

J.B. INSTITUTE OF ENGINEERING & TECHNOLOGY
UGC AUTONOMOUS
Bhaskar Nagar, Moinabad (M), RR Dist, Telangana-500075

MASTER OF BUSINESS ADMINISTRATION (MBA)
COURSE STRUCTURE AND SYLLABUS – R18

MBA – I Semester

S.No	Course Code	Course Title	Total Marks	L	T	P	C
1	GE11A	Management & Organizational Behaviour	100	3	1	0	4
2	GE11B	Business Law & Environment	100	3	1	0	4
3	GE11C	Business Economics	100	3	1	0	4
4	GE11D	Financial Accounting & Analysis	100	3	1	0	4
5	GE11E	Entrepreneurship	100	3	1	0	4
6	GE11F	Indian Ethos & Business Ethics	100	3	1	0	4
7	GE11G	Business Statistics	100	3	1	0	4
8	GE11H	Statistical Data Analysis - Lab	100	0	0	4	2
TOTAL			800	21	7	4	30

MBA – II Semester

S.No	Course Code	Course Title	Total Marks	L	T	P	C
1	GE12A	Human Resource Management	100	3	1	0	4
2	GE12B	Marketing Management	100	3	1	0	4
3	GE12C	Financial Management	100	3	1	0	4
4	GE12D	Quantitative Analysis & Business Decisions	100	3	1	0	4
5	GE12E	Business Research Methodology	100	3	1	0	4
6	GE12F	Management Information Systems	100	3	1	0	4
7	GE12I	Business Communication – Lab	100	0	0	4	2
TOTAL			700	18	6	4	26

Note: All End Examinations (Theory and Practical) are of three hours' duration.
L – Lecture, T – Tutorial, P – Practical, `C – Credits.

***SUMMER INTERNSHIP**

Every student shall undertake a suitable Internship during the summer vacation, between second and third semester, for duration of Eight weeks, in consultation with the faculty supervisor and the Head of the Department. The Summer Internship Report (SIR) prepared after the completion of Summer Internship shall be assessed in the third semester as a compulsory paper. Report of the Internship is to be submitted by the students within 15 days from the commencement of the third Semester.

MBA –III Semester

S.No	Course Code	Course Title	Total Marks	L	T	P	C
1	GE21A	Production & Operations Management	100	3	1	0	4
2	GE21B	Data Analytics	100	3	1	0	4
3		Open Elective –I	100	3	0	0	3
	GE201	Cross Cultural Management					
	GE202	Total Quality Management					
	GE203	Project Management					
	GE204	International Marketing					
4		(MRKG/HRM/FIN/ Entrepreneurship)	100	3	0	0	3
5		(MRKG/HRM/FIN/ Entrepreneurship)	100	3	0	0	3
6		(MRKG/HRM/FIN/ Entrepreneurship)	100	3	0	0	3
7	GE21C	Seminar – Summer Internship*	50	3	0	4	2
TOTAL			650	21	2	4	22

Note:

Summer Internship Report will be evaluated on the basis on presentation & viva-voce taken by a committee constituted by the Head of the Department and senior faculty of the department.

During 3rd and 4th semesters, specialization will be available to students and they can opt for any ONE specialization out of Financial, Human Resources Management, Marketing and Entrepreneurship. However, specialization once opted in the 3rd semester will not be changed in 4th semester under any condition.

MBA – IV Semester

S.No	Course Code	Course Title	Total Marks	L	T	P	C
1	GE22A	Strategic Management	100	3	1	0	4
2		Open Elective –II	100	3	0	0	3
	GE205	Technology Management					
	GE202	Corporate Governance					
	GE203	International Business					
	GE204	Intellectual Property Rights					
3		(MRKG/HRM/FIN/ Entrepreneurship)	100	3	0	0	3
4		(MRKG/HRM/FIN/ Entrepreneurship)	100	3	0	0	3
5		(MRKG/HRM/FIN/ Entrepreneurship)	100	3	0	0	3
6	GE22B	Comprehensive Viva-Voce	100	0	0	3	2
7	GE22C	Project Report I Stage Submission (Seminar)	50	0	0	0	2
8	GE22D	Main Project	100	0	0	4	4
TOTAL			750	15	1	7	24

M* - Marketing H*- Human Resource Management F* - Finance E* - Entrepreneurship

Main Project:

Every student shall undertake a Project Work in the fourth semester in consultation with the faculty supervisor and the Head of the Department. The Project Work shall be undertaken in an industry / research organization or open topic of research interest in consultation with the faculty supervisor and the Head of the Department. In case of Project Work in industry / research organization, the same shall be jointly supervised by a faculty supervisor and an expert from the organization.

Note:

Main Project

Project Report will be evaluated on the basis on presentation & viva-voce taken by a committee constituted by the Head of the Department while for external evaluation, it be evaluated by an external examiner(s) appointed by Controller of Examinations on the recommendation of Board of Studies.

Comprehensive Viva-Voce

Comprehensive Viva-voce shall be conducted by a panel consisting of one internal and one external examiner. Internal examiner will be appointed by the Head of the Department and external examiner will be appointed by the Institution on the recommendation of the Board of Studies.

LIST OF FUNCTIONAL ELECTIVE COURSES

S.No	Course Code	Course Title	Credits
		MARKETING	
1	GF2M1	Consumer Behaviour	3
2	GF2M2	Sales and Distribution Management	3
3	GF2M3	Integrated Marketing Communications	3
4	GF2M4	Retail Management	3
5	GF2M5	Marketing of Services	3
6	GF2M6	Digital Marketing	3
		FINANCE	
1	GF2F1	Strategic Management Accounting	3
2	GF2F2	Security Analysis and Portfolio Management	3
3	GF2F3	Financial Institutions, Markets & Services	3
4	GF2F4	Strategic Investment and Financing Decisions	3
5	GF2F5	International Financial Management	3
6	GF2F6	Financial Derivatives	3
		HUMAN RESOURCES	
1	GF2H1	Performance Management Systems	3
2	GF2H2	Learning and Development	3
3	GF2H3	Employee Relations Management	3
4	GF2H4	Compensation & Reward Management	3
5	GF2H5	International Human Resource Management	3
6	GF2H6	Leadership & Change Management	3
		ENTREPRENEURSHIP	
1	GF2E1	Startup Management	3
2	GF2E2	MSME Management	3
3	GF2E3	Family Business Management	3
4	GF2E4	Entrepreneurial Finance	3
5	GF2E5	Entrepreneurial Marketing	3
6	GF2E6	Creativity Innovation and Entrepreneurship	3

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MBA I-SEM

R18

COURSE CODE	CORE COURSE	L	T	P	C
GE11A			3	1	0

MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR

Course Objective:

- a) To provide conceptual understanding of management concepts
- b) To study the Evolution of Management and contribution of Management thinkers
- c) To Gain an overall perspective on human behaviour in the work place
- d) To Demonstrate the importance of interpersonal skills, Learning Skills & Team Skills in the work place
- e) To discuss why organizations are needed, why managers are necessary, and why management is a challenge

Course outcomes

Upon successful completion of the course, the students should be able to

- a) Practice the process of management's functions: planning, organizing, staffing, Directing leading, and controlling
- b) Discuss and communicate the management evolution and how it will affect future managers
- c) Develop analytical and problem solving skills, Team Skills, based on understanding of management concepts and theories
- d) Understand the importance of Professional Management for effective utilization of resources in organizations
- e) Apply Motivational Strategies at the work place.

UNIT – I:

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

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

UNIT – II:

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

UNIT – III:

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

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

UNIT – IV:

Organizational Behavior: Individual and Group Behavior: Importance of Organizational Behavior, Culture and diversity, personality theories, perception, Perceptual Process , Factors Influencing Perception, Attribution theory, formation of group behavior, classification of groups, group properties, group cohesiveness.

UNIT – V:

Motivation and Leadership

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.

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

Suggested Readings:

- Richard L. Daft, New Era of Management, Cengage Learning, 11e, 2017.
- Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, Organizational Behaviour, Sage Publications, 2015.
- Laurie J. Mullins, Management, and Organizational Behaviour, Pearson Publications, 9e.
- Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, Organizational Behaviour, Pearson, 16 e, 2017.
- Ramesh B. Rudani, Management and Organizational Behaviour Tata McGraw hill, 2011.
- Satya Raju R and Parthasarathy A 200 management: text and cases, Prentice hall of India Private Limited, New Delhi.

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MBA I-SEM

R18

COURSE CODE	CORE COURSE	L	T	P	C
GE11B		3	1	0	4

BUSINESS LAWS AND ENVIRONMENT

Course Objective:

- a) To understand the Legal and Business environment for doing business in India
- b) To provide the participants basic framework of Laws applicable to Business
- c) To provide basic insights into provisions of business laws
- d) To enable them to apply the unique advantages offered by Indian Business Environment and improve upon its shortcomings.
- e) To develop ability to understand and scan business environment in order to analyze the opportunities and take decisions under the uncertainty.

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Assess the internal external forces of business environment in managing organisation.
- b) Chalk out the strategies based on the changes in policy frame work for achieving the organisational goals.
- c) Adopt the changes in political-legal and socio-cultural issues to fine tune to the business decision making.
- d) Develop understanding of the institutional mechanisms which govern the business.

UNIT I:

Law of Contract - 1872: Nature of contract and essential elements; types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and Discharge of contracts, Remedies for breach of contract, Indemnity and Guarantee, Latest Amendments.

UNIT II:

Companies Act - 2013: Steps and procedure for Incorporation of the company, Company Management– Appointment of Directors; Powers, Duties & liabilities of Directors; Company Meetings, Resolutions, Winding-up of a Company.

UNIT III:

Negotiable Instruments Act – 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, Cheques, and their definitions and characteristics, Types of endorsements, Discharge of Parties, Latest Amendments.

UNIT IV:

Business Environment: Macro Environment Analysis (PESTEL Model); Industrial Policies: Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, EXIM Policy,

UNIT V:

Balance of Payments: Structure, Major components of Balance of payments, Causes for disequilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends, FDI in INDIA.

Suggested Readings:

- RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
- N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition
- S.S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition
- Ravinder Kumar, Legal Aspects of Business, 4e, Cengage Learning, 2016
- K. Aswathappa, Essentials of Business Environment, Himalaya Publication house, 2008.
- Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007
- Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 2012.

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MBA I-SEM**R18**

COURSE CODE	CORE COURSE	L	T	P	C
GE11C		3	1	0	4

BUSINESS ECONOMICS

Course Objective:

- a) To familiarize the students with concepts and techniques in Economics
- b) To understand the key economic concepts which are used for effective decision making
- c) To understand and apply demand and supply analysis to business decisions.
- d) To know the basics of market morphology and identify the different market structures.
- e) To understand basic macroeconomic concepts which are relevant to business environment.

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Demonstrate an appreciation of the economic perspective on and process of quantitative problem solving and its applicability to decision making.
- b) Analyze the economic environment in which business entities operate and understand how managerial decisions can vary under different constraints.
- c) Address microeconomic issues ranging from pricing, cost determination, compensation, entry into and exit from markets, and output decisions.

- d) Measure the responsiveness of consumers' demand to changes in the price of a good or service, the price of other goods and services, and income.
- e) Derive the equilibrium conditions for cost minimization and profit maximization.

UNIT- I:

Introduction to Business Economics: Definition, Nature and Scope, Relationship with other disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.

UNIT- II:

Theory of Demand and Supply: Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.

UNIT- III:

Production and Cost Analysis: Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of scale - Innovations and global competitiveness. Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves.

UNIT- IV:

Market Structure and Pricing Practices: Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.

UNIT- V:

Pricing Practices- Price Discrimination-Pricing Strategies- Pricing Over Product Life Cycle- Break Even Analysis

Suggested Readings:

- Dominik Salvatore, "Managerial Economics", 2016, 8th Ed. Oxford University Press
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2016.
- Chaturvedi, Business Economics, International Book House, 2012.
- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain, Managerial Economics, Pearson, 14e, 2014.
- Dominick Salvatore, Managerial Economics, Oxford Publications, 7e, 2012.
- Justin Paul, Business Environment, Tata McGraw Hill, 2010.

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MBA I-SEM

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COURSE CODE	CORE COURSE	L	T	P	C
GE11D		3	1	0	4

FINANCIAL ACCOUNTING AND ANALYSIS

Course Objective:

- a) To understand the basic concepts of Accounting.
- b) To understand the Accounting Process.
- c) To analyse the components and prepare financial statements.
- d) To analyse the main features, create and maintain a firm's accounting information.
- e) To understand International Financial Reporting Standards.

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Understand and apply accounting concepts, principles and conventions for their routine monetary transaction
- b) Create and Prepare financial statements in accordance with Generally Accepted Accounting Principles
- c) Analyze, interpret and communicate the information contained in basic financial statements and explain the limitations of such statements
- d) Inventory Valuation
- e) Develop accounting system as per International Financial Reporting Standards

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:

The Accounting Process: Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets -Tangible vs. Intangible assets. Depreciation, Methods of depreciation–their impact on measurement of business Accounting.

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:

Financial Analysis-I: Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits - Preparation and analysis of cash flow statement and funds flow statement

UNIT- V:

Financial Analysis-II: Analysis and interpretation of financial statements, Horizontal Analysis and Vertical Analysis of Company, Financial Statements, Liquidity, leverage, solvency and profitability ratios – Du Pont Chart –Accounting Standards Issued by ICAI- Financial Accounting practices, International Financial Reporting Standards (IFRS).

Suggested Readings:

- Dhanesh K.Khatri, Financial Accounting & Analysis, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
- S.N. Maheswari, S.K. Maheshwari, Financial Accounting, 5e, Vikas Publishing House, 2013.
- V. Rajasekharan, R. Lalitha , Financial Accounting & Analysis, Pearson Education, New Delhi, 2015
- Paresh Shah, Basic Financial Accounting for Management, Oxford University Press, New Delhi, 2014.
- Seema Srivastava, Financial Accounting, Jawaharlal, S. Chand, 2014.
- P.Periaswamy, A Text book of Financial, Cost and Management accounting, Himalaya Publishing House
- Ashish K Bhattacharya, Essentials of Financial Accounting, Prentice hall of India, New Delhi 2008.

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MBA I-SEM**R18**

COURSE CODE	CORE COURSE	L	T	P	C
GE11E		3	1	0	4

ENTREPRENEURSHIP

Course Objective:

- a) To implore an understanding of the dimensions and traits required to become an entrepreneur.
- b) To understand the Entrepreneurial process and also inspire them to be Entrepreneurs
- c) To understand the Entrepreneurship and its role in the society
- d) To understand the process of Entrepreneurship & preparing business plans
- e) To gain knowledge about the Entrepreneurship Development Institutions of Government

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Understand the need and significance of Entrepreneurship in the Economy
- b) Develop Entrepreneurial Competencies
- c) Develop Business Plan with the required contents.
- d) Understand contribution of family business and Social Entrepreneurship in the Economy.
- e) Plan Strategic perspectives in entrepreneurship

UNIT - I:

Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.

UNIT - II:

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey-Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies.

Corporate Entrepreneurial Mindset, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

UNIT - III:

Launching Entrepreneurial Ventures - opportunities identification- Finding gaps in the market place – techniques for generating ideas- entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages of Franchising.

UNIT - IV:

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

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

UNIT - V:

Strategic perspectives in entrepreneurship - Strategic planning - Strategic actions-strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship -T-hub, J-hub

Suggested Readings:

- D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 2012.
- Bruce R. Barringer/ R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015
- S. S.Khanka, Entrepreneurship Development, S. Chand Publications, 2015. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
- Rajeev Roy, Entrepreneurship, 2e, Oxford publications, 2012
- Nandan .H, Fundamentals of Entrepreneurship, PHI, 2013
- Madhurima Lal Shikha Sahai – Entrepreneurship, Excel Books.
- S.K Mohanthy, Fundamentals of Entrepreneurship, Prentice Hall of India, New Delhi.

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MBA I-SEM

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COURSE CODE	CORE COURSE	L	T	P	C
GE11F		3	1	0	4

INDIAN ETHOS AND BUSINESS ETHICS

Course Objective:

- To understand the importance of ethics, culture in organisations
- To understand the basics of Education system of Ancient India
- To acquire knowledge and capability to develop and practice ethical standards in conducting business

Course outcomes:

Upon completion of this course, students should be able to

- Visualize the importance of ethics, culture in organisations
- Develop awareness of Education system of Ancient India
- spread awareness on professional ethics and human values
- Comprehend Corporate Social Responsibility and Corporate Governance practice ethics management

UNIT - I:

Ethics, Culture and values; importance of culture in organizations; Indian Ethos and value systems; Concepts of Dharma; Nishkama karma and purusharthas; Model of Management in the Indian socio-political environment; Work ethos; Indian Heritage in production and consumption.

UNIT -II:

Education system of Ancient India - Gandhian approach in management and trusteeship – Gandhiji's doctrine of Satya and Ahimsa – Concept, importance and relevance of trusteeship principle in modern business

UNIT - III:

Business Ethics; relevance of values in Management; Holistic approach for managers in decision-making; secular Vs. spiritual values in Management; Ethical relativism; whistle blowing; stress in corporate management.

UNIT - IV:

Ethics Management; Role of organizational culture in ethics; structure of ethics management; Ethics Committee; Ethics Officers and the CEO; Communicating Ethics; Ethical Audit;

UNIT -V:

Corporate social responsibility and Corporate Governance; Transparency; International and other Ethical bodies

Suggested Readings:

- Biswanath Ghosh, Ethics in Management and Indian Ethos, Vikas, New Delhi, 2009.
- B.L. Bajpai, Indian Ethos and Modern Management, New Royal Book Co., Lucknow, 2011.
- Chakraborty, S.K., Ethics in Management: Vedantic Perspectives, Oxford University Press, New Delhi, 1995.
- John R Boatright, Ethics and the Conduct of Business, Pearson Education, New Delhi, 2005.
- S. Balachandran, KCR Raja and BK Nair, Ethics, Indian Ethos and Management, Shroff Publishers, New Delhi, 2012
- Sadri: Business Ethics; concepts and cases , Tata McGraw Hill, New Delhi, 1998
- Indian Ethos and Values by V.S.R. Murthy

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COURSE CODE	CORE COURSE	L	T	P	C
GE11G			3	1	0

BUSINESS STATISTICS

Course Objective:

- a) To acquaint the students with Basic concept / fundamentals of business statistics
- b) To understand the Practical application of various concepts business statistics
- c) To understand the importance of measures of Descriptive statistics which includes measures of central tendency, Measures of Dispersion,
- d) To understand the importance of Time Series Analysis, Index Number, Correlation and Regression Analysis to understand the implication on Business performance
- e) To use Business Statistics tools to analyse, interpret, evaluate data and draw conclusions for the business problem

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Gaining Knowledge of basic concept / fundamentals of business statistics
- b) Develop practical understanding of various statistics concepts
- c) Apply, analyze various simple & advanced statistical tools
- d) Interpret data through statistical tools.

UNIT – I:

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

UNIT – II:

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

UNIT – III:

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

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test.

UNIT – IV:

Analysis of Variance -One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

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

UNIT – V:

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

Suggested Readings:

- Levin R.I., Rubin S. David, Statistics for Management, 7e Pearson, 2015.
- Anderson, Sweeney, Williams, Camm, Cochran, Statistics for Business Economics, Cengage 12e, 2014.J. K Sharma, Business Statistics, 4e, Vikas Publishing House, 2015.
- Beri, Business Statistics, 1e, Tata McGraw Hill, 2015.
- Gupta S.C., Fundamentals of Statistics, 6e, Himalaya Publishing House, 2015.
- Basic Statistics by George Simpson, Fritz Kafka.
- Amir D. Aczel & Jayavel Sounderpandian- Complete Statistics, 6' Edition, TMH.

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MBA I-SEM

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COURSE CODE	COURSE	L	T	P	C
GE11H	CORE COURSE	0	0	4	2

STATISTICAL DATA ANALYSIS – LAB

Course Objective:

- To give the students an overview of Statistical Data analysis and use of Excel to interpret large data.
- The students will understand the Statistical Tools like averages, variance, measures of central tendency, measure of dispersion.
- Detailed exposure to students on correlation and regression analysis.
- Exposure to students on the t-test, f-test, ANOVA, one-way classification, Chi square test and independence of attributes and time series method.
- Students can analyze large data by using statistical tools.

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Understanding of the basic concepts of statistical tools using excel functions and acquire basic knowledge of Advanced MS Excel.
- b) Contributes for the analysis of data using charts and graphs.
- c) Contribute to the establishment of relationship between variables.
- d) Contributes to the estimation of the hypothesis and level of significance.
- e) Facilitate measuring of time series with their components.

SYLLABUS - PART A**About EXCEL**

- a. Introduction, Uses of Excel, New functions and features of excel 2007.
- b. Getting started with excel: Opening a blank or new workbook, general organization.
- c. Highlights and main functions: Home, Insert, page layout, formulas.
- d. Highlights and main functions: Data, review, view, add-ins.
- e. Using the Excel help function.

General EXCEL Lessons

- f. Customizing the Quick Access Toolbar.
- g. Creating and Using Templates.
- h. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
- i. Formatting Data and Using the Right Mouse Click.
- j. Saving, Page Setup, and Printing.
- k. Using Headers and Footers.
- l. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
- m. Data from External Sources.
- n. Using and Formatting Tables.
- o. Basic Formulas and Use of Functions.
- p. Data Analysis Using Charts and Graphs.
- q. Managing, Inserting, and Copying Worksheets.
- r. Securing the Excel Document (Protect Cells and Workbook).

ADVANCED EXCEL LESSONS

- s. Advanced Formulas and Functions.
- t. Advanced Worksheet Features.
- u. Advanced Data Analysis using PivotTables and Pivot Charts.

SYLLABUS - PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL

1. 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

2. t- Test, F-test, ANOVA one way classification, chi square test, independence of attributes.
3. Time series: forecasting Method of least squares, moving average method. Inference and discussion of results

Suggested Readings:

- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
- D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
- Shelly, MS Office, 2007, Cengage, 2009.
- Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods for Practice and Research, Response, 2009.

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MBA II-SEM

R18

COURSE CODE	CORE COURSE	L	T	P	C
GE12A		3	1	0	4

HUMAN RESOURCE MANAGEMENT

Course Objective:

- a) To introduce the basic concepts, functions and practices of Human Resource Management.
- b) To create an awareness of the roles, responsibilities and functioning of Human Resource Department
- c) To understand the purpose, process and applications of human resource planning in the context of different organizational strategies
- d) To attract retain and motivate the human resources
- e) To provide the students a basic understanding of employee relations, Industrial safety, Hygiene and Occupational Health

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Understand the operational and Managerial functions of HR
- b) Demonstrate the skills of human resource planning, recruitment, selection processes
- c) Analyse and formulate the compensation plans and welfare measures for the employees
- d) Analyze and design the processes for effective employee relations

UNIT - I:

Introduction of HRM: Introduction to HRM – Line Managers – HR Role and responsibilities – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work – Workforce and Demographic Trends – Economic Challenges – High Performance Work System's – Labor Legislation in India – Equal Employment Opportunity – HR Score Card developed by TVRLS, India - Human Resource Information System.

UNIT - II:

HR Planning – Recruitment & Selection Process – Planning & Forecasting of human resources – Sources of Recruitment – Recruitment on Diverse Work Force – Employee Testing and Selection – Basic types of Interviews – Errors in Interviews

Recruitment and Selection: Basics of Job Analysis and talent Management process – Methods for Collecting Job Analysis Information – Job Descriptions and specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation,

UNIT - III:

Training & Development– Importance of Training and Development – Training process - Analyzing Training needs & Designing the program – Implementation of training programmes – training methods – Management development process – Evaluation of training and development programmes.

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

UNIT - IV:

Compensation and Employee welfare – Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Pricing Managerial and Professional Jobs – Performance based pay -Benefits – Insurance – Retirement Benefits – Employee Welfare facilities. Salient features of Workmen Compensation Act & Minimum Wages Act.

UNIT - V:

Employee Relations -Collective Bargaining Process – Grievances – Grievances handling procedure – Employee Engagement – Employee Separation,-Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Act ,1947 – Factories Act.,1948

Suggested Readings:

- Gary Dessler, Biju Varkkey, Human Resource Management, 4e, Pearson 2017
- Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning 2016
- Uday Kumar Haldar, Juthika Sarkar, Human Resource Management, Oxford University Press 2013.
- K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases,, Vikas Publishing , 2e, 2015.
- Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.

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MBA II-SEM

R18

COURSE CODE	CORE COURSE	L	T	P	C
GE12B			3	1	0

MARKETING MANAGEMENT

Course Objective:

- a) To learn various marketing concepts and to know how to deal customers in the market and to understand how to attain competitive advantage position using various marketing techniques
- b) To provide key insights and working knowledge in Marketing Research
- c) To develop understanding on Consumer and business buying behaviour
- d) To understand a range of common strategies used, with each of the various marketing mix tools: product, pricing, promotion, and distribution
- e) To understand the latest trends in Marketing,
- f) To understand the impact of Digital Marketing on customer buying behavior

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Remember and Comprehend basic marketing concepts
- b) Understand marketing Insights on application of basic marketing concepts
- c) Develop a number of pricing tactics & decide alternative pricing strategies
- d) Understand and Analyzing Business/ Consumer Markets
- e) Ascertain the alternative strategies for product promotion and distribution

UNIT – I:

Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research

UNIT – II:

Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behaviour – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding.

UNIT – III:

Designing a Customer Driven Strategy: Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies

UNIT – IV:

Distribution Decisions, Promotion & Communication Strategies: Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing - Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix

UNIT – V:

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

Suggested Readings:

- Philip Kotler, Gary Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
- Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
- Arun Kumar & N. Meenakshi, Marketing Management, Vikas, 2012
- Rajan Saxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.
- Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.

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MBA II-SEM

R18

COURSE CODE	CORE COURSE	L	T	P	C
GE12C		3	1	0	4

FINANCIAL MANAGEMENT

***The students need Discounting Table and Annuity tables for the examination.**

Course Objective:

- a) To provide an understanding of the function, the roles, the goals and the processes of corporate financial management
- b) To familiarize participants with fundamentals of Financial Management in an Organization
- c) To understand the concepts and techniques of capital budgeting, working capital management and dividend
- d) To throw light on the significance of cost of capital for deciding the capital structure
- e) To understand the concept of cash management, working capital, receivables and inventory management

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Understanding of the function, the roles, the goals and the processes of corporate financial management
- b) Demonstrate the conceptual frame work of the techniques of capital budgeting, working capital management and dividend
- c) Asses the fundamental decision issue in working capital management and the trade-offs involved in making these decisions
- d) Develop the relationship between profitability, liquidity, and risk in the management of working capital.

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 – Present Value and Future value and the basic valuation model.

UNIT - II:

The Investment Decision: Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR. Capital budgeting decision under conditions of risk and uncertainty. Cost of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital.

UNIT- III:

Capital Structure: Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

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 centered on the works of Gordon, Walter and Lintner. A brief discussion on dividend policies of Indian companies

UNIT - V:

Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank finance and Trade Credit, regulation of bank finance.

Management of Current Assets: Management of cash – Basic strategies for cash management, cash planning, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Management of receivables- Credit policy, credit evaluation of individual accounts, monitoring receivables, factoring.

Management of inventory- Inventory management process, Inventory control systems, analysis of investment in inventory.

Suggested Readings:

- I M Pandey, Financial Management, 11 e, Vikas Publications, 2015.
- M.Y Khan, P K Jain, Financial Management-Text and Problems, TMH, 2015.
- James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi.
- Eugene F.Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
- Prasanna Chandra: Fundamentals of Financial Management (TMH)
- Working Capital Management by John J. Hampton, Cecilia L.Wagner

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MBA II-SEM

R18

COURSE CODE	COURSE COURSE	L	T	P	C
GE12D			3	1	0

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Course Objectives:

- a) To equip the student with basic quantitative tools required to perform the role as a manager
- b) To provide essential concepts for practical analysis and develop analytical skills necessary to make Business decisions
- c) To understand the techniques of optimization and their application
- d) To introduce transportation and assignment models.
- e) To determine how to plan, monitor and control projects with use of PERT.

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Analyse decision making situations
- b) Evaluate the linear programming problems using graphical method and simplex method.
- c) Assess optimal cost for Transportation models and assignment models.
- d) Examine the network diagrams for different projects and identify critical path.
- e) Apply the methods to replace an existing old machine.

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.

Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogels approximation Method, Test of optimality by Modi Method, unbalanced Supply and demand, Degeneracy and its resolution.

UNIT - III:

Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

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

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

UNIT - V:

Queuing Theory: Queuing Structure and basic component of an Queuing Model, Distributions in Queuing Model, Different in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population. Game theory, Saddle point, Value of the Game

Suggested Readings:

- S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008. R. Panneerselvam, Operations Research, Prentice Hall International, 3e, 2012
- J. K. Sharma, Operations Research: Theory and applications, 5e, MacMillan, 2013.
- Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, Cengage Learning, 2013.
- Hamdy A. Taha, Operations Research: An Introduction, 9 e, Pearson, 2013.
- Prem Kumar Gupta, D.S. Hira, Operations Research 5e, S.Chand, 2012.
- C.R.Kothari: Introduction to Operational Research, Vikas Publishing House.

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MBA II-SEM

R18

COURSE CODE	COURSE	L	T	P	C
GE12E	CORE COURSE	3	1	0	4

BUSINESS RESEARCH METHODOLOGY

Course Objectives: To Understand the

- a) Concept / fundamentals of research and their types
- b) Practical application of various research techniques
- c) Importance of measurement techniques and sampling techniques
- d) Importance of coding, editing, tabulation and analysis in doing research
- e) Applying the concept of statistical analysis which includes various parametric test and non parametric test and ANOVA technique and understand technique of report writing

Course outcomes: Students should be able to

- a) Gain Knowledge of concept / fundamentals for different types of research
- b) Apply relevant research techniques
- c) Basics of Research Methodology and Research Design
- d) Data Collection methods and the tools for analysis and interpretation
- e) Importance of presentation of data analysis and report writing including referencing style.

UNIT - I:

Research— concepts – research methodology – approaches to business research – scientific methods – types of research – research design.

UNIT - II:

Formulation and planning of research - selection of research problem – literature review - setting of objectives - formulation of hypotheses – measurement of variables – research plan — conducting the research

UNIT- III:

Data collection— methods and techniques of primary data & secondary data – interviews – surveys – census and sample surveys – Editing, classification and codification of data – using computer packages.

UNIT - IV:

Data Analysis – qualitative data analysis – descriptive quantitative data analysis – tests of measurement and quality – using computer packages

UNIT - V:

Writing and presenting the report—planning report writing —report format – footnotes and bibliography - references and citations presentation

Suggested Readings:

- Mathew David & Carole D. Sutton, Social Research: The Basics, Sage Publications, New Delhi
- O.R. Krishnaswami, Methodology of Research in Social Sciences, Himalaya Publishing House, Mumbai.
- Ajai S. Gaur and Sanjaya S. Gaur: Statistical methods for practice and Research, Sage Publishers.
- Deepak Chawla & Neena Sondhi, Research Methodology, Vikas Publishers, 2011
- Naval Bajpai, Business Research Methods, Pearson, 2013
- CR Kothari, Research Methods and Techniques, New Age International, New Delhi

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MBA II-SEM

R18

COURSE CODE	COURSE	L	T	P	C
GE12F	CORE COURSE	3	1	0	4

MANAGEMENT INFORMATION SYSTEM

Course Objective:

- a) To understand the importance of Information System in business
- b) To understand the process of information generation and communication in organisations
- c) To familiarize with the technologies and methods used for effective decision making in an organization
- d) To evaluate the role of the major types of information systems in a business environment and their relationship to each other
- e) To provide a basic understanding about security issues of information resources

Course outcomes:

Upon successful completion of the course, the students should be able to understand

- a) Concepts & applications of Management Information Systems
- b) Information Systems Planning & Implementations
- c) The technologies and methods used for effective decision making in an organization
- d) Cyber crime and information security

UNIT - I:

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

UNIT - II:

Business Applications of Information Systems: E-Commerce, ERP Systems, DSS, Business Intelligence, and Knowledge Management System.

UNIT- III:

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

UNIT - IV:

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

UNIT - V:

Introduction to Cyber Crime: Cyber space; cyber law; e-business; e - consumers; spam; phishing. Cyber crime and information security, cyber criminals , Classification of cyber criminals - Indian Perspectives - Cyber crimes and Indian IT Act 2000, Global perspective on cybercrime - Cybercrime era.

Suggested Readings:

- Management Information Systems, Laudon & Laudon, Pearson, 2015.
- Management Information Systems–Managerial Perspective, D P Goyal, MacMillan, 3e Edition, 2010.
- Management Information Systems Text and Cases, Jawadekar, Tata Mc Graw Hill, 2012.
- Management Information Systems, Kelkar, Prentice Hall India, 2012.
- Cyber Security, Nina Godbole & Sunit Belapure, Wiley India, 2012.
- Murthy.CSV, Management Information Systems- Text & Applications, Himalaya Publishing House, 2009

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MBA II-SEM

R18

COURSE CODE	COURSE	L	T	P	C
GE12I	CORE COURSE	0	0	4	2

BUSINESS COMMUNICATIONS (LAB)

Course Objective:

- To prepare students to understand and deliver effectively oral and written communication that suits the business needs
- To understand the psychological underpinnings of human communication
- To acquire required skills to manage business communication
- To give awareness about and to help develop the personality of the students
- To develop an awareness of the importance of concise written expression to modern business communication and utilize electronic presentation software

Course outcomes:

Upon successful completion of the course, the students should be able to

- Apply the knowledge of overcoming the Barriers of communication.
- Asses the role played by nonverbal communication and different personality traits.
- Apply the types of communication which are effective in organizations.
- Examine the deliverability take part in interviews, presentations, discussions, etc.
- Understand and use the models of interpersonal relationships to enhance his/her communicative ability

UNIT - I:

Introduction: Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal Communication, Non-Verbal Communication, Listening, Communication through Social Media, Business Meetings.

UNIT - II:

Developing Business Writing Skills: Importance of Writing Business Communication, Process of Writing, Process of Revision, Writing positive and Neutral Messages, Persuasive Messages, Bad News Messages, Business Letter Writing, Kinds of Business Letters, Business Memos

UNIT - III:

Business Reports and Proposals: Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal.

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, Practicing Business etiquettes

UNIT - V:

Contemporary Aspects in Communication: Mass Media, Public Relations Management, Cross Cultural and Global Communication, Communication in Information Technology, e-Business related operations.

Suggested Readings:

- Ober Newman, Communicating in Business, Cengage Learning, 2015.
- P. Subba Rao, B. Anita Kumar, C. Hima Bindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
- Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
- Rajendra Pal, J S Korlahalli, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
- Sailesh Sen Gupta, Business and Managerial Communication, PHI, 2011.
- Varinder Kumar, Managerial Communication, Kalyani Publications, New Delhi, 2015.

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MBA III-SEM

R18

COURSE CODE	CORE COURSE	L	T	P	C
GE21A		3	1	0	4

PRODUCTION AND OPERATIONS MANAGEMENT

Course Objective:

- a) To provide basic understanding of the Production and Operations Management function in Organizations
- b) To develop an understanding of layout facilities in the organization and Product & process design
- c) To familiarize the effective and efficient ways to utilize the resources
- d) To familiarize the participants concepts and techniques of Materials Management
- e) Provide an understanding to the advanced concepts and practices in Purchasing and Material Planning

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Apply the knowledge of Production process to Manufacturing organizations.
- b) Understand the effective and efficient ways to utilize the resources
- c) Develop an understanding of plant location and its layout.
- d) Evaluate the Sequence of operations as per the master production schedule.
- e) Appraise the economic issues by Product & process design by adapting economic reasoning tools to real world problems.

UNIT - I:

Introduction to Operations Management: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing.

UNIT - II:

Product Design and Analysis: New product development -its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design - Process Research, Pilot Plant Development, Capacity Planning - Enhanced Capacity using Optimization - Value Analysis/Value Engineering –Value Analysis application, Value Engineering Procedure, Advantages and Application Areas - Ergonomic considerations in Product Design. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization.

UNIT- III:

Plant Location & 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.

UNIT - IV:

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

UNIT - V:

Materials Management: 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.

Suggested Readings:

- Panneerselvam, Production and Operations Management, PHI, 2012.
- K. Aswathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2012
- Jay Heizer, Barry Render, Operations Management, 11e, 2016.
- K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011 Ajay K. Garg, Production and Operations Management, TMH, 2012
- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
- Danny Samson “Operations Management: Integrated Approach” Cambridge, 2012.

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MBA III-SEM

R18

COURSE CODE	CORE COURSE	L	T	P	C
GE21B		3	1	0	4

DATA ANALYTICS

Course Objective:

- a) To understand the importance of ever-increasing volume, variety and velocity of data in organization
- b) To introduce Data Analytics as a tool for Business Decision Making
- c) To provide basic insights into application of Data Analytics to Management Functional areas

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Understand the Importance of Analytics
- b) Application of Analytical tools to solve business problems.

UNIT - I:

Introduction to Data Analytics: Introduction to Data- Importance of Analytics- Data for Business Analytics –Big Data - Business Analytics in Practice. Data Visualization – Data Visualization tools, Data queries, Statistical methods for Summarizing data, Exploring data using pivot tables.

UNIT - II:

Descriptive Statistical Measures – Population and samples, Measures of location, Measures of Dispersion, Measures of variability, measures of Association. Probability distribution and Data Modeling – Discrete Probability distribution, Continuous Probability distribution, Random sampling from Probability Distribution, Data Modeling and Distribution fitting.

UNIT - III:

Predictive Analytics: Karl Pearson Correlation Techniques - Multiple Correlation-Spearman’s Rank correlation-Simple and Multiple regression-Regression by the method of least squares – Building good regression models – Regression with categorical independent variables - - Linear Discriminant Analysis-One way and Two Way ANOVA

UNIT - IV:

Data Mining : Scope of Data Mining, Data Exploration and Reduction, Unsupervised learning – cluster analysis, Association rules, Supervised learning- Partition Data, Classification Accuracy, prediction Accuracy, k-nearest neighbors, Classification and regression trees, Logistics Regression.

UNIT - V:

Simulation: Random Number Generation, Monte Carlo Simulation, What if Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

Suggested Readings:

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

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MBA III-SEM

R18

COURSE CODE	OPEN ELECTIVE – I	L	T	P	C
GE201		3	1	0	4

CROSS CULTURAL MANAGEMENT

Course Objectives:

- a. To provide conceptual framework of global business environment
- b. To understand the cross culture and its effects on organizations
- c. To highlight the culture-communication link
- d. To understand negotiation styles and manage negotiation
- e. To learn about developing international and global strategies
- f. To understand the nuances of staffing for global operations and building global management teams

Course outcomes:

Upon completion of this course, students should be able to

- a) Discuss the main theories in cross-cultural management; analyze existing research around the theoretical constructs.
- b) Engage with the relevant contextual issues in cross-cultural management in relation to international business and the multi-cultural Australian workforce.
- c) Identify problems in cross-cultural management, relate the problems to the literature and suggest solutions; and
- d) Communicate effectively in oral and written forms about cross cultural management using appropriate concepts, logic and rhetorical conventions.

UNIT - I:

Introduction: Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Definition of CCM [cross culture management]; Role and Significance of CCM to managerial personnel and to the organizations in the global competitive market economy; Theoretical Foundations of CCM; Horizons in Cross Culture Management; Cultural Background of business stake-holders [managers, employees, share holders, suppliers, customers and others] – An Analytical frame work.

UNIT - II:

Culture and Global Management: Global Business Scenario and Role of Culture – A Frame work for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/of an Indian MNC and Foreign MNC & High Performance Winning Teams and Cultures; Culture Implications for Team Building.

UNIT - III:

Cross Culture – Negotiation & Decision Making; Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multi cultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations – Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

UNIT - IV:

Global Human Resources Management – Staffing and Training for Global Operations; Developing a Global Management Cadre; Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel

UNIT - V:

Corporate Culture: The Nature of Organizational Cultures; Quality and Cross-Culture; Diagnosing the As-Is Condition; Designing the Strategy for a Culture Change Building; 121 Adjusting in a New Culture – Stages of Cultural Adjustment and Stages of Culture Shock; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Suggested Readings:

- Deresky Helen, “International Management: Managing Across Borders and Cultures”, 4th Ed., Prentice Hall of India
- Harris, P., R. Moran, and S. Moran. (2004). Managing Cultural Differences. Burlington, MA: Elsevier
- Geert Hof stede, ‘Cultures consequences’ (2nd ed) thousand oaks, CA; sage publications 2001
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
- Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross Cultural Dimension, 3/e, Blackwell, 2015.
- Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA

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MBA III-SEM

R18

COURSE CODE	OPEN ELECTIVE – I	L	T	P	C
GE202			3	1	0

TOTAL QUALITY MANAGEMENT

Course Objectives:

- To introduce the principles and practices of total quality management
- To understand the quality concepts and tools and techniques relating to total quality management
- Detailed exposure on various quality systems like ISO and its standards and Quality function Development.
- To get an exposure on the basic and new seven management tools, Quality concepts, Failure mode effect analysis.
- To understand the TQM concepts like customer Focus, Employee Focus and their involvement, continuous process improvement and Supplier Management.

Course outcomes:

Upon completion of this course, students should be able to

- Develop an understanding on quality management philosophies and frameworks.
- Develop in-depth understanding on continuous process improvement & benchmarking process.
- Learn the applications of quality tools and techniques in both manufacturing and service Industry.
- Develop in-depth knowledge on various tools and techniques of quality management.
- Develop analytical skills for investigating and analyzing quality management issues in the industry and suggest implement able solutions to those.

UNIT - I:

Principles and Practices - I: Introduction - Quality Gurus - Benefits of TQM – Quality Dimensions- Products and Services, Leadership and TQM, characteristics of Quality leaders. The Deming Philosophy - Quality councils - Strategic Planning - Customer Satisfaction-Customer perception of Quality - service Quality - Customer Retention - Employee Involvement - Employee survey – Empowerment -Gain sharing - Performance Appraisal.

UNIT - II:

Principles and Practices - II: Continuous process Improvement - the Juran trilogy, - The PDCA Cycle – Kaizen - Reengineering. Supplier Partnership – Partnering – Sourcing -Supplier Selection - Supplier rating- Performance Measures - Basic concept – Strategy - Quality cost - Bench marking - reasons for bench marking – Process - Understanding current performance - Pitfalls and criticism of benchmarking.

UNIT - III:

Tools and Techniques - I: Information Technology-Computers and the quality Functions-Information Quality Issues-Quality Management System-Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer-Building a House of Quality-QFD Process, Six Sigma.

UNIT - IV:

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

UNIT - V:

Management Tools: Management Tools – Introduction - Forced Field Analysis - Tree diagram - Process Decision Program Chart - Statistical Process Control - Cause and Effect diagram - Histogram-state of control – Process Capability- Experimental Design-Hypothesis -Orthogonal Design -Two factors and Full Factors-Quality Strategy for Indian Industries - Quality Management in India.

Suggested Readings:

- Joel E Ross : Total Quality Management, 3e, CRC press, 2015
- Dale H. Besterfeild, Carlon Besterfeild: Total Quality Management, Pearson Education, 2015
- Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
- Poornima M Charantimath Total Quality Management, Pearson Education, 2015 Kanishka Bedi: Quality Management, Oxford, 2015.
- Dr. S. Kumar , Total Quality Management, University Science Press, 2015
- Joseph M. Juran :Total Quality Management

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MBA III-SEM

R18

COURSE CODE	OPEN ELECTIVE – I	L	T	P	C
GE2O3		3	1	0	4

PROJECT MANAGEMENT

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

Course outcomes:

Upon completion of this course, students should be able to understand

- a) Importance of Project Management
- b) Project Planning, Execution and implementation
- c) Significance of teams in projects
- d) Project evaluation techniques.

UNIT - I:

Introduction: Introduction to Project management –Project Characteristics- Project Life cycle – Project Identification, Formulation and Implementation- Project management in different sectors: Construction, Services Sector, Public sector and Government Projects. Systems approach to project management.

UNIT - II:

Project Planning and Appraisal: Project Planning – Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis-Project Risk Analysis.

UNIT - III:

Project Finance: Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.

UNIT - IV:

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

UNIT - V:

Organizational Behavior and Project Management: Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team building approach, Conflict Management in Projects, Stress Management.

Suggested Readings:

- John M, Nicholas and Herman Steyn, Project Management for Engineering, Business, and Technology, 5e, Routledge, 2017.
- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation, and review, 6e, Tata McGraw Hill 2008.
- K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.
- Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.
- R. Panneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.
- Jyotingdran, Enterprise Resource Planning - Himalaya Publishing house

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MBA III-SEM

R18

COURSE CODE	OPEN ELECTIVE - I	L	T	P	C
GE2O4		3	0	0	3

INTERNATIONAL MARKETING

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

Course Objective: Students should be able to get deeper insight into

- a) The Global Marketing Management
- b) Environment of global markets
- c) Assessing Global Market Opportunities
- d) Developing and Implementing Global Marketing Strategies.

UNIT – I:

Introduction to International Marketing: Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization – Reasons and Strategies.

UNIT – II:

Global Environmental Drivers: WTO and Globalization – Issues, Types - Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.

UNIT – III:

Global Customers: Drivers of Global Consumers, Influences of the Global Consumer -Role of Culture - elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.

UNIT – IV:

Global Marketing: Globalization Drivers – Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies – Factors influencing Pricing Decisions, Concept of International Product Life Cycle.

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.

Suggested Readings:

- Michael R. Czinkota, Ilkka A. Ronkainen, International Marketing, 10e, Cengage, 2017
- Justin Paul, Ramneek Kapoor, International Marketing: Text and Cases, 2e, TMH, 2012
- Philip R. Cateora John L. Graham Prashant Salwan, International Marketing -13th edition, TMH-2011
- Svend Hollensen, Madhumita Benerjee, Global Marketing, 4th Edition, Pearson, 2010
- Rajagopal –International Marketing-2nd Edition –Vikas -2011
- P.K.Vasudeva, international Marketing-4th edition-Excel Books-2012
- Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition-Oxford-2011

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MBA III-SEM

R18

COURSE CODE	SUMMER INTERNSHIP	L	T	P	C
GE21C		0	0	3	2

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 should 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 Institution.

The students can approach any business organizations / corporate of 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 50 marks. The report has to be evaluated by the Head, Supervisor/ mentor and the senior faculty of the department.

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MBA IV-SEM

R18

COURSE CODE	CORE COURSE	L	T	P	C
GE22A		0	0	3	2

STRATEGIC MANAGEMENT

Course Objective:

- a) To impart knowledge on formulation of objectives/goals for an enterprise
- b) To understand the tools and techniques used for strategic analysis
- c) To develop skills for applying Strategic Management concepts to the solution of business problems
- d) To understand the fundamentals of strategic management, and develop the capability to formulate and implement strategies
- e) To formulate the hierarchy levels ranging from corporate to functional units.

Course outcomes:

Upon successful completion of the course, the students should be able to

- a) Formulate policies, procedures, goals for an organisation.
- b) Apply a strategy that fits the company's structure and culture.
- c) Analyse the performance through strategic audit facilitate to make necessary future changes in crafting a strategy.
- d) Demonstrate the ability to apply Tools and Techniques for Strategic analysis
- e) Formulate Strategies for Evaluation and Control

UNIT – I:

Introduction - Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis, Value Chain Analysis and Competitive advantage

UNIT – II:

Tools and Techniques for Strategic Analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organizational Learning, Impact Matrix and the Experience Curve, Generic Strategies- Strategy Formulation - Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.

UNIT – III:

Strategy Implementation: Strategy and Structure, Strategy and Leadership, Strategy and culture

connection-Operationalization and institutionalizing strategy – Strategies for competing in Globalised markets and internet economy – Organisational values and their impact on Strategy - Resource allocation as a vital part of strategy - planning systems for implementation.

UNIT – IV:

Turnaround and Diversification Strategies: Turnaround strategy – Management of strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures

Diversification Strategy: Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.

UNIT – V:

Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance -strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

Suggested Readings:

- Hitt & Ireland et al., Strategic Management: A South Asian Perspective, Cengage Learning, 9e, 2013.
- Gary Dess and G.T. Lumpkin: Strategic Management – Creating Competitive Advantage, TMH, 2009.
- V.S.P. Rao, V. Hari Krishna; Strategic Management, 1e, Excel Books, 2012
- Adrian & Alison, Strategic Management: Theory & Applications, Oxford University Press, 2010.
- Thompson & Strickland: Strategic Management, Concepts and Cases. TMH, 2009
- Strategic Management by C K Prahalad
- Strategic Management by H.Igor Ansoff
- Organization Development by Ram & Rao – Sage publications

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MBA IV-SEM

R18

COURSE CODE	OPEN ELECTIVE – II	L	T	P	C
GE2O5			3	1	0

TECHNOLOGY MANAGEMENT

Course Objectives:

- a) To understand the importance of technology and innovation in conduct of business
- b) Monitoring the waves of Technology Innovation and effectively predict future innovations
- c) To understand the concepts and significance of Technology Forecasting for Decision Making

- d) To develop knowledge in the area Financial Evaluation of Research and Development Projects
- e) To understand the Transfer of Technology methodology

Course outcomes:

Upon completion of this course, students should be able to

- a) Understand the Importance of Technological Innovation
- b) Analyse Forecasting of Technology for Decision Making
- c) Apply the concepts for financial allocations for R&D
- d) Conduct Financial Evaluation of Research and Development Projects
- e) Interpret and apply current emerging business concepts in today's technological business environment.

UNIT – I:

The process of Technological Innovation: The need for a Conceptual Approach, Technological Innovation as a Conversion process, Factors Contributing to successful Technological Innovation. Strategies for Research and Development, Research and Development as a business, Resource allocation to Research and Development, Research and Development strategy in the decision making process, selection and implementation of Research and Development strategy, Research and Development and competitive advantage, New Product Development, techniques for Creative Problem Solving.

UNIT – II:

Financial Evaluation of Research and Development Projects: The need for cost effectiveness, R&D Financial Forecasts, Risk as a factor in Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and other Techniques of evaluating R&D Ventures.

UNIT – III:

Research and Development: Programme planning and control, Portfolio Planning, and Project planning and control, Project termination, Research Allocation and Management, New Product Development: New Product Development as a competitive strategy, Market Research for developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design for Manufacturing, Developing Indigenous substitute for Raw Materials.

UNIT – VI:

Technology Forecasting for Decision Making: The Definition of Technology Forecasting, Forecasting system inputs and outputs, Classification of Forecasting techniques, Organisation for Forecasting, Current Status.

UNIT – V:

Transfer of Technology: Modes of Technology Transfer, Price of Technology Transfer, Negotiation for price of Management of Technology (MOT)

Suggested Readings:

- Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth, Tata

McGraw Hill, Boston, 2015.

- V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
- Norma Harison and Samson, Technology management – Text and cases, TMH, 2015
- Shane: Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
- Khandwala: Corporate Creativity, TMH, 2015.
- Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology (6th Edition), Pearson.

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MBA IV-SEM

R18

COURSE CODE	OPEN ELECTIVE – II	L	T	P	C
GE2OF			3	1	0

CORPORATE GOVERNANCE

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

Course outcomes: Students should be able to understand the

- a) Need for Corporate Governance in India
- b) Codes and Committees in Corporate Governance
- c) Role of Board in Corporate Governance
- d) Stakeholder perspective of Corporate Governance.

UNIT - I:

Corporate Governance: Introduction to Corporate Governance - Major Corporate Governance Failures- Need for Corporate Governance - Corporate Governance in India, Theories of Corporate Governance - Agency Theory, Stewardship Theory, and Stakeholder Theory – Convergence-Problems of Governance in Companies.

UNIT - II:

Corporate Governance codes and committees – Global reporting initiative – OECD Principles - Cadbury Committee Report - Kumara Mangalam Birla Committee Report - Naresh Chandra Committee Report - Narayana Murthy Committee Report - SEBI Clause 49 Guidelines-Corporate Governance Committees - Role of capital Markets, Regulator, Government in Corporate Governance.

UNIT - III:

Board and Leadership- The board of Directors, 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

UNIT - IV:

Models of Corporate Governance- Affect of Context and culture on corporate governance-Anglo Saxon Model- The UK Common wealth principles based Model- The German Model - The Japanese Business Network Model- Indian Model of corporate governance- forces for convergence and differentiation in corporate governance.

UNIT – V:

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

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

Suggested Readings:

- Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
- Christine A. Mallin, Corporate Governance, Oxford University Press, 4e, South Asia Edition, 2016.
- Bob Tricker, Corporate Governance Principles, Policies, and Practices, Oxford University Press, 2015
- N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012.
- C. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
- Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi

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MBA IV-SEM

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COURSE CODE	OPEN ELECTIVE – II	L	T	P	C
GE2OG			3	1	0

INTERNATIONAL BUSINESS

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

Course outcomes: Students should be able to understand the

- a) Importance of International Business
- b) International Trade theories

- c) International Economic environment
- d) Strategic and operational issues of IB.

UNIT - I:

Introduction to International Business- Need for International Business- Drivers of Globalization- Distinction between Domestic and International Business- International Business Approaches - Modes of International Business - Impediments in international Business- Opportunities and Challenges of International Business - Multi National Corporation(MNCs) - International Business Environment- Cultural, Political and Technological Environment.

UNIT - II:

International Trade Theories: Mercantilism- Absolute Advantage Theory- Comparative Advantage Theory- Product Life cycle theory- New Trade Cycle theory- National Competitive advantage- India's Foreign Trade- Foreign Direct Investment in India- Balance of Payments.

UNIT - III:

International Business and Economic Integration: Levels of Economic Integration-Benefits and Challenges of Economic Integration- Free Trade Agreement (FTA) - The Customs Union, The Common market, The Economic Union. Arguments surrounding Economic Integration, Regional Economic Groups, European Union, NAFTA, ASEAN, SAARC. Multilateral Trade agreements- GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

UNIT - IV:

Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances- Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance development process, Economic Considerations for Strategic alliances. Organizational Design-Factors influencing organizational Structure – organizational Structures- Choosing a structure, issues in Global Organizational Design.

UNIT - V:

International Business Operations: Issues involving International Production- Sourcing and vertical Integration, - Major activities in International Marketing- Brand Decisions- Issues of International Financial management- Forex market, International Monetary System, International Financial Markets- Export Financing- Managing International HR Activities- HR Planning, Recruitment and selection, Expatriate Selection. Cross Cultural Issues in International Business.

Suggested Readings:

- Michael R. Czinkota, Iika A. Ronkainen, Michael H. Moffett, International Business, 7e, Cengage Learning, 2008.
- K Aswathappa, International Business, 3e, Tata McGraw Hill, 2008. Sanjay Misra, P. K. Yadav, International Business, PHI, 2009.
- A Ehad Menipaz, Amit Menipaz, Shiv S Tripathi, International Business Theory and Practice, Sage publications ,2017
- Rakesh Mohanh Joshi, International Business, Oxford University Press, 2009 Subba Rao, International Business, Himalaya Publications, 2007

- P. Subba Rao, International Business - Text & Cases, Himalaya Publishing House, 2009.
- Manab Adhikary - Global Business Management, McMillan, 2001.

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MBA IV-SEM

R18

COURSE CODE	OPEN ELECTIVE – II	L	T	P	C
GE2OH		3	1	0	4

INTELLECTUAL PROPERTY RIGHTS

Course Objectives:

- The main objective of the IPR is to make the students aware of their rights for the protection of their invention done in their project work.
- To get registration in our country and foreign countries of their invention, designs and thesis or theory written by the students during their project work and for this they must have knowledge of patents, copy right, trademarks, designs and information Technology Act.
- Further teacher will have to demonstrate with products and ask the student to identify the different types of IPR's.

Course outcomes:

The students once they complete their academic projects, they get awareness of acquiring the patent and copyright for their innovative works. They also get the knowledge of plagiarism in their innovations which can be questioned legally.

UNIT - I:

Introduction to Intellectual property: Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.

UNIT - II:

Trade Marks: Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting and evaluating trade mark, trade mark registration processes.

UNIT - III:

Law of copy rights: Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law.

Law of patents: Foundation of patent law, patent searching process, ownership rights and transfer

UNIT - IV:

Trade Secrets: Trade secrets law, determination of trade secrets status, liability for misappropriations of trade secrets, and protection for submission, trade secrets litigation.
 Unfair competition: Misappropriation right of publicity, false advertising.

UNIT - V:

New development of intellectual property: New developments in trade mark law; copy right law, patent law, intellectual property audits.

International overview on intellectual property, international - trade mark law, copy right law, international patent law, and international development in trade secrets law.

Text Books:

- Intellectual property right, Deborah, E. Bouchoux, cengage learning.
- Intellectual property right - Unleashing the knowledge economy, prabuddhaganguli, Tata McGraw Hill Publishing Company Ltd.
- Managing Intellectual Property-The Strategic Imperative, Second Edition by Vinod V Sople, PHI.
- Intellectual Property –Copyrights, Trademarks and patents by Richard Stim, Cengage Learning.
- Niraj Pandey & Khushdeep Dharani –Intellectual Property rights
- V.K. AHUJA – Law relating to Intellectual Property

LIST OF FUNCTIONAL ELECTIVE COURSES

Students have to select ANY ONE functional specialization (Marketing, Finance, Human Resources, and Entrepreneurship) and he/she needs to select the Program Functional Elective Courses listed under the chosen specialization only.

Course Code	Course Title	Credits
MARKETING		
GF2M1	Consumer Behaviour	3
GF2M2	Sales and Distribution Management	3
GF2M3	Integrated Marketing Communications	3
GF2M4	Retail Management	3
GF2M5	Marketing of Services	3
GF2M6	Digital Marketing	3
FINANCE		
GF2F1	Strategic Management Accounting	3
GF2F2	Security Analysis and Portfolio Management	3
GF2F3	Financial Institutions, Markets & Services	3
GF2F4	Strategic Investment and Financing Decisions	3
GF2F5	International Financial Management	3
GF2F6	Financial Derivatives	3

HUMAN RESOURCES		
GF2H1	Performance Management Systems	3
GF2H2	Learning and Development	3
GF2H3	Employee Relations Management	3
GF2H4	Compensation & Reward Management	3
GF2H5	International Human Resource Management	3
GF2H6	Leadership & Change Management	3
ENTREPRENEURSHIP		
GF21E1	Startup Management	3
GF21E2	MSME Management	3
GF21E3	Family Business Management	3
GF21E4	Entrepreneurial Finance	3
GF21E5	Entrepreneurial Marketing	3
GF21E6	Creativity Innovation and Entrepreneurship	3

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MBA III-SEM

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COURSE CODE	FUNCTIONAL ELECTIVE - MARKETING	L	T	P	C
GF2M1		3	0	0	3

CONSUMER BEHAVIOUR

Course Objective:

- To understand marketing decisions keeping in mind the consumer behaviour.
- To understand the influence of environment on the consumer behaviour
- To impart expert level of knowledge about modern Consumer Behaviour
- To provide the conceptual frame of Consumer Behaviour and decision process
- To understand the Roots of Consumerism and ethics

Course outcomes:

Upon completion of this course, students should be able to

- Analyze and determine consumer behaviour , consumer perception and attitude
- Environmental influences on consumer behaviour,
- Consumer decision making
- Marketing ethics towards consumers.
- Identify the roots of consumerism

UNIT - I:

Understanding Consumer Behaviour: Defining consumer behaviour, need for Consumer Behaviour, Understanding Consumer through research process, Consumer behaviour in a world of

economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

UNIT - II:

Environmental Influences on Consumer behaviour: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

UNIT - III:

Consumer as an Individual: Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

UNIT - IV:

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

UNIT - V:

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

Suggested Readings:

- David I. Loudon and Albert J. Della Bitta, 4e, TMH, 2011.
- Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
- Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, 2e, Excel Books, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 2013.
- Dheeraj Sharma, Jagadish Seth, Banwari Mittal, Consumer Behaviour – A Managerial Perspective, Cengage Learning, 2015
- Suraj R. Nair: Consumer Behaviour in Indian Perspective 2010 HPH-

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MBA III-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE – MARKETING	L	T	P	C
GF2M2		3	0	0	3

SALES AND DISTRIBUTION MANAGEMENT

Course Objectives:

- a) To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- b) To familiarize the concepts, approaches and the practical aspects of the key decision making variables in sales force and distribution channel management.
- c) To understand the concept of sales planning, sales forecasting methods and sales budgeting process
- d) To understand Recruitment , selection, training of the sales force
- e) To understand sales force motivation, sales force compensation, sales force control and evaluation

Course outcomes:

The student after completion of this course should be able to:

- a) Recognize and demonstrate the significant responsibilities of sales person as a KEY individual.
- b) Describe and Formulate strategies to effectively manage company's sales operations.
- c) Evaluate the role of Sales manager and his/ her responsibilities in recruiting, motivating, managing and leading sales team.
- d) Analyse and formulate sales force compensation
- e) Illustrate the fundamentals of Distribution channels

UNIT-I:

Introduction to Sales Management: Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

UNIT-II:

Sales Planning and Budgeting: Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

UNIT-III:

Sales Force Management: Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

UNIT-IV:

Distribution Management Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

UNIT-V:

Managing Channel Institutions Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

Suggested Readings:

- Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2nd ed, TMH, 2011.
- Richard Still, Edward Cundiff, Norman Govoni, Sales & Distribution Management, 5thed, Pearson 11.
- Tapan K. Panda, Sunil Sahadev Sales and Distribution Management, 2nd edition Oxford.
- S.L. Gupta, M.K.Rampal, Cases in Sales and Distribution Management, HPH,09.
- K.Sridhara Bhat, Sales and Distribution Management, 1st, HPH, 2011.
- P.K.Sahu, K.C. Rout, Salesmanship and Sales Management, Vikas Publishing House.

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MBA III-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - MARKETING	L	T	P	C
GF2M3		3	0	0	3

INTEGRATED MARKETING COMMUNICATIONS

Course Objectives:

- a) To understand the principles and practices of marketing communications
- b) To provide the conceptual frame of Marketing Communication Elements
- c) To understand the Regulation, Social and Ethical Aspects of Advertising and Promotion
- d) To set objectives and measuring advertising effectiveness and communication effectiveness
- e) To discuss modern practices on promotion with respect to digital and online platforms

Course outcomes:

The student after completion of this course should be able to:

- a) Quickly understand a company and its marketing communications activities

- b) Thoroughly describe a range of media and methods available to marketers
- c) Demonstrate a comprehensive understanding of Marketing Communications theories and concepts
- d) understand the Regulation, Social and Ethical Aspects of Advertising and Promotion
- e) able to practice Advertising and Promotion strategies with ethical values

UNIT-I:

Integrated Marketing Communication: Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behavior, Understanding the Communication process, Communication Mix.

UNIT-II:

Budgeting, Objectives and Evaluation of IMC: Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness allocating the Marketing Communication Budget, Conducting research to measure communication effectiveness, Post-Testing tools and techniques, Evaluating other promotional tools and IMC.

UNIT-III:

Marketing Communication Mix I: Creative Execution in Advertising, Decision in Print, execution on Radio, Execution on online and television, getting that ‘Big Idea’ of creativity.

UNIT-IV:

Marketing Communication Mix II: Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

UNIT-V:

Regulation, Social and Ethical Aspects of Advertising and Promotion:- Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising.

Suggested Readings:

- Krutishah, Alan D’Souza, Advertising and promotions on IMC Perspective, TMH, 2012.
- Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
- George E Belch, Michael A Belch, Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2015.
- Semenile, Allen, O Guinn, Kaufmann, Advertising and Promotions, An Integrated brand approach, Cengage, 6th edition, 2012.
- SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3rd edition, Excel Books,

2011.

- Bill Chetty - Integrated marketing communication, 5 Asia Pacific Edition

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - MARKETING	L	T	P	C
GF2M4		3	0	0	3

RETAIL MANAGEMENT

Course Objectives:

- To understand the retail customer needs and wants and the concept of retailing
- To learn strategies in Specific to retail marketing, Pricing & Supply Chain Management
- To understand the Shopping Environment in a Socio Cultural Contest
- To understand the concept of Delivering Value though Retail Functions
- To understand the concept of Retail Buying and the methodology of Managing Retail Operations

Course outcomes:

Upon successfully completing the course, students should be able to:

- identify retail customer needs and wants and the concept of retailing
- understand strategies in Specific to retail marketing, Pricing & Supply Chain Management
- analyse Shopping Environment in a Socio Cultural Contest
- understand the concept of Delivering Value though Retail Functions
- implement the concept of Retail Buying and the methodology of Managing Retail Operations

UNIT-I:

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

UNIT-II:

Shoppers & Shopping - Shopping Environment, is shopping in a Socio Cultural Contest, shopping process shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

UNIT-III:

Delivering Value though Retail Functions - Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand

side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

UNIT-IV:

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

UNIT-V:

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

Suggested Readings:

- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
- Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2015. Suja Nair, Retail Management, Himalaya Publication House, 2012.
- Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.
- Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, S. Chand, 2011
- Retail Management Text and Cases _ U.C. Mathur

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - MARKETING	L	T	P	C
GF2M5		3	0	0	3

MARKETING OF SERVICES

Course Objective:

- a) To provide the conceptual frame of services marketing
- b) To develop insights into emerging trends in the service sector in a developing economy

- c) To explain the unique challenges involved in marketing and managing services.
- d) To introduce the need to develop an appropriate marketing mix
- e) To provide key insights and working knowledge to participants in marketing of services

Course outcomes:

Upon successfully completing the course, students should be able to:

- a) Assess the difference between marketing physical products and intangible services, including dealing with the extended services promotion mix
- b) Develop the strategies for relationship and recovery in services marketing
- c) Marketing Management of companies offering Services
- d) To understand consumer behaviour in services,
- e) Delivering service, managing services promises.

UNIT- I:

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

UNIT- II:

Consumer and Services: Consumer Behaviour in services, Relevance of Consumer Behaviour, Consumer Expectations in service, Consumer Perceptions of service, Customer Satisfaction, Understanding Consumer Requirements-listening to customers through research, building customer relationships, Customer Feedback, Service Failure and Service Recovery – Recovery Strategies.

UNIT- III:

Innovation and Quality: Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Servicescape – Designing Services capes.

UNIT- IV:

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

UNIT- V:

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

Suggested Readings:

- John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.

- Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.
- Christopher Lovelock, Jochen wirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015
- Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 6e, 2013.
- Nimit Chowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
- Govind Apte: Services Marketing, Oxford Press, 2011.

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - MARKETING	L	T	P	C
GF2M6		3	0	0	3

DIGITAL MARKETING

Course Objective:

To understand the importance of digital marketing and its applications

- To understand the basics of Digital Marketing
- To understand the Channels of Digital Marketing
- To develop the capability to form Digital Marketing strategy
- To enable the students to use new media such as Search Engine and Social Networking

Course outcomes:

Upon successfully completing the course, students should be able to:

- Apply digital marketing in the globalized market
- Define Channels of Digital Marketing
- Design and develop Digital marketing plan
- Understand Search engine marketing
- Acquainted with Online Advertising

UNIT - I: Understanding Digital Marketing: Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.

UNIT - II: Channels of Digital Marketing: Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels, Affiliate Marketing.

UNIT - II: Marketing in the Digital Era: Segmentation – Importance of Audience Segmentation, How different segments use Digital Media – Organizational Characteristics, Purchasing Characteristics, Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

UNIT - III: Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

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.

UNIT - V: Social Media Marketing: Understanding Social Media, Social Networking with Face book, LinkedIn, Blogging as a social medium, Micro blogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention.

Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Suggested Readings:

- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
- Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
- Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.
- David Bain – Digital Marketing in 2017

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MBA III-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - FINANCE	L	T	P	C
GF2F1		3	0	0	3

STRATEGIC MANAGEMENT ACCOUNTING

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

Course outcomes:

Upon successfully completing the course, students should be able to understand the

- a) Fundamentals of Management accounting and Cost accounting
- b) Cost analysis
- c) Marginal costing
- d) Budget and Budgetary controls.

UNIT - I

Management Accounting, Cost analysis and Control: Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs.

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

UNIT - II:

Methods of Costing: 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: Standard Costing and Budgetary Control

Standard Costing: Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labor variance and Sales variance.

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

Suggested Readings:

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

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MBA III-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - FINANCE	L	T	P	C
GF2F2			3	0	0

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objective:

- a) To acquaint the students with the working of security market and principles of security analysis
- b) To understand the basic concepts of different kinds of markets & various investment alternatives available
- c) To acquaint the students about investment decisions related to financial assets, the risks and the returns involved

- d) To have an in depth knowledge of the theory as well as practice of investment decision Making
- e) To know the theory and practice of portfolio management

Course outcomes:

Upon successful completion of the course, students should be able to

- a) Familiarize in calculating the risk & return of the various combinations of the funds invested in the portfolio.
- b) Select the optimum securities on the basis of technical & fundamental analysis.
- c) Have knowledge in calculation of bond duration, volatility & buy, hold or sell decision.

UNIT - I:

Introduction to Investment - Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment – Securities Market of India, – Securities Trading, and Settlement – Types of Orders - Margin Trading.

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:

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:

Equity Valuation: a) Equity Analysis & Valuation, Equity Valuation Models, Relative Valuation techniques – Earnings Multiplier Approach, Valuation using P/E ratio, Price to Book Value, Price/sales ratio, Economic value added approach. b) Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.

UNIT - V:

- a) **Derivatives:** Overview of Indian derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future markets, Mechanics of Trading, Strategies.
- b) **Performance Evaluation:** Mutual Funds, Types of Mutual Funds Schemes, Structure, Trends in Indian Mutual Funds, Net Asset Value, Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition.

Suggested Readings:

- William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
- ZVI Bodie, Alex Kane, Alan J Marcus, Investments, TMH,

- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6th Edition, Pearson,
- Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
- Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
- Prasanna Chandra: Investment analysis and Portfolio Management” 4th Edition, TMH, 2013.

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MBA III-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - FINANCE	L	T	P	C
GF2F3		3	0	0	3

FINANCIAL INSTITUTIONS, MARKETS & SERVICES

Course Objective:

- To give an understanding about Indian Financial system with respect to Markets, Institutions, and Services.
- To understand the aspects of economics those are most relevant for a career in banking and finance.
- To provide knowledge and understanding of different types of banking and financial systems in emerging countries and countries in transition.
- To provide an understanding of the theory, methodology and techniques of research in banking and finance, and also of the potential limitations of this research.
- To equip the students with working knowledge of the theoretical and practical aspects of Banking in the context of new economic scenario

Course outcomes

Upon successful completion of the course, students should be able to

- Evaluate the role of technology in Federal Reserve, commercial banks, insurance companies, mutual funds, investment banks, pension funds, federal regulatory agencies, and federal and state guaranty institutions.
- Understand the nature of financial intermediation and regulations carried out by the main non-bank financial sub-sectors.
- Analyze differentiated markets and generalize the importance of major and minor markets in Indian industry with SEBI regulations.

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:

Banking and Non Banking Institutions: Commercial banks – Growth and structure of commercial Banks- competition, interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations- e-banking- Risk Management in Banking. Co-operative banks-Features, Structure and Growth, Government initiatives to strengthen the co-operative banks.

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:

Financial and Securities Markets: Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organization and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets. Role and functions of Clearing Corporation of India Ltd.

UNIT - IV:

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

Suggested Readings:

- L. M. Bhole: Financial Institutions and Markets, TMH, 2012.
- M. Y. Khan: Financial Services, TMH, 2012.
- S. Gurusamy: Financial Services and System, Cengage, 2012
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
- Frank. J. Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.
- Anthony Saunders – Financial Markets and Institutions – PHI learning

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - FINANCE	L	T	P	C
GF2F4		3	0	0	3

STRATEGIC INVESTMENT AND FINANCING DECISIONS

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

Course outcomes:

Upon successfully completing the course, students should be able to understand the

- a) Investment Decisions in Risk and uncertainty
- b) Strategic investment decisions
- c) Investment Appraisal Techniques
- d) Financing Decisions

UNIT - I:

Investment decisions under conditions of Risk and uncertainty: Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, Probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects.

UNIT - II:

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

UNIT - III:

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

UNIT - IV:

Strategic Analysis of selected investment decisions: Lease Financing, Operating Risk, borrowing vs. procuring. Hire purchase and Installment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

UNIT - V:

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

Suggested Readings:

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

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MBA IV-SEM**R18**

COURSE CODE	FUNCTIONAL ELECTIVE - FINANCE	L	T	P	C
GF2F5		3	0	0	3

INTERNATIONAL FINANCIAL MANAGEMENT

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

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a) International Financial Management
- b) Balance of Payments
- c) Foreign Exchange Markets
- d) Asset and liability Management.

UNIT - I:

Introduction: An overview, Importance, nature and scope of International Financial Management, Domestic FM Vs. IFM, International Business Methods, Recent changes and challenges in International Financial Management.

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:

Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market. Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

UNIT - IV:

(a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

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

UNIT - V:

Asset–liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management.

International Financing: Equity, Bond financing, parallel loans - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

Suggested Readings:

- Jeff Madura, International Corporate Management, Cengage, 2012.
- Alan C. Shapiro, Multinational Financial Management, John Wiley, 2012
- S. Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
- Sharan. V, International Financial Management 5e, PHI, 2012
- P. G. Apte, International Financial Management, TMH 2012.
- Madhu Vij: International Financial Management, Excel, 2012.
- S. Kevin – International Financial Management – PHI Learning.
- V. Sharan, International Financial Management, 6th Edition – PHI Learning

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - FINANCE	L	T	P	C
GF2F6		3	0	0	3

FINANCIAL DERIVATIVES

Course Objectives:

- a) To provide a comprehensive analysis on the properties of options and futures.
- b) To offer a theoretical framework within which all derivatives can be analyzed and valued.
- c) To provide a solid foundation for advanced courses of the program such as fixed income analysis and financial engineering.

Course outcomes:

Upon successful completion of the course the students should be able to:

- a) Understand the basic types of derivatives, their payoff functions, their developments, and the economic roles they play in the financial markets.
- b) Understand the basic risk management and trading strategies using derivatives.
- c) Understand no-arbitrage principle and its role in pricing financial forwards and futures.
- d) Understand the design and pricing of a forward rate agreement; understand the payoff of a Eurodollar futures; understand the design of swaps and how to determine the swap rate by using no-arbitrage principle.

UNIT-I:

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

UNIT-II:

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

UNIT-III

- a) **Options** – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.
- b) **Basic Option Strategies**, Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

UNIT-IV:

Commodity Market Derivatives- Introduction, Types, Commodity Futures and Options, Swaps. Commodity Exchanges - MCX, NCDEX- Role, Functions & Trading.

UNIT-V:

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

Suggested Readings:

- John C Hull: Options, Futures and other derivatives, Pearson, 2012.
- Robert A Strong: Derivatives – An Introduction, Thomson, 2012
- Gupta: Financial Derivatives, PHI 2012
- Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
- Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
- Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

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MBA III-SEM

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COURSE CODE	FUNCTIONAL ELECTIVE - HUMAN RESOURCE	L	T	P	C
GF2H1		3	0	0	3

PERFORMANCE MANAGEMENT SYSTEMS

Course Objective:

- a) To identify the fundamental concepts of Performance management
- b) To acquire knowledge in measuring performance and managing in organizations
- c) To understanding of the process of managing performance to achieve the organization's current and future objectives
- d) To give insights on how to identify, integrate & retain talent in an organization to deliver high performance
- e) To understand the basic concepts of 'Performance Management' and as a tool to measure performance of employees in the workplace

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a) Significance of Performance Management
- b) Communication of Performance Management
- c) Performance Management and Development of Employees
- d) Reward System,
- e) Other performance related concepts.

UNIT - I:

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

UNIT - II:

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

UNIT - III:

Performance Management and Employee Development: Performance Management Skills, performance Management Framework, Employee Assessment system, Role of HR Professionals in Performance management.

UNIT - IV:

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

UNIT - V:

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

Suggested Readings:

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

- D.K. Bhattacharya -Performance Management System & Strategy – Pearson Publications
- T.K.RAO -Performance Management towards Organisation Excellence – Sage Publication

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(AUTONOMOUS)**

MBA III-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - HUMAN RESOURCE	L	T	P	C
GF2H2		3	0	0	3

LEARNING AND DEVELOPMENT

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

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a) The importance of Learning performance
- b) Training and Development
- c) Training Need Analysis
- d) Training Methods

UNIT - I:

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

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 MDPs.

UNIT - V:

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

Suggested Readings:

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

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MBA III-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - HUMAN RESOURCE	L	T	P	C
GF2H3		3	0	0	3

EMPLOYEE RELATIONS MANAGEMENT

Course objective:

- a) To give students insights in to the Industrial Relations scenario in India
- b) To understand important Laws governing Industrial Relations
- c) To Study Various Industrial Relations practices in the organisation
- d) To understand Grievance handling & collective bargaining.

- e) To study various aspects of labour welfare

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a) Importance of Employee Relations
- b) Collective Bargaining Mechanism
- c) Parties and role in Industrial Relations
- d) Labour Legislation aspects.

UNIT - I:

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

UNIT – II:

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

UNIT - III:

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

UNIT - IV:

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

UNIT - V:

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

Suggested Readings:

- C S Venkataratnam: Management of Industrial Relations, Oxford University Press, 2009.
- Memoria and Gauskar: Dynamics of Industrial Relations, Himalaya, 2009
- Arun Monappa: Industrial Relations, TMH, 2009

- Tapamoy Deb: Managing Human Resources & Industrial Relations, Excel, 2009
- B D Singh: Industrial Relations & Labour Laws, Excel, 2009.
- Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson, 2009.
- P.K. Padhi: Labour and Industrial Laws, PHI, 2009.

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - HUMAN RESOURCE	L	T	P	C
GF2H4		3	0	0	3

COMPENSATION & REWARD MANAGEMENT

Course objective: To understand the systems, methods and procedures involved in establishing and administering compensation and reward within an organization.

Course outcomes:

Upon successfully completing the course, students should be able to understand

- Determinants and consequences of compensation.
- Considerations in rewarding individual and team contributions
- Key issues in managing employee reward systems
- Develop appropriate reward and compensation policies.
- Establish factors to consider when developing a compensation structure.

UNIT - I:

Compensation and reward – concept of compensation and reward – compensation management – compensation systems - three P compensation - emerging trends – theories – micro and macro perspectives

UNIT- II:

Pay structure - traditional and emerging payroll – incentive pay – person- focused pay –designing compensation systems - employee benefits – Performance linked compensation and variable compensation - discretionary benefits – employer-sponsored retirement plans and health insurance programmes - Legally required benefits.

UNIT - III:

Compensation Designing – job analysis –job description – job evaluation – designing components of compensation structure - managerial pay including CEO’s Compensation – compensating executives – compensating the flexible workforce

UNIT - IV:

Expatriate compensation – Tax planning - Compensation issues around the world – compensating expatriates

UNIT - V:

Compensation Management – managing, motivation and incentives – implementing and improving compensation – wage and salary fixation machinery – legislations to control compensation – tools of compensation management.

Suggested Readings:

- BD. Singh, Compensation and Reward Management, Excel Books, 2007
- Richard I Henderson, Compensation Management in a Knowledge-Based World, Pearson, 2007
- Joe Martocchio, Strategic Compensation: A Human Resource Management Approach, Pearson, 2011
- ER Sony Shyam Singh, Compensation Management, Excel Books, 2007
- Tapomoy Deb, Compensation Management, Excel Books, 2008
- Mousemi S. Bhattacharya & Nilanjan Senguptha, Compensation Management, Excel Books, 2008

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - HUMAN RESOURCE	L	T	P	C
GF2H5		3	0	0	3

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

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

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a) Cultural aspects of IHRM
- b) Role of IHRM in Successful MNC

- c) Global human Resource Planning
- d) Training and development of Global employees
- e) Performance Management of Global employees.

UNIT - I:

IHRM and Overview- Global Market Context-Key Perspective in Global Workforce Management - **Cultural Foundations of International Human resource Management**-Understanding culture-Major models of National Culture- final Caveats on Culture and Global Workforce Management- **Changes and challenges in the Global Labor Market-** Globalization-Technological Advancement- change in labour force Demographics and Migration-Emerging on the contingent workforce- Offshore sourcing- global workforce Management challenges.

UNIT- II:

The key role on International HRM in Successful MNC Strategy-Knowledge Transfer-Global Leadership training and Development-Strategic Control Needs-Competitive strategy of Multinational Corporations-Structuring for Optimal Global Performances- Linking Human Resource management practices to Competitive Strategy and Organization Structure-Paradigm Shift of international Human Resource Management form contingency model to Process Development.

UNIT- III:

Global Human Resource Planning – From strategy to Decision about work Demand and labour supply External Environment Scanning- Job Design for Meeting Global Strategy work demand HR planning for the Long Term-**Global Staffing:** General Actors Affecting Global Staffing-Global Recruitment of Human Resources-Global selection of Human Resources. Trends in global HR planning.

UNIT - IV:

Global Workforce Training and Development: Strategic role of Training and Development in the global Market Place- Fundamental concepts and principles for Guiding Global Training and Development- Training imperative for the global workforce- **Managing International Assignments**-Expatriate Preparation, Foreign Assignment an Repatriation-International Assignments considerations for Special Expatriates-New and Flexible International Assignments.

UNIT - V:

Global workforce performance Management: Performing Management Process-Important consideration for Global Performance Management-Planning and Implementing Global Performance Appraisal- **Compensation for 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.

Suggested Readings:

- Charles M Vance and Yongsunpaik, Managing Global Work force, PHI, 2009.
- Mark E. Mendenhall, Gary R. Oddou, Gunter K. Stahl, Reading and Cases in International
- Tony Edwards and Chris Rees: International Human Resource Management, Pearson, 2009.
- Nilanjan Sengupta, Mousumi S. Bhattacharya, Excel Books, 2007.

- Peter Dowling, International Human Resource Management: Managing People in a Multinational Context, 5e, Thomson, 2008.
- K. Aswathappa, Sadhna Dash, International Human Resource Management, Tata Mc Graw Hill, 2008.
- S. K. Bhatia, International Human Resource Management, Deep & Deep Publications, 2005.

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - HUMAN RESOURCE	L	T	P	C
GF2H6		3	0	0	3

LEADERSHIP AND CHANGE MANAGEMENT

Course Objective: To understand leadership traits, styles and theories to manage change in the organization.

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a. Leadership, Role and function of a Leader
- b. Leadership theories and styles
- c. Organizational change concepts
- d. Perspectives of change
- e. Strategies for Managing change

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 - II:

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

UNIT - III:

Organizational Change – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective – Resource dependence Perspective - Population Ecology Perspective - Institutional perspective.

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.

UNIT - V:

Strategies for Managing Change: Systematic approaches to Change, the hard systems model of change, Soft systems models of change – Organizational Development, The OD process, OD-an action –research based model of change, Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, the multiple paths to change. Developing Leadership Skills.

Suggested Readings:

- Gary Yulk, Leadership in organizations, Pearson, 2012.
- Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
- Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 2011.
- Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010
- Mark Hughes, Managing Change, Universities Press, 2011.
- Nic Beech and Robert Macintosh, Managing Change, Cambridge University Press, 2012.

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MBA III-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - ENTREPRENEURSHIP	L	T	P	C
GF21E1		3	0	0	3

START UP MANAGEMENT

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

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a) Startup opportunities
- b) Legal and other requirements for new ventures
- c) Financial Issues of startups
- d) Sustainability and growth of startups
- e) Exit strategies

UNIT - I:

Startup opportunities: The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Startup Equation- The Entrepreneurial Ecosystem –Entrepreneurship in India. Government Initiatives.

UNIT - II:

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

UNIT - III:

Startup 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:

Startup Survival and Growth: Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures - preparing for change - Leadership succession. Support for growth and sustainability of the venture.

UNIT - V:

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

Suggested Readings:

- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
- Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
- S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
- Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009.

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MBA III-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - ENTREPRENEURSHIP	L	T	P	C
GF2E2		3	0	0	3

MSME MANAGEMENT

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

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a) Issues and Challenges in MSMEs
- b) Setting up of MSMEs
- c) Management of MSMEs
- d) Institution and Government support.

UNIT - I:

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

UNIT - II:

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

UNIT - III:

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

UNIT - IV:

Management of MSME: Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance

UNIT - V:

Role of Government in promoting Entrepreneurship: MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

Suggested Readings:

- Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.
- Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
- Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
- Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications.
- Sarika Lahona - M.S.M.E. for Inclusive Growth – U.B.S. publishers
- Vasant Desai, Small Scale Industries and Entrepreneurship – Himalaya Publishing house

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MBA III-SEM**R18**

COURSE CODE	FUNCTIONAL ELECTIVE - ENTREPRENEURSHIP	L	T	P	C
GF21E3		3	0	0	3

FAMILY BUSINESS MANAGEMENT

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

Course outcomes:

Upon successfully completing the course, students should be able to understand

- Perspectives in Family Business
- Ownership Challenge and Family Governance
- Successor Development strategies
- Strategic Planning and Transgenerational Entrepreneurship
- New Leaders of the Evolution and Change.

UNIT - I:

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

UNIT - II:

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

UNIT - III:

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

UNIT - IV:

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

UNIT - V:

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

Suggested Readings:

- Ernesto J. Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
- Sudipt Dutta, Family Business in India, Sage Publications, 1997.
- Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
- John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.
- M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - ENTREPRENEURSHIP	L	T	P	C
GF22E4		3	0	0	3

ENTREPRENEURIAL FINANCE

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

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a) Financing through venture life cycle
- b) Organizing and operating the enterprise
- c) Financial Planning of an enterprise
- d) Valuation of an enterprise
- e) Financing for growing enterprises.

UNIT - I:

Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

UNIT- II:

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

UNIT - III:

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

UNIT - IV:

Venture Valuation: Valuing Early Stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

UNIT - V:

Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, soliciting investments in the new fund, Capital Call, conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Suggested Readings:

- Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
- Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
- M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.
- Steven Rogers – Harvard B. School -Entrepreneurial Finance 3rd Edition – Mc.Grahills

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - ENTREPRENEURSHIP	L	T	P	C
GF22E5		3	0	0	3

ENTREPRENEURIAL MARKETING

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

Course outcomes:

Upon successfully completing the course, students should be able to understand

- Marketing mix of an enterprise
- Growth and marketing strategies
- Market Development strategies
- Contemporary issues in Entrepreneurial marketing.

UNIT – I:

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

UNIT – II:

Enterprise Growth: Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

UNIT – III:

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

UNIT– IV:

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

UNIT – V:

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

Suggested Readings:

- Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
- Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
- Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.
- Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
- Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
- Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies with Growth Ambitions, Garant Publishers, 2011.

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MBA IV-SEM

R18

COURSE CODE	FUNCTIONAL ELECTIVE - ENTREPRENEURSHIP	L	T	P	C
GF22E6		3	0	0	3

CREATIVITY INNOVATION AND ENTREPRENEURSHIP

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

Course outcomes:

Upon successfully completing the course, students should be able to understand

- a) Basics of Creativity
- b) Creative Problem solving
- c) Creative Intelligence
- d) Perspectives of Innovation

UNIT - I:

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

UNIT - II:

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

UNIT - III:

Creative Intelligence: Creative Intelligence abilities - A model of Creative Intelligence - Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment, understanding the competitors.

UNIT - IV:

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

UNIT - V:

Perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level-Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

Suggested Readings:

- Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
- Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
- A. Dale Timpe, Creativity, Jaico Publishing House, 2003. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
- P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009.
- Innovation Management-

MBA IV-SEM

R18

COURSE CODE	COMPREHENSIVE VIVA	L	T	P	C
GE22B		3	0	0	3

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

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

- a) Firm grounding of fundamentals of core subjects of management.
- b) The ability to put across the concepts with ease and good clarity.
- c) The ability to use the theoretical framework to solve specific management problems.
- d) Demonstrating one's competency in management subjects.

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

MBA IV-SEM**R18**

COURSE CODE	PROJECT REPORT I STAGE SUBMISSION (Seminar)	L	T	P	C
GE22C		3	0	0	3

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

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

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(AUTONOMOUS)**

MBA IV-SEM**R18**

COURSE CODE	MAIN PROJECT	L	T	P	C
GE22D		3	0	0	3

The student is expected to do a project in a research topic, specialization or Industry of his choice for the period allotted for the purpose under the academic calendar and submit a report on the same to the college. There will be internal guide and an external guide to oversee the project being done by the student. The topic can be from any specialization or a cross disciplinary in nature. The topic and the institution where the project is done, needs to be approved by the HOD The MBA project course is for 100 marks, out of which 25 are internal and 75 are external and students are expected to complete the project within the time frame.