



## COURSE STRUCTURE

### MBA I SEMESTER

S. No	Course Code	Course Title	Hours per week			Total contact hours	Credits
			Lecture	Tutorial	Practical		
1	18MB1T01	Management Process & Organizational Behavior	4	1	--	5	4
2	18MB1T02	Managerial Economics	4	1	--	5	4
3	18MB1T03	Financial Accounting & Analysis	4	1	--	5	4
4	18MB1T04	Business Communication & Soft Skills	4	1	--	5	4
5	18MB1T05	Quantitative Techniques For Business Decisions	4	1	--	5	4
6	18MB1T06	Business Environment & Policy	4	1	--	5	4
7	18MB1L07	Information Technology Lab	--	--	3	3	2
<b>Total</b>						<b>33</b>	<b>26</b>

### MBA II SEMESTER

S. No	Course Code	Course Title	Hours per week			Total contact hours	Credits
			Lecture	Tutorial	Practical		
1	18MB2T01	Financial Management Theory and Practice	4	1	--	5	4
2	18MB2T02	Human Resource Management	4	1	--	5	4
3	18MB2T03	Marketing Management	4	1	--	5	4
4	18MB2T04	Production and Operations Management	4	1	--	5	4
5	18MB2T05	Research Methodology for Managers	4	1	--	5	4
6	18MB2T06	Business Ethics & Corporate Governance	4	1	--	5	4
7	18MB2T07	Tourism & Hospitality Management	4	1	--	5	4
<b>Total</b>						<b>35</b>	<b>28</b>



### MBA III SEMESTER

S. No	Course Code	Course Title	Hours per week			Total contact hours	Credits
			Lecture	Tutorial	Practical		
1	18MB3T01	Strategic Management	4	1	--	5	3
2	18MB3L02	Data Science using R	0	0	6	3	3
3	18MB3T03	Operations Research	4	1	--	5	3
4		Elective -1 Paper 1	4	1	--	5	3
5		Elective -1 Paper 2	4	1	--	5	3
6		Elective -2 Paper 1	4	1	--	5	3
7		Elective -2 Paper 2	4	1	--	5	3
<b>Total</b>						<b>33</b>	<b>21</b>

### MBA IV SEMESTER

S. No	Course Code	Course Title	Hours per week			Total contact hours	Credits
			Lecture	Tutorial	Practical		
1	18MB4T01	Logistics and Supply Chain Management	4	1	--	5	3
2	18MB4T02	Legal Aspects of Business	4	1	--	5	3
3	18MB4T03	Entrepreneurship & Project Management	4	1	--	5	3
4		Elective -1 Paper 3	4	1	--	5	3
5		Elective -1 Paper 4	4	1	--	5	3
6		Elective -2 Paper 3	4	1	--	5	3
7		Elective -2 Paper 4	4	1	--	5	3
8	18MB4P19	Project	--	--	--	--	6
<b>Total</b>						<b>35</b>	<b>27</b>

**Electives:** The student ought to choose any **TWO** specializations from the following areas and also from each specialization any **TWO** courses have to be chosen at the beginning of III semester.

### **MBA II YEAR III Semester Specialization Subjects**

#### **Finance**

- 18MB3T04 - Financial Markets and Services
- 18MB3T05 - Security Analysis & Portfolio Management
- 18MB3T06 - Banking & Insurance Management

#### **Marketing**

- 18MB3T07 - Consumer Behavior & Analysis
- 18MB3T08 - Digital & Social Media Marketing
- 18MB3T09 - Promotion & Distribution Management

#### **Human Resource Management**

- 18MB3T10 - Performance Management
- 18MB3T11 - Welfare Management
- 18MB3T12 - Compensation Management

#### **Business Analytics**

- 18MB3L13 - Data Visualization for Managers
- 18MB3L14 - Business Forecasting
- 18MB3L15 - Management Information System

#### **Entrepreneurship**

- 18MB3T16 - Micro Small Medium Enterprise Management
- 18MB3T17 - Venture Capital & Private Equity
- 18MB3T18 - Entrepreneurship & Innovation Management

### **MBA II YEAR IV Semester Specialization Subjects**

#### **Finance**

- 18MB4T04 - Risk Management & Derivatives
- 18MB4T05 - Tax Management
- 18MB4T06 - Strategic Financial Management

#### **Marketing**

- 18MB4T07 - International Marketing Management
- 18MB4T08 - Customer Relations & Services Marketing
- 18MB4T09 - Retail Management

#### **Human Resource Management**

- 18MB4T10 - Leadership Management & Team Dynamics
- 18MB4T11 - Change Management
- 18MB4T12 - Training & Development

#### **Business Analytics**

- 18MB4L13 - Database Management System
- 18MB4L14 - Marketing Analytics
- 18MB4L15 - Data warehousing and Data mining

#### **Entrepreneurship**

- 18MB4T16 - Corporate Entrepreneurship
- 18MB4T17 - Startup & New Venture Management
- 18MB4T18 - Social Enterprise Management



# I SEMESTER



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<b>MBA I SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
	<b>4</b>	<b>1</b>	<b>0</b>	<b>4</b>

### **18MB1T01: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR**

**Course Outcome** – The students will be enlightened with all the basic concepts and theories in organisation perspective and making them industry ready.

#### **Course Content**

**Unit – I** Nature of Management -Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and a System View.Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills.

**Unit—II** Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning –Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes - Management of Innovation - Entrepreneurial Management - Benchmarking

**Unit-III** Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic vs Adoptive Structures - Formal and Informal Organisation.

**Unit – IV** Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective.

**Unit – V** Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development, Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

#### **Text Book -**

1. Drucker, Peter, F., 1981. Management: Tasks, Responsibilities and Practices, Allied Publishers, New



Delhi.

2. Hodgets, Richard M., 1986, Management Theory: process and Practice, Academic Press, London.

**References:**

1. Stoner, James. A.F. and Freeman.E.R., 1989. Management, Prentice Hall of India, New Delhi.

2. Katz R.L., 1974. Skills of an Effective Administrator, Harvard Business Review, 52(5) 90- 102.

3. Newman, William Hsummer, Charles E. and Warren, E, 1974. The Process of Management: Concepts, Behaviour and Practice, Prentice Hall of India; New Delhi.

4. Alvin Toffler, 1970. Further Shore, Random House, New York

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**MBA I SEMESTER**

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4	1	0	4

**18MB1T02 MANAGERIAL ECONOMICS**

**Course Outcome** –The students are imbued with basic and intermediate economic concepts and make them to be best at economic and business analysis

**Course Content**

**UNIT –I** Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, Discounting Principle.

**UNIT –II** Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, law of Supply, Elasticity of Supply.

**UNIT –III** Supply and Production Analysis: Production function, Marginal Rate of Technical Substitution, Production functions with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

**UNIT –IV** Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run —cost curves– Average total cost curve – Cost - Volume – Profit analysis - Pricing methods in practice – Managerial Theories of a firm – Marris& Williams Models.

**UNIT-V** Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run - Features and Evaluation of Sole Trader, Partnership, Joint Stock Company – State/Public Enterprises and their forms.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Text Books -**

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.

**References**



4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi,2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company ltd,New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: ‘**Managerial Economics**’, Himalaya Publishing House, Mumbai, 2008.
8. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: ‘**Managerial Economics**’, Sultan Chand and Sons, New Delhi, 2002.
10. NarayananNadarE, Vijayan S: ‘**Managerial Economics**’, PHI Private Limited, New Delhi,2009.





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**MBA I SEMESTER**

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**18MB1T03: FINANCIAL ACCOUNTING & ANALYSIS**

**Course Outcomes** – The students will be prepared with appropriate subject in Finance and Accounts domain, making them masters and give their best at problem solving skills.

**Course Content**

**UNIT-I Accounting Process:** Meaning of Accountancy, book-keeping and Accounting, Definition of accounting, Accounting Cycle. Classification of accounts, Branches of accounting, accounting equation – objectives, Scope and nature of accounting. Users of accounting information. Introduction to GAAP, Accounting Concepts and conventions and their implications on the data generation. Books of original entry, ledger- Preparation of Trial balance.

**UNIT-II Understanding Terminal accounts:** Preparation and Presentation of income statement - Balance Sheet with Adjustments - Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of Financial Statements. Human resource accounting concept and importance.

**UNIT-III Valuation of Fixed Assets:** Meaning, definition of asset. Classification of Assets Concept of depreciation; Causes of depreciation; Depreciation, depletion, amortization, and dilapidation; Depreciation Accounting; Methods of recording depreciation; Methods for providing depreciation; Depreciation of different assets.

**UNIT-IV Financial Analysis:** The scope and purpose of financial analysis - financial statement analysis - Ratio analysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds - Preparation and analysis of funds flow statement and cash flow statement.

**UNIT-V A) Understanding Cost Concepts:** Introduction, Meaning of Cost, Objective of Costing, Classification of Cost, and - Elements of cost - Financial accounting Vs Management Accounting Vs Cost Accounting - Basic Cost concepts



**B) Marginal Costing and Applications:** - CVP analysis and decision making - Break Even analysis-Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision CVP under conditions of uncertainty - sensitivity analysis.

**Text Books -**

- Ashish K .Bhattacharya “Financial Accounting & Analysis” PHI, 2012.
- M.N.Arora: Cost & Management Accounting, HPH, 2011.

**References**

- V.Rajasekharam “Financial Accounting & Analysis” Pearson Education, New Delhi, 2012
- Ranjan Kumar Bal: “Financial Accounting & Analysis”, S.Chand, New Delhi, .2012
- Dr.P.Vijay Kumar: “Accounting For Managers” HPH-2014.
- K.K.Verma “Financial Accounting & Analysis” PHI, 2012.



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**MBA I SEMESTER**

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**18MB1T04: BUSINESS COMMUNICATION AND SOFT SKILLS**

**Course Outcomes** – The students are groomed with a channel of business communication skills and are best at bringing out productive work from within their colleague and associates.

**Course Content -**

**Unit – I** Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication skills – Understanding Cultural Effects of Communication.

**Unit – II** Managing Organization Communication - formal and Informal Communication- Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

**Unit-III** Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication.

**Unit-IV:** Business Writing Skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms - Academic Report Writing Difference between Academic and Business Reports Proposal Writing and Process Description, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, E-mail Messages.

**Unit-V:** Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report - • Technical Proposals • Writing Proposals • Supplementary Parts / Appended Parts • Citing sources

(Case Study is compulsory in all Units)



Text Books -

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi

Reference Books:

4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
6. UrmilaRai& S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.



**MBA I SEMESTER**

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**18MB1T05: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

**Course Outcomes – The students are trained at critical thinking, business analysis and out of box problem solving skills with proper domain knowledge**

**Course Content**

**Unit-I Introduction to Statistics**-Overview, origin and development and Managerial Applications of statistics and the branches of the study, statistics& computers, Diagrammatic and graphical representation of data, classification and tabulation of data. One dimensional, two dimensional, imitations of statistics.

**Unit-II Measures of central Tendency**- Mean, Median, Mode, Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation Skewness: Karle Pearson co-efficient of skewness, Bow leys co-efficient of skewnessKelley’s co-efficient of skewness.Theory and problems.

**Unit-III Concept of Probability**- Probability Rules – Joint and Marginal Probability, Simple problems on Addition Law of probability Multiplication Law of probability– Baye’s-Theorem- Probability Distributions- Binomial, Poisson, Normal.

**Unit-IV 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 Multipleand 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, measurement of seasonal variations- simple averages method, ratio to moving average, link relatives method and Index numbers – introduction Characteristics and uses of index numbers



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,types of index numbers , un weighted price indexes weighted price indexes, Tests of adequacy and consumer priceindexes, wholesale price index numbers, limitations of index numbers.

Text Books -

1. Levin R.I., Rubin S. David, “Statistics for Management”, 2015, 7th Ed. Pearson.
2. Gupta S.C, “Fundamentals of Statistics”, 2015, 6th Ed. HPH.,

### **References**

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



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**MBA I SEMESTER**

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**18MB1T06: BUSINESS ENVIRONMENT & POLICIES**

**Course Outcomes** – The students are dumped with domain knowledge, economic environment understanding and Global exposure & Legal framework

**Course Content**

**Unit –I The concept of Business Environment:** Internal, External, Micro, Macro and Global Environment as a tool of Managerial Practices, Business Environment in India - Social, Political, Demographic and Technological, Interaction Matrix of Different Environmental Factors, Indian economics: Issues and Challenges, Economic Systems, Balance of Payments.

**Unit –II Circular Flow of Money in a Multi-sector Economy:** Concepts and Measurement of National Income, Business Cycles: Phases, Privatization and Disinvestment - Concept of Inflation, Deflation, Stagflation etc. and Unemployment.

**Unit –III Income Generation Theories:** Consumption, Saving and Investment, Autonomous vs. Induced Investment and Multiplier, Pump Priming.

**Unit –IV Indian Economic Policies:** Industrial Policy, Monetary Policy & Fiscal Policy in an open Economy, Consumer Protection Policy, IPR, Taxation Policy-GST, RTI, FERA & FEMA, IT Act, International business environment: Nature- significance-Challenges and mechanisms, EXIM Policy WTO: Agreements in the Uruguay round, TRIPS, TRIMS and GATS, Disputes settlement Mechanism, Dumping and antidumping.

**Unit-V Legal Frame:** Competition Act, Bankruptcy code, NITI AYOJ, SICA 1985 - Industrial Sickness in India, BIFR 1995, Environmental Laws - Central Banking System, Financial Markets, FDI and FII Policy.

**Text Books**

1. Mishra, S. K. and Puri, V. K. - Economic Environment and Business, Himalaya Publishing House, New Delhi, fifth and Revised Edition, 2009.
2. Sapiro, E. - Macro Economic Analysis, Galgotia Publishing House, New Delhi, Fifth Edition.

**Reference Books**

1. Cherunillam, F. - Business Environment, Himalaya Publishing House, New Delhi
2. Dhingra, I. C. - The Indian Economy; Environment and Policy, Sultan Chand Publishers, New Delhi.



3. Dornbusch, R., Fischer, F. and Startz, R. - Macroeconomics, McGraw-Hill
4. Gupta, R.D. and Rana, A.S. - Keynes Post-Keynesian Economics, Kalyani Publisher, New Delhi.  
(Latest Edition)
5. Goyal, A. and Goyal, M. - Business Environment, VK India Publications, New Delhi.
6. Ghosh, B. - Economic Environment of Business, Vikash Publishing House, Delhi
7. Mishra, S. K. and Puri, V. K. - Indian Economy, Himalaya Publishing House, New Delhi
8. Saleem, S. - Business Environment, Pearson Education, Delhi, fourth Edition, Reprint, 2009.





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## MBA I SEMESTER

### 18MB1L07 INFORMATION TECHNOLOGY LAB

**Course Outcome** – A student will be equipped with ample knowledge and best usage of technical tools to be innovative and a proper Manager.

#### Course Contents

**Unit – IMS Word:** Word basics, formatting text and documents, tables, pictures, mail merging, SQL, short cut keys and its significance in present business environment.

**Unit – II MS-EXCELL:** Creating, editing and printing of worksheets. Data entry, formatting cells and cell referencing. Creating and using formulas and functions use of copy, move and paste options short cut keys, Decision making using advanced MS-EXCELL.

**Unit- IIIMS-ACCESS & Power point:** Filling a series, sorting data, querying of data. Charts, flow diagrams TQM methodologies, short cut keys. Preparation and presentation of slides for various business proposals and meetings.

**Unit- IV Financial modelling:** like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input generations.

**Unit – V Statistics for management** - correlation and regression analysis data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel).

Preparation and presentations of mini projects assigned for course work of first semester.

#### References:

1. Shelly, Cashman: “Microsoft copies 2007”, Cengage Learning, New Delhi. 2012



# II SEMESTER

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**MBA II SEMESTER**

L	T	P	C
4	1	0	4

**18MB2T01 FINANCIAL MANAGEMENT THEORY & PRACTICE**

**Course Outcomes** – The students will be prepared with appropriate knowledge in Finance domain, making them masters & give their best at critical thinking & problem solving skills.

**Course Content**

**UNIT –I Financial Management:** Concept - Nature and Scope - Evolution of financial Management -Goals and objectives of financial Management - Firm’s mission and objectives - Profit maximization Vs. Wealth maximizationVsValue Maximization - Major decisions of financial manager.

**UNIT-II Sources of Finance:** Introduction to Sources of finance- Long Term, Short term – Financial Instruments- Equity Shares, Preference Shares, Debentures, Bonds its features, characteristics and Accounting procedure for Issue of shares and Debentures(Simple problems).

**UNIT-III Financing Decision:** Concept of Capital Structure, Capital Structure Decisions and Theories of Capital Structure – EBIT –EPS analysis. Concept of leverage and types of leverage. Cost of Capital: Weighted Average Cost of Capital.

**UNIT –IV Investment Decision:** Concept of Time Value of money – Techniques of Time Value of Money– Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Payback period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

**UNIT-V Liquidity &Dividend Decision:** Meaning - Classification and Significance of Working Capital –Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement– Budget, Budgeting – types of budgets and preparation of budgets. Dividend Meaning and Significance – Major forms of dividends — Determinants of Dividend.



### **Text books -**

1. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
2. Sudarshan Reddy: Financial Management, HPH, New Delhi.

### **References**

1. P.Vijaya Kumar, M.Madana Mohan, G. SyamalaRao:“**Financial Management**”, Himalaya Publishing House, New Delhi,2013.
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012.Delhi,2012.
3. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.

**MBA II SEMESTER**

L	T	P	C
4	1	0	4

**18MB2T02 HUMAN RESOURCE MANAGEMENT**

**Course Outcome** –The students will be best endowed with leadership & team work and shall be toned professionals with ethics and social responsibility.

**Course Content**

**UNIT –IHRM:** Definition and Functions and Significance –Scope and evolution of HRM- Principles - HR policies–Functions of HR Manager-Role and position of HR department – Human Resource Management in Changing Environment-emerging trends in HRM.

**UNIT –IIFUNCTIONAL HRM:** HR Planning -Recruitment and Selection- Tests and Interview Techniques - Training and Development- Techniques – Training evaluation - retention - Job Analysis – job description and specifications -HRD concepts.

**UNIT –IIIPERFORMANCE APPRAISASL:** Meaning and Importance - Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation - Collective Bargaining–disputes resolution mechanisms-Grievances

**UNIT –IVWAGE AND SALARY ADMINISTRATION:** Wage and Salary- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation-Methods - Concept of Industrial Relations-Trade Unions - Employee Participation Scheme

**UNIT-VWELFARE MEASURES:** Welfare management: Nature and concepts – statutory and non-statutory welfare measures –Role of Welfare officer- incentive mechanisms- Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress - HRIS-HR Accounting-HR Audit.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Text Books -**

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013



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2. N.SambasivaRao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai

### References

3. Mathis, Jackson, Tripathy: “**Human Resource Management: A South-Asian Perspective**”, Cengage Learning, New Delhi, 2013
4. SubbaRao P: “**Personnel and Human Resource Management-Text and Cases**”, Himalaya Publications, Mumbai, 2013.
5. MadhurimaLall, SakinaQasimZasidi: “**Human Resource Management**”, Excel Books, New Delhi, 2010



**MBA II SEMESTER**

L	T	P	C
4	1	0	4

**18MB2T03 MARKETING MANAGEMENT**

**Course Outcomes** –The students are provided with basic domain knowledge and acts as a stepping stone for further proceedings and better helps in understanding business environment and global exposure in Marketing perspective.

**Course Content -**

**UNIT –I Introduction to Marketing:** Concept of Market, Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

**UNIT –II Market Segmentation, Targeting& Positioning:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning for competitive advantage.

**UNIT –III Pricing Strategy:** Objectives of Pricing - Methods of Pricing - Selecting the Final price -Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor’s price changes.

**UNIT –IV Marketing Communication:** Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation - Green marketing; Cyber marketing; Relationship marketing and other developments of marketing.

**UNIT –V Marketing Research:** Meaning and scope of marketing research; Marketing research process. Marketing Organisation and Control: Organising and controlling marketing operations, Social, ethical and legal aspects of marketing; Marketing of services; International marketing;

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Text Books -**

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013



2. Phillip Kotler: “**Marketing Management**“, Pearson Publishers, New Delhi, 2013.

*References*

3. RajanSexena: “**Marketing Management**“, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**“, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “**Marketing Management**“, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**“, Oxford University Press, Chennai, 2013.





**MBA II SEMESTER**

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4	1	0	4

**18MB2T04 PRODUCTION & OPERATIONS MANAGEMENT**

Course Outcomes - **The students are trained at critical thinking, business analysis and innovative problem solving skills with adequate domain knowledge**

**Course Content**

**UNIT –IIntroduction:** Overview & Definition of Production and Operations Management-. Understanding similarities and difference among products, goods and services. Nature and Scope of Production and Operations Management- Historical Evolution, Operations management strategy framework –Role & responsibilities of the production manager - Types of Manufacturing Processes.

**UNIT –IIProduction Planning and Control:** Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP-I, MRP-II, CRP. Maintenance management & Industrial Safety - ERP, lean system, Constrain management (TOC). . Inventory Control, Costs & Types of Inventory. – ABC, VED and FSN analyses. Value Analysis and value Engineering

**UNIT –IIISystem Design:**Product strategy and integrated product development. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Computer integrated manufacturing, DSS for operational management. Work Design: Method Study and Work Measurement - Work Sampling.

**UNIT –IVManaging of Work Environment:** – Automation --Technology Management - WasteManagement. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock – Inventory Control Systems – JIT, VMI.

**UNIT –VProduct Quality Improvement:** Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, improvements in productivity - new product development and design - stages & techniques



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**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**Text Books -**

1. PannerSelvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012

***References***

3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. AlanMuhlemann, JohnOakland,jastiKatyayani: “**Production and OperationManagement**”, Pearson, New Delhi,2013



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**MBA II SEMESTER**

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**18MB2T05 RESEARCH METHODOLOGY FOR MANAGERS**

**Course Outcomes –The students are trained at critical thinking, business analysis and best equipped with research oriented problem solving skills**

**Course Contents**

**Unit- I Introduction to Research:** Meaning of research; Types of research; the process of research; Research applications in social and business sciences; Features of a Good research study.

**Unit-II Research Problem and Formulation of Research Hypotheses:** Defining the Research problem; Management Decision Problem vs. Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.

**Unit –III Research Design:** Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design - Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations.

**Unit –IV Data and Sampling:** Classification of Data; Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method.**Attitude Measurement and Scaling:** Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement. **Questionnaire Design:** Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. **Sampling:** Sampling concepts- Sample vs Census, Sampling vs Non Sampling



error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion.

**Unit-V Testing of Hypotheses:** Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.- **Chi-square Analysis:** Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions.- **Analysis of Variance:** Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA.

#### **Text Books**

1. C.R.Kotari-“Research Methodology for Business”-Excel Publishing House.
2. Cooper R.Donald and Schindler S. Pamela: “*Business Research Methods*”, 9/e, Tata McGraw Hill, New Delhi.

#### **Reference books**

1. John W. Creswell Research design- Qualitative ,Quantitative and mixed methods approaches  
4<sup>th</sup> edition



**MBA II SEMESTER**

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**18MB2T06 BUSINESS ETHICS & CORPORATE GOVERNANCE**

**Course Outcomes** –The students shall be cultivated with ethics and social responsibility which in turn shall be the for the betterment of country and also for the overall development of the organization they are joining.

**Course Content**

**Unit-I: Understanding Corporate Governance:** Corporate governance – an overview, History of corporate governance- Concepts of Corporate Governance: Theory& practices of corporate governance, corporate governance mechanism and overview – land marks in emergence of corporate governance.

**Unit-II: Stakeholders:** Rights and privileges; problems and protection, Corporate Governance and Other stakeholders- Board of Directors: A Powerful Instrument in Governance; Role and responsibilities of auditors.

**Unit-III: Codes of corporate governance:** Development of codes and guidelines and summary of codes of best conduct, Banks and corporate governance; Ganguly committee’s Recommendation.

**Unit-IV: Business Ethics and Corporate Governance:** Corporate Social Responsibility: Justification, Scope and Indian Corporations-Environmental Concerns and Corporations: Indian Environmental Policy, The Role Of Media in Ensuring Corporate Governance; Ethics in Advertising.

**Unit- V: Acts & Policies:** Monopoly, Competition and Corporate Governance; MRTP Act and Competition Act, The Role of Public Policies in Governing Business, SEBI, The Role of Government in Developing and Transition Economics- Corporate Governance in Developing and Transition economies, Corporate Governance: Indian scenario, The Corporation in a Global Society.

**Text Books -**

1. Corporate governance: Principles, policies and Practices, Fernando, A.C., Pearson.
2. Business ethics: Concepts & cases, velasquez, Manuel G., Pearson.



3. Corporate governance: Principles, mechanism, and practices, Parthasarthy, Biztantra

**References**

4. Mallin, A. Christine, Corporate governance, Oxford University press.
5. Bajaj and Aggarwal, Business ethics, Biztantra.
6. Crane & Matten, Business ethics, Oxford.
7. Prasad, corporate governance, PHI learning Pvt Ltd.



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## MBA II SEMESTER

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### 18MB2T07 TOURISM & HOSPITALITY MANAGEMENT

**Course Outcomes** - Identify and describe the inter-connectedness between the different components of the tourism industry. Identify and describe the different forms of tourism demand and the key factors influencing tourism demand, supply, and motivation. Describe the economic, environmental and social/cultural impacts of travel and tourism.

#### Course Content

**Unit I** - Understanding tourism - Introduction to tourism: themes, concepts and issues - The evolution and development of tourism - Understanding tourism demand - Understanding the tourist as a consumer

**Unit II** - Understanding the tourism industry - Understanding and managing tourism supply: an introductory framework - Information communication technologies and e-tourism - Travel intermediaries: tour operators and travel agents - Transporting the tourist - Visitor attractions - Tourism accommodation and hospitality services

**Unit III** - The impact of tourism - Economic impacts - Social and cultural impacts - Environmental impacts - The challenge of sustainability

**Unit IV** – Introduction to Hospitality Industry - The hospitality industry and you - Forces affecting growth and change in the hospitality industry - Hotel and lodging operations - Forces shaping the hotel business. The role of service in the hospitality industry - Industry organization: chain, independent, or franchise?

**Unit V** - Management in the hospitality industry - Management: a new way of thinking - Planning in hospitality management - Organizing in hospitality management - Staffing: human-resources management in hospitality management - Control in hospitality management - Leadership and directing in hospitality management - - Competitive forces in food service - Issues facing food service - On-site food service.



### **Textbooks**

1. Stephen J. Page, & Joanne Connell. *Tourism: A Modern Synthesis*, 4th Edition, Cengage Learning EMEA, United Kingdom, 2014.
2. Charles R. Goeldner, & J. R. Brent Richie. *Tourism: Principles, Practices, Philosophies*, 12th Edition, John Wiley & Sons, Inc., New York, 2011.

### **Reference**

3. Clayton W. Barrows, Tom Powers, & Dennis Reynolds, *Introduction to Management in the Hospitality Industry*, 10th Edition, John Wiley & Sons, Inc., New Jersey, 2012.





# III SEMESTER



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**MBA III SEMESTER**

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**18MB3T01 STRATEGIC MANAGEMENT**

**Course objective**

The Strategic Management course is designed to explore an organization's vision, mission, examine principles, techniques and models of organizational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership.

**Course outcomes**

This Course will create knowledge and understanding of management concepts principles and skills from a people, finance, marketing and organizational perspectives the development of appropriate organizational policies and strategies within a changing context to meet stakeholder interests information systems to learn from failure key tools and techniques for the analysis and design of information systems, including their human and organizational as well as technical aspects.

**COURSE CONTENT**

**UNIT I**

**STRATEGY AND PROCESS**

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility.

**UNIT II**

**COMPETITIVE ADVANTAGE**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalizations and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies Resources and

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Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

### **UNIT III**

#### **STRATEGIES 10**

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

### **UNIT IV**

#### **STRATEGY IMPLEMENTATION & EVALUATION**

The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control.

### **UNIT V**

#### **OTHER STRATEGIC ISSUES**

Managing Technology and Innovation - Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy.

**Relevant cases have to be discussed in each unit.**

#### ***TEXTBOOK***

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill,2008



## ***REFERENCES***

1. Adriaus Haberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr. Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
5. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12th Edition, 2012.



## MBA III SEMESTER

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### 18MB3L02 DATA SCIENCE USING R

#### COURSE OBJECTIVES

In this course students learn how to program in R and how to use R for effective data analysis.. The course covers practical issues in statistical computing which includes programming in R, reading data into R, accessing R packages, writing R functions, debugging, and organizing and commenting R code. Topics in statistical data analysis and optimization will provide working examples.

#### COURSE OUTCOMES

1. Implement the basic concepts and data structures of R.
2. Implement loops and functions in R
3. Implement mathematical functions and handling files
4. Apply the different distributions
5. Use various graphical tools in R
6. Describe the properties of discrete and continuous distribution functions

#### CONCEPTS TO BE COVERED:

Introduction, How to run R, R Programming Structures, Control Statements, Loops, , Functions, Recursion, Doing Math and Simulation in R, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files, Creating Graphs, Saving Graphs to Files, Probability Distributions, Correlation and Covariance, Linear Models.

#### LIST OF EXPERIMENTS:

Exercise 1: Introduction to R Programming

Exercise 2: Getting Used to R: working with Data Structures

Exercise 3: Using Conditional & Iterative Statements in R

Exercise 4: Working with functions

Exercise 5: Doing Math and Simulation in R Math Functions

- Calculus
- Linear algebraic operations
- Set operations•

Exercise 6: Reading in Your Own Data Working with files

- Accessing the Keyboard and Monitor,

Exercise 7: Data visualization Charts and plots

- Find the mean, median, standard deviation and quintiles of a set of observations.
- Students may experiment with real as well as artificial data sets.



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Exercise 8: Probability Distributions. Generate and Visualize Discrete and continuous distributions using the statistical environment.

- Demonstration of Normal, binomial and Poisson distributions.

Students are expected to generate artificial data using and explore various distribution and its properties. Various parameter changes may be studied.

Exercise 9: Correlation Calculate the correlation between two variables. Use the scatter plot to investigate the relationship between two variables

Exercise 10: Fitting a straight line of type  $y = a + bx$

- A Statistical Model for a Linear Relationship
- The R Function: lm

### **TEXT BOOKS:**

- 1) Statistical Learning using R, WHITTON
- 2) The Art of R Programming, A K Verma, Cengage Learning.
- 3) R for Everyone, Lander, Pearson
- 4) The Art of R Programming, Norman Matloff, No starch Press.

### **REFERENCES:**

- 1) R Cookbook, Paul Teetor, Oreilly.
- 2) R in Action, Rob Kabacoff, Manning



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**MBA III SEMESTER**

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**18MB3T03 OPERATIONS RESEARCH**

**COURSE OBJECTIVES**

- To impart the basic concepts of modeling, models and statements of the operations research.
- Formulate and solve linear programming problem/situations.
- To solve transportation problems to minimize cost.
- Explain scheduling and sequencing of production.
- Apply Queuing theory to solve problems of traffic congestion, counters in banks, railway bookings etc.

**COURSE OUTCOMES**

At the end of the completion of this course the student will be able to

- 1: Formulate and solve the LPP with different methods.
- 2: Solve the transportation and assignment problems.
- 3: Understand the concept of game theory and to solve the problems in machine shop scheduling.
- 4: Understand and apply Queuing theory model and project scheduling techniques to real life problems.

**COURSE CONTENT**

**UNIT I**

**Introduction to Operations Research (OR) & Linear Programming(LP):** Nature & meaning of OR, management applications of OR, modeling in OR, principles of modeling, methods of solving OR models, characteristics of OR.

Problem formulation, Graphical method, Simplex method, Big-M method, Two-Phase Simplex method.

## UNIT II

**Transportation and Assignment Problems:** Transportation problem – formulation, different methods of obtaining initial basic feasible solution –North West Corner rule, Lowest Cost Entry method, Vogel's Approximation method; Optimality method – Modified Distribution (MODI) method.

Assignment Problem – formulation, Hungarian method for assignment Problem, Travelling- Salesman problem.

## UNIT III

**Game theory:** Optimal solution of two person zero sum games, the minimax (maximin) principle. Games without saddle points, mixed strategies. Dominance rule, algebraic solution and graphical method.

**Sequencing:** Introduction to Job shop Scheduling and flow shop scheduling, Solution of Sequencing Problem, Processing of n Jobs through two machines, Processing of n Jobs through m machines, graphical method.

## UNIT IV

**Project Management by PERT-CPM:** Introduction, Basic steps, network diagram representation, rules for drawing network diagram, I-J rule, time estimates and critical path in network analysis, project evaluation and review technique.

## UNIT V

**Queuing Theory:** Introduction – Terminology, Arrival Pattern, Service Channel, Population, Departure Pattern, Queue Discipline, Birth & Death Process, Single Channel Models with Poisson Arrivals, Exponential Service Times with finite queue length and non-finite queue length.

## ***TEXT BOOKS***

1. Sharma S.D., Operations Research: Theory, Methods and Applications, 15<sup>th</sup> Edition, Kedar Nath Ram Nath, 2010
2. Taha H.A., Operations Research, 9<sup>th</sup> Edition, Prentice Hall of India, New Delhi, 2010.





## ***REFERENCE***

1. Hiller F.S., and Liberman G.J., Introduction to Operations Research, 7<sup>th</sup> Edition, Tata McGraw Hill, 2010.
2. Sharma J.K., Operations Research: Theory and Applications, 4<sup>th</sup> Edition, Laxmi Publications, 2009.



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**MBA III SEMESTER**

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**18MB3T04 FINANCIAL MARKETS AND SERVICES**

**Course objective**

The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies. The course also provides information about the prevailing financial system in India.

**Course outcomes**

- 1 To basic knowledge about the finance concepts, markets and various services provided in those markets.
- 2 To provides adequate information about the roles of intermediaries and its regulating bodies.
- 3 To understand financial system in India.

**COURSE CONTENT**

**Unit – I**

**Introduction** - Overview of financial system in India – financial Concepts – Money market vs Capital Market – Composition of Money market – Money market Instruments – Recent developments in Money Market – **New Issue Market** – New issue vs Stock exchange – Methods of floating new issues – Guidelines and principal steps of a Public issue. Players in New issue market. Secondary Market – Stock Exchanges in India – Listing of securities – trading and settlement procedures – Online trading

**Unit – II**

**Securities and Exchange Board of India** - Malpractices in securities market – Deficiencies – SEBI Guidelines – Prohibition of Unfair trade practices – Investors protection – Measures – functions and working of OTCEI, NSE, BSE, MCE-SX – Depository system (NSDL, CDSL)



### **Unit – III**

**Financial Services:** Merchant Banking in India – Services of merchant banks – Guidelines for Merchant bankers – Hire purchase origin and Development – Bank Credit for Hire purchase business – Concept of Leasing – Steps – Accounting treatment of lease – Method of Ascertaining Lease rentals – Discounting, Factoring and Forfeiting

### **Unit – IV**

**Venture Capital and Mutual Fund:** The Indian Scenario of Venture Capital – Suggestions for the growth – Nitin Desai Committee’s recommendations – Origin and types of Mutual Fund – risk involved in MF - NAV of MF – Performance evaluation of MF – Selection of MF – Reasons for slow growth.

### **Unit – V**

**Derivatives and Credit Rating:** Derivatives – Kinds of Financial Derivatives – Forwards – Futures – Options – Swaps – Recent Developments – Indian Scenario – Credit rating in India – Credit rating New Symbols – Credit rating Agencies in India – SEBI guidelines 1999 - Practical Problems.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
2. Prasanna Chandra, “**Investment Analysis and Portfolio Management**”, TMH, New Delhi,

### ***REFERENCES***

1. E. Gordon and K. Natarajan : **Financial Markets and Services**, Himalaya Publishing House, 2015
2. Bharti V. Pathak, “The Indian Financial System”, Pearson Education [India] Ltd., Year 2006.
3. Meir Kohn, Financial Institutions and Market, Tata MC Graw-Hill Publication, Year-1999.

**MBA III SEMESTER**

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**18MB3T05 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**COURSE OBJECTIVE**

The students are able to know about investment environment and learn appropriate subject in Investment area like securities, stock market, portfolios, and mutual funds, making them masters and give their best at problem solving skills and decision making and participating in stock market.

**COURSE OUTCOMES**

1. To facilitate basic knowledge about investment, various sources of investment information.
2. To provides appropriate knowledge about various Fixed Income securities and their valuation.
3. To provide Knowledge in the area of Equity shares and valuation approaches of Equities.
4. To facilitate basic knowledge regarding Portfolio and portfolio theories.
5. To provide Knowledge in the area of Mutual Funds, Performance Evaluation of MF & Portfolios.

**COURSE CONTENT**

**UNIT -I**

**Investment Analysis:** Definition of investment, Investment Decision Process; Sources of investment information; Investment vs. Speculation; Factors to be considered in investment decision: Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of realized return and expected return. Ex-ante and ex-post returns.

Measurement of risk & Return, Approaches to investment analysis-Fundamental and Technical Analysis; Efficient Market Hypothesis.

**UNIT -II**

**Valuation of Fixed Income Securities:** - Analysis, Valuation and Management Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, Holding Period Return, YTM, AYTm. Bond valuation: Bond-price theorems, Bond duration, Macaulay's duration and modified Macaulay's duration, Bond immunization.

### **UNIT-III**

**Valuation of Common Stocks:** - Analysis and Valuation: Basic Features of Common Stock, Approaches to valuation–Dividend-discount model, Intrinsic Valuation.; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

### **UNIT -IV**

**Portfolio Theory & Analysis:** Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, Sharpe single-index model. Capital market theory: Capital Market Line (CML), Security Market line (SML), Efficient Frontier. Capital Asset Pricing model (CAPM): over-pricing and under-pricing securities.

### **UNIT -V**

**Mutual Funds and Portfolio Evaluation:** Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds. Performance measures- Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

### ***TEXTBOOKS***

1. Prasanna Chandra, "**Investment Analysis and Portfolio Management**", TMH, New Delhi,
2. Preeti Singh, "**Investment Management**", Himalaya Publishing House. New Delhi.

### ***REFERENCES***

1. Punithavathy Pandian, "**Security Analysis and Portfolio Management**", Vikas Publishing House,
2. V.K.Bhalla: "**Fundamentals of Investment Management**", S.Chand, New Delhi, 2013
3. S. Kevin: "**Security Analysis and Portfolio Management**" TMH, New Delhi, 2010
4. Sudhindra Bhat, "**Security Analysis and Portfolio Management**", Excel Books.32
5. Shashi and Rosy: "**Security Analysis and Portfolio Management Investment Management**", Kalyani Publishers, New Delhi.



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**MBA III SEMESTER**

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**18MB3T06 BANKING & INSURANCE MANAGEMENT**

**Course objectives**

Understand the concept of banking, its significance, functions, bank nationalization and financial sector reforms. Know about different types of deposits and loans, principles of sound lending, forms of lending, subsidiary services and other contemporary services. Gain a comprehensive knowledge on the procedural formalities in dealing with different types of customers. Develop a perfect understanding of the procedure and precautions to be adopted by bankers in dealing with different types of securities. Competent in creating different types of charges and documentation in various types of Insurances.

**Course outcomes**

- To make the students understand the various services offered and various risks faced by banks.
- To make them aware of various banking innovations after nationalization.
- To give them an overview about insurance industry.
- To make the students understand various principles, provisions that govern the Life General Insurance Contracts.

**COURSE CONTENT**

**UNIT I**

Introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer-Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators Sources of Bank Funds.



## **UNIT II**

Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

## **UNIT III**

Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. Banc assurance, changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

## **UNIT IV**

Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance -Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages .

## **UNIT V**

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Peter.S.Rose & Sylvia. C. Hudgins: “Bank Management & Financial Services”, Tata McGraw Hill New Delhi, 2010,
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“Risk Management & Insurance”, Cengage Learning, New Delhi



## ***REFERENCES***

1. Reddy K S and Rao R N: “Banking & Insurance”, Paramount Publishing House 2013.
2. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
3. Harold. D. Skipper & W. Jean Kwon: “Risk Management & Insurance, Perspectives in a Global Economy”, Blackwell Publishing New Delhi.
4. NIA: “Life Insurance Principles and Practices”, Cengage Learning, New Delhi, 2013





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**MBA III SEMESTER**

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**18MB3T07 CONSUMER BEHAVIOR AND ANALYSIS**

**Course objectives**

The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course will enable students to develop marketing strategies that are consumer based and create and enhance customer value.

**Course outcomes**

1. Identify and explain factors which influence consumer behavior;
2. Demonstrate how knowledge of consumer behavior can be applied to marketing;
3. Display critical thinking and problem solving skills;
4. Gain, evaluate and synthesize information and existing knowledge from a number of sources and experiences;
5. In teamwork effectively to prepare a professional, logical and coherent report on consumer behavior issues within a specific context;

**COURSE CONTENT**

**UNIT I**

**Consumer Behavior:** Introduction to Consumer Behavior; Consumer Behavior and marketing Strategy, Methods of consumer research, analysis and applications in marketing. Contributing disciplines and areas. Diversity of consumers and their behaviors. Profiling and understanding the consumer needs. Segmentation, Consumer Decision making process and roles, Information Search Process; Evaluative criteria and decision rules. Are consumers Rational or emotional. Involvement theory and applications.

## UNIT II

**Determinants of CB:** Perceptions Thresholds of Perception, and process dynamics. Social Class, Life Style, Profile of Social Class, and Application of CB Personality: Nature, Theories, self concept, psychographic and life style. Culture: Characteristics, and Cross Cultural Understanding. Attitude: Structural Model of Attitude, Attitude formation & Change. Motivation: Needs/Motives & Goals, Dynamic Nature of Motivation, Arousal of Motives, and Theories. Perceptual mapping methods, multi dimensional scaling. Consumer imagery.

## UNIT III

Learning theories and their applications, Brand loyalty, Brand extensions. Conditioning theories, Cognitive learning theories; Concept and measurement of attitudes. Strategies of attitude change. Attribution theory and Cognitive dissonance. Persuasion and persuasibility.

## UNIT IV

**Consumer Decision Making Process:** Routinised Response, Limited and Extensive Problem Solving Behavior – Models of CB: Nicosia, Howard & Sheth, Engel-Kollat; Diffusion of Innovation: Elements, Decisions, Adoption Categories and Process. Family Decision Making – Environmental Influences on Consumer needs, theories of Motivation and their applications.

## UNIT V

**Marketing Research:** Product Research, Advertising Research, Copy Testing, Test Marketing, Sales & Marketing effectiveness, Cool hunting, and Commercial Eye Tracking – Marketing research in India – Ethical Issues Involved in Marketing Research.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Assael, H. Consumer Behaviour and marketing Action, Ohio, South Western, 1995
2. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press, 1993 Electives (Mktg)



## ***REFERENCES***

1. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc.1989
2. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995
3. Mowen, John C. Consumer Behaviour , New York, MacMillan, 1993
4. Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, 1994



**MBA III SEMESTER**

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**18MB3T08 DIGITAL & SOCIAL MEDIA MARKETNG**

**COURSE OBJECTIVES**

To enable students to learn about Digital Marketing, advertising, and various types of advertising, internet marketing, email & mobile marketing, social media channels and get brand awareness and making them effective in developing digital media marketing strategies, decision making.

**COURSE OUTCOMES**

1. Understand the digital marketing strategies prevalent in today's business world.
2. Understand various mobile marketing apps like click to call, mobile advertising, SMS marketing.

**COURSE CONTENT**

**UNIT-I**

**Introduction:** Digital revolution in marketing - technology behind digital marketing – understanding digital customer – Digital marketing for startups. Introduction to digital Advertising: Objectives, emerging trends in Advertising.

**UNIT-II**

**Internet marketing:** Micro and macro environments of internet – Internet marketing strategy the internet and marketing mix – relationship marketing using internet interactive marketing communications – maintaining and monitoring online presence – B2C & B2B internet marketing.

**UNIT-III**

**Email and Mobile marketing:** Email strategy and planning – advantages and challenges of email marketing. *Mobile marketing:* the role of mobile in personal communication – mobile messaging channels – mobile commerce – mobile for online marketing – augmented reality – mobile analytics.

## **UNIT-IV**

**Strategy & Implementation:** Market research: Online research strategies – cost and tools – digital data sources - content marketing strategy- design strategies – search engine optimization – The building blocks of marketing strategy – crafting marketing strategy.

## **UNIT-V**

**Social media Channels:** Social networking – location and social media – tracking social media campaigns- Social media strategy: business challenges – opportunities and threats – online branding.

**Relevant cases have to be discussed in each unit.**

## ***TEXT BOOKS***

1 Richard Gay, Alan Charles worth and Rita Essen, Online Marketing, Oxford University Press, 2016.

## ***REFERENCES***

1. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, Kevin Johnston. Internet Marketing Strategy, Implementation and Practice, 3<sup>rd</sup> Ed .Prentice Hall.
2. Rob Stokes e-Marketing: The essential guide to marketing in a digital world. 5<sup>th</sup> Ed. Quirk e-Marketing (Pty) Ltd.



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**MBA III SEMESTER**

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**18MB3T09 PROMOTION & DISTRIBUTION MANAGEMENT**

**COURSE OBJECTIVES**

Globalization, increased competition, rapid transformation in communication & information technology and need for higher level of customer orientation have made sales and distribution management extremely important. The purpose of this course is to acquaint the students with the concepts which are helpful in developing and managing sales force and marketing channels so as to gain competitive advantage. The course is designed to familiarize students with the concepts, techniques and the practical aspects of the key decision making variables in distribution channel management.

**COURSE OUTCOMES**

1. Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications.
2. Develop an advertising plan and present and defend it persuasively.
3. Contribute to evaluating the effectiveness of advertising and marketing communications initiatives.
4. Participate in the development of creative solutions to address advertising and marketing communications challenges.
5. Complete all work in a professional, ethical and timely manner.

**COURSE CONTENT**

**UNIT I**

**Introduction to Promotional Management:** Sales Display and Types Sales Promotion- Sales Promotion Objectives- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior, Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.



## **UNIT II**

**Introduction to Distribution Management:** Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs- Customer Service Standards- Strategic Issues in Physical Distribution- Challenges and Opportunities- From Physical Distribution to Marketing Logistics- Major Logistics Functions

## **UNIT III**

**Marketing Channels:** Nature and Importance of Marketing Channels- Emergence of Marketing Channel Structures- Types of Marketing Channels- Direct Marketing Channels vs Indirect Marketing Channels- Problems in Distribution- Selection of Distribution Channels- Channel Decisions

## **UNIT IV**

**Channel Institutions and Designing Channel System:** Wholesaling- Agent Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing Decision- Changing Patterns Channel Design Decisions- Channel Design Comparison Factors- Ideal Channel Structure Types of Channels- Implementation and Integration of Channel Design.

## **UNIT V**

**Ethical and Social Issues in Distribution Management:** Business Ethics and Sales Management- Ethical Issues facing Sales Managers- Managing Sales Ethics- Modeling Ethical Behavior- Making Decisions on Ethical Problems- Building a Sales Ethics Programme International Distribution- Challenges in Managing an International Distribution Strategy.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. K. Shridhara Bhat: "Sales and Distribution Management", Himalaya Publishing House, 2011.
2. Dr. Matin Khan: "Sales and Distribution Management", Excel Books, New Delhi, 2005

### ***REFERENCES***

1. Pingali Venugopal: "Sales and Distribution Management", Sage Publications, New Delhi, 2008.
2. Dr. S. L. Gupta: "Sales and Distribution Management", Excel Books, 2010



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**MBA III SEMESTER**

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**18MB3T10 PERFORMANCE MANAGEMENT**

**COURSE OBJECTIVES**

This course examines the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

**COURSE OUTCOMES**

1. Systematically decide and communicate strategic performance aims, objectives, priorities and targets.
2. Plan effective performance management policies and practices to improve organizational and employee performance.
3. Devise and sustain arguments for using appropriate performance management techniques, rewards and sanctions to improve performance.
4. Demonstrate the communication skills required when managing achievement and underachievement.
5. Critically evaluate the effectiveness of performance management.

**COURSE CONTENT**

**UNIT-I**

**INTRODUCTION TO PERFORMANCE MANAGEMENT**

Definition, importance - Principles of Performance Management- Historical developments in Performance Management – Methods of Performance management processes for managing performance, Linkage of Performance Management to Other HR Processes





## **UNIT-II**

### **PERFORMANCE MANAGEMENT PLANNING AND DEVELOPMENT**

Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process

## **UNIT-III**

### **PERFORMANCE APPRAISAL AND PERFORMANCE MANAGEMENT SYSTEM**

Definitions and Dimensions of PA, Purpose of PA, Performance appraisal Vs Performance Management Performance Appraisal Process, Methods of performance appraisal, Periodic reviews, Functions of Performance Management System, Competency based Performance Management Systems, Reward based Performance Management Systems, Electronic Performance Management Systems

## **UNIT-IV**

### **PERFORMANCE MONITORING AND COUNSELING**

Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills

## **UNIT-V**

### **PERFORMANCE MANAGEMENT SKILLS**

Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

- 1 Prem Chadha: “Performance Management”, Macmillan India, New Delhi, 2008.



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- 2 Michael Armstrong & Angela Baron, “Performance Management”: The New Realities, Jaico Publishing House, New Delhi, 2010.

### ***REFERENCES***

- 1 T.V.Rao, “Appraising and Developing Managerial Performance”, Excel Books, 2003.
- 2 David Wade and Ronad Recardo, “Corporate Performance Management”, Butter Heinemann, New Delhi, 2002.
- 3 Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2009



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**MBA III SEMESTER**

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**18MB3T11 WELFARE MANAGEMENT**

**Course objectives**

To have an effective human resource practice, the knowledge of Labour Legislation is an indispensable part. Especially in the Indian scenario, the Labor welfare and security is paramount in industrial relations solutions. Thus to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup. There are modules with conceptual, descriptive, analytical, practical and legal aspects.

**Course outcomes**

1. Would be able to understand labor welfare aspects in India
2. Would understand the Indian legal environment which are protecting the workforce in Indian industry
3. Would be able to understand developmental programs for welfare of the workers.

**COURSE CONTENT**

**UNIT I INTRODUCTION TO LABOUR WELFARE & LEGISLATION**

Labour welfare Concept and Scope, principles, Theories of labour welfare, labour welfare practices in India, role of welfare in industry. Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

**UNIT II INDUSTRIAL RELATIONS LEGISLATION**

Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

### **UNIT III WAGE AND SOCIAL SECURITY LEGISLATION**

Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

### **UNIT IV LABOUR WELFARE**

Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

### **UNIT V LABOUR WELFARE PROGRAMMES**

Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry. Social Security: Concept, social security measures in India, social security schemes of industrial workers.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOK***

1. Sharma A. M., "Aspects of Labour Welfare and Social Security", Himalaya Publishing House, Mumbai, 2014
2. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow, 1977

### ***REFERENCES***

1. Vaid K. N., "Labour Welfare in India", Sri Ram Centre for IR and HR, New Delhi, 2014.
2. Dr.SubbaRao, P., "Labour Welfare and Social Security", Himalaya Publishing House, Mumbai, 2013
3. Refer APPC prescribed text book PMIR&LW



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**MBA III SEMESTER**

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**18MB3T12 COMPENSATION MANAGEMENT**

**Course objective**

To provide an insight to students with respect to Compensation management in organizations, including the role of human resources management in dealing with employees, and methods used to provide compensation.

**Course outcomes**

1. Student will be able to understand the compensation function
2. Student will be able to analyze, integrate, and apply the knowledge to solve compensation related problems in organizations
3. Recognize how pay decisions help the organization achieve a competitive advantage.

**COURSE CONTENT**

**UNIT-I**

**INTRODUCTION TO COMPENSATION AND WAGE**

Compensation: Meaning, Importance, principles, Factors and latest trends in compensation Wage: Meaning, Scope and Significance, Concepts of Wage, Salary & its Determinants.

**UNIT-II**

**WAGE STRUCTURE**

Principles of wage and salary administration, methods of wage determination in India, Pay Commissions, Preparation of Pay-Roll, Methods of wage fixation (Simple Problems).

**UNIT-III**

**MANAGING EMPLOYEE COMPENSATION (BENEFITS)**

Nature and types of benefits, employee benefits programs, security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administrations, and employee benefits

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required by law, discretionary major employee benefits, employee services designing a benefits package, Different types of incentives.

#### **UNIT-IV**

##### **EXECUTIVE REMUNERATION**

Elements of executive compensation, unique features of Executive Remuneration CEO's & other Executives compensation package, new developments in CEO's & other Executives compensation.

#### **UNIT- V**

##### **INTERNATIONAL COMPENSATION**

Global convergence of compensation practices - Pay for performance for global employees - practices in different industries - Employee benefits around the world - CEO's & other Executives pay in a global context.

**Relevant cases have to be discussed in each unit.**

##### ***TEXT BOOK***

- 1 Milkovich, Newman & Gerhart, Compensation, TMH, 2011, 10th Edition
- 2 Dr.Kanchan Bhatia,Himalaya Publishing House

##### ***REFERENCES***

- 1 Sharma,A.M., Understanding wage systems in India. Himalaya Publishing House. Mumbai: 2014.
- 2 Richard I. Henderson, Compensation Management in a Knowledge-Based World, Pearson Education, 2009, 10th Edition.



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**MBA III SEMESTER**

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**18MB3L13 DATA VISUALIZATION FOR MANAGERS**

**Course objective**

This programme provides an exploratory tour of big data, data analytics, data science, machine learning and artificial intelligence. It introduces the various tools and techniques used by data science teams today. A roadmap of how to build an internal data science competency in an organization will be discussed. The programme provides exposure to building static and interactive graphics using Tableau and Python including a demonstration on the building of actual analytics models in Python.

**Course outcomes**

1. To familiarize the students with fundamental concepts of Data Visualization.
2. Students will learn and understand the basic tools used for visualizing data
3. Students will be able to demonstrate skills to use modern computing paradigms and computing platforms on data.

**COURSE CONTENT**

**UNIT-I**

**Data Visualization:** Ways of Representing Visual Data Techniques Used for Visual Data Representation, Types of Data Visualization, Applications of Data Visualization, Visualizing Big Data Tools Used in Data Visualization ,Tableau Products.

**UNIT-II**

**Data Visualization Using Excel:** Creating Combination of Charts, Creating a Combo Chart with Secondary Axis, Discriminating Series and Category Axis , Chart Elements and Chart Types, Data Labels, Quick Layout, Using Pictures in Column Charts, Band Charts, Thermometer Chart Gantt Charts, Waterfall Chart, Spark lines, Pivot Charts, Pivot Charts with Pivot Tables, Pivot Charts without Pivot Tables.



### UNIT-III

**Data Visualization with Python : Matplotlib Package:** Interactive Graphs Vs Image Files, Saving Graphs to files . **Plotting Graphs:** Lines and Markers, Plotting Several Graphs on One Figure, Line Widths and Marker Sizes, Colors. **Controlling Graphs:** Axis, Grid and Ticks, Subplot, Erasing the Graph. **Adding Text:** Title, Axis Labels and Legend, Text Rendering, Mathematical Symbols and Expressions. **More Graph Types:** Bar Charts, Histograms, Pie Charts, Logarithmic Plots ,Polar Plots, Stem Plots, Additional Graphs, Getting and Setting Values, Patches.

### UNIT-IV

#### **Performing Graphical Analysis in R:**

Using Plots, Using Plots for a Single Variable, Using Plots for Two Variables ,Saving Graphs to External Files, Advanced Features of R.

### UNIT-V

#### **Data Visualization with Tableau:**

Introduction to Tableau Software ,Tableau Desktop Workspace ,Data Analytics in Tableau Public ,Using Visual Controls in Tableau Public, Overview of Tableau 9.0

### **TEXTBOOKS**

1. DT Editorial Services. 2016. **Big Data Black Book**. Dreamtech Press.
2. Shai Vaingast. 2014. **Beginning Python Visualization** Crafting Visual Transformation Scripts. 2<sup>nd</sup> Edition. Apress

### **SUGGESTED READING**

1. White, Tom. 2012. **Hadoop: The Definitive Guide**. 3<sup>rd</sup> Edition. O'Reilly Media
2. Wes, Mc Kinny. 2012. **Python For Data Analysis**. 1<sup>st</sup> Edition. O'Reilly Media





## **MBA III SEMESTER**

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## **18MB3L14 BUSINESS FORECASTING**

### **COURSE OBJECTIVE**

To introduce the student to time series models and associated forecasting methods, and show them how such models and methods can be implemented using R.

### **COURSE OUT COMES**

Having successfully completed this module student will be able to:

- Students will have a command of business theory and practice in the field of business forecasting.
- Students who complete this course will demonstrate:
  - a) Mastery of fundamental business forecasting concepts and ability to integrate and apply these concepts to resolve practical business problems.
  - b) Proficiency at analyzing and interpreting numerical data to resolve practical business forecasting problems.

### **COURSE CONTENT**

#### **UNIT I**

Introduction to Forecasting: quantitative and qualitative methods; Time series models: decomposition, analysis and removal of trend, seasonality, and cycle;

#### **UNIT II**

Exponential Smoothing Methods: Single Exponential, Holt and Holt-Winters Methods;

#### **UNIT III**

Box-Jenkins Methods for ARIMA models;

#### **UNIT IV**

Simple and Multiple Regression Techniques;

#### **UNIT V**

Introduction to Innovations State Space models.



### **Text books**

1. Hyndman, R.J. and Athanasopoulos, G (2013). Forecasting: Principles and Practice.

### **Reference**

2. Business Forecasting, (2009) 9th Edition, John E. Hanke and Dean Wichern, Pearson



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**MBA III SEMESTER**

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**18MB3L15 MANAGEMENT INFORMATION SYSTEM**

**Course objective**

1. To understand the basic principles and working of information technology.
2. Describe the role of information technology and information systems in business.
3. To contrast and compare how internet and other information technologies support business processes.
4. To give an overall perspective of the importance of application of internet technologies in business administration.

**Course outcomes**

1. Understand and apply the fundamental concepts of information systems.
2. Develop the knowledge about management of information systems.
3. Interpret and recommend the use information technology to solve business problems.
4. Apply a framework and process for aligning organization's IT objectives with business strategy.

**COURSE CONTENT**

**UNIT-I**

**MIS and It's Role In Organizations:** Open-Systems and Closed Systems D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.



## **UNIT-II**

**Deterministic Models:** Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS

## **UNIT-III**

**Application of DSS:** Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc.

## **UNIT-IV**

**Non-Optimizing Models of DSS:** Simulation Techniques and Monte- Carlo Methods.

## **UNIT-V**

**Application of DSS:** Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.

## **References**

1. V.S. Janaki Raman: Decision Support System, PHI Learning, New Delhi,2009
2. Mallah: Decision Support and Data Warehouse Systems, TMH New Delhi, 2002
3. Turbon: DSS and Intelligent Systems, Pearson Education, 2010.
4. George M.Marakas: “Decision Support Systems in the 21st Century”, 2/e,Pearson Education, New Delhi, 2008.



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**18MB3T16 MICRO SMALL MEDIUM ENTERPRISE MANAGEMENT**

**COURSE OBJECTIVES**

The objective of this course is to develop perspective and an appropriate understanding of startups and SMEs in the Indian Context, to make the understanding of the managerial dimensions of small business and startups, to enable students get equipped with necessary managerial skills for managing their enterprises in case of potentiality.

**COURSE OUTCOMES**

1. To learn about SMEs and Startups those are emerging in India.
2. To know about the Organization policies & process that would lead to the development of the company.
3. To identify the role of marketing conditions that are applicable through the support of people, it also focuses on HR roles in the organization.
4. The major role of the organization is to depend on the financial resources and support for the organization.
5. To make aware about the Production & Operations available for an Organization .

**COURSE CONTENT**

**UNIT-I**

Introduction: Definition and Meaning of Startups and SMEs — Role, Importance and their Present Status in Indian Economy — Factors Influencing their Emergence, Govt. Policies for Startups and SMEs in India — Problems and Challenges of Startups and SMEs — Managing Business Environment for SMEs — Management of Small Business Vis-à-vis Large Business.

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## **UNIT-II**

Managing Organization and Infrastructure: Design and Development of Organization Structure — Organization policies and processes – Managing Structure of a Successful Startup – Managing Ethics and Governance – Procurement of land and Building – Managing Expansion of Land and Building, Modernization and Technology up gradation, Management of Capital Expenditure – Management of advanced Technology.

## **UNIT-III**

Managing Marketing and Human Resource: Scanning of Internal and External Environment — New Business Model Development Process — Identifying New Market Segment, New Distribution Channels, Promotional Tools, Managing New Age Marketing Tools, and Managing Digital Marketing – Recruitment of Key Individuals — Manpower Planning and Sourcing — Developing and Managing Startup Team – Talent Management Practices in SMEs and Startups— Learning and Development of Productive employees in SMEs and Startups.

## **UNIT-IV**

Managing Finance: Sources of Finance — Challenges of Managing Finance, Taxation and Costing (traditional costing versus activity based costing) — Financing by Commercial Banks — Institutional Support to SMEs and Startups — Managing Finance from Venture Capitalists, Angel Investors and Private Equity — Managing Common Problems in Raising Finance.

## **UNIT-V**

Managing Production and Operations: Production in Small Businesses Vis-a Vis Production in large Business, Size of the Plant, Process, Planning and Control of Production in SMEs and Startups – Managing Cost of Production – Managing the Utilization of Production Capacities – Managing Technical Knowhow – Managing Lean Startups – Risk Management Framework in SMEs and Startups.

**Relevant cases have to be discussed in each unit.**

## ***TEXT BOOKS***

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Saini, J. S., 'Entrepreneurial Development Programmes and Practices', Deep & Deep Publications (P), Ltd.



## ***REFERENCE***

1. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
2. Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & co. (p) Ltd.
3. Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.
4. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.



## MBA III SEMESTER

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### 18MB3T17 VENTURE CAPITAL & PRIVATE EQUITY

#### Course objectives

The objectives of the course are to support the entrepreneurial talent by providing finance, to provide business management skills, and to get the returns in the form of capital gains. To understand the difference between venture capital, private capital, early stage and traditional financing sources those are used while starting a business. It also helps know different financing techniques for the student.

#### Course outcomes

1. To have an overview of Entrepreneurial Finance of Venture Capital.
2. To Know Valuation & outcomes of Venture Capital.
3. To understand the Conflicts of Interest and Litigation in the Venture Capital Industry.
4. To be aware about interactions between Private Equity Investors and Entrepreneurs.
5. To learn about emerging Trends in Private Equity Funding.

### COURSE CONTENT

#### UNIT-I

**Introduction to Venture Capital** - Overview of Entrepreneurial Finance -Financing choices for startups Alternative- Forms of Venture Capital Venture- Capitalists Decision Making: An Information Processing Perspective Banks Versus Venture Capital in the Financing of New Ventures – Corporate Venture Capital Venture Capital Funding Angel Finance: The Other Venture Capital Business Incubation and its Connection to Venture Capital Philanthropic Venture Capital: A New Model of Financing for Social Entrepreneurs.

#### UNIT-II

**Venture Capital Funding and Valuation:** The Structure of Venture Capital Investments Financial Contracts and Venture Capitalists' Value-Added - Venture Capitalists, Monitoring and Advising Project



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Externalities and Moral Hazard Doing It Not Alone: Antecedents, Dynamics, and Outcomes of Venture Capital Syndication.

### **UNIIT-III**

**Venture Capital Value-Added and Conflicts:** Time to Grow Up: Large Sample Evidence on the Maturation Dynamics of Private Venture-Backed Firms How Do Venture Capitalists Create Value for Entrepreneurial Firms? Venture Capital and Innovation Reputation in Financial Intermediation: Evidence from Venture Capital Investor Opportunism, and Governance in Venture Capital – Conflicts of Interest and Litigation in the Venture Capital Industry –Venture Capital Exits and Returns

### **UNIT-IV**

**Private Equity and Angel Funding:** Difference between Venture Capital, Private Equity and Angel Investing — Fund Organization and Structure of Private Equity companies (Overview) — Private Equity Activity, Growth, and Performance in India — Role of VC and PE for Innovation and Development of SMEs – Structure and Terms of Venture Capital and Private Equity Fund — Life Cycle of Private Equity Fund – Identifying Opportunities and Investment Decisions: Key Tools for Assessment, Valuation, Structuring and Terms – Interactions between Private Equity Investors and Entrepreneurs – Angel Financing for Entrepreneurs: Basics about Angel Investors, Looking for Angels and What Angels Are Looking for.

### **UNIT-V**

**Financing the Growth and Achieving Liquidity:** Private Equity Funding Sources, Private Equity Funding Rounds, and Process of Financing Growth of their Portfolio Companies, Private Equity Investment Strategy —Constraints for private Equity Financing of Small and Medium Enterprises— Growth Financing and Exits — Collaborations with other Private Equity Firms — Emerging Trends in Private Equity Funding–Funds of Funds.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Saini, J. S., 'Entrepreneurial Development Programmes and Practices' , Deep & Deep Publications (P), Ltd.



## ***REFERENCE***

1. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
2. Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & co. (p) Ltd.
3. Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.
4. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.



## **MBA III SEMESTER**

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### **18MB3T18 ENTREPRENEURSHIP & INNOVATION MANAGEMENT**

#### **Course objectives**

Students acquire the knowledge and skills needed to manage the development of innovations, to recognize and evaluate potential opportunities to monetize these innovations, to plan specific and detailed methods to exploit these opportunities, and to acquire the resources necessary to implement these plans. Topics include entrepreneurial thinking; innovation management; opportunity spotting and evaluation; industry and market research; business strategy; business models and business plans; financial forecasting and entrepreneurial finance; pitching to resource providers and negotiating deals; and launching new ventures.

#### **Course outcomes**

1. Evaluate and utilize relevant theories and concepts underpinning resolution of innovation management problems.
2. Demonstrate capacity for dealing with complex real world innovation problems, including through effective project management.
3. Evaluate a range of leadership skills critical for sustainable, responsible innovation problem solving and project implementation.
4. Demonstrate an advanced ability to create, implement and evaluate management consulting practices within a major work-based innovation project.

## **COURSE CONTENT**

### **UNIT I**

**Entrepreneurship:** Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. **Women Entrepreneurship:** Role &



Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

## **UNIT II**

**Training:** Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes

## **UNIT III**

**Planning and Evaluation of Projects:** Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

## **UNIT IV**

**Meaning and Importance:** Difference with creativity, invention and Discovery – Process- Typology – Innovation in Action like lateral thinking, out of box thinking, Disruptive ideas – Case Studies on Innovative business ideas like Red bus, Flipkart, Ola, Big basket etc.

## **UNIT-V**

New ideas and opportunities: Developing business ideas, evaluating the opportunity – feasibility analysis – Developing business model. Business plan- meaning, significance and contents – Formulation and presentation – Common errors – Preparation of project report. Source of finance: Traditional and Non-traditional sources – venture capitalists, Angel investors, Private Equity cash.

**Relevant cases have to be discussed in each unit.**

## ***TEXT BOOKS***

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi,



## ***REFERENCES***

1. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
- 2.B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011
- 3.Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi,2012
4. Vinnie jauhari & sudhanshu bhushan “Innovation Management” Oxford University press 2014
5. sholmomaital, Dvrseshabri “ Innovation Management” Response Books 2007



# IV

# SEMESTER



**MBA IV SEMESTER**

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**18MB4T01 LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Course objective**

The objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in logistics and supply chain management and also the ability to apply them in the enterprise reality.

**Course outcomes**

1. Analyze the manufacturing operations of a firm.
2. Apply sales and operations planning, MRP and lean manufacturing concepts.
3. Apply logistics and purchasing concepts to improve supply chain operations.
4. To Understand the supply chain system network, distribution channels.
5. Apply quality management tools for process improvement.

**COURSE CONTENT**

**UNIT I**

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

**UNIT II**

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



### **UNIT III**

**Logistics and Supply Chain Relationships:** Benchmarking the logistics process and SCM operations – Mapping the supply chain processes – Supplier and distributor benchmarking – setting benchmarking priorities – identifying logistics performance indicators – Channel structure – Economics of distribution – channel relationships – logistics service alliances.

### **UNIT IV**

**Sourcing, Transporting and Pricing Products:** sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation – pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM – Internal supply chain management - .

### **UNIT V**

**Managing Global Logistic:** Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – Global strategy – Global purchasing – Global logistics – Channels in Global logistics – Global alliances.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Sahay B.S, *Supply Chain Management for Global Competitiveness*, Macmillan India Ltd., New Delhi.
2. Reguram G, Rangaraj N, *Logistics and Supply Chain Management Cases and Concepts*, Macmillan India Ltd., New Delhi..
3. Coyle, Bradi&Longby, *The Management of Business Logistics*, West Publishing Co. Martin Christopher, *Logistics and Supply Chain Management*

### **REFERENCES**

1. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.





2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009



**MBA IV SEMESTER**

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**18MB4T02 LEGAL ASPECTS OF BUSINESS**

**Course objective**

To provide a basic understanding of various statutory provisions that confronts business managers while taking decisions.

**Course outcomes**

1. Explain the concepts in business laws with respect to foreign trade
2. Apply the global business laws to current business environment
3. Analyze the principle of international business and strategies adopted by firms to expand Globally.
4. Integrate concept of business law with foreign trade

**COURSE CONTENT**

**UNIT I**

**Importance of Commercial Law:** The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration – Free Consent – Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.- Intellectual Property Laws

**UNIT II**

**Sales of Goods Act:** Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale – Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986: Consumer Right – Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.

**UNIT III**

**Contract of Agency:** Kinds of Agents – Creation of Agency- Duties and Rights of Principal and Agents- Principal's Liability for the Acts of the Agent-Liability of Agent – Termination of Agency.



Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.

#### **UNIT IV**

**Indian Partnership Act, 1932:** Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

#### **UNIT V**

**Company Act 1956:** Nature and Types of Companies – Formation – Memorandum of Association- Articles of Association –Kinds of Shares –Duties of Directors-Winding up.

**Relevant cases have to be discussed in each unit.**

#### ***TEXT BOOKS***

1. Ravindra Kumar: “Legal Aspects of Business”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “Business Legislation for Management”, Vikas Publishing House, New Delhi, 2012

#### ***REFERENCE***

1. Pathak: “Legal Aspects of Business”, Tata McGraw Hill, New Delhi, 2010
2. S.N.Maheshwari, S.K.Maheshwari: “A Manual of Business Laws”, Himalaya Publishing House, 2013.
3. P.K.Padhi: “Legal Aspects of Business”, PHI Learnings, New Delhi, 2013



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**MBA IV SEMESTER**

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**18MB4T03 ENTREPRENEURSHIP & PROJECT MANAGEMENT**

**COURSE OBJECTIVES**

The course objective is to promote first generation businessman and industrialists with availability of the resources nearer to him. It also encourages self-employment tendencies through government plans and programs. There has been successful development and implementation of all projects' procedures through productive guidance, efficient communication with apt supervision.

**COURSE OUTCOMES**

1. To understand about the Entrepreneurship by various characteristics, functions and its types.
2. The role of women entrepreneurship with the support of various schemes helped by the government.
3. Meaning of Project Management with its phases of life cycle along with the project manager.
4. Project planning, formulating and preparing a specimen project.
5. Investment issues and institutional support for the project.

**COURSE CONTENT**

**UNIT I**

Meaning of Entrepreneurship - characteristics, functions and types of entrepreneurship - Intrapreneur - Role of entrepreneurship in economic development- Startups and Entrepreneurs – Key Elements of Entrepreneurial Ecosystem – Opportunities and Challenges – Changing Business Landscape in India during 2000-2015- – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation

**UNIT II**

Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs— Entrepreneurial Motivation, Performance and Reward – Government Policy & Regulations- Incentives and Subsidies – Support Entrepreneurship through Entrepreneurship Hubs (E- Hubs) – Listing Rules for Startups.



### **UNIT III**

**Project Management:** Meaning of project - concepts - categories - project life cycle, phases - characteristics of a project – project manager - role and responsibilities of project manager.

### **UNIT IV**

**Project identification** - selection - project formulation – contents of a project report - planning commission guidelines for formulating a project - specimen of a project report.

### **UNIT V**

Source of finance for a project - Institutional finance supporting projects project evaluation - objectives - types - methods.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Saini, J. S., 'Entrepreneurial Development Programmes and Practices', Deep & Deep Publications (P), Ltd.

### ***REFERENCE***

1. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
2. Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & co. (p) Ltd.
3. Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.
4. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.



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**MBA IV SEMESTER**

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**18MB4T04 RISK MANAGEMENT & DERIVATIVES**

**Course objective**

The students are able to learn about Derivatives Market, participants, and various types of players in stock & derivatives market, making them effective in developing strategies for participating, decision making and managing risk.

**Course outcomes**

1. To understand and analyze derivatives products to generate an optimal risk management strategy.
2. To facilitate knowledge about risk management & measurement in investment decision making process.
3. To Demonstrate and understanding of pricing forwards, futures and options contracts.
4. Generating critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.
5. By using the binomial option pricing model and its extension in continuous time to the Black-Sholes Model.

**COURSE CONTENT**

**UNIT –I**

**Introduction to Derivatives:** The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock/ derivative market: Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

**UNIT-II**

**Risk Management & Measurement:** Concept, nature and scope of risk. Possible risk events and risk indicators. Risk Management Process. Types of risk: Product market risk and capital market risk. Risk in Financial Institutions, Risk reporting process–internal and external, methods of Risk management. **Measurement of Risk:** Measurement of Market risk, Interest rate Risk, Liquidity Risk

**UNIT-III**

**Forward contracts:** Definition, features and pay-off profile of Forward contract, Valuation of forward

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contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk- limitations of Forward contract.

**Futures contracts:** Definition of future contracts. Clearing house, margin requirements, marking to the market. Valuation of futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk–minimizing hedge.

#### **UNIT-IV**

**Options:** Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. The Binominal option pricing model (BOPM): assumptions - single and two period models. Black-scholes option pricing model (BSOPM).

#### **UNIT –V**

**SWAPS;** Definition, types of swaps. Interest rate swaps, Currency swaps. Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps. Pricing of currency swap.

**Relevant cases have to be discussed in each unit.**

#### ***TEXT BOOKS***

1. **Rajiv Srivastava:**”Derivatives Valuation and Risk Management”, Oxford University Press.2012
2. **Dhanesh Kumar Khatri:** “Derivatives and Risk Management” MacMillon,2012

#### ***REFERENCES***

1. **Jayanth Rama Varma:** “Derivatives and Risk Management”, TMH, 2012
2. **Vivek, P.N.Asthana:** “Financial Risk Management”, HimalayaPublishing House,2012



**MBA IV SEMESTER**

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## **18MB4T05 TAX MANAGEMENT**

### **COURSE OBJECTIVE**

Indian taxation policy has some non-revenue objectives. Truly speaking, in the modern world, taxation is used as an instrument of economic policy. It affects the total volume of production, consumption, investment, choice of industrial location and techniques, balance of payments, distribution of income, etc. The objective is learning the concepts on direct tax assessment by the learner.

### **COURSE OUTCOMES**

1. Define the procedure of direct tax assessment.
2. Able to file IT return on individual basis.
3. Able to compute total income and define tax complications and structure.
4. Able to understand amendments made from time to time in Finance Act.
5. Differentiate between direct and indirect tax assessment.

### **COURSE CONTENTS**

#### **UNIT I**

**Introduction:** Income Tax Act 1961 Definitions- Residential status- Heads of Income - Computation of Taxable Income.

#### **UNIT II**

**CENVAT:** Input Goods and Services for CENVAT- Capital Goods for CENVAT- Exempted Final Products- Customs Duty- Basic Concepts- Nature of Customs Duty- Classification of Customs Duty- Exemptions & Valuation of Customs Duty.



### **UNIT III**

**Taxation of Companies:** Special Provisions in Computation of Profits from Business- Deductions from Gross Total Income- Minimum Alternate Tax on Companies- Special Provisions relating to Tax on Distributed Profits of Domestic Companies.

### **UNIT IV**

**Tax Planning:** Concepts relating to Tax Avoidance and Tax Evasion- Tax Planning- Tax considerations in respect of specific managerial decisions like Make or Buy, Own or Lease- Close or Continue - Sale in Domestic Markets or Exports- Investment Decisions on Tax Planning.

### **UNIT V**

**Tax Management:** Filing of Returns and Assessments- Penalties and Prosecutions- Appeals and Revisions- Advance Tax- TDS- Advance Rulings- Avoidance of Double Taxation Agreements.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Ahuja, G. K. & Gupta, Ravi, Systematic Approach to Income Tax. Allahabad, Bharat Law House.
2. Bhagwati Prasad, Direct Taxes Law & Practice, Wishwa Prakashan.

### ***REFERENCE***

- 1.R.N. Lakhota, Corporate Tax Planning, Vision Publications
2. Singhanian, V.K. Direct Taxes: Law and Practices. Delhi, Taxman.
3. Srinivas E. A., Handbook of Corporate Tax Planning, New Delhi, Tata McGraw Hill.
4. Vinod K. Singhanian & Mounica Singhanian, Corporate Tax Planning & Business Management, Taxmann Publications.



**MBA IV SEMESTER**

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**18MB4T06 STRATEGIC FINANCIAL MANAGEMENT**

**COURSE OBJECTIVE**

To acquaint the students with concepts of financial management from strategic perspective and familiarize various Techniques and Models of Strategic Financial Management.

**COURSE OUTCOMES**

1. Consolidate knowledge of and apply the technical language and practices of financial management;
2. Undertake sophisticated financial analysis with regard to Corporate valuation, interest rate and currency risk management and present the information in an appropriate format;
3. Evaluate, synthesize and apply the contemporary theories and empirical evidence concerning Financial Management to a range of problems and situations;
4. Critically evaluate the impact of macro economics and recognize the role of international financial institutions in the financial management of multinationals.

**COURSE CONTENT**

**UNIT – I**

**Financial Policy and Strategic Planning** –Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modeling – Uses and Limitations of Financial Modeling – Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.

## **UNIT – II**

**Investments Decisions under Risk and Uncertainty** – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments.

## **UNIT – III**

**Expansion and Financial Restructuring** – Corporate Restructuring - Mergers and Amalgamations – reasons for Merger, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatization – Dynamics of Restructuring – Buy Back of Shares – Leveraged Buy-outs (LBOs) – Divestiture – Demergers.

## **UNIT – IV**

**Leasing** – Importance, Types, Tax Considerations, and Accounting Considerations – Evaluation of Lease from the point of view of Lessor and Lessee – Lease versus Buy Decision – Venture Capital – Concept and Developments in India – Process and Methods of Financing – Fiscal Incentives.

## **UNIT – V**

**Financing Strategy** - Innovative Sources of Finance – Asset Backed Securities - Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Jeff Madura, “International Financial Management” Cengage Learning Limited, 2008.
2. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, “International Financial Management” PHI, 2012.
4. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009



## ***REFERENCE***

1. Rajni Sofat & Preeti Hiro, Strategic Financial Management, PHI, Delhi, 2011
2. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001
3. Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi.



**MBA IV SEMESTER**

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**18MB4T07 INTERNATIONAL MARKETING MANAGEMENT**

**COURSE OBJECTIVE**

The objective of the course is to provide students with a perspective of International Marketing Management, its environment and complexities.

**COURSE OUTCOMES**

1. To interpret the special characteristics of an international knowledge-intensive environment and innovations and their role in marketing decision-making.
2. To apply different marketing tools and strategies in the context of technology and knowledge-intensive markets and how to analyze and criticize firms' strategic marketing decisions in these markets.
3. To develop your competencies in analytical skills, intercultural issues and combining business and technology.
4. To apply different marketing tools and strategies in the context of technology.

**COURSE CONTENT**

**UNIT-I**

**Introduction to Global Marketing:** Scope and Significance of global Marketing, - Difference Between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in international marketing

**UNIT-II**

**International Marketing Strategy:** Entry strategies in Global markets – modes of entries in global markets global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms



### **UNIT III**

**Global Product & Price Management:** International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets -International Product Life Cycle – Product and culture – Global brand leadership – :Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – GlobalPricing – Policy Alternatives – Constraints on global pricing

### **UNIT IV**

**Global Marketing Channels and Promotion for Global Markets:** channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns – Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.

### **UNIT V**

**Export Procedures and Documents:** Preliminaries: inquiry and offer – confirmation of offer –export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Francis Cherunilam: International marketing, 11th Edition, Himalaya Publication House, 2010
2. Warren J Keegan: Global Marketing Management, 5th Edition, Prentice Hall of India Private Limited.



### ***REFERENCE***

1. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
2. R.Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010
3. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008



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**MBA IV SEMESTER**

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**18MB4T08 CUSTOMER RELATIONS & SERVICES MARKETING**

**COURSE OBJECTIVE**

To enable students to understand the comprehensive set of processes and technologies for managing the relationships with potential and current customers and business partners across marketing, sales, and service areas regardless of the channel of distribution.

**COURSE OUTCOMES**

1. To create insight and new learning in the area of customer relationship management.
2. To equip students with both a conceptual understanding and the knowledge pertaining to practical application of critical skills necessary for building and managing partnering relationships with customers and suppliers.
3. To discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.

**COURSE CONTENT**

**UNIT I**

**Customer Relationship Management:** Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM

**UNIT II**

**CRM Process and Implementation:** Introduction, Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets



### **UNIT III**

**Services Marketing:** Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing. Services Marketing Mix and Gaps Model Introduction, 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing.

### **UNIT IV**

**Marketing of Services:** Introduction, Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services

### **Unit V**

**Emerging Issues in Service Marketing** : Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing

**Relevant cases should be discussed from each unit**

### ***TEXTBOOKS***

1. S.Shanmuga sundaram: “Customer Relationship Management” Prentice Hall of India.
2. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.

### ***REFERENCES***

1. Ed Peelen: “Customer Relationship Management” Pearson, Education
2. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management” Cengage learning
3. Rajendra Nargundkar: “Services Marketing”, Tata McGraw Hill, New Delhi, 2011.
4. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi,2011
5. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010



**MBA IV SEMESTER**

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**18MB4T09 RETAIL MANAGEMENT**

**COURSE OBJECTIVE**

This course will enable students to develop decision making skills related to retailing. Topics may include Theories of Retail Development, Innovative Business Models in Indian Retailing, Strategic Retail Planning Process, and Financial Strategies in Retailing, Process of Merchandise Planning, and control.

**COURSE OUTCOMES**

1. Understand the impact of retailing on the economy.
2. Comprehend retailing's role in society and, conversely, society's impact on retailing.
3. See how retailing fits within the broader disciplines of business and marketing.
4. Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
5. Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

**COURSE CONTENT**

**UNIT I**

**Introduction to Retailing:** Concept, Meaning, Nature, Scope and Importance, and Functions of Retailing – Overview of Global Retailing – Growth and Development of Indian – Theories of Retail Development – Retail organization Structure – Types of Retailing: Store Based and Non-store Based Retailing, Retail Consumer Purchase Decision Making Process – Concepts of Cross shopping, and Cross-buying Behavior – Opportunities and Challenges of Retailing in India – Innovative Business Models in Indian Retailing.



## **UNIT II**

**Retail Market Strategy:** Concept, Definition, and Need for Retail Market Strategy –Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process –Retail Growth Strategies: Opportunities and Challenges for Domestic and International Expansion – Retail Location: Concept, Types, and Importance of Retail Location – Retail Location Theories – Retail Location Process – Retail Location and Retail Strategy – Retail Site Selection: Local, Legal, and Market Potential Considerations.

## **UNIT III**

**Retail Management:** Concept, Scope and Process of Retail of Management – Retail HRM: Policies, Practices, and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals – Strategic Profit Model – Financial Performance Assessment in Retailing – Retail Merchandising: Process of Merchandise Planning, and Methods of Merchandise Procurement – Category Management – Emergence of Private Labels (Store Brands).

## **UNIT IV**

**Retail Pricing:** Policies, and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix: Retail Advertising and Sales Promotions – In-store Pricepromotions – Retail Communication Budget: Process and Methods of Budgeting – Emergence of Multichannel Retailing: Issues and Challenges – Integrating and Controlling Retail Strategy.

## **UNIT V**

**Retail Customer Services** Concept, Scope and Importance of Store Management – Store Layout, Design, Atmospherics, and Visual Merchandising ,Service Quality, Complaint Handling, Satisfaction, Loyalty, and Retention Strategies & Ethical Issues in Retailing .

**Relevant cases have to be discussed in each unit.**

## ***TEXT BOOKS***

1. . Chetan Bajaj, Rajnish Tuli and Srivatsva, Retail Management, Oxford University Press
2. Swapna Pradhan, Retailing Management Texts & Cases McGraw Hill Companies.
3. A.J.Lamba, The art of Retailing, TMH.



## ***REFERENCE***

1. Andrew J Newmann & Petes cullen, Retailing Management, Thomson Learning.
2. Barry Berman Joel & R Evans, Retailing Management A Strategic Approach, Pearson Education.
3. Gilbert, Retail Marketing Management, Pearson Education.



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**18MB4T10 LEADERSHIP MANAGEMENT & TEAM DYNAMICS**

**COURSE OBJECTIVES**

The students will be able to understand the consequences on performance and reflect on the implications of daily decisions made as managers and leaders. To create new, unpredictable situations that lends themselves to chaotic outcomes causing participants to exhibit new leadership abilities. To experience new awareness of their needs and how to meet them through team effort and "out of the box" thinking.

**COURSE OUTCOMES**

1. To understand psychological and social-psychological contexts of organization.
2. To understand individual, group and organization factors associated with leadership.
3. Acquisition of critical thinking and skills regarding work with people and their leadership.
4. To develop an understanding of change processes, obstacles to change and decision making
5. To develop interpersonal and intrapersonal competence.

**COURSE CONTENT**

**Unit I**

**Leadership** – Definition, concept and components of leadership. Theories of leadership, Personal characteristics for effective leadership, Leader and values, identity and integrity of leader. Organizational Leadership: Situational Leadership models, Emerging Leadership models, Leadership Effectiveness: Reddins' 3-D Model, Hersey and Blanchard Situational Model.

**Unit II**

**Leadership Motivation, Culture:** Motivation: Sources of motivation, stimulation tools, motivation and performance, aspirations, work satisfaction, Major Theories of motivation(3), motivation program in



organization. Organizational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organizational Culture, Changing organizational Culture, Intercultural aspects of leadership.

### **Unit III**

**Leadership Development:** Continuous Learning for effective leadership, Alignment of organizational goals and leaders goals. Leadership Attitude: significance – development. Skills for leadership development: Goal setting, support of employee development and communication of feedback; delegation; solving of conflict situations and negotiation. Coaching and mentoring. Emotional intelligence and its significance in the role of leader. Handling emotions and stress. Relation between Leader and followers, LMX theory, Gender and leadership, Leadership and power, Personal risk of leader.

### **Unit IV**

**Cross Cultural Leadership:** Influence of leadership on organizational culture, Leadership in the cross cultural context and its challenges, GLOBE research program of Wharton School, Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe.

### **Unit V**

**Team Dynamics:** Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values. Leadership of workgroups and teams, Group structure and dynamics, Individual in a group, Formation of teams and team work, Group problem-solving, Team excellence, Social perception of teamwork in organization.

**Relevant cases have to be discussed in each unit.**

### ***Text Books***

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft “Leadership” Cengage Learning 2005.



## ***References***

- 1 Uday Kumar Haldar “Leadership and Team Building” Oxford Higher Education 2010
2. Richard L Hughes, Robert C Ginnett, Gordon J Curphy “Leadership” Tata Mc Graw Hill Education Private Limited 2012.
3. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
4. John ADAIR, Inspiring Leadership, 2008, Viva Books



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**18MB4T11 CHANGE MANAGEMENT**

**COURSE OBJECTIVES**

To introduce students with various behavioral intricacies in managing change and help to identify the obstacles to change including resistance and negative reactions to change.

**COURSE OUTCOMES**

- 1 To provide in depth understanding of behavioral interventions.
- 2 Enable and to apply these intervention for building individual, team, systems and process related competencies.
- 3 To help students to understand how organizations strive to bring optimum performance and become self sustaining.

**COURSE CONTENT**

**UNIT I INTRODUCTION**

Meaning, nature and Types of Change – Importance of change, change programmes –change levers – change as transformation – change as turnaround – Identifying essential areas of change, Leading change, value based change.

**UNIT II MAPPING CHANGE**

The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization.



### **UNIT III ORGANIZATION DEVELOPMENT (OD)**

Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners.

### **UNIT IV NEGOTIATED CHANGE**

Change in the labour - management relations in the post-liberalized India –collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining – Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

### **UNIT V OBSTACLES TO CHANGE**

Resistance to change, Understanding negative reactions, easing the tension, Complacency, Identifying causes of complacency, Crisis, Reacting to a crisis, Preparing for a crisis. Adapting to change: Truths and misconceptions, Identifying truths and misconceptions, Understanding the transition process, Factors affecting response, Understanding response styles, The endings phase, Understanding the endings phase, Managing the endings phase

**Relevant cases have to be discussed in each unit.**

#### ***TEXT BOOKS***

1. Cummings: “Theory of Organisation Development and Change”, Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.

#### ***REFERENCES***

1. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
2. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
3. Radha R Sharma: Change Management, TMH, New Delhi, 2012
4. Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies, response Books, New Delhi.



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**18MB4T12 TRAINING & DEVELOPMENT**

**COURSE OBJECTIVES**

The course is designed to improve and understand the need of learning, methods of learning, importance of teaching techniques, instruction technology, instructor behavior, attention versus involvement. This course also enlightens the learners about psychometrics and their administration to analyze the personality of human resource.

**COURSE OUTCOMES**

- 1 Understanding factors of Job analysis and its techniques.
- 2 Planning, designing and evaluation of training.
- 3 Understanding about contemporary training methods.
- 4 Understanding about the history of psychometrics and their application.
- 5 Demonstrate the ability to administer various psychometric tests.

**COURSE CONTENT**

**UNIT I TRAINING & DEVELOPMENT**

Concept, Job analysis, job evaluation – methods and techniques – manpower planning – at the start of the business and as ongoing process – performance appraisal – standards, methods, errors, differences between training and development.

**UNIT – II DEVELOPMENT PROCESS**

Training Need Identification, Design, Implementation, Evaluation and Development. Role of Development officers – administrators, consultants, designers and instructors, Management development program – Career development program – counseling, evaluation of programs.

**UNIT – III METHODS OF TRAINING**

On the job training – Off the job training – Choosing optimum method – the lecture – field trips – panel discussion – behavior modeling – interactive demonstrations – brain storming – case studies – action mazes, incident process, in-baskets, team tasks, buzz-groups and syndicates, agenda setting, role-plays-

reverse role plays, rotational role plays, finding metaphors, simulations, business games, clinics, critical incidents, fishbowls, T-groups, data gathering, grouping methods, transactional analysis, exception analysis, e-Learning.

#### **UNIT IV PSYCHOMETRICS**

Principles of Psychology, Evolution of scientific methods in Psychology, Psychometrics-meaning, definitions, need of testing, importance of Psychometrics and Psychological measurement. Social, Ethical and Legal Issues in Testing, Basic Concepts in Measurement, Ethical Principles of Psychologists, Code of Conduct.

#### **UNIT V PERSONALITY AND PROJECTIVE TESTS**

Designing, administration and analysis of Test- PSI test, 16 PF Test, TAT cards, RST, Rorschach Inkblot Test. Psychometrics Quality: Threats to Psychometric Quality, Response Bias and Test Bias, Advanced Psychometric Approaches: CFA and Item Response Theory, Future of Psychometrics.

**Relevant cases have to be discussed in each unit.**

#### ***TEXT BOOKS***

- 1 . B.Taylor & G.Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
2. Measurement in Psychology: A Critical History of a Methodological Concept, Joel Michell
- 3 Vinay shil Gautam , Shobhana Gautam ‘TRAINING AND DEVELOPMENT’ ISTD Delhi

#### ***REFERENCES***

- 1 William E.Blank, Handbook for Developing Competency Based Training Programmes, Prentice-Hall, New Jersey.
- 2 David A.DeCenzo & Stephen P.Robbins: Fundamentals of Human Resource Management.
- 4 Psychometrics: An Introduction, Dr. R Michael Furr



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**MBA IV SEMESTER**

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**18MB4L13 DATABASE MANAGEMENT SYSTEMS**

**COURSE OBJECTIVE**

The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

**COURSE OUTCOMES**

At the end of the course, a student will be able to

1. Design Entity Relationship models.
2. Distinguish procedural and non-procedural query languages.
3. Design database schema using normalization.
4. Explain lock-based, time stamping and tree-based protocols.
5. Illustrate Database Recovery methods.

**COURSE CONTENT**

**UNIT-I**

History of Data base Systems. Data base System Applications, data base System vs file System – View of Data – Data Abstraction – Instances and Schemas – data Models – the ER Model – Relational Model – Other Models – Database Languages – DDL, DML — Transaction Management – data base System Structure – Storage Manager – the Query Processor.

Data base design and ER diagrams – Beyond ER Design Entities, Attributes and Entity sets – Relationships and Relationship sets – Additional features of ER Model – Concept Design with the ER Model – Conceptual Design for Large enterprises.

**UNIT-II**

Introduction to the Relational Model – Integrity Constraint Over relations – Enforcing Integrity constraints – Querying relational data– Logical data base Design – Introduction to Views – Destroying / altering Tables and Views. Relational Algebra – Selection and projection set operations

– renaming – Joins – Division – Relational calculus – Tuple relational Calculus– Domain relational calculus

### **UNIT-III**

Schema refinement – Problems Caused by redundancy – Decompositions – Problem related to decomposition – reasoning about FDS – FIRST, SECOND, THIRD Normal forms – BCNF– Schema refinement in Data base Design – Multi valued Dependencies FOURTH Normal Form.

### **UNIT-IV**

Transaction Concept- Simple Transaction Model-Storage Structure- Transaction State- Implementation of Atomicity and Durability, Isolation– Concurrent – Executions – Serializability- Recoverability Implementation of Isolation-Transactions as SQL Statements.

Concurrency Control: Lock – Based Protocols-Dead lock Handling– Timestamp Based Protocols- Validation- Based Protocols-Multi version schemes-insert, delete and predicate operations– Multiple Granularity.

### **UNIT-V**

Recovery System: Recovery and Atomicity – Log – Based Recovery– Recovery with Concurrent Transactions – Buffer Management – Failure with loss of nonvolatile storage-Advance Recovery systems- ARIES Data on External Storage – overview of physical storage media- RAID-File Organization and Indexing-Data Dictionary Storage– Cluster Indexes, Primary and Secondary Indexes – Index data Structures – Hash Based Indexing – Tree base Indexing —B+ Trees: A Dynamic Index Structure.

### ***TEXT BOOKS***

1. Raghurama Krishnan, Johannes Gehrke, “*Data base Management Systems*”, 3<sup>rd</sup> Edition, TATA McGrawHill, 2008.
2. Silberschatz, Korth, “*Data base System Concepts*”, 6<sup>th</sup> Edition, McGraw Hill, 2010.
3. C.J.Date, “*Introduction to Database Systems*”, 7<sup>th</sup> Edition, Pearson Education, 2002.



## REFERENCES

1. Peter Rob & Carlos Coronel, "*Data base Systems design, Implementation, and Management*", 7<sup>th</sup> Edition, Pearson Education, 2000.
2. Elmasri Navrate, "*Fundamentals of Database Systems*", 5<sup>th</sup> Edition, Pearson Education, 2007.



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**MBA IV SEMESTER**

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**18MB4L14 MARKETING ANALYTICS**

**COURSE OBJECTIVE**

To enable students to understand and interpret the marketing data for better business decisions.

**COURSE OUTCOMES**

After completion of this course, the student will be able to

1. Understand and analyze customer data.
2. Analyze and interpret marketing data through various methodologies.
3. Make data-driven managerial decisions.
4. Communicate research findings in the language of decision makers

**COURSE CONTENT**

**UNIT I**

**Introduction to Analytics:** Marketing Analytics as an enabler of Marketing Strategy - Statistical Foundations of Marketing - Descriptive Statistics - Distributions - General Linear Models – Optimization.

**UNIT II**

**Pricing and Revenue Management:** Point-of-sale Data - Deciding on the “Right” Pricing Approach/Strategic Pricing - Implementing tools to support pricing strategy - Managing the prices to meet revenue goals/Tactical Pricing Session,

**UNIT III**

**Assortment Optimization:** Panel and Point-of-Sale data - Customer meets product - A retailer’s nightmare: shelf-space optimization - Site-to-store - Product meets customer. Customer Lifetime Value:

**UNIT IV**

**Customer Lifetime Value :** Loyalty Data - What is a customer’s lifetime? - How can we predict it? Market Basket Analysis: Market Basket Data - Product Affinities



## **UNIT V**

**Web Analytics** : Online Data - Managing the online real estate - The “cloud”. Marketing Budget Optimization Across Channels - Search Engine Marketing versus Search Engine Optimization - Managing the Delivery of Analytics Projects - Client is always right Session - Future of Marketing Analytics

### ***TEXT BOOK***

Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know, Author Mark Jeffery, ISBN 0470504544.

### ***REFERENCE***

Data Mining for the Masses, Author Dr. Matthew A. North, ISBN 0615684378





**MBA IV SEMESTER**

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**18MB4L15 DATA WAREHOUSING AND DATA MINING**

**COURSE OBJECTIVE**

This course will introduce the concepts of data ware house and data mining, which gives a complete description about the principles, used, architectures, applications, design and implementation of data mining and data ware housing concepts.

**COURSE OUTCOMES**

1. Understand Data Warehouse fundamentals, Data Mining Principles
2. Design data warehouse with dimensional modeling and apply OLAP operations.
3. Identify appropriate data mining algorithms to solve real world problems
4. Compare and evaluate different data mining techniques like classification, prediction, clustering and association rule mining.

**COURSE CONTENT**

**UNIT – I**

**Warehouse:** What is it, Who Need It, and Why?, Things to Consider, Managing the Data Warehouse, Data Warehouse Design Methodology, Data Marts and Star Schema Design, Fundamentals of ETL Architecture, Partitioning Data, Indexing Data.

**UNIT – II**

**Data Mining:** Introduction, Data mining on What Kind of Data, Data Mining Functionalities, Classification of Data Mining Systems, Major Issues in Data Mining.

**Data Preprocessing:** Why Preprocess the Data? Data Cleaning, Data Integration, Data Transformation, Data Reduction, Data Discretization.

**UNIT – III**

**Classification and Prediction:** Introduction, Classification by Decision Tree Induction,

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Bayesian Classification. Other Classification Methods, Classification by Back Propagation, Prediction, Classifier Accuracy.

#### **UNIT – IV**

**Association Analysis:** Mining Association Rules in large databases - Association Rule Mining, Mining Single-Dimensional Boolean Association Rules from Transactional Databases, Mining Multi- Dimensional Association Rules from Relational Databases and Data Warehouses.

#### **UNIT – V**

**Cluster Analysis** – Introduction, Types of Data in Cluster Analysis, A Categorization of Major Clustering Methods, Partitioning Methods, Hierarchical Methods, Density Based Methods: DBSCAN, Grid- Based method: STING, Model Based Clustering Method: Statistical Approach, Outlier Analysis.

#### ***TEXT BOOKS***

- 1) Michael Corey, Michael Abbey, Ian Abramson, Ben Taub, “Oracle 8i Data Warehousing”, TMH (Unit-I)
- 2) Jiawei Han Micheline Kamber, “Data mining & Techniques”, Morgan Kaufmann Publishers (Units-II-V)

#### ***REFERENCE***

- 1) S.N.Sivanandam, S.Sumathi, “Data Mining – Concepts, Tasks and Techniques”, Thomson (2006).
- 2) Ralph Kimball, “The Data Warehousing Toolkit”, Wiley.



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**18MB4T16 CORPORATE ENTREPRENEURSHIP**

**COURSE OBJECTIVES**

This course develops a basic knowledge of what is corporate entrepreneurship and how entrepreneurship works within a corporation is similar to or differed from start-up entrepreneurship. It also helps to assess the degree to which the environment within an established company supports or constrains entrepreneurship. There is also a gain of appreciation to formulate corporate objectives and strategies that support entrepreneurial behavior.

**COURSE OUTCOMES**

1. To understand the importance, role and various obstacles in Corporate Entrepreneurship.
2. The main aim of Corporate Entrepreneurship to achieve the Venture through different Business Plans and Funding on it.
3. To understand & manage the Entrepreneurial Process.
4. To manage Corporate Venture capital investment in the Entrepreneurship.
5. To be able to facilitate & control the Corporate Entrepreneurship.

**COURSE CONTENT**

**UNIT-I**

**Introduction:** Understanding Corporate Entrepreneurship: Nature, meaning, definition and Importance of Corporate Entrepreneurship – Obstacles in the Corporate Environment – How Innovation Actually Happens – Crucial roles of Innovation – Entrepreneurial Orientation (EO) – Entrepreneurial Intensity – Forms of Corporate Entrepreneurship – Levels of Corporate Entrepreneurship – HR in the Entrepreneurial Organization – Human Resource Capabilities.

**UNIT-II**

**Organizing the Venture:** Diagnosing organization for Climate for Innovation –The Internal Policies of Venturing – Developing Intrapreneurial Business Plan – Building an Organizational Environment Conducive to Entrepreneurial Endeavors: Resources, Process and Priorities – Selecting, Evaluating, and Compensating Corporate Entrepreneurs – Funding the Venture.

### **UNIT-III**

**Corporate Strategy and Entrepreneurship:** Behavioral Aspects of Corporate Entrepreneurship – Role of the Intrapreneur – How to Succeed As an Intrapreneur – Entrepreneurial Structure and Culture in Organization – Identifying, Evaluating & Selecting Opportunity – Corporate Entrepreneurship In the Social Sector – Understanding & Managing the Entrepreneurial Process – Locating the Venture in the Organization.

### **UNIT-IV**

**Implementing Corporate Venturing in Organization** – Constraints on Entrepreneurial Performance & Leading the Entrepreneurial Organization – Intrapreneuring within a Structured Development Process – Managing Corporate Venture Capital Investments – Corporate Entrepreneurship via Acquisition, Investment and Partnership Managing Corporate Venture Capital Investments

### **UNIT-V**

**Assessing & Controlling of Corporate Entrepreneurship:** Facilitators of Entrepreneurial Performance – Improving Climate for Innovation – Managing and Sustaining Entrepreneurial Performance in the 21st Century – The Future of the Intrapreneurial Organization –Corporate Entrepreneurship in Developing Economies.

**Relevant cases have to be discussed in each unit.**

### ***TEXT BOOKS***

1. Donald F. Kuratko, Michael H. Morris, Jeffrey G. Covin, ‘Corporate Innovation & Entrepreneurship, International Edition 3e, Cengage Learning, 2011.
2. Michael H. Morris, Donald F. Kuratko, Jeffrey G Covin, Corporate Entrepreneurship & Innovation’, Cengage Learning, 2010.

### ***REFERENCE***

1. Donald F. Kuratko, Corporate Entrepreneurship, Now Publishers Inc, 2007



2. Michael H. Morris, Donald F. Kuratko, 'Corporate Entrepreneurship: Entrepreneurial Development within Organizations', Harcourt College Publishers, 2002.
- 3 . Paul Burns, 'Corporate Entrepreneurship: Entrepreneurship and Innovation in Large Organizations', Kindle Book
4. Tom Elfring, 'Corporate Entrepreneurship and Venturing', Springer Science & Business Media, 2005.



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**MBA IV SEMESTER**

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**18MB4T17 STARTUP & NEW VENTURE MANAGEMENT**

**COURSE OBJECTIVES**

To encourage the spirit of entrepreneurship among the student participants, by providing an overview of the competences needed to become an entrepreneur. It also gives insights about the Management of Small Family Business to start. It also focuses on the legal issues that are too aware before running into troubles.

**COURSE OUTCOMES**

1. To learn about factors affecting Startup and New Venture.
2. To know about the Market Research for Entrepreneurship.
3. To be aware about Estimating Capital Cost of Project.
4. To understand about the Changes in Management Style and Organization Design.
5. To know about the Handing over to family Member the venture.

**COURSE CONTENT**

**UNIT-I**

**Introduction:** A Typology of Entrepreneurs — Entrepreneur & Entrepreneurship — Entrepreneurial Competencies — Factor Affecting Startup and New Venture — Innovation and Entrepreneurship – Reward, Challenges and Myths of Entrepreneurship - Entrepreneur and Corporate Manager – Entrepreneurship and Economic Growth – New Venture Management: Significance, Challenges and Options —Venture Management versus Corporate Management —Five Critical Success Factors for New Ventures.

## **UNIT-II**

**Identifying and Evaluating Opportunities** – The Entrepreneurial Process – Opportunity Identification – Market Research for Entrepreneurship – Evaluating Opportunities — The Business Plan – The concept and Business Plan – The need for Business Plan – Contents of a Business plan – Making the Business plan – Presenting the Business plan .

## **UNIT-III**

**Starting Up – Legal Issues:** The Legal Environment – Forms of Startup Organization – Approval for New Venture – Taxes or Duties Payable – Intellectual Property – Franchising Starting Up – Financial Issues: Types of Finance – Estimating Capital Cost of Project – Securing Finance – Sources of Finance – What lenders and investors look for.

## **UNIT-IV**

**Starting Up – Human Angle:** Individual or Team Start-up – Acquiring Influence by Networking – Leadership – Designing the organization – organization culture. Venture Survival and Growth: Venture Life patterns – Start-up Phase – Early Growth – Changes in Management Style and Organization Design – New venture failures.

## **UNIT-V**

**Harvesting:** Venture Harvesting/Exit Strategies – Handing over to family Member – Selling the Business – Going Public (IPO) – Liquidation.

**Relevant cases have to be discussed in each unit.**

## ***TEXT BOOKS***

1. Ram Chandran, 'Entrepreneurial Development', Tata McGraw Hill, New Delhi
2. Saini, J. S., 'Entrepreneurial Development Programmes and Practices' , Deep & Deep Publications (P), Ltd.



### ***REFERENCE***

1. Khanka, S S. 'Entrepreneurial Development', S Chand & Company Ltd. New Delhi
2. Badhai, B 'Entrepreneurship for Engineers', Dhanpat Rai & co. (p) Ltd.
3. Desai, Vasant, 'Project Management and Entrepreneurship', Himalayan Publishing House, Mumbai, 2002.
4. Gupta and Srinivasan, 'Entrepreneurial Development', S Chand & Sons, New Delhi.





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**18MB4T18 SOCIAL ENTERPRISE MANAGEMENT**

**COURSE OBJECTIVES**

This course is conceived and designed to enable student-participants become aware of, develop sensitivity towards and internalize the larger global context and concerns that have all warranted the birth, rise, health and sustenance of Social Entrepreneurship and Enterprises.

**COURSE OUTCOMES**

1. To critically evaluate on History and Evolution of Social Entrepreneurship.
2. To use of Market Research Tools under Society based innovations.
3. To make aware about the usage of the finances to manage Social enterprise.
4. To create a Successful Business Model and Funding.

**COURSE CONTENT**

**UNIT-I**

**Introduction:** The Need for and Concept of MDGs and SDGs – Global Development Organizations – Examples and Descriptions – Social Enterprises (SEs) and Entrepreneurship – An Overview: Basic Definitions and Concepts; Morphology of SEs – History and Evolution of Social Entrepreneurship – Social Entrepreneurship and Enterprises – Past and Emerging Trends; Anticipating the Future – International and National Examples of Pioneers – Hybrid Spectrum of SEs – Business Models, Legal and Organizational Manifestations – Types and Functions of SEs such as Fair Trade Organizations, Cooperative Organizations, etc. – SEs in Different Sectors



## **UNIT-II**

**SEs' Conception, Design and Incubation:** Social Entrepreneurial Initiatives – Opportunity Analysis and Idea Generation Tolls and Approaches – The Use of Market Research Tools – Design Thinking for SEs and Innovations in their Lifecycles – Issues in the Early Stages of SEs' lifecycles – Organizational Launch and Development Processes in Social Entrepreneurship.

## **UNIT-III**

**Management of SEs** – Functions and Issues; Management – Purpose, Concepts, Functions and Resources – Types and Sources of Finance – Resource Mobilization Strategies – Core Issues in Management – Value, Risk, Returns and Cost.

## **UNIT-IV**

**BOP Markets:** Definition, Examples, the Impact of Culture – the Poor as Consumers, Business Models at the BOP – Designing Products that will Create Value for the BOP – Providing Access to Credit – Providing Access to Information and Financial Services through technology– Providing Access to Health Care, Education

## **UNIT-V**

**Newer Business Models at the BOP:** Social Entrepreneurs, Challenges for Social Entrepreneurs– Creating a Successful Business Model and Funding, Generating Income, Scaling and Replicating to Increase Impact, social Entrepreneur's Point of View, New Opportunities for Collaborative Ventures at the BOP – Evaluating the Social Impact of BOP Ventures.

**Relevant cases have to be discussed in each unit.**

## ***TEXT BOOKS***

1. Beverly Schwartz, Rippling: How Social Entrepreneurs Spread Innovation Throughout the World, Jossey-Bass, 2012
2. David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press, 2004.



3. Arthur C. Brooks, *Social Entrepreneurship: A Modern Approach to Social Value Creation*, 1st edition,

***REFERENCE***

1. David Bornstein, *Social Entrepreneurship: What Everyone Needs to Know*, Oxford University Press, 2010.
2. John Elkington, Pamela Hartigan, *The Power of Unreasonable People: How Social Entrepreneurs Create Markets That Change the World*, Harvard Business Review Press, 2008.
3. James C. Collins, *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great*, HarperBusiness, 2001.