

ACADEMIC REGULATIONS (R22)
COURSE STRUCTURE AND DETAILED SYLLABUS
(CHOICE BASED CREDIT SYSTEM (CBCS))

MASTER OF BUSINESS ADMINISTRATION (MBA)
(Applicable for the batches admitted from 2022 - 2023)



Department of Master of Business Administration
CMR INSTITUTE OF TECHNOLOGY
(UGC - Autonomous)

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

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FOREWORD

CMR Institute of Technology, established in the year 2005, Approved by AICTE, New Delhi, Permanently Affiliated to JNTUH, Accredited by NBA under Tier-I, Achieved UGC Autonomous Status and has been bestowed with NAAC 'A' Grade 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 2005 to attain the current academic excellence in improvement of the standards and ethics. Institutional Governance enriched by eminent personalities on many of its boards/councils such as the Governing Body, Academic Council, Boards of Studies, IQAC to frame the guidelines for curriculum design and development in the interest of the key-stakeholders.

The autonomous academic regulations, course structure and syllabi have been framed in accordance with the vision and mission of the institution on the valuable suggestions from various stakeholders from the diverse fields of academics, industry, R&D and society with a bird-eye-view to impart quality professional technical education to contribute the society with innovation and creativity.

All the staff members, parents and 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 embarrassments. The cooperation of all the stakeholders 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.

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CMR INSTITUTE OF TECHNOLOGY

Vision: To create world class technocrats for societal needs.

Mission: Achieve global quality technical education by assessing learning environment through

- Innovative Research & Development
- Eco-system for better Industry institute interaction
- Capacity building among stakeholders

Quality Policy: Strive for global professional excellence in pursuit of key-stakeholders.

Department of Master of Business Administration (MBA)

Vision: To strive for excellence in management education

Mission: Achieve global quality management education through

- state of art curriculum
- lifelong learning for professional success
- ecosystem for research and extension services

I. Programme Educational Objectives (PEOs): Management Graduates will

1. Pursue successful professional management career
2. Pursue lifelong learning to solve managerial problems
3. Exhibit ethics, entrepreneurship and leadership skills

II. Programme Outcomes (POs): Management Graduates will be able to

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 teams to contribute effectively and achieve organizational goals.

III. Programme Specific Outcomes (PSOs): Management Graduates will be able to

1. Apply the knowledge of marketing, finance and human resource to analyze business environment.
2. Develop critical thinking, analytical decision-making, leadership and entrepreneurial skills.

MBA - Regular Two Year Post Graduate Degree Programme

(For batches admitted from the Academic Year 2022-23)

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 2022-23 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) has been adopted since 2017-18 under Autonomous status.

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.

3.0 MBA PROGRAMME STRUCTURE

- 3.1** The MBA Programme of CMRIT is in Semester pattern, with **Four** Semesters consisting of **Two** academic years, each academic year having **Two** Semesters (First/Odd and Second/Even Semesters). Each Semester shall be of 22 weeks' duration (inclusive of Examinations), with a minimum of 90 instructional days per Semester.
- 3.2** The two-year MBA program consists of 102 compulsory credits and the student has to register for all 102 credits and earn all 102 credits for the award of MBA degree. There is NO exemption of credits in any case.
- 3.3** The student shall not take more than **four** academic years to fulfil 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.
- 3.4 UGC/AICTE/JNTUH** specified definitions/descriptions are adopted appropriately for various terms and abbreviations used in these PG academic regulations, as listed below:
- 3.4.1 Semester Scheme:** Each Semester shall have 'Continuous Internal Evaluation (CIE)' and 'Semester End Examination (SEE)'. Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) are taken as 'references' for the present set of Regulations. 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.
- 3.4.2 Credit Courses:** All subjects/courses are to be registered by the student in a semester to earn credits which shall be assigned to each subject/course in an L: T: P: C (Lecture Periods: Tutorial Periods: Practical Periods: Credits) structure based on the following general pattern:
- One credit for one hour/week/semester for theory/lecture (L)/ laboratory/practical (P) or tutorials (T) courses.
 - Other student activities like study tour, guest lecture, conference/workshop participations, technical paper presentations, and identified mandatory courses, if any, will not carry credits.
- 3.4.3 Subject Course Classification:** All subjects/courses offered for the MBA Degree Programme is broadly classified as follows. The Institute has followed in general the guidelines issued by AICTE/UGC/JNTUH.

S.No.	Broad Course Classification	Course Group/ Category	Course Description
1	Core Courses (CC)	CC – Core Courses	Includes subjects related to the management
		Project Work	MBA Project or PG Project or Major Project
		Seminar /Pre-Submission Project Seminar / Summer Internship	Seminar based on core contents related to management
2	Elective Courses (E/E)	PE - Professional Electives	Includes elective subjects related to the specialization
		OE - Open Electives	Elective subjects which include inter-disciplinary subjects

4.0 COURSE REGISTRATION

- 4.1 A 'Faculty Advisor or Counsellor' shall be assigned to each specialization, who will advise on the MBA, its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.
- 4.2 The Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work through 'ON-LINE SUBMISSIONS', ensuring 'DATE and TIME Stamping'. The ON-LINE Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.
- 4.3 A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).
- 4.4 If the Student submits ambiguous choices or multiple options or erroneous entries during ON-LINE 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.
- 4.5 Subject/Course Options exercised through ONLINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices also will not be considered. However, if the Subject that has already been listed for Registration by the CMRIT in a Semester could not be offered due to unforeseen or unexpected reasons, then the Student will be allowed to have alternate choice either for a new Subject, if it is offered, or for another existing Subject (subject to availability of seats). Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of class work for that Semester.

5.0 ATTENDANCE REQUIREMENTS

The programmes are offered on the basis of a unit system with each subject being considered a unit. Attendance is calculated separately for each subject.

- 5.1 Attendance in all classes (Lectures/Laboratories) is compulsory. The minimum required attendance in each theory including the attendance of mid-term examination / Laboratory etc. is 75%. Two periods of attendance for each theory subject shall be considered, if the student appears for the midterm examination of that subject. A student shall not be permitted to appear for the SEE, if his attendance is less than 75%.
- 5.2 **Condoning of shortage of attendance** (between 65% and 75%) up to a maximum of 10% (considering the days of attendance in sports, games, NCC, NSS activities and Medical grounds) in each subject of a semester shall be granted by the College Academic Committee on genuine reasons.
- 5.3 Shortage of Attendance below 65% in any subject shall in **no case be condoned**.
- 5.4 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 write Semester End Examination(s) of such subject(s) in that semester, and he has to seek re-registration for those subject(s) in subsequent semesters, and attend the same as and when offered.
- 5.5 **A student fulfils the attendance requirement in the present semester, shall not be eligible for readmission into the same class.**
- 5.6 A prescribed fee per subject shall be payable for condoning shortage of attendance after getting the approval of College Academic Committee for the same. The College Academic Committee shall maintain relevant documents along with the request from the student.
- 5.7 A Candidate shall acquire minimum required attendance subject-wise in at least THREE theory subjects in each semester for promoting to next Semester.

6.0 ACADEMIC REQUIREMENTS

The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in item no. 5. The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks per subject (theory/laboratory), on the basis of Continuous Internal Evaluation (40 marks) and Semester End Examination (60 marks).

- 6.1 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% of marks (16 out of 40 marks) in the CIE, not less than 40% of marks (24 out of 60 marks) in the SEE, and a minimum of 50% of marks in the sum total of CIE and SEE taken together; in terms of Letter Grades and this implies securing 'B' Grade or above in a subject.
- 6.2 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/ course, if he secures not less than 50% of the total marks. The student is deemed to have failed, if he does not submit a report on summer internship or does not make a presentation of the same before the evaluation committee as per schedule, in such a case, he has to reappear for the same during the supplementary examinations as and when the notification is issued, subject to item 3.2.
- 6.3 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 fulfil 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.

Note:

- *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.*
 - *CGPA is calculated only when the candidate passes in all the subjects offered in all semesters.*
- 6.4 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 will be indicated in the Grade Card /Marks Memo of second year second semester.
 - 6.5 If a student registers for extra subject(s) (in the parent specialization or other specializations of Management) other than those listed subjects totalling to **102** credits as specified in the course structure, the performance in extra subject(s) (although evaluated and graded using the same procedure as that of the required **102** credits) will not be considered while calculating the SGPA and CGPA. For such extra subject(s) registered, percentage of marks and Letter Grade alone will be indicated in the Grade Card/Marks Memo, as a performance measure, subject to completion of the attendance and academic requirements as stated in items 5 and 6.1 - 6.3.
 - 6.6 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 CIE & SEE marks for evaluation in such subject(s), and SGPA/CGPA calculations.
 - 6.7 A student eligible to appear for the SEE 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 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.
 - 6.8 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.**

7.0 EVALUATION - DISTRIBUTION AND WEIGHTAGE OF MARKS

7.1 The performance of a student in every subject/course (including practical and Projects) will be evaluated for 100 marks each, with 40 marks allotted for CIE and 60 marks SEE.

7.2 Evaluation of Theory Subjects/Courses

A) Continuous Internal Evaluation (CIE): In CIE, for theory subjects, during a semester, there shall be **Two** Mid-Term Examinations. The first Mid-Term Examination shall be conducted for the first 50% of the syllabus, and the Second Mid-Term for the remaining 50% of the syllabus. Each Mid-Term examination consists of two parts (i) **Part - A** for 5 marks, (ii) **Part - B** for 25 marks with a total duration of 2 hours as follows:

- Part-A consists of one compulsory question with **five** sub questions carrying **one** mark each and Part-B consists of 5 essay questions with internal choice carrying **five** marks each; the student has to answer all 5 questions. The I and II Mid-Term question papers comprises of 2,2,1 questions from I, II, III(A) Units and 1,2,2 questions from III(B), IV, V Units respectively. The **average of two Mid Term Examinations** shall be taken as final marks for Mid-Term Examination (for 30 marks).
- **The remaining 10 marks of CIE are distributed as follows:**
 - (i) Assignment for **5 marks**. First assignment should be submitted before the commencement of the first mid-term examinations and the second assignment before the commencement of second mid-term examinations. The assignments shall be specified/given by the concerned subject teacher. The average of two assignments shall be taken as final marks for assignment (**for 5 marks**).
 - (ii) PPT/Poster Presentation/ Case Study/Video presentation/Survey/Field Study/ Group discussion /Role Play on a topic in the concerned subject for **5 marks** before II Mid-Term Examination.

B) Semester End Examinations (SEE): 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 60 marks consisting of two parts viz. i) **Part- A** for 10 marks ii) **Part - B** for 50 marks.
- Part-A is compulsory, which consists of ten sub-questions (two from each unit) carrying equal marks i.e., 1 mark each question.
- Part-B consists of five questions (numbered from 11 to 15) carrying 10 marks each. Each of these questions is from each unit and may contain sub-questions. For each question there will be an “either” “or” choice, which means that there will be two questions from each unit and the student should answer either of the two questions.

7.3 **Evaluation of Practical Subjects/Courses:** In any semester, a student has to complete a minimum of 10 experiments/exercises in each laboratory course and get the record certified by the concerned Head of the Department to be eligible for SEE. For practical subjects, there shall be a CIE during the Semester for 40 internal marks and 60 marks for SEE.

A) Continuous Internal Evaluation (CIE): The distribution of CIE 40 marks for practical subjects is as follows:

1. A write-up on day-to-day experiment(s) in the laboratory shall be evaluated for 15 marks. The breakup of marks would be (i) 3 marks for observation and record (ii) 4 marks for performance of experiment (iii) 3 marks for expected outcome and (iv) 5 marks for Viva-Voce. The average marks of day-to-day experiments shall be the final marks (for 15 marks).
2. Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for 15 marks. The breakup of marks are (i) 3 marks for write-up (ii) 4 marks for experiment/program (iii) 3 for evaluation of results and (iv) 5 marks for viva-voce on concerned laboratory course.

3. The remaining 10 marks are for Laboratory Project, which consists of the Project design / Program execution / field study submission which shall be evaluated after completion of laboratory course and before semester end practical examination.

B) Semester End Examination (SEE): The Semester End Examination (SEE) for practical subject/course shall be conducted at the end of the semester with duration of 3 hours by one internal and one external examiner appointed by the Head of the Institution as per the recommendations of the concerned Head of the Department for 60 marks. The allocation of marks is as given below:

- (i) 10 marks for write-up
- (ii) 15 marks for experiment/program
- (iii) 15 marks for evaluation of results
- (iv) 10 marks for presentation on another experiment/program in the same lab course and
- (v) 10 marks for viva-voce on concerned laboratory course.

7.4 Condition for Passing CIE and SEE in Theory and Practical Subject(s)/Course(s): The Student, in each subject, shall have to earn 40% of marks (i.e. 16 marks out of 40 marks) in CIE and 40% of marks (i.e. 24 marks out of 60) in SEE. However, student should secure Overall 50% of marks (i.e. 50 marks out of 100 marks) both CIE and SEE marks put together.

7.5 Evaluation of Summer Internship: There shall be a **Summer Internship** during the summer vacation of I Year II Semester and the evaluation is done in II Year I Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and a senior faculty of the department. 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 as and when conducted.

7.6 Evaluation of Project (Project Pre-Submission and Main Project Viva-Voce): Every candidate shall be required to submit a **Thesis or Dissertation** on a topic approved by the Project Review Committee.

7.7 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 Departments offering the MBA programme.

7.8 Registration of Project Work: A candidate is permitted to register for the project work at the beginning of IV Semester after satisfying the attendance requirement in all the subjects, both theory and laboratories upto III Semester. The duration of the project work is one semester.

7.9 After satisfying 7.8, 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 **two weeks** from the commencement of IV Semester. The student can initiate the Project work after obtaining the approval of the PRC. The Supervisor and PRC will examine the progress of the Project Work during pre-submission project seminar. For the subject '**Pre-Submission Project Seminar**', there will be only **CIE for 100 marks**. Evaluation shall be done by the PRC for 50 marks and the Supervisor shall evaluate the work for another 50 marks. 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 examination as and when notified, subject to item 3.3. **Pre-Submission Project Seminar** has to be conducted along with 1st & 2nd Mid-Term Examinations.

7.10 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.

7.11 A candidate is permitted to submit project thesis with the approval of PRC not earlier than **16 weeks** from the date of commencement of fourth semester. For the approval of PRC, the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC during the Pre-submission project seminar at 2nd mid-term examinations.

- 7.12** After approval from the PRC, a soft copy of the thesis should be submitted for ANTI-PLAGIARISM check and the plagiarism report should be submitted to the COE and be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than **30%**. 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. The candidate has to register for the Project work and work for one semester. After three attempts, the admission is liable to be cancelled. The college authorities are advised to make plagiarism check of every soft copy of theses before submissions.
- 7.13** Three approved copies of the Project Thesis shall be submitted to the Institute.
- 7.14** The thesis shall be adjudicated by an external examiner selected by the CMRIT. For this, the Principal of the College/School/Institute shall submit a panel of **three** examiners from among the list of experts in the relevant specialization as submitted by the supervisor concerned and Head of the Department.
- 7.15** If the report of the external examiner is unsatisfactory, the candidate shall revise and resubmit the Thesis. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. Subsequent actions for such dissertations may be considered, only on the specific recommendations of the external examiner and /or Project Review Committee. No further correspondence in this matter will be entertained, if there is no specific recommendation for resubmission.
- 7.16** If the report of the external examiner is satisfactory, the Head of the Department shall coordinate and make arrangement for the conduct of Main Project Viva - Voce examination. The Main Project Viva-Voce examination will be evaluated for 100 marks. The Main Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The candidate has to secure a minimum of 50% of marks in Main Project Viva-Voce examination. For Main Project Viva – Voce examination one external examiner shall be allotted for a group of ten students (in a panel minimum of three students should be there). The Main Project Viva-Voce examination shall be conducted within two weeks after completion of the fourth semester end examinations. The Students need to prepare the PPT (Slides) of the project work for the Viva –voce examination.
- 7.17** If he fails to fulfil the requirements as specified in 7.16, he will reappear for the Main Project Viva- Voce examination only after three months. In the reappeared examination also, if he fails to fulfil the 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 I year I semester).
- 7.18** The Main Project Viva-Voce External examination marks must be submitted to the COE-CMRIT on the day of the examination.

8.0 RE-ADMISSION / RE-REGISTRATION

- 8.1 Re-Admission for Discontinued Student/Detained:** A student, who has discontinued the MBA degree programme due to any reason whatsoever, may be considered for 'readmission' into the same degree programme (with the same specialization) with the academic regulations of the batch into which he gets readmitted, with prior permission from the authorities concerned, subject to item 6.6.
- 8.2** If a student is detained in a subject (s) due to shortage of attendance in any semester, he may be permitted to **re-register** for the same subject(s) in the same category (core or elective group) or equivalent subject, if the same subject is not available, as suggested by the Board of Studies of that department, as and when offered in the subsequent semester(s), with the academic regulations of the batch into which he seeks re-registration, with prior permission from the authorities concerned, subject to item 3.2.
- 8.3** A candidate shall be given **one chance to re-register and attend the classes for a maximum of two subjects**, if the internal marks secured by a candidate are less than **40%** and failed in those subjects but fulfilled the attendance requirement. A candidate must re-

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

9.0 EXAMINATIONS AND ASSESSMENT - THE GRADING SYSTEM

- 9.1 Grades will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practical's, or Seminar, or Project, etc., based on the % of marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 7 above, and a corresponding Letter Grade shall be given.
- 9.2 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

% of Marks Secured (Class Intervals)	Letter Grade (UGC Guidelines)	Grade Points
90% and above (≥ 90% , ≤ 100%)	O (Outstanding)	10
Below 90% but not less than 80% (≥ 80% , < 90%)	A ⁺ (Excellent)	9
Below 80% but not less than 70% (≥ 70% , < 80%)	A (Very Good)	8
Below 70% but not less than 60% (≥ 60% , < 70%)	B ⁺ (Good)	7
Below 60% but not less than 50% (≥ 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 is deemed to have 'failed' and is required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted. In such cases, his Internal Marks (CIE Marks) in those subjects will remain as obtained earlier.
- 9.4 If a student has not appeared for the examinations, 'Ab' Grade will be allocated to him for any subject and shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted.
- 9.5 A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks.
- 9.6 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'.
- 9.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

Credit Points (CP) = Grade Point (GP) x Credits For a Course

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

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

Where C_i is the number of credits of the ith course and G_i is the grade point scored by the student in the ith course.

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

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

where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester.

Illustration of calculation of SGPA					Illustration of calculation of CGPA			
Course /Subject	Credits	Letter Grade	Grade Points	Credit Points	Sem.	Credits	SGP A	Credits x SGPA
Course 1	4	O	10	$4 \times 10 = 40$	Sem I	27	7	$27 \times 7 = 189$
Course 2	4	A ⁺	9	$4 \times 9 = 36$	Sem II	27	6	$27 \times 6 = 162$
Course 3	4	A	8	$4 \times 8 = 32$	Sem III	26	6.5	$26 \times 6.5 = 169$
Course 4	4	B ⁺	7	$4 \times 7 = 28$	Sem IV	22	6	$22 \times 6 = 132$
Course 5	4	B	6	$4 \times 6 = 24$				
Course 6	3	B	6	$3 \times 6 = 18$				
Course 7	2	O	10	$2 \times 10 = 20$				
Course 8	2	A	8	$2 \times 8 = 16$				
Total	27			214	Total	102		652
SGPA = $214/27 = 7.93$					CGPA = $652/102 = 6.39$			

10.0 AWARD OF DEGREE AND CLASS

10.1 If a student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire MBA Programme, and secures the required number of 102 Credits (with CGPA ≥ 6.0), shall be declared to have 'QUALIFIED' for the award of the MBA Degree that he was admitted into.

10.2 Award of Class

After a student has earned the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

Class Awarded	CGPA
First Class with Distinction	≥ 7.75
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

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

11.0 WITHHOLDING OF RESULTS

If the student has not paid the dues, if any, to the CMRIT or if any case of indiscipline is pending against him, the result and degree of the student will be withheld and he will not be allowed into the next semester.

12.0 GENERAL

12.1 Credit: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or one hour of practical work/field work per week.

12.2 Credit Point: It is the product of grade point and number of credits for a course.

12.3 Wherever the words "he", "him", "his", occur in the regulations, they shall include "she", "her".

12.4 The academic regulation should be read as a whole for the purpose of any interpretation.

12.5 In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the CMRIT is final.

12.6 The CMRIT may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the CMRIT.

13.0 TRANSITORY REGULATIONS

A. For students detained due to shortage of attendance:

1. A Student who has been detained in I year of R20 Regulations due to lack of attendance, shall be permitted to join I year I Semester of R22 Regulations and he is required to complete the study of MBA programme within the stipulated period of four academic years from the date of first admission in I Year.
2. A student who has been detained in any semester of II year of R20 regulations for want of attendance shall be permitted to join the corresponding semester of R22 Regulations and is required to complete the study of MBA within the stipulated period of four academic years from the date of first admission in I Year. The R22 Academic Regulations under which a student has been readmitted shall be applicable to that student from that semester. See rule (B) for further *Transitory Regulations*.

B. For readmitted students in R22 Regulations:

3. A student who has failed in any subject under any regulation has to pass those subjects in the same regulations.
4. The maximum credits that a student acquires for the award of degree, shall be the sum of the total number of credits secured in all the regulations of his/her study including R22 Regulations. **There is NO exemption of credits in any case.**
5. If a student is readmitted to R22 Regulations and has any subject with 80% of syllabus common with his/her previous regulations, that particular subject in R22 Regulations will be substituted by another subject to be suggested by the CMRIT.

Note: If a student readmitted to R22 Regulations and has not studied any subjects/topics in his/her earlier regulations of study which is prerequisite for further subjects in R22 Regulations, the HOD concerned shall conduct remedial classes to cover those subjects/topics for the benefit of the students.

14.0 STUDENT TRANSFERS

There shall be no transfers from other colleges/streams.

15. MALPRACTICE

15.1 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

15.2 Malpractice Rules: Disciplinary Action for Improper Conduct in Examinations

S. No.	Nature of Malpractices / Improper Conduct	Punishment
1(a)	Possesses or keeps accessible in examination hall, any paper, notebook, 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 the student is appearing but has not made	Expulsion from the examination hall and cancellation of the performance in that subject only.

	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)	
1(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, the student will be handed over to the police and a case is registered against them.
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 Principal.
3	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from the examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all 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 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 Addl. Controller of examinations / any officer on duty or misbehaves or creates disturbance of any kind in and around	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)

	<p>the examination hall or organizes a walk out or instigates others to walk out, or threatens the addl. Controller of examinations or any person on duty in or outside the examination hall of any injury to his person or to any of their relations whether by words, either spoken or written or by signs or by visible representation, assaults the addl. Controller of examinations, or any person on duty in or outside the examination hall or any of their 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.</p>	<p>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.</p>
7	<p>Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.</p>	<p>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 examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8	<p>Possess any lethal weapon or firearm in the examination hall.</p>	<p>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.</p>
9	<p>If a 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.</p>	<p>Student 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.</p>
10	<p>Comes in a drunken condition to the examination hall.</p>	<p>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</p>

		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 principal for further action to award suitable punishment.	

16.0 SCOPE

- i) The Academic Regulations should be read as a whole, for the purpose of any interpretation.
- ii) In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Academic Council is final.
- iii) The Academic Council may revise or amend the academic regulations, course structure or syllabi at any time, and the changes or amendments made shall be applicable to all students with effect from the dates notified by the Academic Council.

COURSE STRUCTURE

MBA– R22 COURSE STRUCTURE

(Applicable from the batch admitted during 2022-23 and onwards)

I – Semester								
S. No.	Course Code	Subject	POs	PSOs	Hours Per Week			Credits
					L	T	P	
1	22MBAPC11	Management and Organizational Behaviour	1,2,3,4,5	1,2	4	0	0	4
2	22MBAPC12	Business Economics	1,2,3,4,5	1,2	4	0	0	4
3	22MBAPC13	Financial Reporting & Analysis	1,2,3,4,5	1,2	4	0	0	4
4	22MBAPC14	Research Methodology and Statistical Analysis	1,2,3,4,5	1,2	4	0	0	4
5	22MBAPC15	Legal and Business Environment	1,2,3,4,5	1,2	4	0	0	4
6	Open Elective – I				3	0	0	3
	22MBAOE11	Business Ethics and Corporate Governance	1,2,3,4,5	1,2				
	22MBAOE12	Project Management	1,2,3,4,5	1,2				
	22MBAOE13	Sustainability Management	1,2,3,4,5	1,2				
	22MBAOE14	Cross Cultural Management	1,2,3,4,5	1,2				
7	22MBAPR11	Business Communication Lab	1,2,3,4,5	1,2	-	-	2	2
8	22MBAPR12	Statistical Data Analysis Lab	1,2,4,5	1,2	-	-	2	2
TOTAL					23	00	04	27

II – Semester								
S. No.	Course Code	Subject	POs	PSOs	Hours Per Week			Credits
					L	T	P	
1	22MBAPC21	Human Resource Management	1,2,3,4,5	1,2	4	0	0	4
2	22MBAPC22	Marketing Management	1,2,3,4,5	1,2	4	0	0	4
3	22MBAPC23	Financial Management	1,2,3,4,5	1,2	4	0	0	4
4	22MBAPC24	Quantitative Analysis for Business Decisions	1,2,3,4,5	1,2	4	0	0	4
5	22MBAPC25	Entrepreneurship and Design Thinking	1,2,3,4,5	1,2	4	0	0	4
6	22MBAPC26	Logistics & Supply Chain Management	1,2,3,4,5	1,2	4	0	0	4
7	Open Elective – II				3	0	0	3
	22MBAOE21	Total Quality Management	1,2,3,4,5	1,2				
	22MBAOE22	Marketing Research	1,2,3,4,5	1,2				
	22MBAOE23	International Business	1,2,3,4,5	1,2				
	22MBAOE24	Rural Marketing	1,2,3,4,5	1,2				
TOTAL					27	00	00	27

III – Semester								
S. No.	Course Code	Subject	POs	PSOs	Hours Per Week			Credits
					L	T	P	
1	22MBAPC31	Production & Operations Management	1,2,3,4,5	1,2	4	0	0	4
2	22MBAPC32	Management Information Systems	1,2,3,4,5	1,2	4	0	0	4
3	22MBAPC33	Business Analytics	1,2,3,4,5	1,2	4	0	0	4
4	Professional Elective – I				4	0	0	4
	22MBAPE31M	Digital Marketing	1,2,3,4,5	1,2				
	22MBAPE31H	Talent and Performance Management Systems	1,2,3,4,5	1,2				
	22MBAPE31F	Security Analysis and Portfolio Management	1,2,3,4,5	1,2				
	22MBAPE31E	Start-up and MSME Management	1,2,3,4,5	1,2				
5	Professional Elective – II				4	0	0	4
	22MBAPE32M	Sales and Promotion Management	1,2,4,5	1,2				
	22MBAPE32H	Learning and Development	1,2,3,4,5	1,2				
	22MBAPE32F	Risk Management and Financial Derivatives	1,2,4,5	1,2				
	22MBAPE32E	Technology Business Incubation	1,2,3,4,5	1,2				
6	Professional Elective – III				4	0	0	4
	22MBAPE33M	Consumer Behaviour	1,2,3,4,5	1,2				
	22MBAPE33H	Employee Relations	1,2,3,4,5	1,2				
	22MBAPE33F	Strategic Cost and Management Accounting	1,2,4,5	1,2				
	22MBAPE33E	Innovation and Entrepreneurship	1,2,3,4,5	1,2				
7	22MBAPR31	Summer Internship	1,2,3,4,5	1,2	0	0	2	2
TOTAL					24	00	02	26

IV – Semester								
S. No.	Course Code	Subject	POs	PSOs	Hours Per Week			Credits
					L	T	P	
1	22MBAPC41	Strategic Management	1,2,3,4,5	1,2	4	0	0	4
2	Professional Elective – IV				4	0	0	4
	22MBAPE41M	International Marketing	1,2,3,4,5	1,2				
	22MBAPE41H	International Human Resource Management	1,2,3,4,5	1,2				
	22MBAPE41F	International Financial Management	1,2,4,5	1,2				
	22MBAPE41E	Entrepreneurial Finance	1,2,3,4,5	1,2				
3	Professional Elective – V				4	0	0	4
	22MBAPE42M	Services Marketing	1,2,3,4,5	1,2				
	22MBAPE42H	Leadership and Change Management	1,2,3,4,5	1,2				
	22MBAPE42F	Strategic Financial Management	1,2,4,5	1,2				
	22MBAPE42E	Entrepreneurial Marketing	1,2,3,4,5	1,2				
4	Professional Elective – VI				4	0	0	4
	22MBAPE43M	Marketing Analytics	1,2,3,4,5	1,2				
	22MBAPE43H	HR Analytics	1,2,3,4,5	1,2				
	22MBAPE43F	Financial Analytics	1,2,3,4,5	1,2				
	22MBAPE43E	Family Business Management	1,2,3,4,5	1,2				
5	22MBAPR41	Project: Pre-submission - Seminar	1,2,3,4,5	1,2	0	0	4	2
6	22MBAPR42	Project: Main Project Viva-Voce	1,2,3,4,5	1,2	0	0	8	4
TOTAL					16	00	12	22

I-SEMESTER SYLLABUS

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAPC11	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate various schools of thought of management	3	3	3	3	3	3	3
CO2	analyse the process of planning and decision making	3	3	3	3	3	3	3
CO3	utilize functions of management in real life situations	3	3	3	3	3	3	3
CO4	interpret the group dynamics of any organisation	3	1	3	3	3	3	3
CO5	explain theories motivation and styles of leadership	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Management	10
The Management Process, Management Functions, Kinds of Managers, Managerial Roles and Skills. Evolution of Management, Theories of Management: Classical, Scientific, Administrative and Behavioral. Management Sciences Theories: Systems and Contingency Theory. Task: Case Study: National Bank’s Change in Crisis Management.		
II	Planning and Decision Making	10
Planning and Goal Setting, Organizational Planning, Vision, Mission and Goals, Types of Plans, steps in Planning Process, Approaches to Planning, Planning in Dynamic Environment. Decision-making Process, Types of Decisions, Decision Making Styles, Vroom’s Participative Decision-making Model. Task: Case Study: Kumar.com: Problems Suffered due to Poor Planning.		
III	Organizing and Controlling	4+4=8
Part-A: Organizing: Organizational Structure, Principles of Organizing, Authority, Power and Influence, Designing Organizational Structure. Mechanistic and Organic Structures, Contemporary Organizational Design and its Challenges. Task: Case Study: CEOs Can Work as a Team: Lessons from Wipro Part-B: Controlling: The Control Process, Controlling for Organizational Performance, Types of Control, Financial Controls, Balanced Scorecard, Bench Marking, Contemporary issues in Controlling. Task: Case Study: Managing Without Control		
IV	Organizational Behaviour	10
Individual and Group Behavior: Importance of Organizational Behavior, Culture and Dynamics of Diversity, Personality Theories, Perception, Formation of Group Behavior, Classification of Groups, Group Properties, Group Cohesiveness, Building Teams. Task: Case Study: The Complex Organizational Web of Cisco		
V	Leadership and Motivation	10
Leadership Traits, Leadership Styles, Leadership Theories, Power and Politics. Motivation: Approaches to Motivation, Maslow’s Needs Hierarchy Theory, Two-factor Theory of Motivation, McGregor’s Theory, ERG theory, McClelland’s Needs Theory, Valance Theory. Task: Case Study: GE and Jack Welch’s Style of Leadership		
Textbooks		
1. K. Aswathappa, Organisational Behaviour, Himalaya Publications, 8e, 2021. 2. Harold Koontz, Heinz Weihrich, Essentials of Management, TMH, 11e, 2020.		

BUSINESS ECONOMICS

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAPC12	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	apply the principles of business economics	3	3	1	3	3	3	3
CO2	estimate the demand and supply functions to fit trend	3	3	3	3	3	3	3
CO3	illustrate input-output relations and CVP analysis	3	3	1	3	3	3	3
CO4	identify price-output decisions in various situations	3	1	3	3	1	3	3
CO5	interpret methods of pricing and strategies involved	3	3	1	3	2	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Business Economics	10
Definition, Nature and Scope, Relationship with Other Disciplines, Business Decision-making Process, Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-marginalism, Incremental Concept, Time Perspective, Discounting Principle, Risk and Uncertainty. Task: Case Study: Dabur India Limited: Growing Big and Global.		
II	Theory of Demand and Supply	10
(a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Types of Demand. Elasticity of Demand, Types, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Methods of Demand Forecasting. (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply. (c) Market Equilibrium. Task: Case Study: The Rough Ride from Feature Phones to Smart phones.		
III	Production and Cost Analysis	4+4=8
Part A: Production Analysis: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of Scale, Innovations and Global Competitiveness. Task: Case Study: Expanding the Volvo Way.		
Part B: Cost Analysis: Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short-run and Long-run, Average Cost Curves, Break Even Analysis. Task: Case Study: Cement Industry in India.		
IV	Market Structures- Pricing and Output decisions	10
Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – both the Long-run and the Short-run. Task: Case Study: Does Perfect Competition Exist?		
V	Pricing Strategies	10
Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioural Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping. Task: Case Study: Indian Railways: Surging Ahead or Backwards?		
Textbooks		
1. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, TMH, 3e,2018.		

FINANCIAL REPORTING AND ANALYSIS

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAPC13	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate concepts, process and functions of accounting	3	1	3	3	3	3	3
CO2	apply accounting functions to prepare final accounts	3	3	1	3	1	3	3
CO3	interpret various models/methods of evaluation of assets	3	3	3	3	1	3	3
CO4	estimate sources and uses of funds and cash	3	3	1	3	1	3	3
CO5	analyse financial performance of the enterprise	3	3	3	3	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Accounting	10
Importance, Objectives and Principles, Accounting Concepts and Conventions and The Generally Accepted Accounting Principles (GAAP), Their Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle. Task: Case Study: X-LTD – Significant Accounting Policies.		
II	The Accounting Process	10
Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments. Rectification of Errors. Accounting from Incomplete Records, Advantages, Disadvantages and differences between Single Entry and Double Entry Bookkeeping. Task: Case Study: Preparation of Final Accounts of A Selected Company.		
III	Valuation Models	4+4=8
Part A: Inventory Valuation: Methods of Inventory Valuation and Valuation of Goodwill, Methods of Valuation of Goodwill. Task: Case Study: Inventory Valuation of A Selected Company.		
Part B: Depreciation: Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting. Task: Case Study: Preparation of Depreciation Accounting treatment of A Selected Company.		
IV	Financial Statement Analysis-I	10
Statement of Changes in Working Capital, Funds from Operations, Paid Cost and Unpaid Costs. Distinction between Cash Profits and Book Profits, Preparation and Analysis of Cash Flow Statement and Funds Flow Statement, Horizontal Analysis and Vertical Analysis of Company. Task: Case Study: Analyse the Financial Statement Analysis of a Selected Company.		
V	Financial Statement Analysis-II	10
Analysis and Interpretation of Financial Statements, Liquidity, Leverage, Solvency and Profitability Ratios, Valuation Ratios, Du Pont Chart, Accounting Standards Issued by ICAI, Focus on INDAS, International Financial Reporting Standards (IFRS). Task: Case Study: Prepare Ration analysis of a Selected Company.		
Textbooks		
1. Rajasekharan, R. Lalitha, Financial Accounting & Analysis, Pearson Education, 2015.		
References		
1. S.N. Maheswari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, Vikas Publishing House, 5e, 2022.		
2. Narayanaswamy, R, Financial Accounting: A Managerial Perspective, PHI Learning, 7e, 2022.		
3. Dhanesh K. Khatri, Financial Accounting & Analysis, TMH Publishing Limited, 2015.		

RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAPC14	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline the objectives, scope and process of research	3	3	2	3	2	3	3
CO2	illustrate research design and measurement scales	3	3	2	3	1	3	3
CO3	interpret various parametric and non-parametric tests	3	3	3	3	1	3	3
CO4	summarise ANOVA, correlation and regression	3	3	3	3	1	3	3
CO5	estimate index numbers and fit trend under TSA	3	3	2	3	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Research	10
	Meaning, Scope, Role of Business Research, Types of Research, Research Process, Conceptualization of Variables and Measurement, Types and Measurement of Variables, Ethics in Business Research. Task: Case Study: Online Booking—Has the Time Come?	
II	Research Design	10
	Research Problem, Purpose, Types of Research Design: Experimental Research Design, Research Design for Cross Sectional, Longitudinal Studies, Characteristics of Good Research Design, Sampling and its Applications. Data Collection Methods & Tools: Types, Sources and Instruments for Data, Guidelines for Questionnaire, Sampling and its Application. Measurement and Scaling, Reliability and Validity in Measurement of Variables, Sources of Error in Measurement. Task: Case Study: Fortune at the Last Frontier.	
III	Statistical Tests	4+4=8
	Part A: Tabulation of Univariate, Bivariate and Multivariate Data: Data Classification and Tabulation, Diagrammatic and Graphical Representation of Data. One-Dimensional, Two-Dimensional and Three-Dimensional Diagrams and Graphs. Introduction to Statistics, Measurement of Central Tendency and Dispersion. Task: Case Study: Keshav Furniture Pvt. Ltd.	
	Part B: Small Sample Tests: t-Distribution, Properties and Applications, Testing for One and Two Means, Paired t-Test, Hypothesis Formulation and Testing. Task: Case Study: Tupperware India Pvt. Ltd.	
IV	Variance & Correlation Analysis	10
	One-Way and Two-Way ANOVA (with and without Interaction). Chi-Square Distribution: Test for a Specified Population Variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation, Limits for Coefficient of Correlation, Karl Pearson’s, Spearman’s Rank Correlation, Linear and Multiple Regression Analysis, Discriminant Analysis, Exploratory Factor Analysis. Task: Case Study: Mehta Garment Company	
V	Time Series Analysis and Report Writing	10
	Components, Models of Time Series, Additive, Multiplicative and Mixed Models, Trend Analysis: Free hand Curve, Semi Averages, Moving Averages, Least Square Methods. Index Numbers: Characteristics and Uses, Types, Unweighted Price Indexes, Weighted Price Indexes, Tests of Adequacy and Consumer Price Indexes. Importance of Report writing, Types of Research Reports, Report Preparation and Presentation, Report Structure, Report Formulation, Guides for Effective Documentation, Research Briefings. Referencing Styles and Citation. Task: Case Study: Herbal Tooth Powder	
Textbooks		
1. Deepak Chawla, Research Methodology: Concepts & Cases, Vikas Publishing, 2e, 2016. 2. Ranjit Kumar, Research Methodology: Step-by-step Guide for Beginners, sage, 4e, 2022.		

LEGAL AND BUSINESS ENVIRONMENT

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAPC15	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline importance provisions of Indian companies act	3	3	3	3	3	3	3
CO2	apply contract laws for offer, acceptance and remedy	3	3	3	3	3	3	3
CO3	illustrate provisions under negotiable instruments act	3	3	3	3	3	3	3
CO4	analyse micro and macro business environment	3	3	2	3	2	3	3
CO5	relate provisions of business regulations & environment	3	3	1	3	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Companies Act, 2013	10
Companies Act, 2013, Steps and Procedure for Incorporation of a Company, Appointment of Directors, Powers, Duties, & Liabilities of Directors, Role of Audit and Auditors, Change of Auditors, Related Party Transactions, Company Meetings, Resolutions, Winding-up of a Company. Task: Case Study: Kumar Enterprises Ltd.		
II	Law of Contract	10
Nature and Types 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, Guarantee and Warranty. Task: Case Study: Mamta Toys.		
III	Negotiable Instruments Act - 1881	4+4=8
Part A: Negotiable Instruments: Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, Parties to Negotiable Instruments. Task: Case Study: RDM Finance Ltd.		
Part B: Endorsements: Types of Endorsements, Holder, Holder in Due-course, Dishonor and Discharge of Negotiable Instruments, Offences by the Companies, Amendments, RBI Guidelines on Digital Transactions. Task: Case Study: Software Assurance Konzept (SAK) Ltd.		
IV	Business Environment	10
Industrial Policy, Five Year Planning, Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions. Task: Case Study: The Kerala State Industrial Development Corporation		
V	Business Regulations and Environment Laws	10
Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights. Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices. Task: Case Study: Finolex's Focus on Exports.		
Textbooks		
1. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021.		
References		
1. AkhileshwarPatha, Legal Aspects of Business, TMH, 7e, 2019. 2. MC Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018. 3. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.		

**BUSINESS ETHICS AND CORPORATE GOVERNANCE
(OPEN ELECTIVE - I)**

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAOE11	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	understand business ethics and corporate governance	3	3	3	3	3	3	3
CO2	apply corporate governance and ethics to business	3	1	2	3	3	3	3
CO3	illustrate professional code and rationale behind code	3	3	3	3	2	3	3
CO4	outline the role of board in corporate governance	3	1	2	3	2	3	3
CO5	assess corporate governance in light of stakeholders	3	3	1	3	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	Business Ethics in the Changing Environment	10
Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg's Study, Carol Gilligan's Theory, Principles of Ethics. Task: Case Study: Satyam Computer Services Limited.		
II	Professional Ethics	10
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, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics. Task: Case Study: Biocon—India's Own Home-grown Biotech Company		
III	Corporate Governance	4+4=8
Part A: Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India. Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance. Task: Case Study: Tata Steel: A Company That Also Makes Steel		
Part B: Corporate Governance Codes and Committees: Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees. Task: Case Study: Infosys Technologies: The Best Among Indian Corporates		
IV	Role of Board	10
Types of Directors Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings. Task: Case Study: The Tylenol Crisis: How Ethical Practices Saved Johnson & Johnson from Collapse.		
V	Corporate Social Responsibility (CSR)	10
Models for Implementation of CSR, Scope of CSR, steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135). Task: Case Study: TVS Group of Companies: Commitment Far Beyond a Sense of Corporate Social Responsibility		
Textbooks		
1. A.C. Fernando, Business Ethics and Corporate Governance, Pearson, 2e, 2018. 2. Jyotsna G B, R C Joshi: Business Ethics and Corporate Governance, TMH, 1e, 2019.		

**PROJECT MANAGEMENT
(OPEN ELECTIVE - I)**

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAOE12	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate the process of project management	3	3	3	3	3	3	3
CO2	assess and rank various projects for their feasibility	3	3	3	3	3	3	3
CO3	estimate project cash flows and sources of financing	3	3	3	3	3	3	3
CO4	apply project management and controlling techniques	3	3	3	3	3	3	3
CO5	classify behavioral issues in project organizations	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
Introduction to Project Management, Project Characteristics, Project Life Cycle, Project Identification, Formulation and Implementation, Project Management in different Sectors: Construction, Services Sector, Public sector and Government Projects. Systems Approach to Project Management. Task: Case Study: The Konkan Railway Corporation Limited (KRCL)		
II	Project Appraisal	10
Project Planning, Steps in Project Planning, Scheduling, Project Appraisal, Feasibility Study, Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis, Project Risk Analysis. Task: Case Study: Prepare selected Company Report.		
III	Project Finance	4+4=8
Part A: Project Cost Estimation, Project Financing, Investment Criteria, Project Evaluation Techniques, Pay Back Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index. Task: Case Study: Prepare selected Company Report.		
Part B: Cash Flows Estimation for New and Replacement Projects, Cost of Capital, Risk Analysis. Task: Case Study: Prepare selected Company Report.		
IV	Project Control	10
Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and Control, Agile Project Management, Scrum, Lean Production and Project Management. Task: Case Study: Prepare selected Company Report.		
V	Organizational Behaviour in Project Management	10
Organizational Structure and Integration, Role of Project Manager, Roles in the Project Team, Project Stakeholder Engagement, Leadership in Project Management, Participative Management, Team Building Approach, Conflict Management in Projects, Stress Management. Task: Case Study: Prepare selected Company Report.		
Textbooks		
1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGraw Hill, 9e, 2019.		
References		
1. Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020. 2. K. Nagarajan, Project Management, New Age International Publishers, 8e, 2017.		

**SUSTAINABILITY MANAGEMENT
(OPEN ELECTIVE – I)**

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAOE13	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify need for sustainability and development	3	3	3	3	3	3	3
CO2	illustrate environment and economic sustainability	3	3	3	3	3	3	3
CO3	assess the process sustainability and its strategies	3	3	3	3	3	3	3
CO4	apply methods of value creation & value systems	3	3	3	3	3	3	3
CO5	analyse the benefits of market sustainability process	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Sustainability and Business	10
Introduction to Sustainability, Triple Bottom Line Approach, Global Reporting Initiative (GRI) Guidelines, Sustainability and Responsibility, Sustainability Framework, Business Engagement with Sustainability, Climate Change and Global Warming, Sustainability Development, Five Steps to Successful Engagement, Difference between Corporate Social Responsibility (CSR) and Sustainability, Current Major Sustainability Trends. Task: Perform a case study on any Sustainable business model.		
II	Environment and Economic Sustainability	10
The Environment and Economic Growth Linkage, Impact of Transport Infrastructure Development, Interconnection of the Environment and Economic Development, Environment Pollution and Sustainability, Economic Approaches to Sustainable Development. Task: Perform a case study on recent legislative initiatives towards environment sustainability.		
III	Sustainability Process and Strategies	4+4=8
Part A: Process to Achieve Sustainability, working with Processes, Process Approach and Control, Resource Management, Official Strategy, Effective Processes, Efficient Processes, Sustainability Strategies, Steps in Sustainability Strategy Formulation. Task: Perform a case study on formulation of corporate environmental strategy.		
Part B: Steps in Sustainable Planning, Unsustainable Take-Make-Waste Business Models, Sustainable Models, Sustainability Self-Assessment by Sectors and Functions. Task: Perform a Format of self-assessment report on Take-Make-Waste Business Models.		
IV	Sustainability in Urban Metabolism	10
Introduction, Sustainable and Circular Value Chain, Systemic Perspective on Value Creation, Emergence and Dynamics of Circular Value Systems, Materials and Methods, Territorial Analysis, Natural Capital, Human Capital, Economic and Manufacture Capital, Social Capital, Cultural Capital, Consequential Lifecycle Assessment. Task: Perform a case study on Territorial analysis on different types of capital.		
V	Market and sustainability	10
Introduction, Defining Human Needs, Material Services and Characteristics, Integrating Material Services, Sustainability Marketing Mix, Benefits of Sustainability Marketing, Strategy for Sustainability Marketing, Sustainable Consumer Behaviour, Segmentation, Positioning, Competitive Advantage, Sustainability Reporting, Importance of Trust, Sustainability Reporting Guidelines. Task: Perform a case study on Sustainable marketing mix strategy.		
Textbooks		
1. Pardeep Singh, Pramit Verma, Daniela Perrotti, K.K.Srivastava, Environmental Sustainability and Economy, Elsevier Science, 1e,2021.		
2. Rudiger Hahn, Sustainability Management: Concepts, Instruments, and Stakeholders from a Global Perspective, Paper pack edition,2022.		

CROSS CULTURAL MANAGEMENT (OPEN ELECTIVE – I)

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAOE14	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline various types of cultural determinants	3	3	3	3	3	3	3
CO2	illustrate cultural dilemmas the dimensions	3	3	3	3	3	3	3
CO3	assess leadership influence in cross cultural organisation	3	3	3	3	3	3	3
CO4	identify cross-cultural barriers in communication	3	3	3	3	3	3	3
CO5	infer cross-cultural influence on conflict management	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
Determinants of Culture, Facets of Culture, Levels of Culture, National Cultural Dimensions in the Business Context, The Influence of National Culture on Business Culture. Business Cultures: East and West. Task: Perform a case study on impact of culture between EEC and India.		
II	Cultural Dimensions and Dilemmas	10
Value Orientations and Dimensions, Reconciling Cultural Dilemmas, Culture and Styles of Management: Management Tasks and Cultural Values. Task: Perform a case study on dimensions and dilemmas in USA.		
III	Culture and Organizations	4+4=8
Part A: Culture and Corporate Structures, Culture and Leadership, Culture and Strategy. Task: Perform a case study on impact of culture on leadership.		
Part B: Cultural Change in Organizations, Culture and Marketing, Cultural Diversity. Task: Perform a case study on Cultural Migration Diversity.		
IV	Culture and Communications	10
Business Communication across Cultures, Barriers to Intercultural Communication, Negotiating Internationally. Task: Write a report on major communication barriers in International Negotiating.		
V	Cross Cultural Team Management	10
Working with International Teams, Group Processes During International Encounters, Conflicts and Cultural Difference, Understanding and Dealing with Conflicts, Developing Intercultural Relationships. Task: Write a report on Developing Intercultural Relationships.		
Textbooks		
1. Marie-Joelle Browaeys, Roger Price: Understanding Cross-Cultural Management, Pearson, 4e, 2019.		
References		
1. David C. Thomas: Cross Cultural Management, Sage Publications, 4e, 2017. 2. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, PHI, 2012. 3. Parissa Haghirian: Multinational and Cross-Cultural Management, Routledge, 2012. 4. Richard Mead: International Management–Cross Cultural Dimension, 3/e, Blackwell, 2015.		

BUSINESS COMMUNICATION LAB

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAPR11	-	-	2	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline various communication barriers	3	2	3	3	3	3	3
CO2	improve RAWL skills for effective team player	3	1	3	3	3	3	3
CO3	illustrate features of effective report	3	2	3	3	3	3	3
CO4	apply traits in individual communication and teams	3	1	3	3	3	3	3
CO5	assess impact of ICT tools and professional etiquette	3	1	3	3	3	3	3

List of Experiments

Week	Title/Experiment
1	Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication
2	Respecting Social Protocol, Networking and Socializing Professionally, Non-Verbal Communication, Listening, Communication through social media, Business Meetings.
3	Developing Business Writing Skills: Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting, Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages
4	Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.
5	Business Reports: Writing and Planning the Report, steps in Writing Business Reports.
6	Business Proposals: Parts of a Report, Corporate Report and Business Proposal, Citations.
7	Oral Communication: The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations.
8	Employment Communication: Understanding Yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview.
9	Contemporary Aspects in Communication
10	Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management.
11	Cross Cultural and Global Communication, Communication in Information Technology.
12	e-Business Related Operations.

References

1. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers, 6th Ed, 2019.
 2. P. D. Chaturvedi, Business Communication Skills, Concepts and Applications, Pearson, 2019.
- Case Studies: Student should submit a report on one of the following/any other Case Studies approved by the concerned faculty before commencement of lab internal examination.
1. Profile of an Effective Communicator.
 2. A) Chorus Reading, or B) Dealing with Outsourcing Backlash.
 3. A) Discussing Vandalism, or B) On Writing Well.
 4. Everest Textile mills.
 5. A) Communication Failure, or B) Communication Breakdown at City Hospital.
 6. Intercultural Lessons from Crash.
 7. A Reply Sent to an Erring Customer.
 8. Survey Report for India Representative Office of HRC Business School, France.
 9. A) The Presentation Effect, or B) Cultural Sensitivity.
 10. Farsighted Negotiation and Accepting a Contract.
 11. An Employment Interview.
 12. Executive Summary of a Consumer Behaviour Study.

STATISTICAL DATA ANALYSIS LAB

Course	MBA I Semester	L	T	P	C
Subject Code	22MBAPR12	-	-	2	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate important tools in of MS- Excel /SPSS.	3	3	1	3	1	3	3
CO2	make use of excel tools for data analytics	3	3	2	3	2	3	3
CO3	outline various pictorial tools to present data	3	3	3	3	3	3	3
CO4	implement test-statistic to draw inference	3	3	3	3	3	3	3
CO5	apply different parametric/non-parametric tests	3	3	3	3	3	3	3

List of Experiments

Week	Title/Experiment
1	Features of Statistical Packages, Getting started with Excel/SPSS
2	Highlights and Main Functions: Home, Insert, Page Layout, Formulae, Data, Review, View, Add-ins, Using Help Function, Customizing the Quick Access Toolbar.
3	Creating and Using Templates: Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing
4	Using Headers / Footers, Data Manipulation- Names, Ranges, Filters, Sort Validation etc
5	Data from External Sources: Using and Formatting Tables, Formulas, Functions, Data Analysis (Charts, Graphs, Managing, Inserting, and Copying, Secure data).
6	Advanced Formulae & Functions of Worksheet, Data Analysis Pivot Tables/ Charts.
7	Data Analysis-I: Tabulation, Diagrams/Charts and Measures of Central Tendency.
8	Measures of Dispersion: Variance, Standard Deviation, CEV, Correlation & Regression.
9	Data Analysis – II: T-test, F-test.
10	ANOVA One-way classification, Chi-square Test, Independence of attributes.
11	Time series: Forecasting Method of Least Squares, Moving Average Method.
12	Inference and Discussion of Results.
References	
1. Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.	
2. David M. Levine, Statistics for Managers Using Microsoft Excel, 9ed, Pearson, 2020.	
Case Studies: Student should submit a report on one of the following/any other Case Studies approved by the concerned faculty before commencement of lab internal examination.	
<ol style="list-style-type: none"> Defining Variables, types of Sampling Methods and Determining Sample Size. Organizing and Visualizing Categorical Variables and Numerical Variables Organizing and Visualizing a Mix of Variables Measures of Central Tendency and Dispersion Numerical Descriptive Measures for a Population The Normal Distribution and Evaluating Normality Sampling Distribution of the Mean Confidence Interval Estimate for the Mean (Standard Deviation Known and Unknown) Fundamentals of Hypothesis Testing with various test-statistic The Factorial Design: One-Way Two-Way ANOVA Smoothing An Annual Time Series Time-Series Forecasting of Seasonal Data 	

II-SEMESTER SYLLABUS

HUMAN RESOURCE MANAGEMENT

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAPC21	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline responsibilities, approaches and HR analytics	3	3	3	3	3	3	3
CO2	implement the process of recruitment and selection	3	3	3	3	3	3	3
CO3	illustrate the process of training and career development	3	3	3	3	3	3	3
CO4	identify features of employee compensation & welfare	3	3	3	3	3	3	3
CO5	assess employee relations at work place	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction of HRM	10
Introduction to HRM, Line Managers, HR Role and Responsibilities, New Approaches to Organizing HR, Globalization & Competition Trends, Technological Trends, Trends in Nature of Work, Workforce and Demographic Trends, Economic Challenges, High Performance Work Systems, Equal Employment Opportunity, HR Score Card. Human Resource Information System(HRIS), e-HRM, HR Analytics: An Introduction. Task: Case Study: Enterprise Builds on People.		
II	Recruitment and Selection	10
Basics of Talent Management Process, Job Analysis, Methods for Collecting Job Analysis Information, Job Descriptions and Specifications, Job Satisfaction, Job Enlargement, Job Enrichment and Job Rotation, HR Planning, Recruitment, e-Recruitment & Selection Process, Planning & Forecasting of human Resources, Sources of Recruitment, Recruitment on Diverse Work Force, Employee Testing and Selection, Basic Types of Interviews, Errors in Interviews. Task: Case Study: Prejudices in Workplaces: Real or Perceived?		
III	Training and Development and Performance Management	4+4=8
Part A: Training and Development: Importance of Training and Development, Training Process, Analysing Training Needs & Designing the Program, Implementation of training programs, Training Methods, Management Development Process, Evaluation of Training and Development programs. Task: Case Study: Travails of a Training Manager		
Part B: Performance Management: Concept of Performance Management and Appraisal, The Performance Appraisal Process, Techniques for Performance Appraisal, Career Management. Task: Case Study: Mechanist’s Indiscipline Behaviour		
IV	Compensation and Employee Welfare	10
Basic Factors in Determining Pay Rates, Job Evaluation Methods, Compensation and Reward Structure, Pricing Managerial and Professional Jobs, Performance based Pay Benefits: Insurance, Retirement Benefits, Employee Welfare Facilities. Salient Features of Workmen Compensation Act & Minimum Wages Act. Task: Case Study: On Pegging Pay to Performance		
V	Employee Relations	10
Labor Movement, Collective Bargaining Process, Grievances: Grievances Handling Procedure, Employee Separation, Employee Safety and Health, Occupational Safety Law, Work Place Health Hazards Problems, Remedies and Work-Life Integration, Stress Management: Salient Features of Industrial Disputes Acts 1947, Factories Act. Prevention of Sexual Harassment (PoSH) and Migrant Labor Act. Task: Case Study: A Worried CEO.		
Textbooks		
1. K. Aswathappa, Human Resource Management: Text and Cases, TMH, 8e, 2017.		
References		
1. P. Subba Rao, Essentials of Human Resource Management, Himalaya Publishing, 6e, 2021.		

MARKETING MANAGEMENT

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAPC22	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline concepts and approaches to marketing	3	3	3	3	3	3	3
CO2	analyse market mix strategies for customer value	3	3	3	3	3	3	3
CO3	design a customer driven strategy for segmentation	3	3	3	3	3	3	3
CO4	illustrate various distribution and promotional strategies	3	3	3	3	3	3	3
CO5	explain various price & promotion mix strategies	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Marketing	10
Importance and Scope of Marketing, Core Marketing Concepts, Market Place, Marketing in Practice, Marketing Environment, Marketing Strategies and Plans, The New Marketing Realities, Marketing Analytics: An Introduction. Market Research, Marketing Research Process, Marketing Information Systems. Marketing Research and Ethics, International Marketing Research. Task: Case Study: MTR Foods-A Marketing Marvel		
II	Analysing Marketing Opportunities, Customer Value and Marketing Mix	10
Consumer Decision-making, Building Customer Value, Analysing Consumer Markets, Consumer Behavior, Cultural, Social & Personal Factors, Developing Products & Brands, Product Levels; Classifying Products, Product Range, Product Line & Product Mix, Product Life Cycles, New Product Development, New Service Development, Stages of Product/ Service innovation development, The Process of Adoption, Branding. Task: Case Study: Customer Loyalty – The Ultimate Objective of Every Marketer		
III	Designing a Customer Driven Strategy	4+4=8
Part A: Market Segmentation, Targeting, Positioning Process, Segmentation of Consumer Market, Business Market, Requirement for Effective Segmentation, Market Targeting, Evaluating Market Segmentation, Selecting Target Market Segmentation. Task: Case Study: Starbucks India: The Human Coffee Experience Part B: Positioning and Repositioning, Positioning Maps, Product Positioning Strategies. Task: Case Study: The Techy Amazon Insight		
IV	Distribution Decisions, Promotion & Communication Strategies	10
Marketing Channels, Channel Intermediates and Functions, Channel Structure, Channel for Consumer Products, Business and Industrial Products, Alternative Channel, Channel Strategy Decisions. The Promotional Mix, Advertising, Public Relations, Sales Promotion, Personal Selling, Direct and Online Marketing. Marketing Communication: Process, Factors Affecting Promotion Mix. Task: Case Study: Face book: Business Connections in India and China		
V	Pricing Decisions & Personal Communication	10
Importance of Price, Cost Determinant of Price, Mark-up Pricing, Profit Maximization Pricing, Break-even Pricing, Pricing Strategies, Ethics of Pricing Strategy, Product Line Pricing, Word of Mouth, Rural Marketing, Bottom of the Pyramid, Relationship Marketing, Retail Marketing, Digital marketing, social media and Mobile Marketing, Market Sustainability and Ethics, Global marketing, Green Marketing. Task: Case Study: Kellogg's Cornflakes in India: Finding a Platform that Connects		
Textbooks		
1. Philip Kotler, Kevin lane Keller, Marketing Management, Pearson, 16e, 2022.		
References		
1. Ramaswamy, Nama Kumari, Marketing Management, Sage Publications, 6e, 2018.		
2. Lamb, Hair, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.		

FINANCIAL MANAGEMENT

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAPC23	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	interpret objectives & functions of financial management	3	3	1	3	3	3	3
CO2	illustrate cost of capital and capital budgeting decisions	3	3	1	3	1	3	3
CO3	identify ideal capital structure for an organisation	3	3	1	3	1	3	3
CO4	apply various theories of dividend to assess value of firm	3	3	1	3	1	3	3
CO5	analyse management and valuation of current assets	3	3	3	3	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	The Finance Function	10
Nature and Scope, Evolution of Finance Function, Its New Role in the Contemporary Scenario, Goals of Finance Function, Profit Maximization and Wealth Maximization, the Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model. Task: Case Study: The Anandnagar Electricity Board (AEB)		
II	The Investment Decision	10
Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow, Data for New Projects, Capital Budgeting Techniques: Traditional and DCF Methods. The NPV vs. IRR Debate, Approaches for Reconciliation. Capital Budgeting Decision under Conditions of Risk and Uncertainty. Cost of Capital: Concept and Measurement of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital. Task: Case Study: GSPC Company.		
III	Capital Structure	4+4=8
Part A: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. Task: Case Study: Samrudh Company Limited (SCL)		
Part B: EBIT-EPS Analysis, Indifference Point/Break-even Analysis of Financial Leverage, Capital Structure Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.		
IV	Dividend Decisions	10
Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, the Basic Models, Forms of Dividend. Declaration and Payment of Dividends. Bonus Shares, Rights Issue, Share splits, Major Forms of Dividends, Cash and Bonus Shares. Dividends and Valuation. Major Theories centred on the works of Gordon, Walter and Lintner, Dividend Policies of Indian companies. Task: Case Study: GES Co Ltd.		
V	Working Capital Management and Finance	10
Working Capital Management: Components of Working Capital, Determinants of Working Capital Needs, the Operating Cycle Approach. Financing of Working Capital. Management of Current Assets: Basic Strategies for Cash Management, Cash Planning, Cash Budget, Cash Management Techniques/Processes. Marketable Securities: Characteristics, Selection Criterion, Management of Receivables, Credit Policy, Credit Evaluation of Individual Accounts, Monitoring Receivables. (c) Management of Inventory, Inventory Management Process, Inventory Control Systems, Analysis of Investment in Inventory. Task: Case Study: Reliable Texamill Limited (RTL)		
Textbooks		
1. I M Pandey, Financial Management, Vikas Publications, 11e, 2015.		
References		

1. Prasanna Chandra, Financial Management, 10e, Mc Graw Hill, 2019.

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAPC24	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	interpret various techniques of operations research.	3	3	2	3	1	3	3
CO2	solve LPP and find primal and dual for a given LPP	3	3	2	3	1	3	3
CO3	illustrate process of assignment and transport problems	3	3	2	3	1	3	3
CO4	apply decision making models towards optimization	3	3	2	3	1	3	3
CO5	appraise decision making by queuing & games theories	3	3	2	3	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Operations Research	10
Nature and Scope of Operations Research: Origins of OR, Applications of OR in different Managerial Areas, Problem Solving and Decision-making, Quantitative and Qualitative Analysis. Defining a Model, Types of Models, Process for Developing an Operations Research Model, Practices, Opportunities and Shortcomings of using an OR Model. Task: Case Study: Daily Newspaper		
II	Linear Programming Method	10
Structure of LPP, Assumptions of LPP, Application Areas of LPP, Guidelines for Formulation of LPP, Formulation of LPP for Different Areas, Solving of LPP by Graphical Method: Extreme Point Method, Simplex Method, Converting Primal LPP to Dual LPP, Limitations of LPP. Task: Case Study: Raman Traveller		
III	Assignment Model & Transportation Problem	4+4=8
Part A: Algorithm for Solving Assignment Model, Hungarians Method for Solving Assignment Problem, Variations of Assignment Problem: Multiple Optimal Solutions, Maximization Case in Assignment Problem, Unbalanced Assignment Problem, Travelling Salesman Problem, Simplex Method for Solving Assignment Problem. Task: Case Study: Shreya & Sons		
Part B: Mathematical Model of Transportation Problem, Methods for Finding Initial Feasible Solution: Northwest Corner Method, Least Cost Method, Vogels Approximation Method, Test of Optimality by Modi Method, Unbalanced Supply and Demand, Degeneracy and its Resolution. Task: Case Study: Asian Games		
IV	Decision Theory	10
Introduction, Ingredients of Decision Problems. Decision-making under Uncertainty, Cost of Uncertainty Under Risk, Under Perfect Information, Decision Tree, Construction of Decision Tree. Network Analysis: Network Diagram, PERT, CPM, Critical Path Determination, Project Completion Time, Project Crashing. Task: Case Study: Oil India Corporation		
V	Queuing Theory	10
Queuing Structure and Basic Component of a Queuing Model, Distributions in Queuing Model, Different Queuing Models with FCFS, Queue Discipline, Single and Multiple Service Station with Finite and Infinite Population. Game Theory, Saddle Point, Value of the Game. Task: Case Study: Broadcasting Corporation		
Textbooks		
1. R. Pannervselvam, Operations Research, Prentice Hall International, 3e, 2015.		
References		
1. J.K. Sharma, Operations Research: Theory and applications, Macmillian, 5e, 2013. 2. Mik Wisniewski, Dr Farhad Shafti, Quantitative Analysis for Decision Makers, Pearson, 7e, 2019.		

ENTREPRENEURSHIP AND DESIGN THINKING

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAPC25	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	analyse role, approaches, and types of entrepreneurship	3	3	3	3	3	3	3
CO2	illustrate strategic perspectives of an entrepreneur	3	3	3	3	3	3	3
CO3	assess entrepreneurial opportunities and challenges	3	3	3	3	3	3	3
CO4	implement principles of design thinking	3	3	3	3	3	3	3
CO5	prepare DPR and prototype to scale-up commercially	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Understanding Entrepreneurial Mind-set	10
The Evolution of Entrepreneurship, Qualities, Skills, Functions of Entrepreneurs, Types of Entrepreneurs, Approaches to Entrepreneurship, Process Approach, Role of Entrepreneurship in Economic Development. The Entrepreneurial Journey, Stress and the Entrepreneur, The Entrepreneurial Ego, Entrepreneurial Motivations, Motivational Cycle, Entrepreneurial Motivational Behaviour, Entrepreneurial Competencies, Entrepreneurial Stress. Task: Case Study: How I Made My First Million.		
II	Strategic Perspectives in Entrepreneurship	10
Strategic Planning, Strategic Actions, Strategic Positioning, Business Stabilization, Building the Adaptive Firms, Understanding the Growth Stage, Internal Growth Strategies and External Growth Strategies, Unique Managerial Concern of Growing Ventures. Task: Case Study: XYZ Transport.		
III	Opportunities and Challenges of Entrepreneurship	4+4=8
Part A: Initiatives by the Government of India to Promote Entrepreneurship, Social and Women Entrepreneurship. Feasibility Analysis, Industry and Competitor Analysis, Formulation of the Entrepreneurial Plan, The Challenges of New Venture Start-ups, Developing an Effective Business Model, Blue and Red Ocean Strategies, Sources of Finance, Critical Factors for New Venture Development, Evaluation Process. Task: Case Study: Creativity in Start-ups.		
Part B: IPR: Patents, Copyrights, Trademarks and Trade Secrets, Avoiding Trademark Pitfalls. Task: Case Study: Opportunity—Earthmoving Industry.		
IV	Design Thinking – An Introduction	10
Principles of Design Thinking, Process of Design Thinking, planning a Design Thinking Project, Understanding of the Problem, Problem Analysis, Reformation of the Problem, Empathetic Design Methods. Task: Case Study: Google.		
V	Prototype, Testing Ideas, Implementing Design Thinking	10
Creativity, Creativity Process, Creativity Techniques, Business Idea, Evaluation of Ideas, Kano Method, Finding Gaps in the Market Place, Prototype, Lean Start-up Method, Visualization, Presentation Techniques, Desirability Testing, Methods to Initiate Ventures, Creating New Ventures, acquiring an Established Venture, Franchising, Advantages and Disadvantages, Implementing Design Thinking, Agility for Design Thinking. Task: Case Study: Tata Motors—Nano.		
Textbooks		
1. T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 1e, 2012.		
References		
1. Robert D. Hisrich, Entrepreneurship, Mc Graw Hill, 10e, 2018.		
2. Bruce R. Barringer, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.		

LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAPC26	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate logistics and supply chain management	3	3	3	3	3	3	3
CO2	identify various components & functions in logistics	3	3	3	3	3	3	3
CO3	analyse the problems in supply chain issues	3	3	3	3	3	3	3
CO4	assess the supply chain performance	3	3	3	3	3	3	3
CO5	summarise supply chain selection and coordination	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Understanding Supply Chain	10
Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Logistics & SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Strategic Fit, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability. Task: Case Study: Seven-Eleven Japan Co.		
II	Logistics	10
Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, Transportation: Functions, Costs, and Mode of Transportation Network and Decision, Models, Containerization, Cross Docking, Reverse Logistics. Outsourcing: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL). Task: Case Study: Managing Growth at SportStuff.com		
III	Designing the Supply Chain Network	4+4=8
Part A: Designing the Distribution Network, Role of Distribution, Factors Influencing Distribution, Design Options, e-Business and its Impact, Distribution Networks in Practice. Task: Case Study: BioPharma, Inc.		
Part B: Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modelling for Supply Chain. Task: Case Study: Mintendo Game Girl.		
IV	Supply Chain Performance	10
Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network. Task: Case Study: Specialty Packaging Corporation		
V	Coordination in a Supply Chain	10
Importance of Coordination, Lack of Supply Chain Coordination and the Bullwhip Effect, Obstacles to Coordination, Managerial Levels, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain, Supply Chain 4.0. Task: Case Study: Delivery Strategy at MoonChem		
Textbooks		
1. Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.		
References		
1. Ballou, R.H. Business Logistics Management. Pearson Education, 5e, 2014.		
2. Rajat K. Basiva, Integrated Supply Chain Management, Sage Publications, 2020.		

TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE – II)

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAOE21	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline TQM objectives, need and limitations	3	3	3	3	3	3	3
CO2	implement principles of TQM	3	3	3	3	3	3	3
CO3	illustrate statistical process control	3	3	3	3	3	3	3
CO4	analyse contemporary advancements in TQM	3	3	3	3	3	3	3
CO5	conduct quality audit by following latest ISO series	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
Evolution of Quality, Quality Definition, Need for Quality, Dimensions of Product and Service Quality, Basic Concepts of TQM, TQM Framework, Quality Philosophies, Contributions of Deming, Barriers to TQM, Quality Statements, Customer Focus, Customer Orientation, Customer satisfaction, Customer Complaints, Customer Retention, Costs of Quality. Task: Case Study: Quality is King.		
II	TQM Principles	10
Leadership, Strategic Quality Planning, Quality Councils, Employee Involvement, Motivation, Empowerment, Team and Teamwork, Quality Circles Recognition and Reward, Performance Appraisal, Continuous Process Improvement, PDCA Cycle, 5S, Kaizen, Supplier Partnership, Partnering, Supplier Selection, Supplier Rating. Task: Case Study: Total Quality Management at Sundaram-Clayton Ltd.		
III	Statistical Process Control	4+4=8
Part A: Statistical Fundamentals such as Mean and Standard Deviation, Chance and Assignable Causes, Control Charts for Variables, Process Capability Analysis such as Cp and Cpk, Seven basic (Traditional) Task: Case Study: Statistical Process Control at Motorola Part B: Quality Control Tools: 1) Check Sheets (Tally Sheet), 2) Stratification (Alternatively, Flowchart or Run-chart) (Trend Analysis) 3) Histograms 4) Pareto Chart (80-20 Rule) 5) Cause-and-Effect Diagrams (Fishbone or Ishikawa Diagram) 6) Scatter Diagrams 7) Control charts. Task: Case Study: Six Sigma at Wipro Technologies		
IV	Tools and Techniques	10
Quality Functions Development (QFD), Benefits, Voice of Customer, Information Organization, House of Quality (HOQ), Building a HOQ, QFD Process, Taguchi Method and Quality Loss function, Failure Mode Effect Analysis (FMEA): Requirements of Reliability, Failure rate, Total Productive Maintenance (TPM), Seven New Management Tools for Process Improvement: Affinity diagram, Interrelationship Diagram, Tree Diagram, Matrix Diagram, Matrix Data Analysis, Arrow Diagram, Process Decision program Chart, Benchmarking and POKA YOKE, Six Sigma, Methodologies: DMAIC, DFSS, Six Sigma Belts, Quality Circles. Task: Case Study: Using Pareto Analysis to Focus on Reliability Improvement at NTPC		
V	Quality Management Systems	10
Introduction, Benefits of ISO Registration, ISO 9000 Series of Standards, ISO 9001, Requirements, Implementation, Documentation, Writing the Documents, Quality Auditing, TQM Culture, Quality Auditing, QS 9000, ISO 14000, Concepts, Requirements and Benefits, TQM Implementation in Manufacturing and Service Sectors. Task: Case Study: Implementing Quality Management System at Hyundai Motors		
Textbooks		
1. Sunil Sharma, Total Quality Management, Sage Publications, 1e, 2018.		

2. Bester filed, et al., Total Quality Management, Pearson Education Asia, 3e, 2006.

**MARKETING RESEARCH
(OPEN ELECTIVE – II)**

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAOE22	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate various marketing research methods	3	3	3	3	3	3	3
CO2	design a research programme	3	3	3	3	3	3	3
CO3	implement sampling techniques for data collection	3	3	3	3	3	3	3
CO4	identify suitable measurement, scaling and sampling	3	3	3	3	3	3	3
CO5	analyse testing of hypotheses to draw conclusions	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Marketing Research	10
Meaning and Scope of Marketing Research, Factors that Influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing Decision-making, International Marketing Research, Marketing Research in social media, Mobile Marketing Research, Ethics in Marketing Research, Use of Information Technology in Marketing Research. Task: Case Study: Wipro Limited: A Journey from a Vanaspati Product Manufacturer to an Information Technology Leader		
II	Marketing Research Design	10
The Process of Defining the Problem and Developing an Approach, Defining a Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal. Task: Case Study: Castrol India Limited: A Journey from Market Growth to Market Saturation		
III	Sampling and Data Collection	4+4=8
Part A: Sampling Design Process, Classification of Sampling Techniques, Probability and Non-Probability Sampling Techniques, Internet Sampling, Sampling Distribution, Sample Size Determination, Non-Response Issues in Sampling. Task: Case Study: Air Conditioner Industry in India: Systematic Replacement of the Unorganized Sector by the Organized Sector		
Part B: Sources of Data Collection, Methods of Data Collection. Task: Case Study: TVS Motors Company Ltd		
IV	Measurement and Scaling	10
Concept of Measurement, Types of Measurement Scales: Likert, Semantic Differential, Guttman, Interval, Q-Sort, Nature of Measurement, Characteristics of a Good Measurement, Nature of Attitude Scale, Rating Scale, Ranking Scale, Questionnaire Design, Editing, Coding and Tabulation of data. Task: Case Study: Sintex Industries Limited: Grooming with Increased Demand of Plastic		
V	Analysis and Presentation of Data	10
Data Preparation, Data Preparation Process, Statistically Adjusting Data, Frequency Distribution, Cross Tabulation, Hypothesis Testing, Bi-Variate Analysis, Correlation, Regression, Multi-Variate Analysis, Discriminant, Logit Analysis, Factor Analysis, Cluster Analysis. Report Writing, Report Preparation and Presentation. Task: Case Study: ITC: A Long Way Journey from a Pure Tobacco Company to a Well-diversified FMCG Company		
Textbooks		
1. Naresh Malhotra, Satyabhushan Dash, Marketing Research, Pearson,7e, 2019.		
References		
1. GC Beri, Marketing Research, 4e, 2018, Mc Graw Hill 2018.		

2. Donald R Cooper, Marketing Research Concepts and Cases, Mc Graw Hill, 2005.

**INTERNATIONAL BUSINESS
(OPEN ELECTIVE – II)**

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAOE23	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline IB concepts, principles and approaches	3	3	3	3	3	3	3
CO2	illustrate various international trade theories	3	3	3	3	3	3	3
CO3	assess need for integration of IB with economy	3	3	3	3	3	3	3
CO4	identify strategy and structure for IB	3	3	3	3	3	3	3
CO5	assess the challenges and issues in IB operations	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to International Business	10
Need for International Business, Drivers of Globalization, Distinction between Domestic and International Business, International Business Approaches, Modes of International Business, Impediments in International Business, Opportunities and Challenges of International Business, Ease of Doing Business (World Bank), Multi National Corporation (MNCs), International Business Environment: Cultural, Political, Social and Technological Environment. Task: Case Study: Where Success is a Burden		
II	International Trade Theories	10
Classical Theories: Mercantilism, Absolute Advantage Theory, Comparative Advantage Theory and Factor Endowment Theory. Modern Theories: Country Similarity Theory, Product Life Cycle Theory, New Trade Cycle Theory and National Competitive Advantage Theory. India's Foreign Trade, Foreign Direct Investment in India, Balance of Payments. Task: Case Study: What is Good for GM is Not so for Others		
III	International Business and Economic Integration	4+4=8
Part A: Levels of Economic Integration, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), The Customs Union, The Common Market, The Economic Union. Arguments Surrounding Economic Integration. Task: Case Study: A Charismatic and Benign Dictator		
Part B: Regional Economic Groups: European Union, NAFTA, ASEAN, SAARC, QUAD and G8. Multilateral Trade Agreements: GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India. Task: Case Study: The New World Order		
IV	Strategy and Structure of International Business	10
Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances, Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance Development Process, Economic Considerations for Strategic Alliances. Choosing an Organizational Design Structure, Issues in Global Organizational Design. Task: Case Study: Late Mover Advantage?		
V	International Business Operations	10
Issues involving International Production: Sourcing and Vertical Integration. Major Activities in International Marketing: Brand Decisions. Issues of International Financial management: Forex Market, International Monetary System, International Financial Markets, Export Financing. Managing International HR Activities: HR Planning, Recruitment and selection, Expatriate Selection and Training. Cross Cultural Issues in International Business. Task: Case Study: LI & Fung on a Roll		
Textbooks		
1. K Aswathappa, International Business, Mc Graw Hill, 6e,2015.		

2. Charles W. L Hill, G. Thomas, International Business, Mc Graw Hill, 11e, 2019.

**RURAL MARKETING
(OPEN ELECTIVE – II)**

Course	MBA II Semester	L	T	P	C
Subject Code	22MBAOE24	3	0	0	3

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline avenues for rural markets in Indian economy	3	3	3	3	3	3	3
CO2	identify ingredients for rural marketing mix	3	3	3	3	3	3	3
CO3	illustrate market mix issues & challenges in rural areas	3	3	3	3	3	3	3
CO4	conduct rural business & social market research	3	3	3	3	3	3	3
CO5	outline innovative methods of rural market research	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
Nature and Characteristics of Rural Market, Understanding the Indian Rural Economy, Rural Marketing Models, Rural Marketing Vs Urban Marketing, Parameters Differentiating Urban & Rural Market, Differences in Consumer Behaviour in Rural and Urban Markets. Task: Case Study: Trials of a Rural Sales Trainee		
II	Rural Marketing Mix	10
Rural Marketing Mix, Additional Ps in Rural Marketing, 4As of Rural Marketing Mix, New Product Development for Rural Market, Rural Market Product Life Cycle, Objectives behind New Product Launch, New Product Development process. Task: Case Study: Godrej Focuses on Rural Markets		
III	Rural Market Brand & Channel Management	4+4=8
Part A: Brand Loyalty in Rural Market, Regional Brands Vs National Brands. Task: Case Study: Healthy Brand Building—HUL Takes the Lead		
Part B: Channel Management, Indian Rural Retail Market, Rural Retail Channel Management, Strategies of Rural Retail Channel Management. Task: Case Study: Cattle Feed Distribution—The Anand Pattern		
IV	Rural Market Research	10
Sources of Information, Factors Influencing Rural Consumers during Purchase of Products, Rural Consumer Life style, Approaches and Tools of Marketing Research, Rural Business Research, Evolution of Rural Marketing Research, Sources and Methods of Data Collection, Data Collection Approaches in Rural Areas, Data Collection Tools for Rural Market. Limitation and Challenges in Rural Marketing Research, Role of Rural Marketing Consulting Agencies. Task: Case Study: Pharma Surveys Rural		
V	Applications and Innovations	10
Marketing of Consumer Products, Services, Social Marketing, Agricultural Marketing, Rural Industry Products, Innovation for Rural Market, Marketing Strategies, e-Rural Marketing, Agricultural Co-operative Marketing, Rural Market Mapping, Corporate Social Responsibility, Organized Rural Marketing, IT for Rural Development, e-Governance for Rural India. Task: Case Study: Marketing Water Purifiers: The Godrej Way		
Textbooks		
1. Dinesh Kumar, Punam Gupta, Rural Marketing, Sage Publications, 2017.		
References		
1. Pradeep Kashyap, Rural Marketing, 3e Pearson Education, 2016. 2. T P Gopalaswamy, Rural Marketing, Environment, problems and strategies, Vikas Publications, 3e, 2016.		

III-SEMESTER SYLLABUS

PRODUCTION & OPERATIONS MANAGEMENT

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPC31	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate systems production/operations management	3	3	1	3	1	3	3
CO2	conduct product and process design, analysis	3	3	2	3	1	3	3
CO3	assess for suitable plant location and layout	3	3	2	3	1	3	3
CO4	identify the need for scheduling and prepare a schedule	3	3	2	3	1	3	3
CO5	implement techniques inventory control	3	3	2	3	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Operations Management	10
Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems, Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management, Corporate Strategic, Generic Competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing, Sustainable Operations Management, Industry 4.0. Task: Case Study: Khana Khazana on Wheels.		
II	Product Design and Analysis	10
New Product Development, its Concepts, Steps of Product Design, Process Planning and Design, Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design, Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis, Value Engineering, Lean Production System. Task: Case Study: Designing A Versatile charger for mobile phones.		
III	Plant Location and Plant Layout	4+4=8
Part A: Plant Location: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems, Model for Multi Facility Location Problem, Model to Determine X-Coordinates of New Facilities, Model to Determine Y- Coordinate. Task: Case Study: The Plant Location Dilemma.		
Part B: Plant Layout: Introduction, Classification of Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout, Layout Design Procedures. Task: Case Study: The Institute of sports medicine.		
IV	Scheduling	10
Introduction, Johnson’s Algorithm, Extension of Johnson’s Rule. Job Shop. Scheduling: Introduction, Types of Schedules, Schedule Generation, Heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality Control Concepts. Task: Case Study: Navjeevan Clinic OPD Scheduling.		
V	Materials Management	10
Integrated Materials Management, Components of Integrated Materials Management, Materials Planning, Inventory Control, Purchase Management, e-Procurement, Green Purchasing, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis. Task: Case Study: Material Handling design at federal express, Canada.		
Textbooks		
1. S N Chary, Productions and Operations Management, Mc Graw Hill, 2019.		
References		
1. Panneerselvam, Production and Operations Management, PHI, 3e, 2012.		
2. Ajay K. Garg, Production and Operations Management, TMH, 2012.		
3. B. Mahadevan, Operations Management: Theory and Practice, Pearson Education 2e, 2010.		

4. K. Ashwathappa, Production and Operations Management, Himalaya Publishing House, 2e, 2021.

MANAGEMENT INFORMATION SYSTEMS

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPC32	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify the merits of strategic MIS	3	3	3	3	3	3	3
CO2	outline business applications of information systems	3	3	1	3	3	3	3
CO3	examine the MIS effectiveness	3	3	1	3	3	3	3
CO4	develop phase wise MIS for an enterprise	3	3	2	3	3	3	3
CO5	analyse security attacks and cyber crime	3	3	2	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
Information Systems in Business, Types of Information Systems, Managerial Challenges of IT, Components of Information System Resources and Activities. System for Collaboration and Social Business, Ethical and Social Issues in Information System, Information System for Strategic Advantages. Task: Case Study: Changes in the Financial Industry: Adyen and Fintech.		
II	Business Applications of Information Systems	10
E-Business Systems, Functional Business Systems, Customer Relationship Management, BPR, ERP Systems, Supply Chain, e-Commerce, DSS, Business Analytics, Business Intelligence and Knowledge Management System. Task: Case Study: Is Social Business Good Business?		
III	Management of Information Systems	4+4=8
Part A: Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Lifecycle, V-Model. Task: Case Study: Offline, Online, and Back: The Evolution of the UK Grocery Market.		
Part B: Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation & Maintenance. Task: Case Study: Big Data in the Asia-Pacific Takes On the COVID-19 Pandemic.		
IV	Management of Information Systems	10
System Development and Organizational Change, Business Process Redesign, Systems Analysis, System Design, System Development Process, Methodology for Modelling and Designing System, Alternative Methods for Building Information System, New Approaches for System Building in the Digital Firm Era, Agile System. Task: Case Study: The Coronavirus Pandemic Disrupts Supply Chains Around the World		
V	Introduction to Cyber Crime	10
Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defences, Other Security Measures, System Control and Audit, Block chain. Task: Case Study: An IDEAL Solution to the Single Online EU Market.		
Textbooks		
1. Laudon & Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e, 2017.		
References		
1. Sahil Raj, Management Information Systems, Pearson, 2e, 2018. 2. D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3e, 2010. 3. Jawadekar, Management Information Systems Text and Cases, Tata Mc Graw Hill, 2012.		

BUSINESS ANALYTICS

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPC33	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline techniques of business analytics in real life	3	3	3	3	3	3	3
CO2	employ descriptive statistics in data modelling	3	3	3	3	3	3	3
CO3	apply various tools/techniques in predictive analytics	3	3	3	3	3	3	3
CO4	illustrate the aspects data mining	3	3	3	3	3	3	3
CO5	apply simulation techniques to mitigate compute risks	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Data Analytics	10
Introduction to Data, Importance of Analytics, Data for Business Analytics, Big Data, Business Analytics in Practice. Data Visualization, Data Visualization Tools, Data Queries, Statistical Methods for Summarizing Data, Exploring Data using Pivot Tables. Task: Case Study: People's Choice Bank		
II	Descriptive Statistical Measures	10
Population and Samples, Measures of location, Measures of Dispersion, Measures of Variability, Measures of Association. Probability Distribution and Data Modelling, Discrete Probability Distribution, Continuous Probability Distribution, Random Sampling from Probability Distribution, Data Modelling and Distribution fitting. Task: Case Study: Drout Advertising Research Project		
III	Predictive Analytics	4+4=8
Part A: Karl Pearson Correlation Technique, Multiple Correlation, Spearman's Rank Correlation, Simple and Multiple Regression, Regression by the Method of Least Squares. Task: Case Study: Performance Lawn Equipment		
Part B: Building Good Regression Models. Regression with Categorical Independent Variables, Linear Discriminant Analysis, One-Way and Two-Way ANOVA. Task: Case Study: Performance Lawn Equipment		
IV	Data Mining	10
Scope of Data Mining, Data Exploration and Reduction, Unsupervised Learning, Cluster Analysis, Association Rules, Supervised Learning, Partition Data, Classification Accuracy, Prediction Accuracy, K-Nearest Neighbours, Classification and Regression Trees, Logistics Regression. Task: Case Study: Performance Lawn Equipment		
V	Simulation	10
Random Number Generation, Monte Carlo Simulation, What If Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis. Task: Case Study: Performance Lawn Equipment		
Textbooks		
1. James Evans, Business Analytics, Pearson Education, 2e, 2017.		
References		
1. Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019. 2. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley, 2015.		

DIGITAL MARKETING (PROFESSIONAL ELECTIVE-I)

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE31M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline various digital marketing methods in business	3	3	3	3	3	3	3
CO2	identify digital marketing channels	3	3	3	3	3	3	3
CO3	develop digital marketing plan	3	3	3	3	3	3	3
CO4	use search engine marketing & online marketing tools	3	3	3	3	3	3	3
CO5	assess the need for social media marketing	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Understanding Digital Marketing	10
Concept, Need and Scope of Digital Marketing, Comparison of Marketing and Digital Marketing, Components of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Digital Marketing Trends. Task: Case Study: Flipkart: Heraldng Indian E-commerce		
II	Channels of Digital Marketing	10
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, Use of Digital Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using Digital Media for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty. Task: Case Study: Amazon India: The Global Unicorn		
III	Digital Marketing Plan	4+4=8
Part A: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan: Marketing Plan, Executive Summary, Mission, Situational Analysis. Task: Case Study: Google India: From Keyword to Alphabet Part B: Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. Task: Case Study: Facebook India: Expanding the Network		
IV	Search Engine Marketing (SEM) and Online Advertising	10
Importance of SEM, Understanding Web Search: Key Words, HTML Tags, Inbound Links. Online Advertising vs. Traditional Advertising. Payment Methods of Online Advertising: CPM (Cost-per-Thousand) and CPC (Cost-per click). Display of Ads: Choosing a Display Ad Format, Landing Page and its Importance. Task: Case Study: Twitter India: Monetizing Communication		
V	Social Media Marketing	10
Understanding social media, Social Networking with Facebook, LinkedIn and 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: Analysing Digital Media Performance, Analysing Website Performance, Analysing Advertising Performance. Task: Case Study: Times Internet: The Voice of News		
Textbooks		
1. Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021.		
References		
1. Chuck Hemann& Ken Burbary, Digital Marketing Analytics, Pearson, 2e, 2018.		

2. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.

**TALENT AND PERFORMANCE MANAGEMENT SYSTEMS
(PROFESSIONAL ELECTIVE-I)**

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE31H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate the core competence of TM	3	3	3	3	3	3	3
CO2	implement competency based TM	3	3	3	3	3	3	3
CO3	conduct a performance management program	3	3	3	3	3	3	3
CO4	identify KPI/KRA/KSF for PMS effectiveness	3	3	3	3	3	3	3
CO5	relate employee development reward and legal systems	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Talent Management (TM)	10
Meaning and Importance of TM, Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centres. Task: Case Study: Performance-based Incentive Systems of Modern Bank of India		
II	Implementing Competency based TM	10
Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength. Task: Case Study: Linking Performance to the Bottom Line: The Approach of Mono India		
III	Performance Management (PM)	4+4=8
Part A: Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Task: Case Study: Training Milieu		
Part B: Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy. Task: Case Study: Aligning Performance Management with Employee Development		
IV	PMS Process & Implementation	10
Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviours and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance. Task: Case Study: McDonald's—The Destination to Career Growth and Performance		
V	PM: Employee Development, Reward & Legal Systems	10
Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS. Task: Case Study: Murugappa Group -Where Excellence Is Achieved Through Performance Management Systems		
Textbooks		
1. Herman Aguinis, Performance Management, Pearson, 3e, 2013.		
References		

1. Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications, 1e, 2021.

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(PROFESSIONAL ELECTIVE-I)**

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE31F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	examine the Indian financial system and environment	3	3	-	3	-	3	3
CO2	develop an optimum & minimum variance portfolio	3	3	-	3	-	3	3
CO3	determine bond convexity, duration and immunisation	3	3	1	3	1	3	3
CO4	illustrate various equity evaluation models	3	3	1	3	1	3	3
CO5	explain various models for MFIs and derivatives	3	3	1	3	1	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Investment	10
Introduction, Indian Financial System and Structure, Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment, Securities Market of India, Securities Trading and Settlement, Types of Orders, Margin Trading, Roles and Responsibilities of SEBI. Task: Case Study: Prepare a Case on Insider Trading in India.		
II	Portfolio Analysis	10
Risk and Return Analysis, Markowitz Portfolio Theory, Mean – Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory. Task: Case Study: Dr Reddys Lab.		
III	Bond Valuation	4+4=8
Part A: Classification of Fixed Income Securities, Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Holding Period Return. Task: Case Study: Nicholas Pirmal’s Rs 25Cr Debenture issue.		
Part B: Bond Pricing Theorems, Bond Duration, Modified Duration. Active and Passive Bond Management Strategies, Bond immunization, Bond Volatility, Bond Convexity.		
IV	Equity Valuation	10
a) Intrinsic Value versus Market Value, Equity Valuation Models-Discounted Cash Flow Techniques, Dividend Discount Models (DDM), Growth Rate cases for DDM, Free Cash Flow Valuation Approaches, Relative Valuation Techniques, Earnings Multiplier Approach, Price/ Earnings, Price/ Book Value, Price/ Sales Ratio, EVA. b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis. Task: Case Study: ICICI Dream Run.		
V	Introduction to Derivatives	10
a) Derivatives: Overview of Indian Derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future Markets, Mechanics of Trading, b) Performance Evaluation: Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models: Sharpe Model, Treynor Model, Jensen Model, Fama’s Decomposition. Task: Case Study: Risk Management at ACC & Cipla.		
Textbooks		
1. Prasanna Chandra: Investment analysis and Portfolio Management” 4th Edition, TMH, 2013.		
References		
1. Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016. 2. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014. 3. William. F. Sharpe, Gordon J Alexander: Fundamentals of Investments, Prentice Hall, 2012.		

**START-UP AND MSME MANAGEMENT
(PROFESSIONAL ELECTIVE-I)**

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE31E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline various Start-up opportunities	3	3	3	3	3	3	3
CO2	identify requirements for start-ups and challenges	3	3	3	3	3	3	3
CO3	illustrate SWOT process for new start-ups	3	3	3	3	3	3	3
CO4	analyse the challenges in management of MSMEs	3	3	3	3	3	3	3
CO5	assess institutional support & assistance to MSMEs	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Start-up and MSME	10
<p>The Rise of the Start-up Economy, The Six Forces of Change, The Start-up Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India. Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues & Challenges of MSME in India. Task: Case Study: Soul Cycle: A Classic Entrepreneurial Tale</p>		
II	Start-up Requirements	10
<p>The Big Idea, Generate Ideas with Brainstorming, Business Start-up, Ideation, Venture Choices. Identifying Start-up Capital Resource Requirements, Estimating Start-up Cash Requirements, Developing Financial Assumptions, constructing a Process Map, Positioning the Venture in the Value Chain, Launch strategy to reduce Risks, Start-up Financing Metrics, Feasibility Analysis, The Cost and Process of Raising Capital, Unique Funding Issues of High-tech Ventures, Funding with Equity, Financing with Debt, Funding Start-ups with Bootstrapping, Crowd Funding. Task: Case Study: Pledge Music and Zinepak: Creating New Businesses in the Music Industry by Directly Engaging Fans</p>		
III	Start-up and Legal Environment	4+4=8
<p>Part A: Stages of Growth in a New Venture, growing with the Market, growing within the Industry, Venture Life Patterns, Reasons for New Venture Failures, Scaling Ventures, Preparing for Change, Leadership Succession. Task: Case Study: Etsy: Breaking Down a Business Model</p> <p>Part B: Support for Growth and Sustainability of the Venture. The Legal Environment, Approval for New Ventures, Taxes or Duties Payable for New Ventures. Task: Case Study: How Casper Woke Up the “Sleepy” Mattress Industry</p>		
IV	Management of MSME	10
<p>Management of Product Line; Communication with Clients, Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of MSME, Problems of Entrepreneurs, Sickness in MSME, Reasons and Remedies. Task: Case Study: Base camp: Implementing Novel Work Design and HRM Practices</p>		
V	Institutional Support for MSMEs	10
<p>Long-term and Short-term Financial Support, Sources of Financial Support, dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Schemes for Women Entrepreneurs. Task: Case Study: Relights: Using Multiple Sources of Funding to Bring Its Innovative Bicycle Lighting System to Life</p>		
Textbooks		
1. Bruce R. Barringer, Entrepreneurship successfully, launching new ventures, Pearson, 2019.		

**SALES AND PROMOTION MANAGEMENT
(PROFESSIONAL ELECTIVE-II)**

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE32M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate the process of sales promotion management	3	3	3	3	3	3	3
CO2	outline different promotional-mix strategies	3	3	3	3	3	3	3
CO3	apply various methods for effective sale management	3	3	3	3	3	3	3
CO4	develop sales promotion plan and strategies	3	3	3	3	3	3	3
CO5	assess performance of place-mix for various products	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Promotion	10
Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. Managing Promotional Tools: Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity. Task: Case Study: Aurore Cosmetics.		
II	Advertising and Advertising Media	10
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. Types of Media: Print, Electronic and 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. Task: Case Study: Phillips Company.		
III	Sales Management	4+4=8
Part A: 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. Task: Case Study: Donaldson Manufacturing Company Part B: Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation. Task: Case Study: Lindsay Sportswear.		
IV	Sales Promotion	10
Concepts, Need and Objective, 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. Task: Case Study: Sonton Pharmaceuticals.		
V	Sales Distribution	10
Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, 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. Task: Case Study: Diamond Pump.		
Textbooks		

1. George E. Belch, Advertising and Promotion, Mc Graw Hill, 9e, 2017.

**LEARNING AND DEVELOPMENT
(PROFESSIONAL ELECTIVE-II)**

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE32H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	classify different learning theories	3	3	3	3	3	3	3
CO2	design a employee-training strategy through TNA	3	3	3	3	3	3	3
CO3	illustrate employee training methods at all levels	3	3	3	3	3	3	3
CO4	prepare employee career development plan	3	3	3	3	3	3	3
CO5	assess contemporary learning & development practices	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Learning	10
<p>Concepts of Learning, Phases in Learning, Learning Theories: Reinforcement Theory, Social Learning Theory, Goal theories, Need theories, Expectancy theory, Adult Learning Theory and Information Processing Theory. The Learning Process, The Learning Cycle, Instructional emphasis for learning outcomes.</p> <p>Task: Case Study: Zappos: Facing Competitive Challenges Endnotes</p>		
II	Training Strategy and Designing Training	10
<p>The evolution of Training’s Role, Strategic Training and Development Process, Training Needs in Different Strategies, Models of Training Department. Training Needs Assessment, Reasons for Planned Training. Designing the Training Program, Developing the Group and the Climate, Trainers and Training Styles, Evaluating Training and Follow-on Support.</p> <p>Task: Case Study: Learning in Practice: Dow Chemical Develops Leaders by Sending Them to Work in Unfamiliar Surroundings</p>		
III	Training Methods	4+4=8
<p>Part A: Traditional Methods: Presentation Methods, Hands-on Methods, Group Building Methods. E-Learning and use of Technology in Training, Technology Influence on Training and Learning.</p> <p>Task: Case Study: Identifying Training Needs Using Virtual Brainstorming at EY</p> <p>Part B: Technology and Multimedia, Computer based Training, Developing Effective Online Learning, Blended Learning, Mobile Technology and Training Methods, Technologies for Training Administration.</p> <p>Task: Case Study: Safety First</p>		
IV	Development	10
<p>Employee Development, Essential Ingredients of Management Development, Strategy and Development, Approaches to Employee Development: Formal Education, Assessment, Job Experiences. Interpersonal Relationships, Development Planning Process, Company’s Strategies for Providing Development, E-Learning and Employee Development. Electronic MDPs.</p> <p>Task: Case Study: Training Methods for Bank Tellers Endnotes</p>		
V	Contemporary issues in Training and Development	10
<p>Orientation Training, Diversity Training, Sexual Harassment Training, Team-training, Cross-functional Teams, Cross-cultural Training, Training for Talent Management and Competency mapping. Career Management, Career Management Systems, Career Paths, Career Plateau, Coping with Career Breaks, Training for Virtual Work Arrangements.</p> <p>Task: Case Study: Learning in Practice: Nike Is Losing Its Race for Diversity</p>		
Textbooks		
1. Raymond A Noe, Employee Training and Development, McGraw Hill, 7e, 2019.		
References		
1. Rolf Lynton, UdayPareek, Training for Development, 3e, Sage Publishers, 2012.		

2. P. Nick Blanchard, James W. Thacker, A. Anand Ram, Effective Training, 4e, Pearson, 2012.

**RISK MANAGEMENT AND FINANCIAL DERIVATIVES
(PROFESSIONAL ELECTIVE-II)**

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE32F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline tools to detect risk and manage suitably	3	3	3	3	3	3	3
CO2	illustrate different risk measurement/assessment tools	3	3	3	3	3	3	3
CO3	identify the spread of derivative markets and products	3	3	3	3	3	3	3
CO4	analyse risk management through option strategies	3	3	3	3	3	3	3
CO5	assess risk involved through swaps and swap-options	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Risk Management	10
Risk Management, Scope of Risk Management, Benefits of Risk Management, Classification of Risks: Systematic Risk and Unsystematic Risk, Business Risk, Financial Risk. Financial Markets, Market Risk: Price Risk, Currency Risk, Liquidity Risk, Interest Risk, Credit and Counterparty Risk, Operational Risk, Model Risk, Risk Management Process. Task: Case Study: Jet Airways		
II	Risk Measurement Tools	10
Capital Adequacy Ratio, Basel Norm: Basel Accord I, II & III, Need and Scope of studying Basel Norms. Types of risk: Interest Rate Risk, Market Risk, Credit Risk, Operational Risk, Exchange Rate Risk, Liquidity Risk. Value at Risk (VaR), Cash Flow at Risk. Task: Case Study: Modern Chemicals		
III	Introduction to Derivative Markets	4+4=8
Part A: Derivative Market, Types of Derivatives, Development and Growth of Derivative Markets, Factors influencing the Growth of Derivatives Market in India, Regulations of Derivative Market. Forward Contracts: Pricing Forward Contracts, Foreign Currency Forward Contract, Commodity Forward Contract, Counterparty Risk in the Forward Contract, Forward vs Spot Market. Task: Case Study: Tamil Nadu Steel.		
Part B: Futures Contract: Future Contract Design, Physical Settlement, Delivery Options and Cash Settlement, Future Market, Global Futures Market size, Commodity Futures, Equity Futures, Stock Index Futures, Currency Futures, Futures on Government Bonds, Notes and Bills, Cost of Carry Model for Futures and Forwards. Task: Case Study: Ram Hosiery.		
IV	Risk Management Techniques – Options Contract	10
Options Contract and The Structure of Option Market, Types of Options, Option Strategies, Principles of Call Option Pricing, Put Option Pricing. Put - Call Parity Theorem: Option Pricing, Arbitrage Pricing. Binomial Pricing Model: The Black- Scholes Options, Uses of Options Strategies. Task: Case Study: Bharat Funds.		
V	Risk Management Techniques	10
SWAPS Contract: SWAP Market and its Evolution, Interest Rate Swap: Structure of a Typical Interest Rate Swap, Pricing and Valuation of Interest Swaps, Interest Rate Swap Strategies, Interest Rate Swaps in India. Currency Swaps Stature, Currency Swaps Pricing and Valuing Currency Swap, Currency Swap in India, Equity Swap: Equity Swap Pricing and Valuing of Equity Swap, Equity Swap Strategies, Pricing and Valuing of Commodity Swap, Carbon Credit, Weather Derivatives. Task: Case Study: Aviatronics.		
Textbooks		
1. John C Hull, Risk Management and Financial Institutions, Wiley, 5e,2018.		

2. Jayanth Rama Varma, Derivatives and Risk management, Tata McGraw Hill, 1e, 2011.

**TECHNOLOGY BUSINESS INCUBATION
(PROFESSIONAL ELECTIVE-II)**

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE32E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline objectives, need and importance of TBIs	3	3	3	3	3	3	3
CO2	develop a TBI that fit for a scheduled or notified area	3	3	3	3	3	3	3
CO3	identify the evaluation process for TBI	3	3	3	3	3	3	3
CO4	assess the challenges in establishment of TBIs	3	3	3	3	3	3	3
CO5	illustrate global trends in establishing TBIs	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Technology Business Incubation (TBI)	10
Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status. Task: Perform a Study on current Trends of TBIs and regional TBIs in and around Hyderabad		
II	Planning the TBI	10
Preparatory Process, Feasibility Process and Business Plan, Key Players and Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits. Task: Prepare a detailed feasibility report on establishment of TBI & revenue generation		
III	TBI Implementation and Operations	4+4=8
Part A: Organization Structure, Training of the Management Team, Marketing the Incubator, Selecting Tenant Companies, Exit Policy. Task: Perform a Study on marketing of TBIs and format of MOUs.		
Part B: Serving Tenant Companies: Progression of Service Needs, Training Clients, Counselling and Mentoring, Enhancing and Assessing Performance. Task: Perform a Study on types of services provided by TBI and TNA of stakeholders.		
IV	TBI in India	10
Introduction, TBIs: Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives. Task: Legal documents necessary to register a start-up under different enactments in India.		
V	Global Perspective of TBI	10
Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation. Task: Prepare a model report on evaluation of TBI, MOUs and revenue feasibility.		
Textbooks		
1. M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche National bibliothek, 2021.		
References		
1. Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche National bibliothek, 2019.		
2. RustamLalkaka, Technology Business Incubation, UNESCO, 2006.		

**CONSUMER BEHAVIOR
(PROFESSIONAL ELECTIVE-III)**

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE33M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify the need for assessment of consumer behaviour	3	3	3	3	3	3	3
CO2	interpret consumer behaviour and factors of influence	3	3	3	3	3	3	3
CO3	conduct a consumer perception analysis and draft report	3	3	3	3	3	3	3
CO4	illustrate process of consumer decision making process	3	3	3	3	3	3	3
CO5	assess the consumerism in light of unfair practices	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Understanding Consumer Behaviour	10
Defining Consumer Behaviour, need for 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. Task: Case Study: Evaluating the Consumers' Preferences for Motor Cycles in Rural India		
II	Environmental Influences on Consumer Behaviour	10
Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour. Consumer Behaviour Models: Advert Sheth Model, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model. Task: Case Study: Chandigarh Housing Board—Categorizing Housing Schemes for Consumers		
III	Consumer as an Individual	4+4=8
Part A: Personality and Self-concept, Consumer Motivation, Consumer Perception. Task: Case Study: Nike—Retaining Market Leadership in Sports Shoes Part B: Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing. Task: Case Study: Online Education in India - An Attitude Problem?		
IV	Consumer Decision Making Processes	10
Problem Recognition, Search and Evaluation, Purchasing Processes, Post Purchase Behaviour, Models of Consumer Decision making, Consumers and the Diffusion of Innovation. Task: Case Study: Taking Recourse to Precaution for Prevention - Selling Preventions the Indus Health Plus Way		
V	Consumerism and Ethics	10
Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer Responses to Consumer Issues, Marketing Ethics towards Consumers. Task: Case Study: Active Consumerism Taking Care of the Public Interest in Globalized India		
Textbooks		
1. Leon G. Schiffman, , S. Ramesh Kumar, Consumer Behavior, 10e, Pearson, 2021.		
References		
1. David I. Loudon and Albert J.DellaBitta, Consumer Behavior, TMH, 4e, 2011.		
2. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 1e, 2013.		

EMPLOYEE RELATIONS (PROFESSIONAL ELECTIVE-III)

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE33H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify legislative provisions in India for employees	3	3	3	3	3	3	3
CO2	illustrate the collective bargaining process	3	3	3	3	3	3	3
CO3	outline the remedies in bipartite/tripartite agreements	3	3	3	3	3	3	3
CO4	apply legal provisions for a better employee relations	3	3	3	3	3	3	3
CO5	interpret legal provisions for settlement of labour issues	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Industrial Relations	10
Economy and the Labour Force in India, Approaches to Industrial Relations, Industrial Relations in Comparative Framework, Management and Employer Organizations. Introduction, Origin and Growth of IR. 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. Task: Case Study: Violence at Honda Motorcycles and Scooters, India		
II	Collective Bargaining	10
Nature and Legal Framework of Collective Bargaining, Levels of Bargaining and Agreements, Change in the Labor Management Relations in the Post-Liberalized India, Changes in the Legal Framework of Collective Bargaining, Negotiated Flexibility, Productivity Bargaining, Improved Work Relations, Public Sector Bargaining and Social Security, Negotiating Techniques and Skills, Drafting of an Agreement. Task: Case Study: The Airport Authority Strike Against Privatization		
III	Tripartism and Social Dialogue	4+4=8
Part A: Types and Levels of Tripartism, Social Dialogue and the Reform Process. Task: Case Study: Team or Union—Who Has the Greater Potential to Influence ? Part B: Strengthening Tripartite Social Dialogue, Role of Government in Industrial Relations. Task: Case Study: “We Are Shifting the Office”		
IV	Labor Legislation – I	10
Factories Act, 1948, Employee Compensation Act, 1923, ESI Act, 1948, The Payment of Wages Act, 1936, Minimum Wages Act, 1948, The Payment of Bonus Act, 1965. The Prohibition of Sexual Harassment of Women at Workplace Act, 2013, The Maternity Benefit Act, 1961, The Payment of Gratuity Act, 1972, The Unorganized Workers’ Social Security Act, 2008. Task: Case Study: Industrial Conflict and Unrest at Toyota Kirloskar Motor Company		
V	Labor Legislation – II	10
Industrial Disputes Act, 1948, Meaning, Nature and Scope of Industrial Disputes, Causes and Consequences. Dispute Settlement Machinery. Grievance Handling Causes of Grievances, Standing Orders Act 1948. 2021-22 Reforms into Labor Laws: Right to Minimum Wages (Code on Wages, 2019), Social Security for Everyone (Social Security Code, 2020), Right of Security to Workers in all situations (OSH Code (Occupational Safety, Health and Working Conditions Code) –2020), Towards end to Disputes (Industrial Relations (IR) Code, 2020), Welfare of Interstate Migrant Workers. Task: Case Study: Changes in Shift Timings		
Textbooks		
1. Arun Monappa, Industrial Relations, Tata McGraw Hill, New Delhi, 2017.		
References		

**STRATEGIC COST AND MANAGEMENT ACCOUNTING
(PROFESSIONAL ELECTIVE-III)**

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE33F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline various techniques of cost analysis and control	3	3	3	3	3	3	3
CO2	illustrate significance of costing in decision making	3	3	3	3	3	3	3
CO3	solve problems based on CVP & ABC methods	3	3	3	3	3	3	3
CO4	analyze various methods & techniques of budgeting	3	3	3	3	3	3	3
CO5	asses variance costing technique in decision making	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to CMA, Cost Analysis and Control	10
Role of Accounting Information Planning and Control, Strategic Decisions and the Management Accountant. Enhancing the value of Management Accounting Systems. Cost Concepts and Managerial use of Classification of Costs, Cost Analysis and Control: Direct and Indirect Expenses, Allocation and Apportionment of Overheads, Calculation of Machine Hour rate. Task: Case Study: Sycon Technology Inc (STI)		
II	Costing for Decision making	10
Unit Costing, Job Costing, Cost Sheet and Tender and Process Costing and their Variants, Treatment of Normal Losses and Abnormal Losses, Inter- process Profits, Costing for By-products and Equivalent Production. Application of Managerial Costing for Control, Profit Planning, closing down of a Plant, dropping a Product line, Charging General and Specific Fixed Costs, Fixation of Selling Price, Make or Buy Decisions, Key or Limiting Factor. Selection of Suitable Product Mix, Desired level of Profits, Diversification of Products, closing down or Suspending activities. Task: Case Study: Sycon Technology Inc (STI)		
III	Cost-Volume-Profit (CVP) Analysis and Activity-Based Costing (ABC)	4+4=8
Part A: Essentials of CVP Analysis. The Breakeven Point using Equation Method, Contribution Margin Method and Graph Method. Target Operating Income. Target Net Income and Income Taxes. Breakeven Analysis for Decision making, Margin of Safety. Application of BEP for various Business Problems. CVP analysis in Service and Non-profit Organizations. Task: Case Study: Thandak Desert Coolers (VCP Analysis)		
Part B: Activity Based Cost (ABC) Systems: Comparison of Traditional and Activity Based Cost Systems. Activity Hierarchies. Tracing Costs to Activities, Tracing Costs from Activities to Products, Customer Profitability, Process Efficiency. Activity Based Management. Task: Case Study: ABC and Customer Profitability		
IV	Budgetary Control	10
Budget, Steps in Budgetary Control, Flexible Budget, Types of Budgets: Sales Budget, Cash Budget, Production Budget, Performance Budgets and Computerized Budgeting. Activity Based Budgeting. Zero Based Budgeting. An Introduction to Cost Audit and Managerial Audit. Task: Case Study: Sound Future Communications Limited (SFCL)		
V	Standard Costing and Variance Analysis	10
Standard Costing –Standard Cost and Standard Costing, Standard Costing Vs Budgetary Control, Standard Costing Vs Estimated Cost, Standard Costing and Marginal Costing, Analysis of Variance, Material Variance, Labour Variance and Sales Variance. Reconciling Budgeted Profit and Actual Profit. Standard Absorption Costing. Volume Efficiency and Capacity Variance. Task: Case Study:(Profit Variance Analysis) Supreme Ltd		
Textbooks		
1. S. P. Jain and K. L. Narang, Cost and Management Accounting, Kalyani Publishers,6e, 2019. 2. M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, 7e, 2017.		

INNOVATION AND ENTREPRENEURSHIP (PROFESSIONAL ELECTIVE-III)

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPE33E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate the creativity phenomenon	3	3	3	3	3	3	3
CO2	outline the process of creative problem solving	3	3	3	3	3	3	3
CO3	identify creative intelligence and use of decision making	3	3	3	3	3	3	3
CO4	make use of innovation management practices	3	3	3	3	3	3	3
CO5	conduct SWOT analysis for global innovation	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	The Creativity Phenomenon	10
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. Task: Case Study: Game Enough		
II	Mastering Creative Problem Solving	10
Structuring of ill-defined problems, Creative Problem Solving, Models of Creative Problem Solving, Mechanisms of Divergent Thinking, Useful Mechanisms of Convergent Thinking, Techniques of Creative Problem solving. Task: Case Study: J.C. losing money		
III	Creative Intelligence	4+4=8
Part A: 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. Task: Case Study: Where did they get their ideas from?		
Part B: Strategies for Unblocking Energy of your Creativity, Designing Creativogenic Environment. Task: Case Study: Pink skirts		
IV	Innovation Management	10
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. Task: Case Study: The Northern Bank		
V	Micro and Macro Perspectives of Innovation	10
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. Task: Case Study: A complaints system		
Textbooks		
1. Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.		
References		
1. Vinnie Jauhari, SudanshuBhushan, Innovation Management, Oxford Higher Education, 2014.		
2. Innovation Management, C.S.G. Krishnamacharyulu, Himalaya Publishing House, 2010.		
3. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.		

SUMMER INTERNSHIP

Course	MBA III Semester	L	T	P	C
Subject Code	22MBAPR31	0	0	2	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	interpret management functions and functional areas	3	3	3	3	3	3	3
CO2	identify OFC for a given undertaking with hierarchy	3	3	3	3	3	3	3
CO3	apply functional knowledge to businesses enterprises	3	3	3	3	3	3	3
CO4	conduct organisational overall performance analysis	3	3	3	3	3	3	3
CO5	prepare detailed report on organisational performance	3	3	3	3	3	3	3

Syllabus

Approach to Summer Internship			
1	Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework.		
2	The students in consultation with Supervisor / Mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the Institute.		
3	The students can approach any Business Organizations / Corporate of Public and Private Sectors, Government Departments, Research Organizations, J-Hub, T-Hub, We hub etc. for the Summer Internship. The students should do the Internship during the summer break.		
4	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.		
5	Summer Internship Report is evaluated for 100 marks at the end of II Year I Semester before conduct of II Mid Term Examinations.		
6	The Report has to be evaluated by the Head, Supervisor/ Mentor and the senior faculty of the Department.		
Evaluation Procedure			
Internship Evaluation distribution(for 100 Marks)			
S. No.	Item	Supervisor / Guide / Mentor Marks (40)	Departmental Committee Marks (60)
1	Introduction to organisation and its products and services	05	10
2	Brief on Promotes group, CEO, Departments	10	10
3	Comment industry practices	05	10
4	PPT Presentation cum Viva Voce	10	10
5	Technical Report	10	20
Total		40	60

IV-SEMESTER SYLLABUS

STRATEGIC MANAGEMENT

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPC41	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate the strategic management process	3	3	3	3	3	3	3
CO2	identify techniques of strategic performance analysis	3	3	3	3	3	3	3
CO3	implement strategic planning programme suitably	3	3	3	3	3	3	3
CO4	compare turnaround and diversification strategies	3	3	3	3	3	3	3
CO5	organise strategy evaluation and control programme	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
<p>Concepts in Strategic Management, Strategic Management Process, developing a Strategic Vision, Mission, Objectives, Policies, Factors that Shape a Company’s Strategy, Environmental Scanning: Industry and Competitive Analysis. Evaluating Company’s Resources and Competitive Capabilities by using SWOT Analysis, Value Chain Analysis and Competitive Advantage. Task: Case Study: Baidu’s Business Model and its Evolution</p>		
II	Tools and Techniques for Strategic Analysis	10
<p>Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies, Strategy Formulation, Types of Strategies: Offensive Strategy, Defensive strategy. Exit and Entry Barriers, Tailoring Strategy to Fit Specific Industry and Company Situations. Task: Case Study: Future of the Autonomous Automobile: A Strategy for BMW</p>		
III	Strategy Implementation:	4+4=8
<p>Part A: Strategy and Structure, Strategy and Leadership, Strategy and Culture Connection, Operationalizing and Institutionalizing Strategy, Strategies for Competing in Global Markets and Internet Economy. Task: Case Study: Pfizer</p> <p>Part B: Organizational Values and their Impact on Strategy, Resource Allocation as a Vital Part of Strategy, Planning Systems for Implementation. Task: Case Study: Publix Supermarkets, Inc.</p>		
IV	Turnaround and Diversification Strategies	10
<p>Turnaround Strategy, Management of Strategic Change, Strategies for Mergers, Acquisitions, Takeovers and Joint Ventures. Alliances and Cooperatives, Diversification Strategy: Why Firms Diversify, Different Types of Diversification Strategies, the Concept of Core Competence, Strategies and Competitive Advantage in Diversified Companies and its Evaluation. International Strategies. Task: Case Study: The Volkswagen Emissions Scandal</p>		
V	Strategy Evaluation and Control	10
<p>Establishing Strategic Controls for Measuring Performance, Appropriate Measures, Role of the Strategist, Using Qualitative and Quantitative Benchmarking to Evaluate Performance, Strategic Information Systems, Problems in Measuring Performance, Guidelines for Proper Control, Strategic Surveillance, Strategic Audit, Strategy and Corporate Evaluation and Feedback in the Indian and International Context. Task: Case Study: The Wells Fargo Banking Scandal</p>		
Textbooks		
1. Hitt& Ireland, Strategic Management: A South Asian Perspective, Cengage Learning, 9e,2013.		
References		
1. Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management—a Dynamic Perspective, Pearson, 2e, 2017.		

**INTERNATIONAL MARKETING
(PROFESSIONAL ELECTIVE-IV)**

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE41M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline the trends of global marketing management	3	3	3	3	3	3	3
CO2	identify global environment growth drivers	3	3	3	3	3	3	3
CO3	illustrate the needs/requirements of global customers	3	3	3	3	3	3	3
CO4	apply marketing mix strategies globally	3	3	3	3	3	3	3
CO5	conduct global negotiations and documentation	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to International Marketing	10
Nature, Importance, Features and Scope of International Marketing, Comparison of Domestic and International Marketing, Environment and Sustainability, Opportunities and Challenges in International Marketing, Stages of International Marketing Involvement, Motivating Factors of International Marketing, Reasons and Strategies of Internationalization. Task: Case Study: STAR Network's Adaptation to Indian Culture - A Media Success Story		
II	Global Environmental Drivers	10
WTO and Globalization, Types of External Environments: Political, Economic, Social, Technological, Environmental and Legal. EXIM Policy of India. International Trade and its Barriers, Trade in Goods & Services, Regional Integration and Multi-Lateral Trade Agreements. Task: Case Study: Tata Groups Internationalisation Strategy		
III	Global Customers	4+4=8
Part A: Drivers of the Global Consumers, Influences on the Global Consumer, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Country(Market) Selection, Assessing International Market Size and Sales Potential. Task: Case Study: Cisco Systems		
Part B: Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes and Strategies, Opportunities and Challenges of Entry Modes. Digital Revolution & Global E-Commerce. Task: Case Study: International Market Entry of a Foreign MNC in India :The Case of Holcim		
IV	Global Marketing	10
Globalization Drivers: Market, Cost, Environmental, Competitive Factors. International Marketing Mix, Developing the Global Marketing Program, Segmentation of Products and Services, Distributors & Channels, Direct & Indirect Marketing Channels. Promotion Strategies, Pricing Strategies, Factors influencing Pricing Decisions, Concept of International Product Life Cycle. Task: Case Study: Logistics Solutions in Information Technology Business		
V	Implementing Global Marketing Strategies	10
Negotiation with Customers and Selection Method, Cultural and International Negotiations, E-Marketing Channels Organization, Implementing Global Marketing Program, Export Documentation, Export Procedures, Steps in processing an Export Order. Task: Case Study: Internationalisation of Wipro Technologies		
Textbooks		
1. Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, TMH, 2e,2012.		
References		
1. Philip R. Cateora John L Graham Prashant Salwan, International Marketing TMH,13e, 2011. 2. Warren J. Keegan, Mark C. Green, Global Marketing, Pearson,7e 2013		

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(PROFESSIONAL ELECTIVE-IV)**

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE41H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline features of IHRM	3	3	3	3	3	3	3
CO2	illustrate knowledge transfer process in MNCs	3	3	3	3	3	3	3
CO3	identify the steps in GHRP	3	3	3	3	3	3	3
CO4	develop a global TNA programme and schedule	3	3	3	3	3	3	3
CO5	prepare global performance appraisal report	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction and Overview	10
Importance to International HRM, Difference between Domestic and International Manager, Global Market Context: Key Perspective in Global Workforce Management, Cultural Foundations of IHRM, Understanding Culture, Cross Culture Differences in Workplace, Major Models of National Culture, Final Caveats on Culture and Global Workforce Management, Changes and Challenges in the Global Labor Market, Globalization, Technological Advancement, Change in Labour Force Demographics and Migration, Emerging on the Contingent Workforce, Offshore Sourcing, Global Workforce Management Challenges. Task: Case Study: Global Human Resource Management at Coca-Cola		
II	The Key role of International HRM in Successful MNC Strategy	10
Knowledge Transfer, Global Leadership Training and Development, Strategic Control Needs, Competitive Strategy of Multinational Corporations, structuring for Optimal Global Performances, Linking Human Resource Management Practices to Competitive Strategy and Organization Structure, Paradigm Shift of IHRM from Contingency Model to Process Development. Task: Case Study: Human Resource Practices at Disney		
III	Global Human Resource Planning	4+4=8
Part A: From Strategy to Decision about Work Demand and Labor Supply, External Environment Scanning, Job Design for Meeting Global Strategy Work Demand, HR Planning for the Long-term. Task: Case Study: The Office Equipment Company Part B: Global Staffing: General Actors Affecting Global Staffing, Global Recruitment of Human Resources, Global Selection of Human Resources. Task: Case Study: More Problems than Solutions		
IV	Global Workforce Training and Development	10
Strategic Role of Training and Development in the Global Market Place, Fundamental Concepts and Principles for Guiding Global Training and Development, Training Imperative for the Global Workforce. Managing International Assignments: Expatriate Preparation, Foreign Assignment and Repatriation, International Assignments Considerations for Special Expatriates, New and Flexible International Assignments. Task: Case Study: Training of McDonald's		
V	Global Workforce Performance Management	10
Performing Management Process, Important Consideration for Global Performance Management, Planning and Implementing Global Performance Appraisal. Compensation for a Global workforce: Objectives of ICM, Complexities in ICM, Factors that affect IC, Components and Structure of International Compensation Package. Approaches to ICM Expatriation and Repatriation. Task: Case Study: The Culture of Appraisal		
Textbooks		
1. Srinivas R Kandula, International Human Resource Management, Sage,4e, 2018.		

INTERNATIONAL FINANCIAL MANAGEMENT (PROFESSIONAL ELECTIVE-IV)

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE41F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	compare IFM with that of financial management	3	3	3	3	3	3	3
CO2	illustrate international flow of funds & monetary system	3	3	3	3	3	3	3
CO3	outline features of foreign exchange market	3	3	3	3	3	3	3
CO4	analyse various international exchange rates	3	3	3	3	3	3	3
CO5	prepare an asset liability management report	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction	10
<p>An Overview, Importance, Nature and Scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent Changes and Challenges in International Financial Management.</p> <p>Task: Case Study: Nike and Sweatshop Labor</p>		
II	International Flow of Funds	10
<p>Balance of Payments (BOP), Fundamentals of BOP, Accounting Components of BOP, Factors affecting International Trade Flows, Agencies that facilitate International Flows. Indian BOP Trends</p> <p>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) and Developments.</p> <p>Task: Case Study: Indian Balance-of-Payments Problem</p>		
III	Foreign Exchange Market	4+4=8
<p>Part A: 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.</p> <p>Task: Case Study: Shrewsbury Herbal Products, Ltd.</p> <p>Part B: Currency Futures and Options Markets, Overview of the other markets, Euro Currency Market, Euro Credit Market, Euro Bond Market, International Stock Market.</p> <p>Task: Case Study: The Options Speculator</p>		
IV	Exchange Rates	10
<p>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, Interest Rate Parity, Expectations Theory.</p> <p>Task: Case Study: Turkish Lira and Purchasing Power Parity</p>		
V	Asset-liability Management	10
<p>FDI, 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.</p> <p>Task: Case Study: Detroit Motors' Latin American Expansion</p>		
Textbooks		
1. Jeff Madura, International Corporate Management, Cengage, 13e, 2016.		
References		
1. CheolEun, Bruce Resnick, International Financial Management, TMH, 9e, 2021.		

**ENTREPRENEURIAL FINANCE
(PROFESSIONAL ELECTIVE-IV)**

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE41E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline various avenues for enterprise financing	3	3	3	3	3	3	3
CO2	identify process for organising and operating the venture	3	3	3	3	3	3	3
CO3	illustrate the process of financial planning	3	3	3	3	3	3	3
CO4	analyse the mechanics of venture valuation	3	3	3	3	3	3	3
CO5	employ venture capital financing for growing venture	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Finance for Entrepreneurs	10
Principles of Entrepreneurial Finance, Role of Entrepreneurial Finance, The Successful Venture Lifecycle, Financing through Venture Lifecycle, Lifecycle Approach for Teaching, Entrepreneurial Finance. Developing Business Idea, Business Model. Screening Venture Opportunities: Pricing / Profitability Considerations, Financial / Harvest Considerations. Financial Plans and Projections. Task: Case Study: Macy's Housewares, Incorporated		
II	Organizing and Operating the Venture	10
Financing a New Venture, Seed, Start-up and First Round Financing Sources, Financial Bootstrapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the Resources to Start and Build a New Venture, Asset and Liabilities and Owners Equity in Business, Sale Expenses and Profits Internal Operating Schedules, Statement of Cash Flows, Operating Breakeven Analysis. Evaluating Operating and Financial Performance using Ratio Analysis. Task: Case Study: Introduction to Entrepreneurship		
III	Financial Planning	4+4=8
Part A: Financial Planning throughout the Venture's Lifecycle, Short Term Cash Planning Tools, Projected Monthly Financial Statements. Task: Case Study: DP Systems, LLC		
Part B: Types and Costs of Financial Capital: Implicit and Explicit Financial Capital Costs, Financial Markets, Determining the Cost of Debt Capital, Investment Risk, Estimating the Cost of Equity Capital, Weighted Average Cost of Capital. Task: Case Study: Mark Wheeler Craftsman, Inc.		
IV	Venture Valuation	10
Valuing Early-stage Ventures, Venture Worth, Basic Mechanics of Valuation, Developing the Projected Financial Statements for a Discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier and Discounted Dividends. Task: Case Study: Associated Steel Trading, LLC		
V	Financing for the Growing Venture	10
Professional Venture Capital, Venture Investing Cycle, Determining the Fund Objectives and Policies, Organizing the New Fund, Soliciting Investments in the new Fund, Capital Call, Conducting Due-diligence and Actively Investing, Arranging Harvest or Liquidation, Other Financing Alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing. Task: Case Study: The Gilberts: An Entrepreneurial Family		
Textbooks		
1. Steven Rogers, Entrepreneurial Finance, 3e, Tata Mc Graw Hill, 2014.		

**SERVICES MARKETING
(PROFESSIONAL ELECTIVE-V)**

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE42M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain the need and objectives of services marketing	3	3	3	3	3	3	3
CO2	illustrate the process of focusing on consumer	3	3	3	3	3	3	3
CO3	identify the need for service innovation and excellence	3	3	3	3	3	3	3
CO4	analyse service process and service-firms integration	3	3	3	3	3	3	3
CO5	assess the importance of managing of service promises	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Services Marketing	10
<p>Services: Concepts, Characteristics and 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.</p> <p>Task: Case Study: Sullivan Ford Auto World</p>		
II	Focusing on Consumer	10
<p>Consumer Behaviour in Services, Relevance of Consumer Behaviour and Consumer Expectations in Service, Consumer Perceptions of Service, Customer Satisfaction and Understanding Consumer Requirements: Listening to Customers through Research, Building Customer Relationships, Customer Feedback, Service Failure, Service Recovery and Recovery Strategies.</p> <p>Task: Case Study: Dr. Beckett's Dental Office</p>		
III	Innovation and Quality	4+4=8
<p>Part A: Service Innovation: Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, Stages in Service Innovation and Development, Service Quality, Gap model of Service Quality: Customer Gap and Provider Gaps, Closing Gaps.</p> <p>Task: Case Study: Bouleau & Huntley: Cross-selling Professional Services</p> <p>Part B: Service Excellence, Service Standards: Factors & Types. Physical Evidence: Managing Physical Evidence, Services cape and Designing the Services cape.</p> <p>Task: Case Study: Kiwi Experience</p>		
IV	Managing Service Operations	10
<p>Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Service Delivery: Employee's role & Customer's role. Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.</p> <p>Task: Case Study: Aussie Pooch Mobile</p>		
V	Managing Service Promises	10
<p>Managing Distribution Channels in Service Industry, Strategies for Distribution, Managing People in Service Industry and its Challenges, Pricing Strategies for Services and its Methods, Promotion Strategies for Services, Need for Coordination in Marketing Communication, Strategies to match Service Promises with Delivery.</p> <p>Task: Case Study: Red Lobster</p>		
Textbooks		
1. Lovelock Christopher, Services Marketing: People Technology Strategy, Pearson,9e,2022.		
References		
1. Valarie A. Zeithaml, Services Marketing, McGraw Hill , 2018.		
2. K. Douglas Hoffman, Services Marketing Concepts Strategies & Cases, Cengage ,5e, 2017.		

**LEADERSHIP AND CHANGE MANAGEMENT
(PROFESSIONAL ELECTIVE-V)**

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE42H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	explain various approaches to leadership	3	3	3	3	3	3	3
CO2	illustrate different theories and styles leadership	3	3	3	3	3	3	3
CO3	analyse the organisational change and role of leader	3	3	3	3	3	3	3
CO4	prepare a plan to manage & arrest resistance to change	3	3	3	3	3	3	3
CO5	assess the strategic organisational change for OD	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Leadership	10
<p>Leadership, Role and Functions of a Leader, Leadership Motives Characteristics of an Effective Leader, Leadership as a Process, The Complexities of Leadership, Effective Leadership Behaviours and Attitudes. Leadership and Power, Coercion, Trait Approach, Leadership Behaviour and Styles, Lewin’s Leadership Styles, Ohio State Leadership Study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.</p> <p>Task: Case Study: From Steve Jobs to Tim Cook - Apple</p>		
II	Leadership Theories and Styles	10
<p>Contingency Theories of Leadership: Fiedler’s Contingency Model, The Path-Goal Theory, Leader Member Exchange Theory (LMX) and The Hersey – Blanchard Situational Leadership Theory. Transactional Leadership and Transformational Leadership Approaches, Charismatic Leadership, Authentic Leadership, Servant Leadership, Adaptive Leadership, Team Leadership, Leadership and Empowerment, Leadership and Ethics. Competency Models for Leadership at All Levels.</p> <p>Task: Case Study: Blake Mycoskie and TOMS</p>		
III	Leadership & Organizational Change	4+4=8
<p>Part A: Role of a Leader in Changing Business Environment, Qualities & Competencies of a Change Leader, Leader as a Change Agent. Change, Nature & Sources of Organizational Change, Aims and Importance of Change, Environmental Triggers of change, Levers of Change.</p> <p>Task: Case Study: Facebook COO Sheryl Sandberg</p> <p>Part B: Types of Changes: Planned, Developmental, Transitional and Transformational. Impact of Change on Organizations. Select Change Management Models: Kurt Lewin’s Three-step Model, McKinsey’s 7-S Model, Action Research Model, John Kotter’s Eight-step Model, Organization Intelligence Model and ADKAR Model.</p> <p>Task: Case Study: Foxconn Technology Group</p>		
IV	Management of Organizational Change	10
<p>Organizational Structure and Change, Organizational Culture: Its Sources, Dimensions and Impact on Organizational Change. Power & Conflict in Times of Change, Leadership in Times of Change. An Integrated Approach to Organizational Change, Change Strategies, Response of Employees to Change: People Opposing Change and People with Positive Response, Resistance to Change.</p> <p>Task: Case Study: Mary Barra—New CEO of General Motors</p>		
V	Strategies for Managing Change	10
<p>Factors for Effective Change. Organization Development (OD) for Management of Change, OD Process, Skills and Competencies of OD Consultant. OD Interventions for Organization Culture and Design, Sustaining Change after Intervention, Evaluation of an Intervention & Closing an Engagement.</p> <p>Task: Case Study: Nike in the Era of CEO Mark Parker</p>		
Textbooks		
1. Donald L Anderson, Organizational Development, Sage Publications, 5e, 2021.		

STRATEGIC FINANCIAL MANAGEMENT (PROFESSIONAL ELECTIVE-V)

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE42F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline the process of financial strategy and planning	3	3	3	3	3	3	3
CO2	identify investment decisions under risk and uncertainty	3	3	3	3	3	3	3
CO3	apply modern techniques to rank the best projects	3	3	3	3	3	3	3
CO4	assess the value of firm by through capital structure	3	3	3	3	3	3	3
CO5	illustrate various approaches mergers & acquisitions	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Financial Strategy and Planning	10
Strategic approach to Financial Management, Definition, Characteristics, Scope and Importance of SFM. Success Factors and Constraints to SFM. Financial Forecasting, Techniques, Financial Planning Process, Decision-making and Problem-solving process. Agency Theory, Agency Costs, Constituents and Criticism of Agency Theory. Task: Case Study: The Anandnagar Electricity Board (AEB)		
II	Investment Decisions under Risk and Uncertainty	10
Risk Analysis in Investment Decisions, Risk Adjusted Rate of Return, Certainty Equivalents, Probability Distributions of Cash Flows, Decision Trees, Sensitivity Analysis and Monte Carlo Approach to Simulation, Investment Decisions under Capital Constraints and Capital Rationing. Corporate Cost of Capital. Task: Case Study: Hindustan Unilever Limited (HUL)		
III	Strategic Investment Decisions	4+4=8
Part A: Real Options, the Timing of Options, Project Abandonment Decisions. IRR - Multiple IRR, Modified IRR, Pure, Simple and Mixed investments. Adjusted NPV and Impact of Inflation on Capital Budgeting Decisions. Task: Case Study: GS Petropull Company		
Part B: Discounted Pay back, Post Pay Back, Surplus Life and Surplus Pay Back, Bail Out Pay Back, Return on Investment, Terminal Value, Single Period Constraints, Multi Period Capital Constraint and an Unresolved Problem, NPV Mean Variance analysis, Hertz Simulation and Hillier Task: Case Study: Solidaire Infrastructure Company		
IV	Strategic Financing Decisions	10
Capital Structure and Value Creation. Signalling Theory. Tools for developing an Effective Capital Structure. Financial Flexibility and Financial Discipline. Capital Structure Puzzle. Dividend Policy and Firm Value. Linter's Dividend Model, its Salient features, Dividend Puzzle. Buy Back of Shares and its Characteristics, Modes and Methods of Buy Back of Shares. Reasons, Benefits and Constraints to Buy Back of Shares. Impacts of Share Buybacks. SEBI Regulations. Financial Distress and Restructuring. Characteristics and Causes of Financial Distress. Costs of Financial Distress. Task: Case Study: GESC Ltd		
V	Mergers, Acquisitions and Value Based Management	10
M&As, Need, Strategy, Diversification and M&As, Value Creation in M&As. Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on M&As and Cases. Value-based Management: Introduction, Elements and Importance of Value-based Management. Approaches to Value-based Management: Marakon, Alcar, McKinsey, BCG, Economic Value Added, Market Value Added and Cash Value Added. Task: Case Study: Sarangi Engineering Company.		
Textbooks		
1. I. M. Pandey: Financial Management, Vikas, 2021.		

ENTREPRENEURIAL MARKETING (PROFESSIONAL ELECTIVE-V)

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE42E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify marketing mix components that fits to start-up	3	3	3	3	3	3	3
CO2	develop a growth plan for an enterprise	3	3	3	3	3	3	3
CO3	implement growth strategies and models suitably	3	3	3	3	3	3	3
CO4	assess marketing developmental strategies and modify	3	3	3	3	3	3	3
CO5	analyse contemporary marketing practices and adoption	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Entrepreneurial Marketing	10
Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying Entrepreneurial Marketing Opportunities, Market Research, Demand Forecasting. Task: Case Study: Entrepreneurship and Marketing Interface Research – A Synopsis and Evaluation		
II	Enterprise Growth	10
Concept of Enterprise Growth, Forms, Types, Structures of Organizational Growth, Gazelles and Mice, Growth Objectives, Operative and Strategic Targets, Growth Analysis, Portfolio Analysis, ERRC Grid, SWOT Analysis, and Raising Entrepreneurial Finance. Task: Case Study: The Role of Marketing Rational and Natural Business Start-Ups		
III	Growth Strategies and Models	4+4=8
Part A: Growth Strategies: Concept and Forms, Internal, External and Co-operative Growth strategies. Task: Case Study: Entrepreneurial Marketing Orientation in SMEs Part B: Growth Models: Lifecycle and Phase Model, Integrated Lifecycle Model (Evolutionary), Greiner's Growth Model (Revolutionary), and Complexity Management (Process) Model. Task: Case Study: Opportunity and the Entrepreneurial Marketer		
IV	Entrepreneurial Market Development Strategies	10
Positioning, Segmentation, Targeting, Entrepreneurial Communication Strategy, Entrepreneurial Pricing Strategy, Entrepreneurial Distribution Strategy, Building Customer Relationships, Marketing Plans. Task: Case Study: Innovative Marketing in SMEs: An "APT" Conceptualization		
V	Entrepreneurial Marketing Tools	10
Concept, Guerrilla Marketing, Ambush / Free-ride Marketing., Tools of Entrepreneurial Marketing: Buzz, social media, Viral Marketing. Task: Case Study: Social Media, Customer Relationship Management, and SMEs		
Textbooks		
1. Edwin J. Nijssen, Entrepreneurial marketing an Effectual Approach 2e, Routledge, 2017.		
References		
1. ZubinSethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing Global Perspectives, Emerald Group Publishing, 2013.		
2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.		

**MARKETING ANALYTICS
(PROFESSIONAL ELECTIVE-VI)**

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE43M	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate significance marketing analytics	3	3	3	3	3	3	3
CO2	apply the data collection process and prepare report	3	3	3	3	3	3	3
CO3	develop pictorial presentation about consumer attributes	3	3	3	3	3	3	3
CO4	implement pricing analytics suitably	3	3	3	3	3	3	3
CO5	organise segmentation and promotion analytics	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Marketing Analytics	10
Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of PivotTables and Organizing Data. Task: Case Study: Slicing and Dicing Marketing Data with PivotTables		
II	Summarizing Marketing Data	10
Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analysing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables. Task: Case Study: Using Excel Charts to Summarize Marketing Data		
III	Customer Analytics	4+4=8
Part A: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process. Task: Case Study: Calculating Lifetime Customer Value Part B: Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active. Task: Case Study: Customer Value, Monte Carlo Simulation, and Marketing Decision Making		
IV	Pricing Analytics	10
Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Task: Case Study: Estimating Demand Curves and Using Solver to Optimize Price		
V	Segmentation & Promotion Analytics	10
Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising. Task: Case Study: Using Classification Trees for Segmentation		
Textbooks		
1. Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021. 2. Moustusy Maity, Marketing Analytics for Strategic Decision Making, Oxford education, 2021.		

**HR ANALYTICS
(PROFESSIONAL ELECTIVE-VI)**

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE43H	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate the importance of big data analytics	3	3	3	3	3	3	3
CO2	apply workforce analytics appropriately	3	3	3	3	3	3	3
CO3	make use of MS Excel for Human Resource Systems	3	3	3	3	3	3	3
CO4	analyse descriptive statistics for HR applications	3	3	3	3	3	3	3
CO5	asses Predictive and Prescriptive Analytics in HR	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to HR Analytics	10
<p>History of Different HRM Perspectives, Transition from Human Resources Management (HRM) to Human Capital Management (HCM) and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.</p> <p>Task: Case Study: Hiring Through Numbers –Using Hands-On Excel</p>		
II	Understanding HR Analytics	10
<p>Conducting HR/Workforce Analytics: Models of HR Analytics, how to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.</p> <p>Task: Case Study: Learning Needs Identification</p>		
III	Analytics for Key HR Processes Using MS Excel	4+4=8
<p>Part A: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal.</p> <p>Task: Case Study: Analytics for Employee Engagement</p> <p>Part B: Talent Management, Employee Engagement, Compensation Management and Expatriate Management.</p> <p>Task: Case Study: Performance Analytics Measuring and Benchmarking</p>		
IV	Descriptive Analytics	10
<p>Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.</p> <p>Task: Case Study:- Compensation and Rewards for a Performance-Driven Outcome</p>		
V	Predictive & Prescriptive HR Analytics	10
<p>Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.</p> <p>Task: Case Study: Attrition scorecard using MS Excel</p>		
Textbooks		
1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.		
References		
1. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.		
2. Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.		

**FINANCIAL ANALYTICS
(PROFESSIONAL ELECTIVE-VI)**

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE43F	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	outline techniques of financial statement analysis	3	3	3	3	3	3	3
CO2	apply MS Excel tools for financial modelling	3	3	3	3	3	3	3
CO3	illustrate how MS Excel helps in ranking of projects	3	3	3	3	3	3	3
CO4	conduct equity analysis through MS Excel	3	3	3	3	3	3	3
CO5	make use of MS Excel tools for bond valuation	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Techniques of Financial Statement	10
Horizontal, Vertical Analysis, Trend Analysis, Ratio Analysis, Liquidity, Profitability, Solvency and Turnover Ratio, Valuation of Ratios, Statement of Cash Flow, Classification of Cash Flow, Computing Net Cash Flow: Operating, Investing and Financing Activities. Reporting and Interpretation using Spreadsheet. Task: Case Study:		
II	Time Value of Money & Risk and Return	10
(a) Time Value of Money: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets. (b) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta and Covariance of Stock. Task: Case Study:		
III	Capital Budgeting Techniques	4+4=8
Part A: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Decision Tree. Task: Case Study:		
Part B: Cash Flow in Capital Budgeting, Cost of Capital, Advance Capital Budgeting Techniques, Adjusted Present Value Approach, Competing Project Risk using Spreadsheets. Task: Case Study:		
IV	Equity Valuation	10
Calculation of Portfolio Mean and Variance, Capital Asset Pricing Model (CAPM), Variance: Covariance Matrix, Estimating Beta and Security Market Line. Industry Analysis, Economic Analysis and Technical Analysis in Stock, Real Option in Capital Budgeting. Task: Case Study:		
V	Bond Valuation	10
Duration, Duration of Bond with Uneven Payments, Immunization Strategies, Modelling the Term Structure, Calculating Expecting Bond Return in a Single and Multi-Period Framework, Semi-annual Transition Matrix, Computation of Bond Beta. Task: Case Study:		
Textbooks		
1. SheebaKapil, Financial Valuation and Modelling, Wiley, 1e, 2022.		
References		
1. R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI, 7e, 2022. 2. N R Parasuraman, Financial Management-step by step approach, Cengage, 1e, 2014.		

**FAMILY BUSINESS MANAGEMENT
(PROFESSIONAL ELECTIVE-VI)**

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPE43E	4	0	0	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	illustrate the types of family business opportunities	3	3	3	3	3	3	3
CO2	analyse the challenges of family ownership businesses	3	3	3	3	3	3	3
CO3	identify transfer of power requirements to successor	3	3	3	3	3	3	3
CO4	assess strategic planning in family business houses	3	3	3	3	3	3	3
CO5	interpret future of family business with professionalism	3	3	3	3	3	3	3

Syllabus

Unit	Title/Topics	Hours
I	Introduction to Family Business	10
<p>Family Business as a Unique Synthesis, Succession and Continuity: The Three-generation Rule, Building Family Businesses 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. Task: Case Study: The Vega Food Company.</p>		
II	Ownership Challenges and Family Governance	10
<p>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. Task: Case Study: Sigma Motion, Inc.</p>		
III	Successor Development:	4+4=8
<p>Part A: Characteristics of Next Generation Leaders, Next Generation Attributes, Interests and Abilities for Responsible Leadership. Next Generation Personalities, Managing Interdependence. Task: Case Study: Reliance Industries</p> <p>Part B: CEO as an Architect of Succession and Continuity, Types of CEOs, Spouse and the Transfer of Power. Task: Case Study: The Reliance Group</p>		
IV	Strategic Planning and Transgenerational Entrepreneurship	10
<p>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 and Intrapreneurship. Task: Case Study: Small Family Business Real Estate Development Partners, Inc</p>		
V	The Future of Family Business	10
<p>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. Task: Case Study: Small Family Business Glassking Distributor Company</p>		
Textbooks		
1. Rajiv G. Agarwal, Family Business Management, Sage Publications, 1e, 2022.		
References		
1. Ernesto J. Poza, Mary S. Daughterty, Family Business, Cengage Learning, 4e, 2020.		
2. Carole Howorth, Nick Robinson, Family Business, Routledge, 1e, 2020.		

PROJECT PRE-SUBMISSION

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPR41	-	-	4	2

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	identify a problem and set objectives for the study	3	3	3	3	3	3	3
CO2	illustrate literature review process	3	3	3	3	3	3	3
CO3	outline research design, sampling type and test statistic	3	3	3	3	3	3	3
CO4	prepare a synopsis with future scope of proposed project	3	3	3	3	3	3	3
CO5	present synopsis and seek advice of experts	3	3	3	3	3	3	3

Guidelines

The main aim of the Project Pre-Submission is to prepare the students to identify the real-world problems and submit a project proposal in the report-form with set of objectives and proposed methodology to solve the problem. The student should submit a report to PRC on approval from the faculty supervisor.

The student deemed to be successful only if the student submits a Project Pre-Submission Report, Present a PPT, face viva voce Examination before PRC and secure 50% of total marks (i.e. 50 marks out of 100 marks). A student deemed to be failed if he doesn't submit a report/ present PPT /viva voce session/secure 50 Marks out of 100 Marks. In case a student deemed to be failed he has to reappear for the same as recommended by PRC.

S. No.	Title
1	Define a problem and identify the set of objectives.
2	Collect relevant literature from various sources.
3	Propose data collection methodology, design, and modeling/simulation.
4	Prepare and submit an abstract of proposed project with approval of Guide.
5	Present the abstract of the proposed project before the Evaluation Committee.
6	Evaluation Committee awards marks and gives approval to proceed for project stage-II.
7	If committee not satisfied with the student performance then the student has to reappear.
8	If the students fail even in reappearance then, they should appear as and when offered.

Evaluation Procedure

CIE: 40 Marks		SEE: 60 Marks	
Internal Guide Evaluation		Department Review Committee Evaluation	
Item	Marks	Item	Marks
Problem Identification	05	Title Justification	05
Abstract	05	Abstract	05
Objectives	05	Objectives	05
Literature Survey	10	Literature Review	10
Proposed Methodology	05	Proposed Methodology	10
Report Submission	05	Report Presentation	15
Viva-Voce (Q & A)	05	Viva-Voce (Q & A)	10
Total	40	Total	60

MAIN PROJECT

Course	MBA IV Semester	L	T	P	C
Subject Code	22MBAPR42	-	-	8	4

Course Outcomes (COs) & CO-PO Mapping (3-Strong; 2-Medium; 1-Weak Correlation)

COs	Upon completion of course the students will be able to	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	test the objectives and support hypotheses	3	3	3	3	3	3	3
CO2	explain data collection process and develop cross tables	3	3	3	3	3	3	3
CO3	apply sampling techniques to support test statistic	3	3	3	3	3	3	3
CO4	analyze the data, draw meaningful inferences	3	3	3	3	3	3	3
CO5	prepare a report on summary, findings and conclusions	3	3	3	3	3	3	3

Guidelines



The main aim of the Project is to prepare the students to provide probable solutions for problems identified from real-world problems and submit a final project report in the prescribed format to the PRC on approval from the faculty supervisor.

The student deemed to be successful only if the student submits a Project Report after plagiarism check, Present a PPT, face viva voce Examination before External Departmental Evaluation Committee and secure 50% of total marks (i.e. 50 marks out of 100 marks). A student deemed to be failed if he doesn't submit a report/ present PPT /viva voce session/secure 50 Marks out of 100 Marks

S. No.	Title
1	Define a problem, setup tested objectives and hypotheses.
2	Collect literature from various sources.
3	Illustrate data collection methodology & cross tables, design, modelling, and simulation.
4	Develop cross tables suitably to apply test statistic to prove hypotheses
5	Prepare a detailed project report and present before the Evaluation Committee.
6	Evaluation Committee awards marks and gives approval to proceed for project stage-II.
7	If committee not satisfied with the student performance, then the student has to reappear.
8	If the students fail even in reappearance then, they should appear as and when offered.

Evaluation Procedure

CIE: 40 Marks		SEE: 60 Marks	
Internal Guide Evaluation		Department Review Committee Evaluation	
Item	Marks	Item	Marks
Problem Identification	05	Title Justification	05
Abstract	05	Abstract	05
Objectives	05	Objectives	05
Literature Survey	10	Literature Review	10
Proposed Methodology	05	Proposed Methodology	10
Report Submission	05	Report Presentation	15
Viva-Voce (Q & A)	05	Viva-Voce (Q & A)	10
Total	40	Total	60

 CMR INSTITUTE OF TECHNOLOGY 									
UGC Autonomous (Approved by AICTE, Affiliated to JNTUH, Accredited by NBA & NAAC with 'A' Grade) Kandlakoya (V), Medchal District, Hyderabad-501 401 Phone: 08418 – 200720 / 9247605109 Fax: 08418 – 200240, www.cmritonline.ac.in									
UNDERTAKING BY STUDENT/PARENT REGARDING R22 REGULATIONS									
ACADEMIC YEAR: 20__ - 20__									
College Code	R0							Affix recent Stamp Size Photograph	
Course	I - MBA								
Roll No.			R	0	1	E	0		
Student Name									
Fathers' Name									
Declaration									
1. I am completely aware of academic regulations prescribed by CMR Institute of Technology from the Academic Year 2022-23 onwards under which I was admitted.									
2. I am aware of course registration before commencement of each semester with help of faculty mentor/advisor/Head of the Department.									
3. I am aware of attendance detention procedure/system and minimum attendance requirement, of 75% without condonation, to be promoted to the next academic semester/year.									
4. I am aware of credit detention regulations and minimum credits to be earned by me to promote to next academic year.									
5. Guidelines for Summer Internship/Project: Pre-submission - Seminar/Project: Main Project Viva-Voce as per R22 Regulations.									
6. I am aware that minimum marks required in Continuous Internal Evaluation (CIE) are 40% of 40 CIE i.e. 16 marks out of 40, minimum 40% of Semester End examination (SEE) for 60 marks i.e. 24 marks out of 60 and minimum 50% of total marks of 100 i.e. 50 marks out of 100 marks both CIE & SEE marks taken together.									
7. Re-registration of course if marks in CIE are less than 40% of 40 marks to improve CIE marks. When this option is exercised, I will forego the marks of SEE if any.									
8. Guidelines for re-admission from one regulation to readmitted year regulations.									
9. Malpractice rules and punishment.									
10. Punishment of ragging, if involved in ragging of any student(s).									
Date		Signature of the Student		Signature of the Parent					
Endorsement by the Head of the concerned Department and Principal									
Date		Name of the Dept. Head		Signature					
Date		Name of the Principal		Signature					
College Stamp									