DEPARTMENT OF MANAGEMENT STUDIES

R 22

COURSE STRUCTURE
### SEMESTER I

<table>
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<th>Course Code</th>
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### SEMESTER II

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Students have to do summer internship during summer break
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# Professional Electives

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<td>Security Analysis &amp; Portfolio Management 221EE12103</td>
<td>Startup Management 221EE12104</td>
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<td>Learning and Development 221EE22102</td>
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<td>Management of Industrial Relations 221EE32102</td>
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<td>Risk Management &amp; Financial Derivatives 221EE62103</td>
<td>Creativity Innovation and Entrepreneurship 221EE62104</td>
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MBA SEMESTER-I

MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Subject Code: L T P C

Course Objectives:

1. To familiarize students with the concepts of Management.
2. To understand the planning, steps in planning and decision making.
3. To explain the concept of Organizational Structure and Controlling.
4. To describe the importance of organizational behaviour.
5. To Understand the Nature of Power and Politics, Leadership and conflict.

Course Outcomes: After completion of the course, students will be able to:

CO1: understand the basic principles and concepts of management.
CO2: analyze the need of Organizational Planning and Decision Making Process.
CO3: identify the challenges in organizing and contemporary issues in controlling.
CO4: analyze individual and group behaviour in an organisation.
CO5: demonstrate the traits of leaders and identify the sources of conflict, execute the negotiation process to resolve them.


| UNIT-V | **Leadership & 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. |

**Text Books:**


**Reference Books:**

MBA SEMESTER-I
BUSINESS ECONOMICS

Subject Code: 

Course Objectives:
1. To apply the concepts of managerial economics in decision making.
2. To understand the importance and applications of demand and supply in the business.
3. To familiarize students with the production under different stages of production.
4. To determine the break-even point and make students acquaint with the cost concepts.
5. To understand the pricing and output decisions under various market structures.

Course Outcomes: At the end of the course the students are expected to

CO1: understand the Economic Principles in Business.
CO2: analyze the Theory of Demand and Supply.
CO3: understand the concept of production and its relationship with business operations.
CO4: understand the different concepts of costs and how they affect short-run and long-run decisions.
CO5: analyze the causes and consequences of different market structures.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>UNIT-III</td>
<td>Production Analysis: Production Function, Production Function With One, Two Variables, Cobb-Douglas Production Function, Marginal Rate Of Technical Substitution, Isoquant And Isocost, Returns To Scale, Economies Of Scale - Innovations And Global Competitiveness.</td>
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<tr>
<td>UNIT-IV</td>
<td>Cost Analysis: Cost Concepts, Determinants Of Cost, Cost-</td>
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</tbody>
</table>
Output Relationship In The Short Run And Long Run, Short Run Vs. Long Run Costs, Average Cost Curves. Overall cost leadership, Break even Analysis, Determination of Break Even Point, Key Concepts, Graphical Representation, Margin of Safety - simple Problems.


Text Books:

Reference Books:
# MBA SEMESTER-I
## FINANCIAL ACCOUNTING & ANALYSIS

### Subject Code:

### Course Objectives:

1. To learn the fundamentals of accounting
2. To prepare financial statements
3. To compute Inventory and goodwill valuation
4. To analyze the financial statements
5. To interpret the same for business decisions.

### Course Outcomes: To enable students

- **CO1**: Understand the basic principles of accounting.
- **CO2**: Understand the accounting process and prepare the financial statements.
- **CO3**: Apply the accounting concepts and principles in the valuation of inventory and goodwill.
- **CO4**: Analyze the financial statements.
- **CO5**: Interpret the financial results to interested users for effective decision making.

### Unit-wise Details

#### UNIT-I

**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

Text Books:


Reference Books:
**MBA SEMESTER-I**

**RESEARCH METHODOLOGY & STATISTICAL ANALYSIS**

**Subject Code:**

**Course Objective:**

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1. To know the Concept of Research.
2. To understand the Research Process & Data Collection Methods.
3. To Classify the data into Tabulation & Present in the different graphical methods.
4. To Analyze & Evaluate the various Statistical tools.
5. To design a report of the data analysed and Interpreted of Qualitative and Quantitative Data.

**Course Outcomes: Student will be able to**

**CO1:** Understand the Conceptual Overview of Research.

**CO2:** Apply the principles of Research Methodology for various Projects.

**CO3:** Apply various simple and Advanced Statistical Tools.

**CO4:** Analyze various simple and Advanced Statistical Tools.

**CO5:** Create a report of the Research data Analyzed and Interpreted of Qualitative and Quantitative Data.

**UNIT-I**


**UNIT-II**

Research design- Research Problem- purpose of Research design, Types of Research Design- Experimental research design, Research Design for cross sectional, longitudinal studies, Research design for action research – Characteristics of the good research design. Data Collection Methods & Tools: Types of Data, Sources and Instruments for data, Guidelines for questionnaire, Sampling and its application.

**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- correlation, limits for coefficient of Correlation, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation, Linear and Multiple regression analysis, Discriminant analysis, Exploratory Factor Analysis. Introduction to Structural Equation Modeling, Cluster Analysis and Conjoint Analysis.
UNIT-V

Time Series Analysis and Report Writing:

a) 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, un-weighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.


Prescribed Books:

Reference Books:
# MBA SEMESTER-I

## LEGAL BUSINESS ENVIRONMENT

### Course Objectives:

1. To Understand the legal aspects of the companies act 2013.
2. To Analyze the essentials of the Contract.
3. To Classify the various negotiable Instruments and the role of GST.
4. To Illustrate various essential laws in India.
5. To Evaluate the scope of the business environment in India.

### Course Outcomes:

**CO1:** Outline the importance of the Companies act 2013 in India.

**CO2:** Examine the essentials of various Contracts in India.

**CO3:** Identify the role of the Negotiable Instruments Act.

**CO4:** Categorize the role of essential laws and their scope in the India scenario.

**CO5:** Assess the policy formulations in Indian business environment.

<table>
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<tr>
<th>UNIT-I</th>
<th><strong>Introduction:</strong> Companies Act, 2013, Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, &amp; liabilities of Directors, Role of Audit and Auditors, Company Meetings, Resolutions, Winding-up of a Company.</th>
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<tr>
<td>UNIT-IV</td>
<td><strong>Consumer Protection and other Essential Laws:</strong> Introduction to consumer protection law in India - Consumer councils - Redressal machinery -Rights of consumers - Consumer awareness. Law of Industrial and Intellectual Property; Cyber Law; Competition Law; Land and Real Estate laws; Law of Insurance.</td>
</tr>
</tbody>
</table>
Text Books:
1. Akhileshwar Patha, Legal Aspects of Business, Tata McGraw Hill, 7e, 2019

Reference Books:
2. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 4e, 2016.
MBA SEMESTER-I
OE –I E – BUSINESS

Subject Code: OE – I

Course Objectives:
1. To provide an understanding of e-business applications in today’s organizations.
2. To study the role and value addition of Technology in E-Business.
3. To provide the students with the adequate knowledge regarding the basics of Mobile commerce.
4. To create awareness in upcoming managers, of different types of Mobile Commerce Technology.
5. To enable students to develop proficiency in using Mobile Commerce business applications in the era of E-business.

Course Outcomes:
At the end of the course the students are expected to
CO1: Understand the latest trends in E-business field to make positive contribution to the organization.
CO2: Learn the professional responsibilities and make effective judgments in the organizations for E-business.
CO3: Understand the importance of Mobile Commerce in today’s market environment.
CO4: Analyze the Technology in the field of Mobile Commerce.
CO5: Evaluate the process and the knowledge in application of technology in Mobile Commerce to meet their objectives by involving with E-business.

UNIT-I Introduction to E-business

UNIT-II Technologies in E-business

UNIT-III Mobile Commerce Basics

UNIT-IV Mobile Commerce Technology
Key Players – Mobile Devices, Mobile Service Providers – Mobile Commerce Service Providers.

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<thead>
<tr>
<th>UNIT-V</th>
<th>Mobile Commerce Applications</th>
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</thead>
</table>

Text Books:

2) Mobile Commerce – KarabiBandyopadhyay – PHI – EEE.

Reference Books:

2. E-Business; Organizational Technical Foundations – Michael Papazogalou, Pieter M.A. Ribberies, Willey India (P) ltd.
MBA SEMESTER-I
OE-I RURAL MANAGEMENT

Subject Code: 
Course Objectives:
1. To know the concept and main obstacles of Rural Development.
2. To familiarize the various functional areas like marketing, finance and their challenges.
3. To examine the process and tools of community development.
4. To provide insights for the sustainable development.
5. To understand the need and scope of Agribusiness.

Course Outcomes:
Upon the Completion of Course, students are able to:
CO1: understand the concept and importance of Rural Development.
CO2: demonstrate managerial skills for different functional areas like marketing, finance, human resource management.
CO3: understand the concept and the importance of community, community development in India
CO4: explore various ways to preserve the environment for the sustainable development.
CO5: acquaint the knowledge of agribusiness and its scope.

UNIT-I Rural Development: Concept, Importance, Nature and scope, Characteristics of rural economy, Concept of development, Distinction between development and growth, Indicators of development, Prerequisites for rural development, Main obstacles to rural development, Factors governing rural development. Gandhian and Tagore’s views on rural development.

UNIT-II Rural Management: Nature, Scope and challenges in marketing, operations, human resources and finance in rural areas. Entrepreneurship opportunities in rural areas.

UNIT-III Rural Community Development: Concept of community, Function of Community, community profile: Process and tools. Community development: Characteristics, Principles and scope, Panchayat Raj and community development in India.

UNIT-IV Sustainable Development: Biodiversity and its conservation, Environmental pollution, air, water and soil pollution, Solid waste management, Social issues and environment, Climate change, Global warming, Ozone layer depletion, Water conservation, Rain water harvesting Watershed management.

UNIT-V Introduction to Agribusiness: Nature, definitions, scope and functions, Agribusiness input and output services, Difference between farm and non-farm sectors, Importance of small agribusiness enterprises.
**Text Books:**

**Reference Books:**

MBA SEMESTER-I
OE-I INNOVATION MANAGEMENT

Subject Code:
Course Objectives:
1. To understand the importance of Innovation & Creativity.
2. To analyse the role of Innovation Management.
3. To Apply the Market & Strategy dimension in Innovation.
4. To Illustrate the Tools & Techniques in Innovation Creativity.
5. To Evaluate the Areas of Innovation.

Course Outcomes:
CO1: Understand the Concept of Innovation & Creativity.
CO2: Examine the significance of Innovation Management.
CO3: Identify the Market dimensions of Innovation.
CO4: Apply techniques for Innovation creativity thinking.
CO5: Assess the areas of Innovation.


UNIT-III | Market and strategy dimension of innovation: Marketing Dimensions of innovation, organizational aspects of innovation, TRIZ basic principles Systematic and analytical methods and techniques of innovation.


Text Books:

Reference Books:

MBA SEMESTER-I
OE-I  QUALITY MANAGEMENT

Subject Code: OE-I  

Course Objectives:

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1. To know the fundamentals of quality and the contributions of various Quality Guru’s.
2. To understand the basic concepts of design and TQM.
3. To discuss the importance of six sigma approach, Just in time, Total Production Maintenance and Lean Manufacturing in real time practice.
4. To educate the student in applying the TQM tools and techniques for continuous improvement.
5. To familiarize the concepts of Quality Management Systems.

Course Outcomes: upon the completion of course students can

CO1: To explore the quality framework in production and operational aspects.

CO2: To evaluate the role of quality in product design and analysis.

CO3: To analyze quality in process improvement and modern production management tools.

CO4: To understand the role of TQM tools and techniques in elimination of wastages and reduction of defects.

CO5: To analyze the requirements of quality management system.


Text Books:


Reference Books:


MBA SEMESTER - I
BUSINESS COMMUNICATIONS (LAB)

Subject Code: L T P C

2 0 2 2

Course Objective: To understand

1. the importance of oral and written communication
2. its applications in Business.

Learning Outcome: Students will be able to understand

CO1: the importance of Communication in Business
CO2: to develop writing skills and presentation
CO3: writing business proposals and letters
CO4: application of business communication in the self-development process.


Unit-III Developing Business Writing Skills: Process of Writing, Drafting, revising Visuals, Editing, proofreading and formatting, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Communicating with e-mail and memos.

Unit-IV Oral and Employment Communication: The role of Business Presentations, Planning and organizing presentations, Team Presentations, online Presentations. Understanding yourself, Career, Goal Setting, Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry mails, Preparing for the job interview.


Text Books:

Reference Books:

STATISTICAL DATA ANALYSIS -PRACTICAL (MS-EXCEL LAB)
Subject Code:

Course objective: The course aims is to understand MS Excel for applying statistical tools learnt in RMSA.

Course Outcome: The learning outcome is that the students should be able to:

CO1: Analyze the data to draw inference for decision making.
CO2: Understand application of statistical measures of central tendency.
CO3: Understand application of ANOVA.
CO4: Analyze trends.
CO5: Test hypotheses.

Syllabus - PART

1. 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.

2. 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.
11.10 Data Analysis Using Charts and Graphs.
11.11 Managing, Inserting, and Copying Worksheets.

3. 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
4. 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.

5. t-test, F-test, ANOVA one-way classification, chi square test, independence of attributes.


Text Books and References

II – Semester

MBA SEMESTER-II
HUMAN RESOURCE MANAGEMENT
### Subject Code:

| Subject Code: | 4 0 0 3 |

### Course Objectives:
1. Understand the Concept of HRM
2. Analyze the Functions of Recruitment & Selection in Current Scenario
3. Apply the techniques of Training and Developing and Performance Management
4. Illustrate the Compensation and Welfare benefits
5. Evaluate the Employee Relations

### Course Outcomes:

**CO1:** Understand the concept and Functions of Human Resource management.
**CO2:** Examine the Functions of Recruitment & Selection.
**CO3:** Identify the new techniques in T&D and Performance Management.
**CO4:** Apply the Compensation and other Welfare benefits for employee development.
**CO5:** Assess and build the employee relations.

### UNIT-I

### UNIT-II

### UNIT-III

### UNIT-IV

### UNIT-V

### Text Books:

| Text Books: | 4 0 0 3 |

Reference Books:

4. Biswajeet Pattanayak, Human Resource Management, 5e, 2018

MBA SEMESTER-II
MARKETING MANAGEMENT

Subject Code: L T P C
4 0 0 4

Course Objectives:
1. To introduce students to the different concepts of Marketing.
2. To understand the concept of product, different stages of product life cycle, process of consumer decision making and new product development.
3. To familiarize students with the concepts of segmentation, its bases, strategies of targeting and positioning.
4. To understand the pricing and also emerging concepts in the marketing.
5. To identify different distribution channels, media available for the marketer for distributing and promoting the products.

Course Outcomes: At the end of the course the students are expected to
CO1: understand the core marketing concepts and process of Marketing Research.
CO2: understand the concept of product and portray how to develop new product.
CO3: analyze the market based on Segmentation, Targeting and Positioning.
CO4: identify different strategies of pricing and understand the different contemporary issues in marketing.
CO5: demonstrate the importance of promotion and distribution in marketing.


UNIT-IV Pricing Decisions & Personal Communication: 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, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing.

**UNIT-V** 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.

**Text Books:**


**Reference Books:**

4. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 201
Subject Code:

**Course Objectives:** The main objective of corporate finance is
1. To make student understand the goals of finance function.
2. To enable student take optimal decisions.
3. To help student in the effective utilization of resources.
4. To learn the importance of dividend decisions.
5. To examine how to manage current assets.

**Course Outcomes:** To enable students
- CO1: Understand goals of financial function.
- CO2: Comprehend investment criteria and decision process.
- CO5: Understand Asset Liability management.

<table>
<thead>
<tr>
<th>UNIT-I</th>
<th>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.</th>
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<tbody>
<tr>
<td>UNIT-II</td>
<td>Unit - II: The Investment Decision: Investment decision process-Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Capital Budgeting Techniques–Traditional and DCF methods. The NPV vs. IRR Debate. 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.</td>
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<tr>
<td>UNIT-IV</td>
<td>Unit - IV: Dividend Decisions: 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 based on the works of Gordon, Walter. A brief discussion on dividend policies of Indian companies.</td>
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</tbody>
</table>
working capital, the operating cycle approach. Planning of working capital

**Management of Current Assets:** Management of cash – Basic strategies for cash management, cash planning, cash budget, cash management techniques/processes. Management of receivables - Credit policy, credit evaluation of individual accounts, monitoring receivables. Management of inventory

### Text Books:

### Reference Books:
1. Prasanna Chandra, Financial Management, 10e, McGraw Hill, 2019
Subject Code:

Course Objectives:
1. To Understand the Concept of Information System
2. To Analyze the Business Applications of Information System
3. To Apply the Information System development models
4. To Illustrate Methodology for Modeling & designing system
5. To Evaluate ERP evolution

Course Outcomes:
CO1: Outline the concepts & applications of Management Information Systems.
CO2: Examine Business Applications of Information System.
CO3: Identify Information systems and development models.
CO4: Apply Methodology for Modeling & designing system.
CO5: Assess integrated ERP systems.

UNIT-I Introduction: 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.


UNIT-III Management of Information Systems: Information system planning, system acquisition, systems implementation, system development models: Waterfall model, system development life cycle, v-model, computer-assisted and software engineering tools, prototype iterative model, evaluation & maintenance.


UNIT-V Overview of enterprise systems Evolution - Risks and benefits - Fundamental technology - Issues to be considered in planning design and implementation of cross-functional integrated ERP systems. ERP software solutions- small, medium, and large enterprise vendor solutions, BPR and best business practices - Business process Management, Functional modules.

Text Books:

Reference Books:

3) Management Information Systems, Sahil Raj, Pearson, 2e, 2018
# MBA SEMESTER-II

**OPERATIONS RESEARCH**

## Subject Code:

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<th>Course Objectives: By the completion of the course students can</th>
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<tr>
<td>1. Gain the knowledge of Operations Research.</td>
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<td>2. Learn about Linear programming methods and applications.</td>
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<td>3. Gain the knowledge of working with transportation methods.</td>
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<td>4. Identify how to work on different decision making situations and assignment situations.</td>
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<td>5. Can learn the applications of queuing theory.</td>
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## Course Outcomes: Students will be able to

CO1: Understand the origin and applications of OR.

CO2: Apply various Linear programming methods.

CO3: Analyse various methods related to cost minimazation in transportation.

CO4: Analyse different projects through decision modeling and evaluate assignment situations.

CO5: Evaluate solutions to various queuing theory related problems.

## Units

### 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


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

### 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. Game theory, Suddle point, Value of the Game.

## Prescribed Books:


## Reference Books:

MBA SEMESTER-II
ENTREPRENEURSHIP

Subject Code:

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Course Objectives:
1) To familiarize the students about the entrepreneurial mind-set and types of entrepreneurs.
2) To understand the journey and competencies of entrepreneurs.
3) To explore the opportunities and demonstrate the methods to initiate ventures.
4) To examine the Critical factors for new venture development and also the legal challenges of entrepreneurship.
5) To understand the various strategic perspectives of entrepreneurship.

Course Outcomes: At the end of the course the students are expected to

CO1: Understand the mindset of the entrepreneurs and strategic perspectives in entrepreneurship.
CO2: Differentiate individual, corporate entrepreneurial mind set and Personality.
CO3: Identify the ventures for launching.
CO4: Understand and develop an idea on the legal framework and venture development.
CO5: Apply strategic perspectives in entrepreneurship.

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<tr>
<td>UNIT-IV</td>
<td>Legal challenges of Entrepreneurship</td>
<td>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</td>
</tr>
<tr>
<td>UNIT-V</td>
<td>Strategic perspectives in entrepreneurship</td>
<td>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.</td>
</tr>
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</table>

Text Books:

Reference Books:
MBA SEMESTER-II
OE- II PROJECT MANAGEMENT

Subject Code: OE- II

Course Objectives:
1) To Understand the importance of project management
2) To Analyze the Project appraisal techniques
3) To Apply the different approaches for project finance
4) To Illustrate various project control techniques
5) To Evaluate organizational behavior in project management

Course Outcomes:
CO1: Outline the different approaches in project management.
CO2: Examine the various project appraisal techniques.
CO3: Identify various techniques to measure project finance.
CO4: Apply different techniques for project control.
CO5: Assess management behavior in project management.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
Project Control: 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 in 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.

Text Books:

Reference Books:
MBA SEMESTER-II
OE –II TOURISM& HOSPITALITY MANAGEMENT

Subject Code:

Course Objectives:
1. To understand the Classification & Categorization of Hotels
2. Gain knowledge of value chain in hospitality industry
3. Explore the typology of tourism industry
4. To categorise tour operators and their functions
5. To study the contribution of tourism sector towards GDP

Course Outcomes: To enable students to understand
CO1: the Classification & Categorization of Hotels
CO2: linkages between tourism and hospitality industry
CO3: nature and scope of tourism
CO4: functions and types of tourism industry
CO5: recent trends and challenges in tourism industry

UNIT-I

UNIT-II
Value Chain: Definitions: Hospitality and Hotel. Link between Hospitality and Travel and Tourism industry: Travelers at rest, Home away from Home, Hospitality culture AthithidevoBhavah, Expectations of the guest

UNIT-III
Tourism: Definition, meaning, nature, scope and typologies of tourism. Tourist, travelers, visitor, transit visitor and excursionist - definition and differentiation. Leisure, recreation and tourism and their Interrelationship.

UNIT-IV
Introduction to tourism industry: Travel agency- History, Operation/Functions and Types. Tour Operators- Functions and Types. Accommodation Industry- Types and Classification. Supplementary – Souvenir Industry & Shopping

UNIT-V
GDP contribution of Tourism Industry (India & Telangana state) , recent trends and challenges of Indian Tourism Industry

Text Books:
2. Tourism in India – V.K. Goswami.

Reference Books:
1. IATA Manual on Diploma in Travel & Tourism Management
MBA SEMESTER-II
OE-II  GREEN BUSINESS MANAGEMENT

Subject Code: OE-II

Course Objectives:
1. To impart students in understanding of green business, its advantages, issues and opportunities
2. To provide knowledge over Indian Corporate Structure and Environment;
3. To introduce students to contending paradigms of sustainability and their practical implications for firms and economic development strategies.
4. To gain knowledge related to its function and using that knowledge to adopt to a changing environment and increase efficiency
5. To examine important relationships, opportunities, challenges and controversies in various sectors of green business.

Course Outcomes: At the end of the course the students are expected to

CO1: Identify basic concepts related to green management.
CO2: Relate to new trends in greening business operating and sustainable global economy
CO3: Analyze how organizations plan, develop and implement sustainable business strategies
CO4: Able to optimize the cost of green energy
CO5: Evaluate green techniques and methods.

UNIT-I Introduction to Green Management: The Concept of Green Management; Evolution; nature, scope, importance and types; Developing a theory; Green Management in India; Relevance in twenty first century

UNIT-II Organizational Environment: Indian Corporate Structure and Environment; How to go green; spreading the concept in organization; Environmental and sustainability issues for the production of high-tech components and materials, Life Cycle Analysis of materials, sustainable production and its role in corporate environmental responsibility (CER).

UNIT-III Approaches from Ecological Economics: Indicators of sustainability; Eco-system services and their sustainable use; Bio-diversity; Indian perspective; Alternate theories

UNIT-IV Environmental Reporting and ISO 14001: Climate change business and ISO 14064; Green financing; Financial initiative by UNEP; Green energy management; Green product management

UNIT-V Green Techniques and Methods; Green Tax incentives and rebates (to green Projects and Companies); Green Project Management in action: Business Redesign: Eco-Commerce Models

Text Books:
2. The Green Energy Management Book by Leo A. Meyer, LAMA books

Reference Books:
3. Green and World by Andrew S. Winston, Yale PressB.
MBA SEMESTER-II
OE-II Indian Taxation System

Subject Code: OE-II
Course Code: L T P C
4 0 0 3

Course Objectives:
1. To Understand the importance of the Indian Taxation System
2. To Analyze the recent trends in GST
3. To Apply the different provisions under GST & Excise duties
4. To Illustrate various Taxes in State Govt
5. To Evaluate Local Body Taxes in India

Course Outcomes:
CO1: Outline the approaches Indian Taxation System.
CO2: Examine the Concept of GST in India.
CO3: Identify various provisions under Excise Duty.
CO4: Apply different State Govt Taxes on Sales & Purchases
CO5: Assess various Local Body taxes in India.

UNIT-I Introduction: Meaning of Tax, Taxation-Types of Tax- Differences between Direct and Indirect Tax – Objectives of Tax- Concerned authorities (CBDT and CBIC) - Central and State Powers of Taxation Distribution of Revenues between Centre and States (Schedule VII of the Constitution of India) - Constitutional Provisions

UNIT-II Introduction To Goods And Services Tax: Overview of GST: Pre- GST Tax Structure and Deficiencies- Genesis of GST in India- Concept of GST- Dual GST Model- Salient features of GST-Benefits of GST- Taxes Subsumed and Not Subsumed by GST- Structure of GST-SGST, CGST, UTGST, and IGST- Features-Conceptual Differences between SGST, CGST and IGST-Constitutional provisions-GST Compensation Cess


UNIT-IV Taxes of the State Government: Taxes on Sale or Purchase of Goods; Tax on Professions, Trade, and Callings; Motor Vehicles’ Tax; Tax on Electricity; Stamp Duty; Land Revenue and other taxes

UNIT-V Taxes of Local Bodies: Tax on Land and Buildings (Property Tax); Entertainment Tax, identify other state & other taxes

Text Books:
1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann Publications

Reference Books:
1. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, SahityaBhavan Publications.
2. Naveen Mittal: Principals of Income Tax Law and Practice
3. CA Sanjay M Dharwal: Goods and Services Tax
4. CA (Dr) K. M Bansal: GST & Customs Law, Taxmann’s Publications.
5. Indirect Taxes: V.S. Datey; Taxmann Publications Private Limited
6. Dr. Girish Ahuja and Dr. Ravi Gupta: Systematic approach to Indirect taxation including GST and Customs
SEMESTER II

BUSINESS IMPACT ANALYSIS

Aim of the Course

The purpose of this course is to introduce students to how feasibility studies are conceived, conducted, and appraised. A typical feasibility study consists of a number of related studies. It starts with the marketing study to ascertain whether there is a market, how large it is, and how to reach it. Following is a technical study to determine, among other things, facility location, appropriate technology, capacity, and availability of qualified workforce. Also a financial study to determine the financial viability of the project and the appropriate capital structure is needed. In addition a legal, organizational, and environmental and national impact studies are conducted.

Course Objective

1. To acquaint students with the importance of conducting a feasibility study prior to any major investment project such as establishing a new project, expansion of existing project, and replacements of major machinery and equipments.
2. To teach students the nature and scope of a project feasibility study.
3. To elaborate the purpose and contents of the main studies that make up the feasibility study which are: the marketing study, the technical study, and the financial study.
4. To illustrate the importance and elements of the legal, organizational, and environmental impact study of the project.
5. To acquaint students with the analysis of the national impact of the project on the economy, and the society.

Course Outcome

Upon completion of the course, students will be able to and have the skill to:

CO1: Design the framework for a sound project feasibility study.
CO2: Conduct a simple marketing feasibility study.
CO3: Determine the components of the technical feasibility study.
CO4: Conduct financial analysis to determine the viability of the project & Being capable to identify the major sources of project capital structure and the characteristics of each source.
CO5: Identify the scope of the project environmental impact study, project organization study, and legal study. Illustrate the need to determine the project impact on the national economy and society.
Topic

Stage – 1: Identification and exploration of business scenarios

➢ An introduction to feasibility study – pre identification
➢ Identification and exploration of business scenarios

Stage – 2: Marketing study – identification

➢ Market research
➢ Demand forecasting
➢ Marketing management

Stage – 3: Technical feasibility

➢ Planning phase
➢ Construction & operational phase

Stage – 4: Financial / economic feasibility

➢ Estimate total capital requirements- total investment costs
➢ Financial statements
➢ Economics of operation

Stage – 5: Feasibility Study report

➢ The legal and Organizational Study
➢ Feasibility Study Decisions
III - Semester
# MBA SEMESTER-III

## PRODUCTION AND OPERATION MANAGEMENT

### Subject Code:

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### Course Objective: By the completion of the course students can

1. Gain the knowledge of Operations Research.
2. Learn about Product Design and Analysis
3. Gain the knowledge of analyzing the best location and layouts.
4. Identify how to work on different Scheduling methods and learn Networks analysis.
5. Learn about materials management.

### Course Outcomes: Students will be able to

**CO1**: Understand the Concepts of Operations management.
**CO2**: Identify Product & Process design in Production Management
**CO3**: Analyse the best Plant location and layouts
**CO4**: Exercise the best Scheduling Sequences in Production Process.
**CO5**: Explore the role of Material Management in Operations.

### Unit I


### Unit II


### Unit III

**Plant Location and Plant Layout**: 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, Plant Layout - Plant layout introduction, classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures.
**Network Analysis** – Network Diagram, PERT, CPM, Critical Path determination. |
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<tr>
<td>Unit - V</td>
<td><strong>Materials Management:</strong> Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, 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</td>
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**Prescribed Books:**

**Reference Books:**
MBA SEMESTER-III
BUSINESS ANALYTICS

Subject Code: 
Course Objectives:
1. Understand the Business Analytics Methods & Models.
2. Analyze the basic concepts of Description Statistics.
3. Apply the basic concepts of Predictive Analytics.
4. Illustrate basic concepts of Prescriptive Analytics.
5. Evaluate the Programming Using R.

Course Outcomes:
CO1: Outline the Business Analytical methods and models in practice.
CO2: Examine the overview of descriptive statistics.
CO3: Identify applications in Predictive analytics.
CO4: Apply methods in Prescriptive Analytics.
CO5: Assess R environment.

<table>
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<tr>
<th>UNIT-I</th>
<th>Introduction to Business Analytics: Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in practice, Big Data - Overview of using Data, Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, exploring data using pivot tables.</th>
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<tr>
<td>UNIT-II</td>
<td>Descriptive Statistical Measures: Overview of Description Statistics (Central Tendency, Variability), Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association – Tables, Cross Tabulations, charts, Data Dashboards using Ms-Excel or SPSS.</td>
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<tr>
<td>UNIT-III</td>
<td>Predictive Analytics: Trend Lines, Regression Analysis –Linear &amp; Multiple, Forecasting Techniques, Data Mining - Definition, Approaches in Data Mining- Data Exploration &amp; Reduction, Classification, Association, Cause-Effect Modelling.</td>
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<tr>
<td>UNIT-IV</td>
<td>Prescriptive Analytics:Overview of Linear Optimization, Non-Linear Programming Integer Optimization, Cutting Plane algorithm and other methods, Decision Analysis – Risk and uncertainty methods.</td>
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<tr>
<td>UNIT-V</td>
<td>Programming Using R: R Environment, R packages, Reading and Writing data in R, R functions, Control Statements, Frames and Subsets, Managing and Manipulating data in R.</td>
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Text Books:

Reference Books:
SEMESTER-III
LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Subject Code: 
Course Objective: 

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1. Understanding logistic management
2. Understand Measuring logistics costs
3. Apply importance of Supply chain management in present Business context.
4. Analyze Sourcing decisions and transportation in supply chain
5. Access how to Manage global Logistics and Supply Chains

Course Outcomes:

CO1: understand the growing importance of Supply Chain Management
CO2: examine the logistic Costs and Performance
CO3: understand the process of Benchmarking in Supply chain management
CO4: access the Sourcing and transportation
CO5: Analyze the Global aspects in supply chains


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


Text Books:

Reference Books:
SEMESTER III
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.

Course 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
e) 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.
IV – Semester
MBA SEMESTER-IV
STRATEGIC MANAGEMENT

Subject Code: [L T P C]
Course Objectives:

1. To introduce the concepts of strategic management and understand its nature in competitive and institutional landscape.
2. To provide an underpinning of strategy formulation process and frameworks, tools and techniques of strategic analysis and its application.
3. To apply the strategy implementation in organizational process
4. To analyze the various turnaround and Diversification strategies.
5. To analyze the strategy evaluation and control and to measure its performance.

Course Outcomes:

Students will be able to understand
CO1: Strategic management concepts.
CO2: Tools and Techniques for Strategic analysis.
CO3: Strategy implementation in organizational process.
CO4: Strategies for Turnaround and Diversification.
CO5: Strategy Evaluation and Control.

UNIT-I

UNIT-II

UNIT-III
UNIT-IV


UNIT-V


**Text Books:**


**Reference Books:**

1. Mason A. Carpenter, Wm Gerard Sanders, Prashant Salwan: Strategic Management A Dynamic Perspective, Pearson, 2e, 2017
### MBA SEMESTER IV
### CORPORATE GOVERNANCE

**Subject Code:**

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**Course Objectives:**

1. To impart ethical principles to students.
2. To introduce professional ethics and ethical dilemma.
3. To acquaint student with the concept of corporate governance.
4. To provide a Stakeholder perspective of Corporate Governance.
5. To examine role, structure and functions of board.

**Course Outcomes: To enable students**

- **CO1:** understand the need for principles of business ethics.
- **CO2:** understand the ethics in different professions.
- **CO3:** analyze the Codes and Committees in Corporate Governance.
- **CO4:** analyze the role of Board in Corporate Governance.
- **CO5:** Explore the role Corporate social responsibility of Indian business environment.

**UNIT-I**

**Unit - I: Business Ethics The Changing Environment:** Business Ethics-why does it matter?; Levels of Business Ethics-Five Myths about Business Ethics-can Business Ethics be taught and Trained?; stages of Moral development Kohlberg’s study-carol Gilligan’s Theory-Principles of Ethics.

**UNIT-II**


**UNIT-III**

**Unit - III: 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-IV**

**Unit - IV: Role of Board:** Functions of the Board, Structure of the Board, role of the board, Role, duties and responsibilities of Directors, Types of Directors, Board as a learning organization, Leveraging Good Governance for Competitive Advantage. Conflicts of Interest, Remedial Actions. Governance Ratings- Merits and Demerits.

Text Books:

Reference Books:
3. N. Bala subramanian, Corporate Governance and Stewardship, TMH, 2012.
PROFESSIONAL ELECTIVES
MARKETING
MBA SEMESTER-III
Professional Elective – I
ADVERTISING AND BRAND MANAGEMENT

Subject Code: L T P C
4 0 0 3

Course Objectives:

1. To understand the importance and role of advertising.
2. To familiarize the students about the different types of media and also make them understand the methods for pre and post-testing of Ads.
3. To explain the evolution of brands, types of brands and also the role of brand.
4. To understand different marketing strategies and also the impact of brand on buyers and competitors.
5. To explore the various strategies for brand rejuvenation and re-launch.

Course Outcomes: At the end of the course the students are expected to

CO1: understand the evolution of advertising and describe the different types of advertising.

CO2: conduct pre-testing, post-testing of ads to measure its effectiveness and also explain the pros and cons of each media.

CO3: understand and conduct the measurement of brand equity and brand performance.

CO4: formulate effective brand strategies for consumer and business goods and services.

CO5: Demonstrate the ability to conduct a critical brand audit, including recommendations for changes and improvement in brand management.

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**


**UNIT-V**


**Text Books:**

2. Kevin Lane Keller, Strategic brand Management, Person Education, New Delhi.

**Reference Books:**

3. S.Ramesh Kumar, Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi.
MBA SEMESTER-III  
Professional Elective – II  
CONSUMER BEHAVIOR

Subject Code: 

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Course Objectives:

1. To study the consumer behavior concept in order to develop better marketing programs and strategies.
2. To provide an understanding of environmental influence on the consumer behavior.
3. To enable students to develop the adequate knowledge regarding the Personality, Perception, changing attitudes of Consumer.
4. To study the role of Post purchase behavior of consumer and understanding of Consumer decision making processes.
5. To create awareness about different types of Consumer issues and marketing ethics towards consumer.

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

CO1: Understand the importance of consumer behavior and demonstrate how it can be applied.
CO2: Identify the factors that influence consumer behavior.
CO3: Analyze how personality, consumer perception and consumer attitudes influences the choices consumer makes.
CO4: Demonstrate the steps involved in consumer decision making process.
CO5: Explore marketing ethics towards consumers.

UNIT-I  

UNIT-II  
Environmental Influences on Consumer behavior: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behavior.

UNIT-III  
### UNIT-IV

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behavior, Models of Consumer decision making, Consumers and the diffusion of Innovations.

### UNIT-V

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

### Text Books:

1. David I. Loudon and Albert J. DellaBitta, 4e, TMH, 2011.
2. Leon G. Schiffman, Leslie lazerKanuk, S. Ramesh Kumar, 10e, Pearson, 2011.

### Reference Books:

MBA SEMESTER-III
Professional Elective – III
RETAILING & SERVICES MARKETING

Subject Code:  

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Course Objectives:  
1. Gain the knowledge of Retailing Management.  
2. Learn about Shoppers and shopping behaviors.  
3. Gain the knowledge of services and its characteristics.  
4. Can know the process of Understanding Consumer Requirements.  
5. Can learn how to manage quality and Service Operations.

Course Outcomes: At the end of the course the students are expected to  
CO1: Understand the Retailing management nature, functions and e-tailing.  
CO2: Determine the shopping behavior of Indian shoppers.  
CO3: Classify the services and their characteristics.  
CO4: Understand Consumer Requirements and listening consumers.  
CO5: Draft solutions to manage service operations.

<table>
<thead>
<tr>
<th>Unit-I</th>
<th>Introduction to Retail Management: Meaning of Retail &amp; Retailing: 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.</th>
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<tr>
<td>Unit-II</td>
<td>Understanding Shoppers &amp; Shopping: Shopping – Shopping Environment, shopping in a Socio Cultural Contest, shopping process, shopping behavior, demographics of Indianshoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.</td>
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<tr>
<td>Unit III</td>
<td>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.</td>
</tr>
</tbody>
</table>

**Text Books:**

4. Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing Integrating customer focus across the firm, TMH, 6e, 2013.

**Reference Books:**

MBA SEMESTER-IV
Professional Elective – IV
INTERNATIONAL MARKETING

Subject Code:

Course Objectives:
1. To provide a deeper insight into a global markets, formulation strategies to enter international markets.
2. To Study the role and importance of global environmental drivers.
3. To provide an understanding of global consumers and international marketing research.
4. To understand global marketing mix.
5. To enable students to develop the knowledge in steps involved in processing an export order.

Course Outcomes: At the end of the course the students are expected to
CO1: Understand the International Marketing.
CO2: Learn the Environment of global markets.
CO3: Conduct SWOT Analysis and identify the modes of global market entry.
CO4: Design the Global Marketing Programme.
CO5: Apply the procedure of exporting the products and global marketing strategies.

UNIT-I

UNIT-II

UNIT-III

UNIT-IV
UNIT-V

**Implementing Global marketing strategies:** Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.

**Text Books:**


**Reference Books:**

MBA SEMESTER-IV
Professional Elective – V
DIGITAL MARKETING

Subject Code: 

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<th>Course Objectives:</th>
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<tr>
<td>1. To provide an understanding of the importance of digital marketing and its applications.</td>
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<td>2. To create awareness of Digital Marketing Channels.</td>
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<td>3. To study the role and the importance of Digital Marketing Plan.</td>
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<td>4. To enable students to develop the adequate knowledge regarding the Search engine marketing.</td>
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<td>5. To study the role and the importance of Social media marketing.</td>
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Course Outcomes: At the end of the course the students are expected to

CO1: Understand the applications of digital marketing in the globalized market
CO2: Identify different channels of digital marketing.
CO3: Demonstrate the steps involved in developing a digital marketing plan.
CO4: Understand the knowledge of Search engine marketing
CO5: Learn the importance of Social media in digitalized world.

| 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, Migration 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. |
Text Books:


Reference Books:

MBA SEMESTER-IV  
Professional Elective – VI  
CUSTOMER RELATIONSHIP MANAGEMENT

Subject Code:  

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Course Objectives:
1. To understand the goals and concepts of CRM.
2. To gain the knowledge about selection of profitable customers and building relations.
3. To aware the CRM process and objectives.
4. To learn the Strategies for Customer Retention and Models of CRM.
5. To aware about the CRM Planning and implementation

Course Outcomes: At the end of the course the students are expected to
CO1: Understand the concepts and applications of CRM.
CO2: Determine how to build customer relations.
CO3: Examine the CRM Modules.
CO4: Evaluate the Strategies for Customer Retention
CO5: Learnt about CRM tools and their usage.

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

Unit – II  
**Building Customer Relations:** Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behaviour in relationship perspectives; individual and group customer’s -Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM

Unit III  
**CRM Process:** Introduction and Objectives of a CRM Process; an Insight into CRM and eCRTA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C’s (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.

Unit – IV  

Unit – V  
Text Books:


Reference Books:

PROFESSIONAL ELECTIVES
HUMAN RESOURCES
MBA SEMESTER-III
Professional Elective – I
TALENT MANAGEMENT

Subject Code: L T P C
4 0 0 3

Course Objectives:
1. To define Talent Management and its significance
2. To understand the succession through talent management
3. To apply the talent acquisition concepts in organization
4. To assess the various recruitment plans
5. To understand the elements of talent management.

Course Outcomes:
CO1: understand the Talent Management Process
CO2: examine the Succession and career planning approaches
CO3: classifying the various talent acquisition methods
CO4: evaluate the types of recruitment sources
CO5: understand the resourcing, attractions and retention policies


UNIT-III Talent Acquisition: Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process Strategic Trends in Talent Acquisition, Talent acquisition management solutions;

UNIT-IV Recruitment Plan: Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centres, selection errors & minimising selection errors, Reliability & Validity tests, Choosing the types of interviews

UNIT-V Elements of Talent Management The element of Talent Management-The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management–Career management Talent Management Strategy Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence.
Text Books:


Reference Books:

MBA SEMESTER-III  
Professional Elective – II  
LEARNING AND DEVELOPMENT

Subject Code:

Course Objectives:
1. To understand the concept of learning with emphasis on Training and Development and its role in organizational development.
2. To increase an individual skills in one or more areas of expertise.
3. To help the students in learning the basics about working individuals as well as in a team.
4. To help the students in acquiring skills, sharpen existing ones, perform better, increase productivity and be better leader.
5. To develop them into informed citizens and lifelong new readers.

Course Outcomes: At the end of the course the students are expected to

CO1: understand the importance and theories of learning.
CO2: understand the process and models of training and design the training program.
CO3: select the appropriate Training Methods for employees.
CO4: explore the various approaches to employee development.
CO5: identify the Contemporary Issues in Training.

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  
**Development:** Employee development, Essential ingredients of Management Development, Strategy and Development, Approaches to Employee Development – Formal education, Assessment, Job experiences, Interpersonal Relationships, the development Planning Process, company’s strategies for providing development, e-learning and employee development. Electronic
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<td>UNIT-V</td>
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**Text Books:**


**Reference Books:**

MBA SEMESTER-III
Professional Elective – III
MANAGEMENT OF INDUSTRIAL RELATIONS

Subject Code: L T P C

Course Objectives:
1. To understand the framework of industrial relations.
2. To identify the legal framework of collective bargaining.
3. To understand the types of tripartism.
4. To understand wage system.
5. Identify the various dispute acts.

Course Outcomes:
After the completion of course students are expected to:
CO1: understand the importance of Industrial Relations.
CO2: examine the Collective Bargaining Mechanism.
CO3: understand the Parties and role in Industrial Relations.
CO4: Analyze the Labour Legislation aspects of compensation, wage and payment of bonus acts.
CO5: Analyze the Labour Legislation aspects of Industrial Disputes and Grievances.


Text Books:

Reference Books:
MBA SEMESTER-IV
Professional Elective – IV
GLOBAL HUMAN RESOURCE MANAGEMENT

Subject Code: 

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Course Objectives:
1. To understand the growing significance of Global Human Relations management in the context of global workforce.
2. To explore the dynamics of global business environment
3. To prepare the students about examining the maximization of returns in context with Human resources.
4. To familiarize the students about the implications of the globalization process and its challenges that changes in the international economy.
5. To manage the diversity of HRM in an international context.

Course Outcomes: At the end of the course the students are expected to
CO1: To Understand the Cultural aspects of IHRM.
CO2: To Understand the Role of IHRM in Successful implementation of strategy for a MNC.
CO3: To apply the Global human Resource Planning in their workplace.
CO4: To conduct the Training and development for Global employees
CO5: To Evaluate the Performance Management of Global employees.

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<tr>
<td>UNIT-IV</td>
<td>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 AssignmentsExpatriate</td>
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</table>
Preparation, Foreign Assignment an Repatriation-International Assignments
considerations for Special Expatriates-New and Flexible International
Assignments.

UNIT-V  **Global workforce performance Management:** Performing Management
Process-Important consideration for Global Performance Management-
Planning and Implementing Global Performance Appraisal- Compensation for
a Global workforce- Managing Compensation on a global Scale: Fundamental
Practices-Key compensation for Expatriates, HCN’s and TNC’s – Global
Employee Relations- current ER issues-Influence of MNC’s and Union on
Global ER.

Text Books:

2. Mark E. Mendenhall, Gary R. Oddou, Gunter K.Stahl, Reading and Cases in

Reference Books:

1. Tony Edwards and Chris Rees: International Human Resource Management, Pearson,
   2009.
4. Peter Dowling, International Human Resource Management: Managing People in a
   Multinational Context, 5e, Thomson, 2008.
   2005.
MBA SEMESTER-IV  
Professional Elective – V  
PERFORMANCE AND COMPENSATION MANAGEMENT

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<th>Subject Code:</th>
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<td>1. To develop an understanding of the concept of Performance Management and the importance of the various Performance Assessment techniques.</td>
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<td>2. To discuss the importance of Performance Metrics and benchmarking in improving Individual and Organizational Performance.</td>
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<td>3. To understand the Concept of Compensation Management and its importance in Employee Retention.</td>
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<td>4. To introduce various methods of designing Compensation System and make Students aware about the Management of Employee Benefits.</td>
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<td>5. To educate students about the international pay systems.</td>
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**Course Outcomes: At the end of the course the students will be able to**

**CO1:** Identify an appropriate Performance Appraisal method at their organization  
**CO2:** Select a right measurement approach for measuring results and Behaviors..  
**CO3:** Design a compensation system.  
**CO4:** Formulate new set of Compensation system and manage the various Employee Benefits in the Organizations.  
**CO5:** Evaluate the union role in wage and Salary administration and aware about international pay systems.

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<td>UNIT-IV</td>
<td>Designing Compensation System - Employee Benefits Management: Traditional Pay System and Modern Pay Systems- Pay for Performance,</td>
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Competency Based Pay, Equity Based Rewards, Team Rewards- Reward Strategy and Psychological Contract- Law relating to compensation- Executive Compensation, Benefits Administration, Employee Welfare and Working conditions- Statutory and Voluntary measures.

UNIT-V  **Compensation of Special Groups:** Union role in wage and Salary administration. International pays systems - new trends in compensation management at national and international level.

**Text Books:**


**Reference Books:**

MBA SEMESTER-IV
Professional Elective – VI
LEADERSHIP AND CHANGE MANAGEMENT

Subject Code: 

Course Objectives:

1. To understand the characteristics, role and functions of leader.
2. To gain knowledge on different theories of leadership.
3. To examine the impact of change on the organization.
4. To understand the link between power, politics, conflict and also the influence of cultural factors on leadership.
5. To explore the strategies for managing change.

Course Outcomes: At the end of the course the students are expected to

CO1: understand the different styles of leadership.
CO2: apply the theories of leadership in real-time practice.
CO3: identify the sources of change and types of change.
CO4: understand the impact of organizational structure on change.
CO5: demonstrate the strategies for managing change in the organization.

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


UNIT-IV Organizations for Change: Organizational Structure, Models of Structure, Influences on structure, Organizational structure and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics, The link between politics, power and conflict, Power and conflict in times of change, Management and leadership, Leadership in times of change. Cultural factors influencing leadership practice.

Text Books:


Reference Books:

PROFESSIONALELECTIVES
FINANCE
MBA SEMESTER-III
Professional Elective – I
SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Subject Code: SEC 351

Course Objectives: To enable students
1. To understand investment environment and investment instruments
2. To assess risk and return applying Markowitz theories
3. To valuate equity
4. To valuate bonds
5. To learn portfolio evaluation methods

Course Outcomes:
CO1: understand the Indian investment environment
CO2: Analyze risk & return of portfolio analysis
CO3: Apply bond valuation and strategies
CO4: Apply equity valuation techniques & strategies
CO5: Evaluate and revise portfolios

UNIT-I

UNIT-II
Unit - II: Portfolio Analysis: Risk and return Analysis - Markowitz Portfolio Theory, Mean- variance approach, portfolio selection - efficient portfolios, Single Index model - Capital Asset pricing model, Arbitrage Pricing Theory.

UNIT-III
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) Unit - V: Derivatives: Overview of Indian derivatives Markets, Option, Forward, Future & swaps markets,
Text Books:

Reference Books:
MBA SEMESTER-III
Professional Elective – II
STRATEGIC COST MANAGEMENT

Subject Code: 
Course Objectives: 
1. To provide the students in depth knowledge of Management accounting.
2. To make students competent to prepare Cost sheet and analysis of data.
3. To understand the application of Marginal costing in terms of Make of buy decisions, dropping a product line and closing down a plant.
4. To Learn the Inter firm comparison and types of Comparisons.
5. To understand the role of Budgetary control and Standard costing information in planning and control and managerial use of strategic decision making.

Course Outcomes:
CO1: Understanding the Management and Cost Analysis and Cost control
CO2: Application of costing methods to specific industries
CO3: Studying the Marginal costing in terms of Cost control and profit planning
CO4: Assess the Selection of Suitable Product mix and Application of BEP for various business problems.
CO5: Learning the Budgetary Control and Standard Costing

UNIT-I

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

Text Books:
Reference Books:
1. Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning
# MBA SEMESTER-III

Professional Elective – III

**FINANCIAL INSTITUTIONS, MARKETS, AND SERVICES**

**Subject Code:**

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**Course Objectives:**

1. Understanding the Indian Financial Markets
2. Analyze the various banking and non-banking institutions
3. Understand the structure of financial and securities markets
4. Identify the asset financial services
5. Identify the advisory based service

**Course Outcomes:**

- **CO1:** understand the Introduction to Indian Financial system
- **CO2:** examine the Banking and Non Banking Institutions
- **CO3:** understand the various types of Financial and Securities markets
- **CO4:** analyze fund based services
- **CO5:** analyze asset 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 |

**Text Books:**

**Reference Books:**
MBA SEMESTER IV
Professional Elective – IV
INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code: [L 4  T 0  P 0  C 3]

Course Objectives:

1. To give an understanding about international Financial Management.
2. To Examine the Balance of Payments data and determine its implications for international competition.
3. To understand various foreign exchange markets.
4. To forecast exchange rates based on parity conditions.
5. To learn Asset–liability Management.

Course Outcomes:

CO1: Understand the International Financial Markets.
CO2: Learn the flow of money in the global markets.
CO3: Understanding Foreign Exchange Market transaction and settlements.
CO4: Analyze the Exchange rates and effects on business.
CO5: Understand the International Capital Budgeting.

UNIT-I

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

UNIT-III

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

|                                          | 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. |

Text Books:


Reference Books:

MBA SEMESTER-IV
Professional Elective – V
STRATEGIC INVESTMENTS AND FINANCIAL DECISIONS

Subject Code: 
Course Objectives: 

1. Understanding the role of risk and uncertainty
2. Analyze the various types of investments
3. Examine the financing Techniques
4. Analyze the role of strategic decisions
5. Examine the financing decisions

Course Outcomes: 
CO1: understand the modern techniques of Investment Decisions
CO2: examine the Strategic investment decisions
CO3: critically analyze the various types of Investment Appraisal Techniques
CO4: Analyze the role of leasing and hire purchase
CO5: Analyze the role of Mergers and Acquisitions in corporate restructuring

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<tr>
<td>UNIT-II</td>
<td>Types of Investments and disinvestments: Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.</td>
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<tr>
<td>UNIT-III</td>
<td>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.</td>
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### 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.

**Text Books:**

1. Prasanna Chandra: Financial Management, 8/e, TMH, 2012

**Reference Books:**

MBA SEMESTER-IV
Professional Elective – VI
RISK MANAGEMENT & FINANCIAL DERIVATIVES

Subject Code: 

Course Objectives:
1. to understand risk management.
2. to apply risk measurement tools.
3. To manage and measure risk using forwards and futures.
4. To manage and measure risk using options.
5. To manage and measure risk using swaps.

Course Outcomes: To enable students
CO1: Understand the concept of risk management.
CO2: Apply tools in measuring risk.
CO3: Manage risk by forwards and futures – pricing and valuation.
CO4: Manage risk by options – pricing and valuation.
CO 5: Manage risk by swaps – pricing and valuation.


UNIT-II  Unit - II: Risk Management and Measurement: Risk Management Tools, Regulatory Framework - Capital Adequacy requirements - interest rate risk, liquidity risk, Market risk, credit risk, exchange rate risk, Value at Risk (VaR), Cash Flow at Risk (CaR).


Text Books:

Reference Books:
PROFESSIONAL ELECTIVES
ENTREPRENEURSHIP
MBA SEMESTER–III
Professional Elective – I
STARTUP MANAGEMENT

Subject Code: 

Course Objectives: 
1. To understand New venture creation opportunities. 
2. To learn positioning the venture in the value chain 
3. To learn how to cope up with financial issues 
4. To prepare for change 
5. To plan for survival 

Course Outcomes: 
CO1: Understand New venture creation opportunities, its resources, and requirements for Enterprise Startup.
CO2: Analyze the Startup Capital Requirements and Legal Environment.
CO3: Analyze the Financial Issues of startups.
CO4: Apply the Techniques for Startup Survival and Growth.
CO5: Evaluate the Strategies for Planning for Harvest and Exit.

UNIT-I 

UNIT-II 
Startup Capital Requirements and Legal Environment: Identifying Start up capital Resource requirements – estimating Start up 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.
Text Books:

Reference Books:
MBA SEMESTER-III
Professional Elective – II
MSME MANAGEMENT

Subject Code: ________________

Course Objectives:
1. To understand the setting up and management of MSMEs
2. To identify business opportunities in various sectors
3. To explore institutional support for SMSE’s
4. To manage MSME
5. To understand the MSME policies of India.

Course Outcomes:
CO1: Understand the Issues and Challenges in MSMEs
CO2: Setting up of MSMEs
CO3: Evaluate the Sources of Financial support
CO4: Management of MSMEs
CO5: Evaluate the Institutional and Governmental 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.


Text Books:

Reference Books:
MBA SEMESTER-III
Professional Elective – III
FAMILY BUSINESS MANAGEMENT

Subject Code:

Course Objectives:
1. To understand the importance of family-owned businesses.
2. To overcome ownership challenges
3. To learn the architecture of successor
4. To understand the life cycle changes influence on family business
5. To achieve Competitive advantage in the market place.

Course Outcomes:
CO1: understand the Perspectives in Family Business
CO2: Identify the Ownership Challenge and Family Governance
CO3: Analyze the Successor Development strategies
CO4: Apply the Strategic Planning and Trans generational Entrepreneurship
CO5: Evaluate the Future of Family Business

UNIT-I

UNIT-II

UNIT-III
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
UNIT - IV: Strategic Planning and Trans-generational 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.

Text Books:
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010

Reference Books:
# MBA SEMESTER-IV
Professional Elective – IV
ENTREPRENEURIAL FINANCE

**Subject Code:**

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**Course Objectives:** To understand
1. the role of Entrepreneurial Finance,
2. the planning the financial sources
3. the organizing and operating of an enterprise.
4. The valuation of an Enterprise.
5. To explore other financing alternatives.

**Course Outcomes:** At the end of the semester student will be able to
- **CO1:** obtain Finance through venture life cycle
- **CO2:** Organize and operate the enterprise
- **CO3:** Financial Planning of an enterprise
- **CO4:** Valuate the enterprise
- **CO5:** Financing for growing enterprises

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<tr>
<td>UNIT-IV</td>
<td>UNIT - IV: Venture Valuation: Valuing Early Stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial</td>
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</tbody>
</table>
statements for a discounted Cash Flow Valuation, AccountingVsEquityValuationCashFlow,VentureCapitalValuationMethods: BasicVentureCapital Valuation Method, Earnings Multiplier, and Discounted Dividends.

UNIT-V

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.

Text Books:
1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.

Reference Books:
MBA SEMESTER-IV
Professional Elective – V
ENTREPRENEURIAL MARKETING

Subject Code:  
Course Objectives:  
1. To understand the marketing challenges.  
2. To learn forms and structures of organizational growth.  
3. To apply marketing tools.  
4. To learn growth strategies.  
5. To apply models for entrepreneurial marketing.

Course Outcomes: Students will be able to understand
CO1: Understand the Marketing mix of an enterprise
CO2: Analysis of entrepreneurial finance
CO3: Growth and marketing strategies
CO4: Market Development strategies
CO5: Contemporary issues in Entrepreneurial marketing.

|------|----------------------------------------------------|-------------------------------|----------------------------------------|-------------------------------------------------|------------------------------------------|

Text books:

Reference Books:
MBA SEMESTER-IV
Professional Elective – VI
CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

Subject Code:

Course Objectives:
1. To understand the creativity phenomenon
2. To learn creative problem solving
3. To develop convergent thinking ability
4. To learn innovations management aspects in an enterprise.
5. To innovate in the context of emerging technologies.

Course Outcome: Students will be able to understand

CO1: Understand the basics of Creativity.
CO2: Creative Problem solving.
CO3: Creative Intelligence.
CO4: concept of innovation.
CO5: Perspectives of Innovation.

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<tr>
<td>UNIT-II</td>
<td>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-Techiques of Creativity Problem solving-</td>
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Text Books:

Reference Books:
PRE SUBMISSION OF PROJECT - SEMINAR

Objective: 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.