONAL COMMUNICATION SKILLS PRACTICE

Year & Semester:	I MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC108	0	0	3	1.5	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	communicate effectively	3	1	3	3	3
CO2	exhibit written communication skills	3	1	0	3	0
CO3	model appropriate business correspondence	3	1	0	1	0
CO4	prepare business project proposal	3	1	1	2	1
CO5	excel in professional and social etiquette	3	0	1	2	3
		1- Weak, 2-Moderate & 3-Strong				

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 précis & paragraph writing.

Unit-III: Business Communication & Correspondence **8 hours**
Part A: **4 hours**

Communication: Introduction, importance of oral & written business communication. Approaches to business messages, stages of writing business messages and practice exercises.

Part B: **4 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 **10 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 **10 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.

Text Books:

1. Practice Manual, developed by Dept of English & DMS, CMRIT, Hyderabad, 2018.
2. R. C Sharma and Krishna Mohan, Business Correspondence and Report Writing, 5th ed, McGraw hill, 2016.

References:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Lesikar: Basic Business Communication, TMH, 2015.
3. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015

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

FINANCIAL MANAGEMENT

Year & Semester:	I MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC201	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply finance fundamentals	3	3	1	3	0
CO2	evaluate finance mix	3	3	0	0	0
CO3	illustrate capital budgeting proposals	3	3	0	1	0
CO4	assess the value of a firm	3	3	1	1	0
CO5	Outline management of current assets	3	3	0	0	0
		1- Weak, 2-Moderate & 3-Strong				

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

Nature and Scope; Evolution of finance function – Objectives & Goals of financial management–Basic Valuation Models-PV-FV-TV-Annuity Models.

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

Components of Finance Mix- Measurement of Cost of Capital and Different types of Cost of Capital. Sources & Methods of Finance. Factors affecting Estimation of Capital Requirements.

Unit-III: Investment Mix **8 hours**

Part A: **4 hours**

Capital Budgeting Process-Methods of Evaluation of Capital Budgeting Projects using Pay Back Approach, Post Pay Back, Time Disparity, Life Disparity, Size Disparity, Discounted & Bailout Payback Period and ARR.

Part B: **4 hours**

Modern Techniques for Evaluation of Capital Budgeting Projects: NPV, Profitability Index, EPI, IRR, DIRR, MIRR and Modified IRR, EAC, and Terminal Value

Unit-IV: Value of Firm (Capital Structure & Dividend Theories) **10 hours**

Types of Leverages. Capital Structure Theories-EBIT-EPS Analysis. Dividend Theories & Policies and issues related equity shares

Unit-V: Management of Current Assets: **10 hours**

Working Capital Management & Estimation of Working Capital, Cash Management and Preparation of Cash and functional Budgets, Cash Control Techniques Determination of EOQ for Cash. Introduction to Receivables Management and Factoring.

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. Prasanna Chandra, “Financial Management Theory and Practice”, 9th Edition. TMH ,2017
4. Shashi K. Gupta, R.K. Sharma, “Financial Management” Kalyani Publishers ,2017

MARKETING MANAGEMENT

Year & Semester:	I MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC202	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply marketing concepts	3	3	3	3	3
CO2	analyze marketing environment	3	3	0	3	3
CO3	illustrate marketing mix	3	3	0	3	0
CO4	design distribution channels	3	3	0	3	0
CO5	build price and promotional strategies	3	3	3	3	1
		1- Weak, 2-Moderate & 3-Strong				

Unit-I: Introduction to Marketing Concepts **10 hours**

Concepts, Scope & Importance of Marketing, Marketing Environment, Strategies & Plans and Market Research.

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

Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Factors Influencing Consumer Behavior, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

Unit-III: Designing a Customer Driven Strategy **8 hours**

Part A: **4 hours**

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

Part B: **4 hours**

Market Targeting & Positioning –Selecting target markets, positioning maps, positioning strategy.

Unit-IV: Distribution Decisions, Promotion & Communication Strategies **10 hours**

Marketing Channels, Channel intermediates and functions, channel structure, channel alternatives and management decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

Unit-V: Pricing Decisions & Modern Marketing Practices **10 hours**

Importance of price, determinant of price, types of pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, postmodern marketing, market sustainability and ethics, Global marketing.

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. Rajan Saxena: Marketing Management, 4/e, TMH, 2015
4. Principles of Marketing, Kapoor, Neeru, PHI, 2014.

HUMAN RESOURCE MANAGEMENT

Year & Semester:	I MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC203	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply principles of human resources	3	0	3	3	3
CO2	develop human resource plan	3	3	3	3	1
CO3	assess performance levels	3	3	3	3	3
CO4	build suitable compensation schemes	3	3	3	3	0
CO5	adapt provisions of various labour laws	3	1	3	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Introduction of HRM

10 hours

Introduction, approaches, Trends & Challenges – High Performance Work System’s – Overview of Industrial Relations in India.

Unit-II: Recruitment and Placement

10 hours

Basics of Job Analysis – Job Description & Specification, HR Planning: Recruitment- Process – Forecasting – Sources. Selection – different methods of Tests and Interviews – Errors in Interviews.

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

8 hours

Part A:

4 hours

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

Part B:

4 hours

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

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 – Salient features of Workmen Compensation Act & Minimum Wages Act.

Unit-V: Employee Relation

10 hours

Labor Movement – Collective Bargaining Process – Trade Unionism-Grievances – Salient features & provisions of Industrial Disputes and Factories Act.

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.
4. Human Resource Management: A South-Asian Perspective, Tripathy, Cengage 2015.

PRODUCTION AND OPERATIONS MANAGEMENT

Year & Semester:	I MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC204	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	develop manufacturing systems	3	3	0	3	0
CO2	model product processes	3	3	0	3	3
CO3	analyze process design	3	3	0	3	3
CO4	design appropriate layout	3	3	0	3	0
CO5	prepare PPC schedules	3	3	0	0	0
		1- Weak, 2-Moderate & 3-Strong				

Unit-I: Introduction to Operations Management **10 hours**
 Systems Concept of Production, Types of Production Systems- Productivity, Strategies in production management- World Class Manufacturing.

Unit-II: Product Design and Analysis **10 hours**
 Product Design and Analysis, New product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design and Steps in Process Planning.

Unit-III: Process Design and Analysis **8 hours**
Part A: **4 hours**
 Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering-BPR.
Part B: **4 hours**
 Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.

Unit-IV: Plant Location & Plant Layout **10 hours**
 Factors Influencing Plant Location, Issues and challenges in Location. Plant layout - Principles, objectives & features of different types of Layouts.

Unit-V: Functions of PPC **10 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. B. Mahadevan, Operations Management: Theory and Practice, 3ed, Pearson, 2017.
4. Production and Operations Management, S. N. Chary, 5ed, Mcgraw hill, 2017.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Year & Semester:	I MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC205	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	develop IBFS using OR	3	3	0	1	0
CO2	identify non degenerate solutions	3	3	0	0	0
CO3	assess the strategic outcomes using DTA and game theory	3	3	0	1	2
CO4	appraise projects	3	3	0	3	1
CO5	solve LPP	3	3	0	0	0
		1- Weak, 2-Moderate & 3-Strong				

Unit-I: Nature and scope of Operations research **10 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 **10 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: **8 hours**

Part A: **4 hours**

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

Part B: **4 hours**

Game Theory: Game theory: Introduction, Two Person Zero Sum Games, Pure Strategies, Dominance Principle

Unit-IV: Network Analysis **10 hours**

Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing.

Unit-V: Linear Programming Method **10 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, 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. N.D.Vohra, Quantitative Techniques in Management, TMH, 2017.

ENTREPRENEURSHIP

Year & Semester:	I MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC206	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply entrepreneurship principles	3	0	3	3	3
CO2	analyze entrepreneurs' mindset	3	0	3	3	3
CO3	incubate innovative ideas	3	0	3	3	3
CO4	identify entrepreneurs' challenges	3	1	3	3	3
CO5	test the strategic viability	3	3	3	3	3
		1- Weak, 2-Moderate & 3-Strong				

Unit-I: Understanding Entrepreneurial Mindset **10 hours**
 Evolution & Approaches of entrepreneurship-Functions-Process approaches to entrepreneurship - Trends in entrepreneurship

Unit-II: The individual entrepreneurial mind-set and Personality **10 hours**
 Common Characteristics associated with entrepreneurs. Entrepreneurial-Stress-Ego-Motivations. Concept Corporate Entrepreneurship, Nature, & Mindset. Critical corporate entrepreneurship strategies.

Unit-III: Launching Entrepreneurial Ventures **8 hours**
Part A: **4 hours**
 Opportunities identification- Entrepreneurial Imagination and Creativity- Creativity & Innovation Process.

Part B: **4 hours**
 Methods to initiate Ventures- Creating New Ventures, Acquiring an Established Venture and Franchising.

Unit-IV: Legal challenges of Entrepreneurship **10 hours**
 Intellectual Property Protection: Patents-Types of Patent Applications, Copyrights Trademarks and Trade Secrets-Avoiding Trademark Pitfalls. Formulation of the entrepreneurial Plan- The challenges of new venture startups, Critical factors for new venture development- Evaluation Process-Feasibility Criteria Approach.

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. Policy initiatives in promoting entrepreneurship

References:

1. D F Kuratko and T V Rao "Entrepreneurship- A South-Asian Perspective "Cengage Learning, 2/e, 2015.
2. Arya Kumar "Entrepreneurship- creating and leading an entrepreneurial organization" Pearson 2016.
3. Robert Hisrich et al "Entrepreneurship" 7th e, TMH, 2016.

PROFESSIONAL MANAGERIAL SKILLS – PRACTICES

Year & Semester:	I MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC207	0	0	3	1.5	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	analyze the cases	3	3	3	3	3
CO2	recall the cases	3	0	0	1	0
CO3	evaluate solutions	3	3	3	3	3
CO4	demonstrate real-life situations	3	2	3	3	3
CO5	write cases	3	2	1	2	1
		1- Weak, 2-Moderate & 3-Strong				

Unit-I: Case Presentations (Cases, reflections, analysis, dimension and discussion) 10 hours

Case, Case Study, Caselet-skills acquired through a case study approach- case problem, case questions, Case interview. Case Reflections – Problems, Causes, Stories, Experiences, Case Analysis major evidences, clues, traps of the case. Case Cube dimensions: The start point, the types of case situations –, hypothesis-alternatives.

Unit-II: Group Discussion on CBA (Current Business Affairs) 10 hours

Unit-III: Role-Play (HR/Marketing/Finance/Production/R&D) Situation Skills 8 hours

Unit-IV: Business Best Practices-Contemporary Management Practices 10 hours

Balanced Score Card, Benchmarking, Career Planning, Competency Mapping, Capability Maturity Model, People Capability Maturity Model, Performance Management System, Six Sigma, Talent Management, Any other functional systems, policies, practices may also be considered for studying.

Unit-V: Seminar Presentation on Successful Entrepreneur 10 hours

Reference:

1. Learning with cases by Louise A Mauffette-Leenders, James A Erskine, Michiel R Leenders, Richard Ivey School of Business, The University of Western Ontario.
2. The Case Study handbook – how to read, discuss and write persuasively about cases by William Ellet, HBR Press.
3. Group Discussion: A Practical Guide to Participation and Leadership, ...By Kathryn Sue Young, Julia T. Wood, Gerald M. Phillips, Douglas J. Pedersen
4. Role-Playing Game Studies: Transmedia Foundations edited by Sebastian Deterding, José Zagal
5. Best Practices: Building Your Business With Customer-focused Solutions By R Hiebeler, T Kelly, C Kettelman
6. 129 Seminar Speaking Success TipsBy David R. Portney

FINANCIAL ANALYSIS & REPORTING – PRACTICE

Year & Semester:	I MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC208	0	0	3	1.5	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	Identify relationship among various components of financial statements	3	3	0	1	0
CO2	Construct financial statements	3	3	0	1	1
CO3	Illustrate techniques of protecting financial data	3	3	0	2	1
CO4	Generate customized financial report formats	3	3	1	1	1
CO5	Assess the performance of responsibility centers	3	3	1	1	2
		1- Weak, 2-Moderate & 3-Strong				

Week 1-12

- W1 Introducing Financial Statements.xls Worksheets
- W2 Adjusting the Trial Balance
- W3 Updating the Trial Balances Data Worksheet
- W4 Balance Sheet
- W5 Cash Flow, Income Statement
- W6 Protecting Financial Data
- W7 Printing and Mailing Financial Statements Reports
- W8 Balance Sheet Five-year Comparison Reports
- W9 Income Statement Five-year and Quarterly Comparison Reports\
- W10 Analyzing Financial Statements Using PivotTable and PivotChart Reports
- W11 Analyzing Financial Statements and Calculating the Ratio Analysis
- W12 Analyzing Profit Centers

References:

1. Bookkeeping Using Excel: How to Perform Bookkeeping and Financial Reporting Using Excel, Only Excel, and Nothing But Excel, Martin Mosfeldt, Martin Mosfeldt, 2012
2. Corporate Financial Analysis with Microsoft Excel, By Francis J. Clauss
3. Accounting Using Excel for Success, By James Reeve, Carl S. Warren, Jonathan Duchac

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

STRATEGIC MANAGEMENT

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC301	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	analyze environment using SWOT analysis	3	3	3	3	3
CO2	conduct strategic analysis using various tools	3	3	3	3	2
CO3	formulate strategies	3	3	3	3	2
CO4	develop global strategies	3	3	3	3	1
CO5	implement strategic plan	3	3	3	3	2
		1- Weak, 2-Moderate & 3-Strong				

Unit-I: Strategic Inputs **10 hours**
 Introduction to Strategic Management: Strategic Management and Competitiveness-Strategic Leaders-
 Strategic Management process- Environmental Scanning SWOT.

Unit-II: Tools & Techniques for Strategic Analysis **10 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 **8 hours**
Part A: **4 hours**
 Business level Strategies- Managing Strategic Relationships. Rivalry Dynamics- -Competitor Analysis-
 Drivers actions and Responses.

Part B: **4 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:

- Hitt & Ireland and Manikutty, "Strategic Management: A South Asian Perspective": Cengage Learning, 9e, 2016
- Strategic Management and Business Policy, Azhar Kazmi, 3ed, Mcgraw Hill, 2017.
- Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2017.

RESEARCH METHODOLOGY

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC302	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply principles of research methodology	3	3	1	2	1
CO2	design a business research plan	3	3	1	1	2
CO3	originate cross table data	3	3	0	1	0
CO4	implement scaling techniques	3	3	0	1	2
CO5	prepare a model report	3	3	1	2	2
		1- Weak, 2-Moderate & 3-Strong				

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.

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 **8 hours**

Part A: **4 hours**

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

Part B: **4 hours**

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

Unit-IV: Measurement of scaling Techniques **10 hours**

Classification & types of measurement of scales, types of measures characteristics/goodness of instruments/measurement of scales. Errors in measurement. Guidelines for deciding scales.

Unit-V: Report writing & Bibliography **10 hours**

Guidelines for report writing, format of a report, components of reports, types of reports. Rules for bibliography, Importance of Excel and SPSS in report writing.

References:

1. Research Methodology: Methods and Techniques. By C. R. Kothari & Gaurav, New Age International Publishers, 2018.
2. R.Pannerselvam -Research Methodology-, PHI, 2014.
3. Business research Methods -Donald R cooper, Pamela S Schindler, 10ed, Mcgraw hill, 2015.
4. William .G. Zikmund- Business Research Methods, 8ed, Cengage, 2016.
5. Business Research Methods, 2/e Naval Bajpai, Pearson, 2017.

DISASTER MANAGEMENT

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAOE301	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	analyze impact of disasters	3	3	1	3	0
CO2	choose suitable disaster management mechanism	3	3	2	3	3
CO3	Identify capacity building measure for risk mitigation	3	3	3	3	3
CO4	develop strategies to cope up with disasters	3	3	2	3	3
CO5	build disaster management plan	3	3	3	3	3
1- Weak, 2-Moderate & 3-Strong						

Unit-I Understanding Disaster

10 hours

Concept of Disaster - Different approaches- Concept of Risk - Levels of Disasters - Disaster Phenomena and Events (Global, national and regional).

Hazards and Vulnerabilities Natural and man-made hazards; response time, frequency and forewarning levels of different hazards - Characteristics and damage potential or natural hazards; hazard assessment - Dimensions of vulnerability factors; vulnerability assessment - Vulnerability and disaster risk - Vulnerabilities to flood and earthquake hazards.

Unit-II Disaster Management Mechanism:

10 hours

Concepts of risk management and crisis managements - Disaster Management Cycle - Response and Recovery - Development, Prevention, Mitigation and Preparedness - Planning for Relief.

Unit-III

8 hours

Part A:

4 hours

Capacity Building: Capacity Building: Concept - Structural and Nonstructural Measures Capacity Assessment; Strengthening Capacity for Reducing Risk - Counter-Disaster Resources and their utility in

Part B:

4 hours

Disaster Management: Legislative Support at the state and national levels.

Unit- IV

10 hours

Coping with Disaster: Coping Strategies; alternative adjustment processes – Changing Concepts of disaster management - Industrial Safety Plan; Safety norms and survival kits - Mass media and disaster management.

Unit-V

10 hours

Planning for disaster management: Strategies for disaster management planning - Steps for formulating a disaster risk reduction plan - Disaster management Act and Policy in India Organizational structure for disaster management in India - Preparation of state and district, Disaster management plans.

Textbooks:

1. Manual on Disaster Management, National Disaster Management, Agency Govt of India.
2. Disaster Management by Mrinalini Pandey Wiley 2014.
3. Disaster Science and Management by T. Bhattacharya, TMH, 2015.

References:

1. Earth and Atmospheric Disasters Management, N. Pandharinath, CK Rajan, BSP 2009.
2. National Disaster Management Plan, Ministry of Home affairs, Government of India.
(<http://www.ndma.gov.in/images/policyplan/dmplan/draftndmp.pdf>).

TOTAL QUALITY MANAGEMENT

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAOE302	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	adapt quality philosophy to real time business environment	3	3	3	3	3
CO2	interpret quality perceptions	3	3	3	3	3
CO3	improve quality using process reengineering methods	3	3	3	3	3
CO4	build quality benchmarks	3	3	3	3	3
CO5	relate ISO standards to products/processes	3	3	0	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Principles and Practices of TQM **10 hours**

Introduction - origin - Benefits of TQM- Quality leaders. - Deming Philosophy-Quality councils.

Unit-II: Customer Satisfaction and Quality **10 hours**

Customer perception of Quality-service Quality, -Customer Retention- Employee Involvement-Employee Survey-Empowerment-Gain Sharing-Performance Appraisal.

Unit-III: Continuous process Improvement **8 hours**

Part A: **4 hours**

The Juran trilogy, - The PDCA Cycle- Kaizen- process.

Part B: **4 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: Global TQM Practices **10 hours**

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

References:

1. Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2015
2. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
3. Poornima M charantimath Total Quality Management, Pearson Education, 2015
4. Kanishka Bedi: Quality Management, Oxford, 2015.

ENVIRONMENTAL SCIENCE

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAOE303	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	Identify the importance. Scope and role of ecosystem in our lives	3	1	3	3	1
CO2	Explore available resources in light of environmental protection	3	2	1	3	0
CO3	Outline bio-diversity and its relevance to ecological balance	3	2	1	3	0
CO4	Explain laws and legislations on environmental protection	3	1	0	3	0
CO5	Evaluate technologies for achieving sustainable development	3	1	0	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit I: Ecosystem

10 hours

Introduction to ecosystem: Definition, Scope and Importance; Classification of ecosystem; Structure and functions of ecosystem food chain food web, ecological energetic, eco-pyramids, carrying capacity; Biogeochemical cycles (Carbon and Nitrogen Cycles), flow of energy.

Unit II: Natural Resources

10 hours

Renewable and Non-renewable resources-Importance, uses, classification of natural resources and equitable use.

Unit III: Biodiversity

8 hours

Part A:

4 hours

Definition and levels of biodiversity: Values of biodiversity Bio- geographical classification of India; hot spots of biodiversity; India as a mega diversity nation; Threats to biodiversity; Endangered and endemic species of India.

Part B:

4 hours

Conservation of biodiversity: In-situ and Ex-situ conservation; Case studies.

Unit IV: Environmental Pollution & Control Technologies

10 hours

Types of environmental pollution; Air pollution, Water pollution, Noise pollution. Waste Management, Global Environmental Issues.

Unit V: Environmental Acts, EIA & Sustainable Development

10 hours

Legal frame work for Environment Protection-Sustainable development-causes & threats, strategies for achieving sustainable development; CDM and concept of green building, life cycle assessment(LCA); Ecological foot print. Role of Information Technology

Textbooks:

1. Environmental Science by Y. Anjaneyulu, B S Publications (2004).
2. Environmental studies by Rajagopalan R (2009), Oxford University Press, New Delhi.

References:

1. Environmental Science and Technology by M. Anji Reddy (2007), B.S Publications.
2. Environmental Studies by Anubha Kaushik (2006), 4th edition, New age International Publications

C PROGRAMMING

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAOE304	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	write simple programs using C language	3	3	0	0	0
CO2	design structured programs using functions	3	3	0	0	0
CO3	develop programs using arrays, strings and pointers	3	3	0	0	0
CO4	construct programs for heterogeneous data	3	3	0	0	0
CO5	implement various file operations in C programming	3	3	0	0	0
1- Weak, 2-Moderate & 3-Strong						

Unit - I: Introduction to Programming

10 hours

Introduction to components of a computer system - primary and secondary memory, processor, Input/output devices, operating system, compilers, creating, compiling and executing a program. Introduction to Algorithms: Representation of Algorithm/Pseudo code, Flowchart, Structure chart with examples, Program development steps.

Introduction to C Programming Language - identifiers, data types , variables , constants, Operators, Expression evaluation, precedence, Preprocessor commands, Conditional Branching and Loops: Writing and evaluation of conditions and consequent branching with if, if-else, switch-case, ternary operator, goto, Iteration with for, while, do-while loops.

Unit - II: Arrays and Functions

10 hours

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

Functions - Designing Structured Programs, Functions, user defined functions, Standard functions, Parameter passing in functions, Storage classes-auto, register, static, extern, recursion- recursive functions, differences between recursion and iteration, Simple programs, such as Finding Factorial, GCD, Fibonacci series etc., Limitations of recursion, example C programs.

Unit - III: Pointers and Strings

8 hours

Part A: Pointers:

4 hours

Idea of pointers , Defining pointers, pointers to pointers, Pointer Arithmetic, Accessing arrays using pointers, void pointer, Null pointer, Dangling Pointer, dynamic memory allocation functions.

Part B: Strings:

4 hours

Introduction to strings, handling strings as array of characters, basic string functions available in C (strlen, strcat, strcpy, strcmp, strstr, etc.), arrays of strings.

Unit - IV: Structures and Unions

10 hours

Structures - Defining structures, initializing structures, accessing structures, operations on structures, Nested structures, structures containing arrays, arrays of structures, structures and functions, self-referential structures, enum, typedef, saving memory using bit fields.

Unions - Defining unions, initializing unions, accessing unions, differences between Structures and unions, C programming examples.

Unit - V: File handling in C

10 hours

Files - Concept of a file ,Text and Binary files, Differences between text and binary files, File opening modes , Opening and Closing files, file input / output functions (standard library input / output functions for files), file status functions (error handling), Random access using fseek, ftell and rewind functions, C programming examples.

References :

1. Programming in ANSI C, E. Balaguruswamy, Tata McGraw Hill.
2. Programming in C. P. Dey and M Ghosh , 2nd Edition, Oxford University Press.

STARTUP MANAGEMENT

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE301	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	identify the scope for startups	3	3	3	3	3
CO2	develop startup ecosystems	3	3	3	3	3
CO3	formulate promotional strategies for new startups	3	3	3	3	3
CO4	model a product validation process	3	3	0	3	3
CO5	apply regulatory framework and scaling metrics	3	3	1	3	1
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Introduction to Start- up **10 hours**
 Entrepreneurship and Innovation, need & scope for start-ups, 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 **8 hours**
Part A: **4 hours**
 Idea Generation, opportunity/ identification and product selection, building big visions, potential measurement, Success & failure factors, Mission, Vision & Strategy.

Part B: **4 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**
 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 **10 hours**
 Business planning go to market strategies, born global & internationalization, scaling metrics (Key Performance Indicators), 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. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant, HPH 2017.
2. Entrepreneurship: New Venture Creation by David H.Holt, Cengage 2016.

INDIAN FINANCIAL SYSTEM

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE304	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	analyze financial system and Indian economy	3	3	2	3	2
CO2	identify various components and instruments in financial markets	3	1	0	3	2
CO3	illustrate performance of various financial institutions	3	3	0	3	0
CO4	compare various services provided by financial institutions	3	1	0	3	0
CO5	outline role and responsibilities of financial regulatory bodies	3	1	0	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit-I Indian Financial System 10 hours

Introduction to The Financial System and the Economy, Reforms in the Financial System.

Unit- II Financial Markets 10 hours

The Money Market- The Capital Market-The Primary Market- Disinvestment of Public Sector Undertakings-The Secondary Market-The Derivatives Market-The Debt Market-New Financial Instruments

Unit- III Financial Institutions 8 hours

Part A:

Development Financial Institutions-Banking and Non-Banking Institutions-

Part B:

Management of Non- Performing Assets -NPAs by Banks-Mutual Funds-Insurance **4 hours**

Unit-IV Financial Services 10 hours

Investment Banking-Depositories and Custodians-Credit Rating-Factoring -Forfaiting-Housing Finance-Leasing and Hire Purchase-Financial Inclusion and Microfinance.

Unit-V Financial Regulations 10 hours

Financial Regulations-Regulatory Promotional Bodies

References:

1. M.Y. Khan: Financial Services, TMH, 2016.
2. L.M. Bhole: Financial Institutions and Markets, TMH, 2016.
3. E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2017.
4. Pathak: Indian Financial Systems, Pearson, 2017.

RECRUITMENT, SELECTION & INDUCTION

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE307	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	Identify importance of recruitment	3	0	1	1	0
CO2	Illustrate the process of recruitment	3	3	3	3	3
CO3	Evaluate and price a job position	3	3	3	3	3
CO4	Implement various selection tests	3	3	3	3	3
CO5	Conduct different types of interviews	3	1	3	3	3
		1- Weak, 2-Moderate & 3-Strong				

Unit I: Introduction to Recruitment **10 hours**

How to make recruitment efforts succeed, Workers Expectations- Recruitment Sources, Proactive and reactive recruitment, Innovative recruitment sources, Electronic Recruitment, Electronic resumes, Career web sites, International electronic recruitment electronic Web sources.

Unit-II: Recruitment Process and Challenges **10 hours**

Job descriptions, Reviewing the application and résumé, Planning basic questions, Competency Based questions, Key competency category, competency based lead-ins, Generic/Key competency, Additional, Probing questions. Questioning techniques to avoid, Encourage applicant to talk, providing talk.

Unit-III: Job Analysis **8 hours**

Part-A **4 hours**

Job Description & Specification: Meaning, Objective, importance, methods of Job Description. Job Specification Formats for different positions in the organisation. Job enlargement, Job Enrichment.

Part-B **4 hours**

Job Evaluation & Pricing Modern Practices: Meaning, Objective, importance, methods of Job Evaluation. Factors influencing Job Evaluation.

Unit IV: Selection by Tests & Interviews **10 hours**

Selection by Tests: Objective, importance, methods, Types, and limitations in Tests

Selection by Interviews: Objective, importance, methods, Types, limitations and Challenges in Interviews

Unit-V Induction **10 hours**

Objective, importance, reasons, scope, methods, Types, and limitations involved in induction.

References:

1. Phillips: Strategic Staffing, Pearson, 2009.
2. Daine Arthur: Recruiting, Interviewing, Selecting & Orienting New Employee, PHI, 4/e, 2007.
3. Robert Edenborough: Assessment Methods in Recruitment, Selection and Performance, Kogan, 2006.
4. C. B. Mamoria, - Personnel management Himalaya Publishing House 2013.

CONSUMER BEHAVIOR

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE310	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	analyze consumer behavior.	3	3	1	3	3
CO2	assess consumer environment	3	3	0	3	3
CO3	measure consumer behavior	3	3	1	3	3
CO4	evaluate consumer decision making process	3	3	0	3	3
CO5	identify roots of consumerism and marketing ethics	3	3	2	3	1
		1- Weak, 2-Moderate & 3-Strong				

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.

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.

Unit-III: Consumer as an Individual **8 hours**

Part A: **4 hours**

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

Part B: **4 hours**

Consumer Learning and Information Processing.

Unit-IV: Consumer Decision Making Processes **10 hours**

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

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.

References:

1. David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, 7/e, 2017.
2. S. Ramesh kumar, Cases in Consumer Behaviour, Pearson, 2017.
3. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2015.

FAMILY BUSINESS MANAGEMENT

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE302	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	Illustrate theories of family business	3	3	3	3	3
CO2	Identify issues and challenges in business	3	3	2	3	2
CO3	Compare leadership, succession and continuity	3	3	3	3	3
CO4	Evaluate competitive advantage & lifecycle strategies	3	3	3	3	2
CO5	Assess organisation change and manage change	3	3	3	3	3
1- Weak, 2-Moderate & 3-Strong						

Unit - I: Introduction to Family Business **10 hours**

Family Business as a unique synthesis Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.

Unit - II: Ownership Challenges and Family Governance **10 hours**

Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

Unit - III: Successor Development **8 hours**

Part A: **4 hours**

Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence-

Part B: **4 hours**

CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

Unit - IV: Strategic Planning and Transgenerational Entrepreneurship **10 hours**

Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

Unit - V: The Future of Family Business **10 hours**

New Leaders of the Evolution - Three states of evolution- Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

References:

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 1997.
4. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth,
5. Profitability and Family Leadership, Palgrave Macmillan, 2011.

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE305	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	analyze investment environment	3	3	1	3	3
CO2	construct optimum portfolio	3	3	0	3	0
CO3	compare equity valuation models	3	3	0	3	0
CO4	choose different bond valuation methods	3	3	0	3	0
CO5	evaluate MFI portfolio	3	3	1	3	2
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Introduction to Investment Environment **10 hours**

Investment Management-Securities Trading and Settlement Mechanism - Concept of Portfolio Management- Theories of Portfolio Management- Efficient Frontier – Risk Return Trade Off

Unit-II: Portfolio Management **10 hours**

Markowitz Model for selection of Minimum Variance & optimum Portfolio Mix-2 and n security cases. Assumption, Uses & Limitation of SML & CML- Investor Equilibrium - APT -CAPM.

Unit-III: Types of Securities and Analysis **8 hours**

Part A: **4 hours**

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

Part B: **4 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 **10 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- convexity-Immunitization.

Unit-V: Measurement of Portfolio risk and return **10 hours**

Performance of Portfolio – Meaning – Models– Techniques of Portfolio revision. Investment PortfolioManagement 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, 2017.
2. Donald E, Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management 2016.
3. Prasanna Chandra, Investment Analysis and Portfolio Management, Mc Graw Hill 2015.
4. Security Analysis and Portfolio Management, Kevin, PHI, 2016.

LEARNING, TRAINING AND DEVELOPMENT

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE308	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply theories of learning	3	0	3	3	3
CO2	design a strategic training programme	3	3	3	3	3
CO3	appraise different methods of training	3	3	3	3	3
CO4	assess effectiveness of EDP/MDP	3	3	3	3	3
CO5	analyze career development issues	3	1	3	3	3
1- Weak, 2-Moderate & 3-Strong						

Unit - I: Introduction to learning **10 hours**
 Concepts of Learning, Phases in Learning, Learning theories - 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.

Unit - III: Training methods **8 hours**
Part A: **4 hours**
 Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training.

Part B: **4 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.

References:

1. Raymond A Noe, Employee Training and Development, McGraw Hill, 2015.
2. Rolf Lynton, Uday Pareek, Training for Development, Sage, 2015.
3. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2015.
4. Jean Barbazette - Training Needs Assessment: Methods, Tools, and Techniques- Wiley, 2014

RETAILING MANAGEMENT

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE311	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	identify trends in Indian retail markets	3	3	1	3	1
CO2	evaluate shopping environment in cultural context	3	3	2	3	1
CO3	apply various retail functions in real life situations	3	3	2	3	3
CO4	analyze retail logistics	3	3	0	3	3
CO5	assess buyers behavior and merchandise assortment plans	3	3	1	3	1
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Introduction to Retail Management **10 hours**

Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

Unit-II: Understanding Shoppers & Shopping **10 hours**

Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

Unit-III: Delivering Value through Retail Functions **8 hours**

Part A: **4 hours**

Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice.

Part B: **4 hours**

The competitive market place, Marketing Structure, the demand side of retailing, non-price decisions, types of competition, evolution of retail competition, future changes in retail competition.

Unit-IV: Pricing & Supply Chain Management **10 hours**

Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

Unit-V: Retail Buying & Managing Retail Operations **10 hours**

Objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, buyer-responsibilities, merchandising & assortment plans merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers.

References:

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
2. Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2015.
3. Suja Nair, Retail Management, Himalaya Publication House, 2012.
4. Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015.

MSME & MANAGEMENT OF NGOS

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE303	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	interpret SME environment	3	3	1	3	1
CO2	choose appropriate methods of project finance	3	3	0	3	2
CO3	analyze MSME revival policies	3	3	0	3	1
CO4	illustrate management of NGOs	3	3	0	3	1
CO5	assess strategies of financing social enterprises	3	3	3	3	1
1- Weak, 2-Moderate & 3-Strong						

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 –, Entrepreneurial guidance bureau –Approaching Institutions for assistance.

Unit-III: Management of MSE: Management of Product Line 8 hours

Part A: 4 hours

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

Part B: 4 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: Introduction to NGOs 10 hours

Concept of NGOs-Government Schemes for NGOs -Advocacy and Social Mobilization-leadership and governance of NGOs. Strategy, Structures and Systems of NGOs Mobilizing and Managing Financial Resources-Foreign Contribution Regulatory Act (FCRA).

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, Micro Financing Industry today- Role of NABARD

References:

1. Small Business Entrepreneurship: Paul Burns & Jim Dew hunt, palgrave macmillan publishers.2015 edition.
2. Philip smith & Eric Thurman, A Billion Bootstraps: Microcredit, Barefoot banking, McGraw Hill Publication, 2016.
3. K.G. Karnakar, Microfinance in India, Sage 2017.

FINANCIAL DERIVATIVES

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE306	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	illustrate scope and evils of derivatives	3	1	0	3	0
CO2	apply mechanics of trading in futures & forward markets	3	3	2	3	2
CO3	evaluate an option and implement hedging strategies	3	3	0	3	0
CO4	classify commodities market derivatives and exchanges	3	1	0	3	0
CO5	assess swaps in light of risk minimization	3	2	0	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit-I Introduction to Derivatives

10 hours

Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

Unit-II Future and Forward Market

10 hours

Structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

Unit-III Introduction to Options

8 hours

Part A:

4 hours

Options – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

Part B:

4 hours

Basic Option Strategies, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

Unit-IV Commodity Market Derivatives

10 hours

Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer : M.Ranganatham & R.Madhumathi)

Unit-V Swaps

10 hours

Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

References:

1. John C Hull: Options, Futures and other derivatives, Pearson, 2017.
2. Gupta: Financial Derivatives, PHI 2014.
3. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2016.
4. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2017.
5. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2013.

COMPENSATION AND REWARD MANAGEMENT

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE309	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	identify pay model strategy	3	3	3	3	3
CO2	assess competitiveness and design pay mix	3	2	2	3	1
CO3	appraise benefits determination process	3	2	2	3	1
CO4	classify special groups compensation	3	2	2	3	1
CO5	outline legal provisions for pay fixation	3	1	1	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit-I The Pay Model Strategy

10 hours

The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures.

Unit-II Defining Competitiveness

10 hours

Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans.

Unit-III Performance Appraisals

8 hours

Part A:

Benefits Determination Process, statutory Benefits including Health care.

4 hours

Part B:

Employee welfare and Retirement Benefits.

4 hours

Unit-IV Compensation of Special Groups

10 hours

Union role in wage and Salary administration. International pay systems.

Unit-V Government and legal issues in compensation

10 hours

Public sector pay Management: Making it work.

References:

1. George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH, 2015.
2. B D Singh “Compensation and Reward Management” Excel books,2012
3. Joseph J.Martocchio “Strategic Compensation” Pearson, 2012.
4. Kanchan Bhatia “Compensation Management” Himalaya, 2012.
5. Henderson “Compensation Management in a Knowledge Based World” 3e, Pearson, 2012.
6. Michale Armstrong” Employee Reward” University Press, 2012.

SERVICES MARKETING

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPE312	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	classify marketing of services	3	0	3	3	3
CO2	identify consumer attitude	3	3	3	3	2
CO3	illustrate innovative services	3	0	3	3	0
CO4	classify deliverables in service	3	1	1	3	3
CO5	appreciate services mix	3	1	1	3	1
1- Weak, 2-Moderate & 3-Strong						

Unit- I: Introduction to Services Marketing **10 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 **10 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 **8 hours**

Part A: **4 hours**
Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development.

Part B: **4 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.
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.

COMPUTER APPLICATIONS TO BUSINESS – LAB

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPC303	0	1	2	2	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	illustrate Database system concepts	3	3	1	1	1
CO2	make use of PL/SQL commands.	3	3	0	0	0
CO3	analyze various DML and DDL commands	3	3	0	0	0
CO4	construct ER diagrams with its characteristics	3	3	0	0	0
CO5	demonstrate various applications of DBMS	3	3	1	1	1
1- Weak, 2-Moderate & 3-Strong						

Unit – I: Introduction to Database Concepts

Week 1-2

Introduction - data, database, DBMS, Database users and administrators, history of database systems, types of databases; Introduction to Data Warehousing and Data Mining.

Unit – II: Introduction to PL/SQL

Week 3-4

Definition of SQL, Rules; SQL data types, SQL commands and types views, joins, Constraints, operators, indexes, functions.

Unit – III: Practicing DDL and DML commands

Week 5-8

Part- A:

DDL commands: Creating Tables, Assigning: Primary, Foreign, Super and Candidate keys, Altering and Dropping tables.

Part- B:

DML commands: Insert, Select, Update, Delete of tables.

Unit – IV: Introduction to ER diagrams

Week 9-10

Identifying entities, attributes, keys, Relationship between entities, cardinalities, generalization, specialization, ER- entity relationship diagrams, design of E-R Schema, E- R Schema to tables.

Unit V: Case Studies

Week 11-12

Reservation system; Hotel Management system; Hospital Management system; Library Management system; Banking systems.

Text Books:

1. Database management systems, Raghurama Krishnan, TMH 3rd Edition.
2. Database system concepts, Silberschatz, Korth, TMH, 5th Edition.

References:

1. Database Systems using oracle: A simplified guide to SQL and PL/SQL,Shah,PHI

FIELD WORK / SUMMER INTERNSHIP – PRACTICE

Year & Semester:	II MBA I Semester	L	T	P	C	
Subject Code:	20MBAPR301	0	0	0	2	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	analyze employee and employer psychology at workplace	3	3	3	3	3
CO2	identify managerial skills required at the job	3	3	2	3	1
CO3	apply professional management and administration	3	3	3	3	3
CO4	interpret managerial responsibilities and ethics in practice	3	3	3	3	3
CO5	familiarize various functional processes	3	3	3	1	3
		1- Weak, 2-Moderate & 3-Strong				

Students are expected to observe following practices in the industry/organisation in which they secure permission to undergo internship programme during summer vacation:

- management functions
- behavior, culture, climate
- functional domain knowledge
- processes and systems
- external and internal environment impact on the organization.

The student has to follow the below detailed procedure for successful completion of summer internship in any company approved by the respective department:

- Step 1: Request Letter/ Email from the department/college should go to industry.
- Step 2: Industry will confirm the training slots and the number of seats allocated for internships via Confirmation Letter/ Email.
- Step 3: Students on joining Training at the concerned Industry / Organization, submit the Joining Report/ Letters / Email.
- Step 4: Students undergo industrial training at the concerned Industry / Organization.
- Step 5: Students will submit training report after completion of internship.
- Step 6: Training Certificate to be obtained from industry.
- Step 7: List of students who have completed their internship successfully will be issued by department/college.

Note: The students should do the internship during the summer break. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department for the Power point (PPT) presentation for evaluation along with Semester end examinations. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.

References:

1. Journals: Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.
2. Company Websites

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

BUSINESS ETHICS & CORPORATE GOVERNANCE

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC401	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	relate ethics in governance	3	0	3	3	3
CO2	apply ethics in career	3	0	3	3	3
CO3	build ethical cybernetics	3	2	3	3	3
CO4	evaluate governance practices	3	1	3	3	3
CO5	develop transparent governance	3	1	3	3	3
1- Weak, 2-Moderate & 3-Strong						

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.

Unit-II: Professional Ethics **10 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.

Unit-III: Cybercrimes and cyber Terrorism **8 hours**

Part A: **4 hours**

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

Part B: **4 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.

References:

1. A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2015.
2. C.S.V.Murthy: Business Ethics, Himalaya Publishing House, 2017.
3. N.Balasubramanian: Corporate Governance and Stewardship, TMH, 2015.

ERP & MIS

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPC402	3	1	0	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	classify information systems	3	3	1	3	2
CO2	illustrate ERP	3	3	0	1	1
CO3	assess MIS	3	3	1	1	3
CO4	build information system	3	3	1	1	3
CO5	interpret cyber crimes	3	3	3	3	1
1- Weak, 2-Moderate & 3-Strong						

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.

Unit-II: Business Applications of Information Systems: **10 hours**
 E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

Unit-III: Management of IS: **8 hours**
Part A: **4 hours**
 Information system planning, system acquisition, systems implementation,
Part B: **4 hours**
 Evaluation & maintenance of IS, IS Security and Control.

Unit-IV: Building of Information Systems: **10 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.

Unit-V: Introduction to Cyber Crime: **10 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. Jawadkar, MIS Text and Cases, TMH, 2012.

R-PROGRAMMING

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAOE401	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	explain concepts of R programming	3	3	0	0	0
CO2	illustrate structure of R programming	3	3	0	0	0
CO3	implement math functions and simulations in R programming	3	3	0	0	0
CO4	draw graphs using R programming	3	3	0	0	0
CO5	solve probability distribution problems through R programming	3	3	0	0	0
1- Weak, 2-Moderate & 3-Strong						

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 **10 hours**

Control Statements, Loops, - Looping Over non vector 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 **8 hours**

Part A: **4 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: **4 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 **10 hours**

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

Unit – V Probability Distributions **10 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,

References:

1. R Cookbook, PaulTeetor, Oreilly.
2. R in Action,Rob Kabacoff, Manning
3. The Art of R Programming, Norman Matloff, Cengage Learning

BUSINESS ANALYTICS

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAOE402	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	explain concepts of business analytics	3	3	0	3	1
CO2	illustrate descriptive analytics	3	3	0	1	0
CO3	compare predictive and prescriptive analytics	3	3	0	0	0
CO4	identify the applications of DWDM	3	3	0	0	3
CO5	analyze importance of big data applications to business	3	3	1	3	3
1- Weak, 2-Moderate & 3-Strong						

Unit I: Introduction to Business Analytics **10 hours**
 Benefits of Business Analytics, Types of Data Structures, Application areas of Business Analytics, Analytical methods and models

Unit II: Descriptive Analytics: **10 hours**
 Data Visualization, Visualization tools in Excel, Other data visualization tools, Descriptive statistics in Excel, Statistical inference – Hypothesis testing, Analysis of Variance (ANOVA), Chi Square test for independence

Unit III: Types of Analytics **8 hours**
Part-A: Predictive Analytics: **4 hours**
 Trend lines and Regression Analysis, Forecasting Techniques, Monte Carlo simulation – Concept, Usage in Excel

Part-B: Prescriptive Analytics: **4 hours**
 Linear Optimization – Concept, Applications, Integer Optimization, Solver in Excel

Unit IV: Data Warehousing & Mining **10 hours**
 Concept of DWDM – Classification, Clustering, Association Mining, Market Basket Analysis

Unit V: Big Data **10 hours**
 Concept of Big Data, Significance & Business Applications of Big Data

References

1. James Evans, Business Analytics, 2e, Pearson, 2017.
2. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning.
3. Thomas Eri, Wajid Khattack & Paul Buhler : Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015
4. Akil Maheswari: Big Data, Upskill ahead by Tata McGraw Hill, New Delhi, 2016
5. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

NON-CONVENTIONAL ENERGY SOURCES

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAOE403	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	analyze global and national energy scenarios	3	2	1	3	1
CO2	illustrate the various solar energy systems	3	1	0	3	0
CO3	demonstrate the aspects related to wind energy power plants	3	1	0	3	0
CO4	build the power plants using bio gas	3	0	0	3	3
CO5	estimate the power generation in hydroelectric plants	3	3	1	3	3
		1- Weak, 2-Moderate & 3-Strong				

Unit-I Global and National Energy Scenario

10 hours

Over view of conventional & renewable energy sources, need & development of renewable energy sources, types of renewable energy systems, Future of Energy Use, Global and Indian Energy scenario, Renewable and Non-renewable Energy sources, Energy for sustainable development, Potential of renewable energy sources, renewable electricity and key elements, Global climate change, CO₂ reduction potential of renewable energy- concept of Hybrid systems.

Unit-II Solar Energy

10 hours

Solar energy system, Solar Radiation, Availability, Measurement and Estimation, Solar Thermal Conversion Devices and Storage, Applications Solar Photovoltaic Conversion solar photovoltaic, solar thermal, applications of solar energy systems.

Unit-III

8 hours

Part-A: Wind Energy:

4 hours

Wind Energy Conversion, Potential, Wind energy potential measurement, Site selection, Types of wind turbines, Wind farms, wind Generation and Control. Nature of the wind, power in the wind, factors influencing wind, wind data and energy estimation, wind speed monitoring, classification of wind, characteristics, applications of wind turbines, offshore wind energy.

Part-B: Hybrid systems:

4 hours

wind resource assessment, Betz limit, site selection, wind energy conversion devices. Wind mill component design, economics and demand side management, energy wheeling, and energy banking concepts. Safety and environmental aspects, wind energy potential and installation in India.

Unit-IV Biogas

10 hours

Properties of biogas (Calorific value and composition), biogas plant technology and status, Bio energy system, design and constructional features. Biomass resources and their classification, Biomass conversion processes, Thermo chemical conversion, direct combustion, biomass gasification, pyrolysis and liquefaction, biochemical conversion, anaerobic digestion, types of biogas Plants, applications.

Unit-V Hydel Energy

10 hours

Small hydro Power Plant - Importance of small hydro power plants and their Elements, types of turbines for small hydro, estimation of primary and secondary power.

References:

1. Non-Conventional Energy Sources by G.D Rai.
2. Twidell, J.W. and Weir, A., Renewable Energy Sources, EFN Spon Ltd., 1986.

PROJECT MANAGEMENT

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAOE404	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	build project teams and organization culture	3	3	3	3	3
CO2	design appropriate project plan	3	3	0	3	3
CO3	execute projects	3	3	0	3	3
CO4	lead projects with teams	3	3	0	3	3
CO5	evaluate project performance	3	3	3	3	3
		1- Weak, 2-Moderate & 3-Strong				

Unit -I: 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, formation 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: **8 hours**

Part A: **4 hours**

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

Part B: **4 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. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015

ENTREPRENEURIAL FINANCE & MARKETING

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE401	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	explain methods of financing entrepreneurs	3	0	1	3	0
CO2	illustrate venture valuation and finance mix	3	3	3	3	1
CO3	identify techniques of financing	3	0	1	3	0
CO4	assess growth strategies	3	3	1	3	1
CO5	build marketing strategies	3	3	3	3	1
1- Weak, 2-Moderate & 3-Strong						

Unit - I: Finance for Entrepreneurs: **10 hours**
 Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance-. Developing Business Idea, Business Model. Screening venture opportunities: Profitability considerations, Financial Plans and Projections. Using Financial Statements. Break Even Analysis. Operational and financial performance.

Unit - II: Financial Planning: **10 hours**
 Financial Planning throughout the Venture’s life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of capital:
Venture Valuation: Valuation of Ventures, Basic Mechanics of valuation, DCF Valuation, Accounting Vs Equity Valuation.

Unit – III: Financing for the Growing Venture: **8 hours**
Part A: **4 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: **4 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. Identifying entrepreneurial marketing opportunities, market research, demand forecasting-Growth Strategies and Models:

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. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
4. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.

MANAGEMENT ACCOUNTING

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE404	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	demonstrate cost elements	3	2	1	3	0
CO2	apply techniques of costing	3	2	1	3	2
CO3	make use of marginal costing for effective decision making	3	3	3	3	2
CO4	interpret various budgeting techniques	3	3	1	3	0
CO5	summarize statement sources and uses of funds	3	3	0	3	0
		1- Weak, 2-Moderate & 3-Strong				

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: 8 hours

Part A: 4 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: 4 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. S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New, 2016.
2. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New, 4/e, 2017.
3. Manash Gupta, Cost Accounting Principles and Practice, Pearson Education, 2016.

MANAGEMENT OF INDUSTRIAL RELATIONS

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE407	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	adapt provisions of IR policies of any economy	3	2	3	3	1
CO2	analyze collective bargaining methods	3	2	3	3	1
CO3	illustrate types and levels of tripartism	3	0	3	3	1
CO4	make use of labor laws for healthy HR relations	3	1	3	3	1
CO5	assess dispute settlement and redressal mechanism	3	1	3	3	1
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Industrial Relations

10 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

10 hours

Nature and legal framework of collective bargaining – Levels of Bargaining and Agreements- Change in the Labour-management relations in the post-liberalized 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

8 hours

Part A:

4 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

10 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

10 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, 2015.
2. Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2014.
3. Arun Monappa: Industrial Relations, TMH, 2016.
4. B D Singh: Industrial Relations & Labour Laws, Excel, 2016.

DIGITAL MARKETING

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE410	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	illustrate digital marketing	3	0	0	3	0
CO2	select distribution channels	3	1	1	3	3
CO3	develop a strategic plan	3	3	3	3	3
CO4	classify appropriate search engines	3	1	0	3	0
CO5	analyze social media marketing	3	2	1	3	2
1- Weak, 2-Moderate & 3-Strong						

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 **10 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 **8 hours**

Part A: **4 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: **4 hours**

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

Unit - IV: Search Engine Marketing and Online Advertising **10 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 **10 hours**

Understanding Social Media, Social Networking with Face book, 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. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
4. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

WTO & IPR

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE402	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	compare GATT & WTO agreements	3	0	0	3	0
CO2	illustrate WTO conventions	3	1	0	3	0
CO3	identify legal frame work for patents	3	1	1	3	0
CO4	distinguish designs & GIS	3	1	0	3	3
CO5	differentiate trademarks and copy rights	3	0	0	3	1
1- Weak, 2-Moderate & 3-Strong						

Unit -I: Introduction to GATT Eighth Round

10 hours

Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration – WTO Agreements including TRIPS & TRIMS.

Unit –II WIPO

10 hours

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

Unit –III

8 hours

Part-A:

4 hours

IPR-1 Patents: Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions

Part-B:

4 hours

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 -IV: IPR – 2

10 hours

Designs and Geographical Indication (GI) – Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

Unit -V: IPR-3

10 hours

Trademarks and Copy rights: 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.

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. Surendra Bhandari- World Trade Organisation (WTO) and Developing Countries- Vikas Publishing House

CORPORATE RESTRUCTURING & VALUATION

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE405	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	illustrate the process of corporate valuation	3	0	3	3	0
CO2	identify suitable M&A strategies	3	3	1	3	1
CO3	assess mergers and acquisitions under various methods	3	3	2	3	1
CO4	conduct EBIT-EPS analysis for enterprises	3	3	0	3	0
CO5	predict different types of takeovers	3	0	0	3	0
1- Weak, 2-Moderate & 3-Strong						

Unit-I: Strategy Formulation

10 hours

Financial Strategy for Capital Structure- Strategy for Shareholders Value Maximization - Market to Book Value – Economic Value Added

Unit-II: Merger and Acquisition Strategy

10 hours

Merger Process - Corporate restructuring – Types of Business Combinations – Motives and Benefits of Mergers and Acquisitions - Legal Framework –Strategies in Mergers and Acquisitions – Human Capital Synergies (Theory only)

Unit-III:

8 hours

Part A:

4 hours

Cross border acquisitions, Financing of mergers, Leveraged Buy-outs, Management Buy-Outs - Impact of Mergers and Acquisitions on Stakeholders.

Part B:

4 hours

Causes for Failure of Mergers and Acquisitions (Theory only)

Unit-IV: Financial Implication of Mergers and Acquisitions

10 hours

Significance of share exchange ratio – Significance of P/E ratio and EPS analysis.

Unit-V: Takeovers

10 hours

Introduction – kinds of takeovers – motives behind takeovers – Defensive Strategies-Sell offs- Spin offs – Buybacks - Golden Parachutes – Green Mails – Poison Pills – White knights - Financial Implications – SEBI guidelines for Takeovers (Theory only)

References:

1. Prasanna Chandra, *Financial Management*, Tata McGraw Hill, New Delhi, 2017.
2. J.C. Van Horn, *Financial Management*, Pearson Education, New Delhi, 2018.
3. Marshal Bansal, *Financial Engineering* Prentice Hall, New Delhi, 2015.
4. P. N. Khandawalla, *Corporate Turnarounds, Mergers, Restructuring & Corporate Control*, Weston et al, New Delhi, 2015.
5. I.M.Pandey, *Financial Management*, Vikas Publishers, New Delhi, 2015

PERFORMANCE MANAGEMENT SYSTEMS

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE408	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	identify process of PMS	3	0	3	3	3
CO2	appraise the performance parameters	3	3	3	3	0
CO3	assess employee performance	3	3	3	3	1
CO4	analyze legal issues in pay fixation	3	1	1	3	0
CO5	adapt best practices in performance management	3	2	3	3	3
1- Weak, 2-Moderate & 3-Strong						

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

8 hours

Part A:

4 hours

Performance Management Skills, performance Management Framework, Employee Assessment system

Part B:

4 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 2015.
2. Herman Aguinis, Performance management, 3e, Pearson, 2014.
3. A S Kohli, T. Deb, Performance Management, Oxford Higher Education, 2016.
4. Prem Chadha, Performance Management, Macmillan, 2016.

ADVERTISING, SALES PROMOTION & DISTRIBUTION MANAGEMENT

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE411	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	illustrate various advertising methods	3	0	3	3	0
CO2	identify appropriate media for advertising effectiveness	3	3	1	3	1
CO3	develop a sales management plan	3	3	0	3	3
CO4	apply promotion mix strategies	3	3	3	3	3
CO5	design a suitable distribution channel	3	3	3	3	3
		1- Weak, 2-Moderate & 3-Strong				

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 and 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: **8 hours**
Part A: **4 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: **4 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: **10 hours**
 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. S.D.Sharma , Sales and Distribution Management, 3e, OPU,2017.
2. Krishna Havaladar, Sales and Distribution Management, 2e, Mcgraw hill,2017

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE403	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	elaborate creativity	3	0	3	3	0
CO2	identify techniques of creativity	3	0	0	3	0
CO3	assess creative intelligence	3	1	3	3	3
CO4	evaluate innovations	3	1	3	3	3
CO5	analyze perspectives of innovation	3	1	1	3	1
		1- Weak, 2-Moderate & 3-Strong				

Unit - I: The Creativity Phenomenon

10 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

8 hours

Part A:

4 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. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
2. Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
3. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.

GLOBAL FINANCIAL MANAGEMENT

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE406	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	demonstrate international business methods	3	0	0	3	1
CO2	explain various components of international funds flow	3	1	0	3	0
CO3	illustrate structure and functions of Forex market	3	0	0	3	1
CO4	identify factors influencing Forex rate movement	3	1	1	3	0
CO5	interpret IFM functions	3	0	0	3	1
1- Weak, 2-Moderate & 3-Strong						

Unit-I International Financial Management

10 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

8 hours

Part A:

4 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:

4

hours

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

Unit-IV Exchange Rates

10 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

10 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. P.G.Apte: International Financial Management, TMH 2015.

GLOBAL HUMAN RESOURCES MANAGEMENT

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE409	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	apply basics of IHRM	3	0	3	3	0
CO2	appraise IHRM practices	3	0	3	3	0
CO3	perceive virtual organization	3	0	3	3	3
CO4	illustrate HR models	3	1	0	3	1
CO5	assess impact of global issues	3	0	3	3	1
1- Weak, 2-Moderate & 3-Strong						

Unit – I Introduction to IHRM

10 hours

Basics of IHRM Importance - Domestic HRM and IRHM, Over view of International HR activities- IHR functions - 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.

Unit – III Managing HRM in Virtual Organization

8 hours

Part A:

4 hours

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

Part B:

4 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

10 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. Edwards - International HRM, Pearson Education,2017.
2. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
3. Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007

GLOBAL MARKETING MANAGEMENT

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPE412	3	0	0	3	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	illustrate international marketing	3	0	0	3	0
CO2	identify & scan global market environment	3	3	3	3	1
CO3	assess global market opportunities	3	3	3	3	1
CO4	list global marketing strategies	3	0	0	3	0
CO5	select global marketing channels	3	3	1	3	2
1- Weak, 2-Moderate & 3-Strong						

Unit-I Introduction to International Marketing **10 hours**

Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets.

Unit-II Environment of Global Markets **10 hours**

Types: Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Unit-III Assessing Global Market Opportunities **8 hours**

Part A:

4 hours

Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets

Part B:

4 hours

International Trade Agreements, World Market Stages.

Unit-IV Developing Global Market strategies **10 hours**

Segmentation product & services decisions for consumers and Business: Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Unit-V Implementing Global marketing strategies **10 hours**

Negotiation with customers and selection method, E- Marketing channels organization & controlling of the global marketing programme.

References:

1. Philip R. Cateora, John L. Graham, Prashant Salwan, International Marketing -17th edition-TMH-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.

PROJECT

Year & Semester:	II MBA II Semester	L	T	P	C	
Subject Code:	20MBAPR401	0	0	8	4	
CO	CO Statement	CO-PO Mapping				
		PO1	PO2	PO3	PO4	PO5
CO1	identify problem and formulate hypotheses	3	3	3	3	2
CO2	develop and canvass questionnaire with suitable scale	3	3	3	3	3
CO3	originate cross tables for data	3	3	0	2	1
CO4	conduct tests and draw inferences	3	3	3	3	3
CO5	prepare and present a project report	3	3	3	3	2
1- Weak, 2-Moderate & 3-Strong						

Part-A (III semester):

Selection of topic, approval, registration & initialization of work followed by completion of chapter-1, ii & iii

Part- B (IV semester):

Finalization of work by completing chapter-IV, V & VI followed by plagiarism check submission of report after i mid exam of iv semester main project evaluation in two stages: first stage is plagiarism check followed by second stage viva voce examination

The main project report should be organized as detailed below:

Chapter-1: Project report-an overview:

Introduction-selection of the topic-procedure for selecting the topic/subject-preparation of project synopsis- organization of the report. a brief introduction, title, research plan, review of literature, problem, scope & period of study, research gaps, research enquiry through questionnaire, general & tested objectives of the study, tested hypotheses, limitations and chapterization

Chapter-2: Conducting primary & secondary research:

Types and methods of data collection- Sources of primary data- Sources of secondary Data-Questionnaire Construction Steps

Chapter-3: Physical presentation of the report:

Guidelines for Report Presentation-Title Fly-Title Page-Letter of transmittal and Authorization-Acknowledgements-Glossary of Terms-Abbreviations-Table of Contents- Table of Charts and illustrations.

Chapter-4: Steps in report writing process:

Approaches to write a report- Size of Report- Steps in writing the Report- Visual aspects of the Report-Typing the Report-Final remarks. Plagiarism Check for final submission of report

Chapter-5: Documentation & bibliography:

Guidelines for getting Information-Guidelines for recording Information-Preparation of Footnotes-Preparation of Bibliography- Typical Examples of Project Synopsis-Sample project reports.

References:

1. Guidelines for Preparing Project Reports By Richard Brooks.
2. Project and Report Writing By Institute of Leadership & Management.
3. A Guide to the Project Management Body of Knowledge: PMBOK Guide.
4. The Project Management Institute Project Management Handbook.
5. The Postgraduate Research Handbook: Succeed with Your MBA, MPhil, EdD and PhD.