MANAGEMENT & ORGANIZATIONAL BEHAVIOR

Course Objective: To understand the Fundamentals of Management and Behavioral aspects of individual and groups in an organization.

Course outcomes: Students will be able to understand a) Evolution of Management and contribution of Management thinkers b) the relevance of environmental scanning, planning and to take decisions, c) Organizing and controlling d) Individual and group Behavior e) Leadership and Motivation.

UNIT – I:
Introduction to Management: The Management Process, Management Functions, kinds of managers, Managerial roles and skills.

Evolution of Management -Theories of Management - Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.

UNIT – II:
Planning and Decision Making: Planning and goal setting – Organizational planning - Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment.

Decision making process, types of decisions, decision making styles, Vroom’s Participative decision making model.

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

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

UNIT – V:
Leadership and Motivation: 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.

TEXTBOOKS:
3. Laurie J. Mullins, Management, and Organizational Behaviour, Pearson Publications, 9e.
BUSINESS ECONOMICS

Course Objective: To understand the Business, impact of Micro and Macro Economic Environment on business decisions.

Course Outcome: Students will be able to understand (a) Economic Principles in Business (b) Forecast Demand and Supply (c) Production and Cost Estimates (d) Market Structure and Pricing Practices (e) Economic Policies.


UNIT- V:

TEXTBOOKS:
FINANCIAL ACCOUNTING AND ANALYSIS

Course Objective: To prepare, analyze, interpret the financial statements for business decision making.

Course Outcome: Students will be able to understand a) Principles of Accounting, Accounting Process b) Inventory Valuation c) Preparation, Analysis and Interpretation of Financial Statements.

UNIT-I:
Introduction to Accounting: 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.

UNIT-II:

UNIT-III:
Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts, and ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

UNIT-IV:

UNIT-V:

TEXTBOOKS:
Course Objective: To understand the basic statistical tools for analysis & interpretation of qualitative & quantitative data.

Course Outcomes: Students will be able to understand a) Conceptual overview of Statistics b) To apply, analyze various simple & advanced statistical tools c) To interpret data through statistical tools.

UNIT – I:
Introduction to Statistics – Functions of Statistics and Managerial Applications of Statistics, Relationship with other subjects. Measures of central Tendency - Mean, Median, Mode, Geometric Mean and Harmonic Mean.

UNIT – II:
Measures of Dispersion - Range, Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation. Skewness : Karl Pearson’s co-efficient of skewness, Bowley’s co-efficient of skewness, Kelleys co-efficient of skewness, Kurtosis.

UNIT – III:
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
b) Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test.

UNIT – IV:
b) Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation, concept of Multiple and partial Correlation, Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients.

UNIT – V:
Time Series Analysis-Components, Models of Time Series—Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction , Characteristics and uses of index numbers, types of index numbers, unweighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.

TEXTBOOKS:
BUSINESS LAW AND BUSINESS ENVIRONMENT

Course Objective: To understand the Legal and Regulatory Framework for doing business in India.

Course Outcome: Students will be able to understand a) Business Laws related to incorporating a company b) Importance of Ethics in Business c) Cyber Crime and Legal Aspects.


TEXTBOOKS:
1. Ravinder Kumar, Legal Aspects of Business, 4e,Cengage Learning, 2016.
3. RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand, 2016.
INDIAN ETHOS AND BUSINESS ETHICS

Course Objectives:
The course enables the students

1. To understand the need for business ethics to ensure sustained business stability.

UNIT-I
Introduction to Indian Ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible and Quran.


UNIT-III

UNIT-IV
Understanding the Ethical Needs: Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD).

UNIT-V
Ethical Culture in Organization: Ethical Culture in Organization, Developing codes of Ethics and conduct, Ethical and value based leadership. Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics.

Outcomes:
At the end of this course, students will be able to

1. Understand Indian ethos and business ethics.

2. Understand responsible business living in harmony with society.

3. Grasp the important issues related to corporate governance.

Reference Books


BUSINESS COMMUNICATIONS (LAB)

Course Objective: To understand the importance of oral and written communication and its applications in Business.

Course Outcome: Students will be able to understand a) the importance of Communication in Business b) to develop writing skills and presentation c) writing business proposals and letters d) application of business communication in the self development process.

UNIT - I:

UNIT - II:

UNIT - III:

UNIT - IV:

UNIT - V:

TEXTBOOKS:
Course Objective: To understand various functions of HRM and able to manage the human resources of any organization effectively.

Course Outcome: Students will be able to understand a) Basic HR concepts b) process of recruitment and selection, c) Learning and development d) Performance Management and Compensation e) Employee retention strategies f) importance of employee welfare and grievances.

UNIT - I:

UNIT - II:

UNIT - III:

Performance Management - Concept of Performance management and appraisal, the performance appraisal process, Techniques for Performance Appraisal – Career Management.

UNIT - IV:

UNIT - V:

Suggested Readings:
MARKETING MANAGEMENT

Course Objective: To understand the basic marketing concepts and its applications in markets.

Course Outcome: Students will be able to understand a) concepts of marketing management b) to analyze markets and design customer driven strategies c) to communicate the decisions towards business development with superior customer value.


UNIT – IV: Distribution Decisions, Promotion & Communication Strategies: 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- communication process, communication promotion mix, factors affecting the promotion mix.

UNIT – V: Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing.

Suggested Readings:
CORPORATE FINANCE
The students need Discounting Table and Annuity tables for the examination.

Course Objective: To understand the basic decisions taken by a finance manager in a Corporate. FM helps in understanding the use of resources efficiently, effectively and economically.

Course Outcome: Students will be able to understand a) Goals of financial function b) Investment criteria and decision process c) capital structure and Dividend Decisions d) Asset Liability management

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

UNIT - II: The Investment Decision: Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; 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, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.


Suggested Readings:
MANAGEMENT INFORMATION SYSTEM & ERP

Aim: The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

Learning Outcome: After going through the cases in the text and other references, by the end of this course the students will understand the MIS concepts its applications,

Unit-I:
Case : Siba International and Functional Information System.
Case : Sigma Industries Limited (SIL)

Unit-II:
Business Applications of Information Systems : E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.
Case : Knowledge Management Systems at Anil Consultancy.

Unit-III:
Management of IS: Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.
Case : Implementation of OLT at Deep College of Management and Technology.
Case : Effectiveness of MIS: A Case Study.

Unit-IV:
Case: System requirement specification: An illustrate case.
Case: MIS at XYZ Bank.
Case: Purchase order system: application case study.

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

TEXT BOOK
- Kelkar, Management Information Systems, PHI, 2012
QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Objective: To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Course Outcome: Students will be able to understand a) The course covers origin and application of OR, b) Linear Programming Method, c) Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

UNIT - I:
Introduction to Operations Research: 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 model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

UNIT - II:
Linear Programming Method: Structure of LPP, Assumptions of LPP, Applications 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.

UNIT - III:

UNIT - IV:
Network Analysis – Network Diagram, PERT, CPM, Critical Path determination, Project Completion Time, Project Crashing.

UNIT - V:
Queuing Theory: Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

Suggested Readings:
- Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
ENTREPRENEURSHIP

Course Objective: To make students understand the Entrepreneurial process and also inspire them to be Entrepreneurs.

Course Outcomes: Students will be able to understand a) mindset of the entrepreneurs, b) identify ventures for launching, c) develop an idea on the legal framework and d) strategic perspectives in entrepreneurship.


UNIT - IV: Legal challenges of Entrepreneurship - Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls.

Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

UNIT - V: Strategic perspectives in entrepreneurship - 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.

Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

Suggested Readings:

- Bruce R. Barringer/ R.Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
STATISTICAL DATA ANALYSIS - PRACTICAL (MS-EXCEL LAB)

Course aim: The course aims is to understand MS Excel for applying statistical tools learnt in RMSA.
Learning Outcome: The learning outcome is that the students should be able to:
- Analyse the data to draw inference for decision making.
- Understand application of statistical measures of central tendency.
- Understand application of ANOVA.
- Analyse trends, Test hypotheses.

Syllabus - PART A

10. About EXCEL
   10.2 Getting started with excel: Opening a blank or new workbook, general organization.
   10.3 Highlights and main functions: Home, Insert, page layout, formulas.
   10.4 Highlights and main functions: Data, review, view, add-ins.
   10.5 Using the Excel help function.

11 General EXCEL Lessons
   11.1 Customizing the Quick Access Toolbar.
   11.2 Creating and Using Templates.
   11.3 Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
   11.4 Formatting Data and Using the Right Mouse Click.
   11.5 Saving, Page Setup, and Printing.
   11.6 Using Headers and Footers.
   11.7 Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
   11.8 Data from External Sources.
   11.9 Using and Formatting Tables.
   11.10 Basic Formulas and Use of Functions.
   11.11 Data Analysis Using Charts and Graphs.
   11.12 Managing, Inserting, and Copying Worksheets.
   11.13 Securing the Excel Document (Protect Cells and Workbook).

7. ADVANCED EXCEL LESSONS
   Advanced Formulas and Functions.
   Advanced Worksheet Features.
   Advanced Data Analysis using PivotTables and Pivot Charts.

PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL

IV Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.
V t-test, F-test, ANOVA one way classification, chi square test, independence of attributes.
VI Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

REFERENCES
PRODUCTION AND OPERATIONS MANAGEMENT

Course Objective: To understand the concepts of production and operations management in an organization and analytical methods.

Course Outcome: Students will be able to understand a) Concepts of Operations management, b) Product & process design, analysis, c) Plant location and layout, d) Scheduling and Material Management.


UNIT- III: Plant Location & Plant Layout: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems


Suggested Readings:
BUSINESS RESEARCH METHODOLOGY

(Students must read text book. Faculty are free to choose any other cases)

Course Aim: To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.
Learning Outcome: Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA programme. They will be able to analyse the data statistically.

Unit-I:
Research Methodology: Overview of Research methodology-Research problems, Types of Research, Research process-Ethics in business research-limitations of social science research, observation studies and research.

Unit-II:
Design of Business research- Research design an overview: Qualitative research Vs Quantitative Research, Types of research design, Validity of research design, Types of designs

Unit-III:
Data Collection Methods & Tools
Primary Data, Secondary Data, designing questionnaire and Schedule of questions, Relevant cases and exercises Sampling methods: Random, Non-Random Techniques, Tabulation, interpretation and analysis of data

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

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

REFERENCES:
- T N Srivatsava, shailaja rego -Business research Methods-TMH,2014
- Business research Methods -Donald R cooper, Pamela S Schindler
- Business Research Methods-SL Gupta , Hitesh Gupta
OPEN ELECTIVE I : PROJECT MANAGEMENT

Course Objective: The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

Course Outcome: Students will be able to understand a) Importance of Project Management b) Project Planning, Execution and implementation c) Significance of teams in projects d) Project evaluation techniques.

UNIT - I:

UNIT - II:

UNIT - III:

UNIT - IV:
Project Planning and Control: Planning Steps- Scheduling- Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.

UNIT - V:
Organizational Behavior and Project Management: 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.

TEXTBOOKS:
OPEN ELECTIVE - I: TECHNOLOGY MANAGEMENT

Course Objective: To Understand the importance of technology in conduct of business.

Course Outcome: Student will be able to understand: a) Importance of Technological Innovation b) Importance of Research and development in technology management c) Forecasting of Technology

UNIT – I:

UNIT – II:

UNIT – III:

UNIT – IV:
Technological Forecasting For Decision Making: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status.

UNIT – V:
Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

TEXTBOOKS:
CORPORATE GOVERNANCE (OPEN ELECTIVE - I)

Course Objective: To understand the growing importance of Corporate Governance in Indian and Global Context.

Course Outcome: Students will be able to understand a) Need for Corporate Governance in India b) Codes and Committees in Corporate Governance c) Role of Board in Corporate Governance d) Stakeholder perspective of Corporate Governance.

UNIT - I: Corporate Governance: 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 – Convergence- Problems of Governance in Companies.


UNIT – V: Whistle-blowing and CSR in Corporate Governance: The Concept of whistle-blowing; types of whistle-blowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.

Corporate Social Responsibility (CSR): Corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR initiatives in India.

Suggested Readings:

- Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
- N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.
- Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi
SUMMER INTERNSHIP

Course Objective: To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding Organizational dynamics.

Learning Outcomes: Students will be able to understand a) Management functions and Organizational structure b) organizational dynamics in terms of organizational behaviour, culture, climate c) Functional domain knowledge d) Processes and systems d) External and internal environment impact on the organization.

Approach to Summer Internship:

Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework. 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 University. The students can approach any business organizations / corporate of both public and private sectors, Government departments, Research organizations etc. for the summer internship. The students should do the internship during the summer break. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department for the Power point (PPT) presentation for evaluation along with Semester end examinations. Summer internship Report is evaluated for 100 marks. The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.
STRATEGIC MANAGEMENT

Course Objective: To provide a strategic orientation in conduct of the business.

Course Outcome: Students will be able to understand a) Strategic management concepts b) Tools and Techniques for Strategic analysis c) Strategies for competing in globalised markets d) Strategy Evaluation and Control.


UNIT – IV: Turnaround and Diversification Strategies: Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - 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.


Suggested Readings:
LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Objective: To understand the importance of Supply chain management in present Business context.

Course Outcome: Students will be able to understand a) growing importance of Supply Chain Management b) SCM Costs and Performance c) Benchmarking in SCM d) Sourcing and transportation e) Global aspects in SCM

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

UNIT – II:

UNIT – III:
Logistics and Supply chain relationships: Benchmarking the logistics process and SCM operations


UNIT – IV:

UNIT – V:

Suggested Readings:
- Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
- Manish Bansal, Babita Singla: “Retail and Supply Chain Management “,
TOTAL QUALITY MANAGEMENT (OPEN ELECTIVE - II)

**Course Objective:** To facilitate students understand the quality concepts and tools and techniques relating to total quality management.

**Course outcomes:** Students will be able to understand a) importance of Quality b) Principles and Practices of TQM c) tools and techniques in Quality management.

**UNIT - I:**

**UNIT - II:**

**UNIT - III:**

**UNIT - IV:**
**Tools and Techniques - II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

**UNIT - V:**

**Suggested Readings:**
- Poornima M Charantimath Total Quality Management, Pearson Education, 2015
- Dr. S. Kumar , Total Quality Management, University Science Press, 2015
INTELLECTUAL PROPERTY RIGHTS AND CYBER LAWS
Second year B.Tech (Mandatory subject)

Course Objectives:
1. To make students familiar with Intellectual Property Rights.
2. To understand innovations in engineering and other domains.
3. To be familiar with patents, copyrights and various acts related to innovations.

UNIT - I:
Introduction to Intellectual property Rights (IPR):

UNIT - II:
Trade Marks:
Purpose and Function of Trademarks, Acquisition of Trade Mark Rights, Protectable Matter, Selecting and Evaluating Trade Mark, Trade Mark Registration Processes.

UNIT - III:
Copy rights Law:
Fundamental of Copy Right Law, Originality of Material, Rights of Reproduction, Rights to Perform the Work Publicly, Copy Right Ownership Issues, Copy Right Registration, Notice of Copy Right, International Copy Right Law.

Patents Law:
Foundation of Patent Law, Patent Searching Process, Ownership Rights and Transfer

UNIT - IV:
Trade Secrets:

Unfair competition: Misappropriation Right of Publicity, False Advertising.

UNIT - V:
Cyber Law:
Cyber Crime, Information Security, Cyber Criminals, Classification, Legal Perspectives, Indian Perspectives- Cyber Crimes and Indian ITA 2000, Global Perspective on Cyber Crime- Cyber Crime Era.

Course Outcomes:
Upon completion of the course, the students are expected to:
1. To define various terms related to Intellectual Property Rights.
2. To understand the process of patent, copyrights and related procedures.
3. To analyse the situation of IPR in the Indian context with that of global scenario.
4. To understand the patenting process through various case studies.

TEXT BOOKS & REFERENCES:
1. Deborah, E. Bo Choux, Intellectual Property Right, Cengage Learning
INTERNATIONAL BUSINESS (OPEN ELECTIVE - II)

Course Objective: To understand the International Business theories and methods, Economic Environment, Strategic, and Operational issues of International Business.

Course Outcome: Students will be able to understand a) Importance of International Business b) International Trade theories c) International Economic environment d) Strategic and operational issues of IB.


UNIT - V: International Business Operations: Issues involving International Production- Sourcing and vertical Integration, - Major activities in International Marketing- Brand Decisions-


Suggested Readings:
CONSUMER BEHAVIOR

Course Objective: To understand marketing decisions keeping in mind the consumer behaviour.

Course outcome: Student should be able to a) understand consumer behaviour b) environmental influences on consumer behaviour, c) perception and attitude of consumers, d) consumer decision making e) marketing ethics towards consumers.

UNIT - I:

UNIT - II:

UNIT - III:

UNIT - IV:

UNIT - V:
Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

Suggested Readings:
- David I. Loudon and Albert J. Della Bitta, 4e, TMH, 2011.
- Leon G. Schiffman, Leslie lazer Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
SERVICES MARKETING

Course Objective: To facilitate the students about the concepts of Services Marketing through cases.

Course Outcome: Students will be to understand a) Marketing Management of companies offering Services b) Characteristics of services, c) to understand consumer behaviour in services, d) align service design and standards, e) delivering service, managing services promises.

UNIT- I:
Introduction to Services Marketing: Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

UNIT- II:

UNIT- III:

UNIT- IV:
Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee’s roles in Service Delivery, Customer’s roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

UNIT- V:
Managing Service Promises: Managing Distribution Channels in Service Industry –Strategies for Distribution, Managing People in Service Industry – Challenges, Pricing Strategies for Services – Methods, Promotion Strategies for Services - Need for Coordination in Marketing Communication, five categories of strategies to match service promises with delivery.

Suggested Readings:
- Christoper Lovelock, Jochen wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015
- Valerie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 6e, 2013.
ADVERTISING AND SALES MANAGEMENT

Course Objective: To understand Advertising, Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel Institutions.

Course outcome: Student will be able to understand the importance of Sales Management, Sales Planning and Budgeting and need for distribution channels and managing them.

UNIT – I:

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

UNIT – III:

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

UNIT – V:

Suggested Readings:
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011
- Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016
- K.Sridhara Bhat, Sales and Distribution Management, 1e, HPH, 2011.
- S.A.Chunawalla, Sales and Distribution Management, 3e, HPH. 2012
INTERNATIONAL MARKETING

Course Objective: To understand the Global Markets, formulation of Global Marketing Strategies and its Implementation.

Course Objective: Students will be to get deeper insight into a) the Global Marketing Management, b) Environment of global markets, c) Assessing Global Market Opportunities, d) Developing and Implementing Global Marketing Strategies.

UNIT – I:

UNIT – II:

UNIT – III:

UNIT – IV:

UNIT – V:

Suggested Readings:
- Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
DIGITAL MARKETING

Course Objective: The objective of this course is to understand the importance of digital marketing and its applications.

Course Outcome: Students will be understand a) the applications of digital marketing in the globalized market b) Channels of Digital Marketing c) digital marketing plan d) Search engine marketing e) Online Advertising


UNIT - II: Channels of Digital Marketing: 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.


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


Suggested Readings:
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
RETAILING MANAGEMENT  
(Marketing Elective)

Course Aim: To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

Learning outcome: The students will learn the Modern Retailing Concepts and will able to link it to cases to understand the present Retailing Trends. The students will be able to understand shopping environment, retail formats, functions, retail operation and promotion.

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

Unit-II  
Understanding Shoppers & Shopping - Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

Unit-III  
Delivering Value through Retail Functions - Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

Unit-IV  

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

TEXT BOOK
- Sutja Nair, Retail Management, Himalaya Publication House, 2012.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective: To understand the investment process, investment alternatives, Valuation of debt and equity.

Course Outcome: Students will be able to understand a) Indian Investment Environment b) Portfolio Analysis c) Bond valuation and management d) Equity valuation of Cash market and derivatives e) Performance evaluation of Portfolios.

UNIT - I:

UNIT - II:

UNIT - III:
Bond Valuation: Classification of Fixed income securities, Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

UNIT - IV:
b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

UNIT - V:
a) Derivatives: Overview of Indian derivatives Markets, Option, Forward, Future & swaps markets,

Suggested Readings:
- ZVI Bodie, Alex Kane, Alan J Marcus, Investments, TMH,
**FINANCIAL INSTITUTIONS, MARKETS, AND SERVICES**

**Course Objective:** To give an understanding about Indian Financial system with respect to Markets, Institutions, and Services.

**Learning Outcome:** Students will be able to understand a) Introduction to Indian Financial system b) Banking and Non Banking Institutions c) Financial and Securities markets d) Fund and Fee based services

**UNIT – I:**
**Introduction:** The structure of Indian financial system; Equilibrium in financial markets; Indicators of Financial Development, Structure of Financial Institutions, Financial system and economic development; Financial Sector reforms after 1991 –Recent Developments of Indian Financial System.

**Regulatory and Promotional Institutions:** Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI, Major Changes in Monetary Policy. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, IDFC, NABARD, SIDBI, and SFCs.

**UNIT – II:**

**Non-banking financial Institutions:** Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of Public and Private Sector insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector in India.

**UNIT – III:**

**UNIT – IV:**
**Asset /Fund Based Financial Services** – Lease Finance- Conceptual and Regulatory Framework, Classification and Financial leasing, Hire Purchase and Consumer Credit, Factoring and Forfeiting, Housing finance, Venture capital financing.

**UNIT – V:**
**Fee-based / Advisory services:** Investment Banking – Introduction, Functions and activities of Merchant bankers, Lead Managers, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers. Stock broking, Custodial Services, Depository system, Credit rating – Role of agencies, Process, regulations. CIBIL

**Suggested Readings:**
STRATEGIC MANAGEMENT ACCOUNTING

Course Objective: To understand the components of product cost, their calculation methods, and their control.

Course Outcome: Students will be able to understand a) Fundamentals of Management accounting and Cost accounting b) Cost analysis c) Marginal costing d) Budget and Budgetary controls.

UNIT - I

Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. Activity based costing.

UNIT - II:
Costing for Specific Industries: 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.

UNIT - III:
Marginal Costing I: Introduction, Application of Marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

UNIT - IV:
Marginal Costing II: Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

UNIT - V:
Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit.


Suggested Readings:
- Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012
- Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006.
INTERNATIONAL FINANCIAL MANAGEMENT

Course Objective: To give an understanding about MNC Financial Management, Balance of Payments and Forex markets.

Course Outcome: Students will be able to understand a) International Financial Management b) Balance of Payments c) Foreign Exchange Markets d) Asset and liability Management.

UNIT - I:

UNIT - II:
International Monetary System: Evolution, Gold Standard, Bretton Woods’s system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

UNIT - III:

UNIT - IV:
(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect- Interest Rate parity, Expectations theory

UNIT - V:

Suggested Readings:
STRATEGIC INVESTMENT AND FINANCING DECISIONS

Course Objective: To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization.

Course Outcome: Students will be able to understand a) Investment Decisions in Risk and uncertainty b) Strategic investment decisions c) Investment Appraisal Techniques d) Financing Decisions

UNIT - I:

UNIT - II:
Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

UNIT - III:
Critical analysis of appraisal techniques: Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

UNIT - IV:

UNIT - V:
Financing Decisions: Mergers and Acquisitions - need, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

Suggested Readings:
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
FINANCIAL DERIVATIVES
(Finance Elective)

Aim: To give an understanding about the derivatives in stock, commodity and Forex markets.
Learning Outcome: The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc.

Unit-I

Unit-II

Unit-III
(b) Basic Option Strategies, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

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

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

REFERENCES:
- Gupta: Financial Derivatives, PHI 2012
PERFORMANCE MANAGEMENT SYSTEMS

Course Objective: To understand about performance management and reward system and communicating to enhance employee performance.

Course Outcome: Students will be able to understand a) Significance of Performance Management b) Communication of Performance Management c) Performance Management and Development of Employees d) Reward System, e) other performance related concepts.

UNIT - I:

UNIT - II:

UNIT - III:

UNIT - IV:

UNIT - V:

Suggested Readings:
- Herman Aguinis, Performance management, 3e, Pearson, 2014.
MANAGEMENT OF INDUSTRIAL RELATIONS

Course objective: To understand of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India.

Learning Outcomes: Students will be able to understand a) importance of Industrial Relations b) Collective Bargaining Mechanism c) Parties and role in Industrial Relations d) Labour Legislation aspects.

UNIT - I:

UNIT – II:

UNIT - III:
Tripartism and Social Dialogue: Types and levels of Tripartism – social dialogue and the Reform Process – Strengthening tripartite social dialogue – Role of government in industrial relations.

UNIT - IV:

UNIT - V:

Suggested Readings:
- Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009
- Arun Monappa: Industrial Relations, TMH, 2009
- Tapamoy Deb: Managing Human Resources & Industrial Relations, Excel, 2009
LEARNING AND DEVELOPMENT

Course Objective: To understand the concept of Learning with emphasis on training and Development and its role in organizational Development.

Course Outcome: Students will be able to understand a) the importance of Learning performance b) Training and Development c) Training Need Analysis d) Training Methods

UNIT - I:

UNIT – II:
Training Strategy and Designing Training: The evolution of Training’s Role, Strategic Training and development Process, Training needs in different strategies, Models of Training Department. Training needs Assessment, Reasons for planned training. Designing the training program, developing the group and the climate, Trainers and training styles, Evaluating training and Follow-on support.

UNIT- III:
Training methods - Traditional methods- Presentation methods, Hands-on methods, Group Building Methods, e-learning and use of technology in training- Technology influence on training and learning, Technology and multimedia, computer- based training, developing effective online learning, blended learning, mobile technology and training methods, technologies for training Administration.

UNIT – IV:

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

Suggested Readings:
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course Objective: To understand the growing significance of international Human Relations management in the context of Global workforce.

Course Outcomes: Students will be to understand a) Cultural aspects of IHRM b) Role of IHRM in Successful MNC c) Global human Resource Planning d) Training and development of Global employees e) Performance Management of Global employees.

UNIT - I:

UNIT- II:

UNIT- III:

UNIT - IV:
Global Workforce Training and Development : 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 an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

UNIT - V:

Suggested Readings:
COMPENSATION & REWARD MANAGEMENT
   (HR Elective)

Course Aim: It enables the student understand the concepts issues and challenges of compensation and reward management.

Learning Outcome: The student understands how to design the compensation for various levels of jobs in the organization, designing the compensation for special groups. Government and legal issues in compensation design.

   Unit-I

   Unit-II
Defining Competitiveness, Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans.

   Unit-III
Performance Appraisals, Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits.

   Unit-IV
Compensation of Special Groups, Union role in wage and Salary administration. International pay systems.

   Unit-V
Government and legal issues in compensation Public sector pay Management: Making it work.

TEXT BOOK:
- B D Singh “Compensation and Reward Management” Excel books,2012
TALENT AND KNOWLEDGE MANAGEMENT

Course Objective: To understand the importance of nurturing talent and managing knowledge in the organization.

Course Outcomes: Students will be able to understand a) Talent Management Process b) Succession and career planning approaches c) Knowledge management aspects d) Knowledge management assessment and solutions

UNIT – I:
Talent Management: Meaning, importance, Evolution, Talent Management System, Talent Reservoir


UNIT – II:

UNIT – III:
Knowledge Management: Concept, Forces Driving Knowledge Management, Knowledge Management Systems, Issues in Knowledge Management, Knowledge Management Strategies, Technologies for Knowledge Management, Factors influencing Knowledge Management.

UNIT – IV:
Nature of Knowledge: Data, Information, Knowledge, Wisdom, Views of Knowledge – Subjective and Objective, Types of Knowledge – Location of Knowledge – Knowledge in People, Knowledge in Artifacts, Knowledge in Organizational Entities, Knowledge Management Assessment – Types of Assessment, Importance of KM Assessment.

UNIT – V:
Knowledge Management Solutions: Knowledge Management Processes – Discovery, Capture, Sharing, Mechanisms, Technologies, Knowledge Management Approaches – Hansen-Earl's Seven Schools of Knowledge Management, Alversson and Karreman's knowledge management, Knowledge Management Infrastructure, Organizational Impacts of Knowledge Management – on People, on Processes, on Products, on Organizational Performance.

Suggested Readings:
- Hugh Scullion, David G. Collings, Global Talent Management, Routledge, 2011
STARTUP MANAGEMENT

Course Objective: To understand New venture creation opportunities, its resources, and requirements for Enterprise Startup.

Course Outcomes: Students will be able to understand a) Startup opportunities b) Legal and other requirements for new ventures c) Financial Issues of startups d) Sustainability and growth of startups e) Exit strategies

UNIT - I:

UNIT - II:
Startup Capital Requirements and Legal Environment: Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

UNIT - III:
Startingup Financial Issues: Feasibility Analysis - The cost and process of raising capital - Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

UNIT - IV:

UNIT - V:
Planning for Harvest and Exit: Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

Suggested Readings:
- Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur’s Road Map, 2e, Routledge, 2017.
MSME MANAGEMENT

Course Objective: To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

Course Outcomes: Students will be able to understand a) Issues and Challenges in MSMEs b) Setting up of MSMEs c) Management of MSMEs d) Institution and Government support.

UNIT - I:
Introduction for Small and Medium Entrepreneurship (SME): Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

UNIT - II:
Setting of SMEs: Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

UNIT - III:
Institutions supporting MSMEs: –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

UNIT - IV:

UNIT - V:

Suggested Readings:
- Aneet Monika Agarwal, Small and medium enterprises in transitional economies", challenges and opportunities, DEEP and DEEP Publications.
FAMILY BUSINESS MANAGEMENT

Course Objective: To understand the importance of family-owned businesses for achieving Competitive advantage in the market place.

Course Outcomes: Students will be able to understand a) Perspectives in Family Business b) Ownership Challenge and Family Governance c) Successor Development strategies d) Strategic Planning and Transgenerational Entrepreneurship e) New Leaders of the Evolution and Change.

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


UNIT - III: Successor Development: Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

UNIT - IV: Strategic Planning and Transgenerational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage - The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

UNIT - V: The Future of Family Business: 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.

Suggested Readings:
Course Objective: To understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.

Course Outcomes: Students will be able to understand a) Financing through venture life cycle b) Organizing and operating the enterprise c) Financial Planning of an enterprise d) Valuation of an enterprise e) Financing for growing enterprises.


UNIT- II: Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.


UNIT - V: Financing for the Growing Venture: 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.

Suggested Readings:
- Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.
The ENTREPRENEURIAL MARKETING course aims to help students understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

**Course Objective:** To understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

**Course Outcomes:** Students will be able to understand a) Marketing mix of an enterprise b) Growth and marketing strategies c) Market Development strategies d) Contemporary issues in Entrepreneurial marketing.

**UNIT – I:**
**Introduction to Entrepreneurial Marketing** – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P’s). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

**UNIT – II:**
**Enterprise Growth:** 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.

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

**UNIT – IV:**
**Entrepreneurial Market Development Strategies:** Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

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

**Suggested Readings:**
CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

Course Objective: To understand the creativity and innovations management aspects in an enterprise.

Course Outcome: Students will be able to understand a) basics of Creativity b) Creative Problem solving c) Creative Intelligence d) Perspectives of Innovation

UNIT - I:
The Creativity Phenomenon: Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

UNIT - II:
Mastering Creative Problem Solving: Structuring of ill- defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

UNIT - III:
Creative Intelligence: 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- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

UNIT - IV:
Innovation Management: Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation-Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

UNIT - V:

Suggested Readings:
PRE SUBMISSION OF PROJECT - SEMINAR

Aim: The final project work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating research methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the project report.

Outcome of the process:
The process of pre-submission seminar would enable the student to put across his work on the project for critical assessment and provide an opportunity to make any online corrections or incorporate suggestion for better and improved work.
COMPREHENSIVE VIVA:

**Aim:** Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva _inter alia_ will enable student to face any job interview and tests on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the subjects learnt in the entire programme of MBA.

**Expected outcome:** The following outcomes are expected after the student successfully completes the process of Comprehensive Viva.

1. Firm grounding of fundamentals of core subjects of management.
2. The ability to put across the concepts with ease and good clarity.
3. The ability to use the theoretical framework to solve specific management problems.
4. Demonstrating one’s competency in management subjects.

The student is expected to face questions on any core subjects of management as well as all the subjects of his/her specific stream of elective and provide answer convincingly.