



LAKIREDDY BALI REDDY COLLEGE OF ENGINEERING

(AUTONOMOUS)

Accredited by NAAC with 'A' Grade, ISO 9001:2015 Certified Institution

Approved by AICTE, New Delhi and Affiliated to JNTUK, Kakinada

L.B.Reddy Nagar, Mylavaram-521230, Krishna Dist, Andhra Pradesh, India

Academic Regulations R-17 for M.B.A (Regular)

(Choice Based Credit System)

Applicable for the students of M.B.A (Regular) from the Academic Year 2018 – 19.

1. Programme Offered (Post Graduate)

Master of Business Administration (M.B.A)

2. Eligibility Criteria for Admission

The eligibility criteria for admission into the first year of the M.B.A programme is in accordance with the guidelines issued by AICTE, New Delhi, A.P State Council of Higher Education or any other competent authority from time to time.

3. Award of Degree

A student will be declared eligible for the award of M.B.A degree, if he/she fulfils the following academic requirements:

- ❖ A student shall be declared eligible for the award of the M.B.A degree, if he/she pursues a programme of study in not less than two and not more than four academic years.
- ❖ The student shall register for 88 credits and secure all the 88 credits.
- ❖ The students, who fail to fulfill all the academic requirements for the award of degree within four academic years from the year of their admission, shall forfeit their seat in M.B.A programme.
- ❖ No disciplinary action pending against the student.

4. Medium of Instruction

The medium of instruction is English in all academic activities.

5. Minimum Instruction Days

The minimum instruction days for each semester shall be 90 days.

6. Credit Assignment

Each course is assigned a certain number of credits based on the following criteria:

Contact hours per week			Credits
L	T	P	
1	0	0	1
0	2	0	1
0	0	2	1

L: Lecture hours T: Tutorial hours P: Practical hours

7. Semester-Wise Distribution of Credits

The entire course of study is for two academic years; all the years are on semester pattern. The distribution of credits in each semester is as follows.

Semester	Credits
II	22
III	22
IV	22
Total	88

8. Assessment and Evaluation

➤ Theory Courses

- ❖ Each theory course is evaluated for maximum 100 marks with distribution of 40 marks for Continuous Internal Evaluation (CIE) and 60 marks for Semester End Examination (SEE).
- ❖ The CIE for theory courses requires evaluation through two mid-term examinations and report writing for a total 40 marks.
- ❖ Two mid-term examinations shall be conducted with syllabi comprising units I & II for the first and units III, IV & V for the second.
- ❖ Each mid-term examination shall be conducted for 35 marks (25 marks for the descriptive test and 10 marks for quiz). Each student shall submit a report and deliver a seminar on the topic assigned in the corresponding syllabi, which shall be evaluated for 5 marks to be added to the CIE for 40 marks. Each internal descriptive and quiz tests shall be conducted for duration of 120 minutes.
- ❖ The descriptive test shall consist of one compulsory question and two other questions having „either“/ „or“ option. However, 75% weightage for the better and 25% for the other mid-term examination shall be considered for awarding of mid-term marks.

- ❖ The SEE for theory course shall be conducted for 3 hours duration for a total 60 marks, covering the entire syllabus. Students have to answer one compulsory question and four other questions having “either”/,”or” option carrying 12 marks each.

➤ **Laboratory Courses**

Each laboratory course is evaluated for maximum 100 marks with distribution of 40 marks for CIE and 60 marks for SEE.

- ❖ **Continuous Internal Evaluation (CIE)**

The Continuous Internal Evaluation (CIE) is based on the following parameters

Parameter	Marks
Day to day work	20
Internal Test	10
Viva voce	10
Total	40

- ❖ **Semester End Examinations (SEE)**

The Semester End examinations (SEE) for laboratory courses shall be jointly conducted by internal and external examiners for duration of 3 hours and evaluated for a maximum 60 marks. The performance of the students shall be evaluated as per the parameters indicated below:

Parameter	Marks
Procedure / Algorithm	10
Experimentation / Program execution	15
Observations / Calculations / Testing	15
Result	10
Viva voce	10
Total	60

9. Industrial Data Analysis and Presentation

A student shall collect data on a specified industry and prepare a technical report, indicating his/her understanding of the topic, and submit to the department, which shall be evaluated by a committee consisting of the Head of the department, supervisor and a senior faculty member. The seminar shall be evaluated for 100 marks based on his/her power point presentation and the submitted report. There shall be no external examination. However, any student who fails / abstains shall reappear for the same when offered next.

❖ Project Work (PHASE-I)

A student shall complete his/her project work (Phase-I) at an industry/company / a premier academic institution/R&D center for a continuous period of 4 weeks, scheduled at the end of II semester, and shall be evaluated for 100 marks in the III semester. At the end of the project work (Phase-I), the student shall submit a brief report on the training undergone, data collected along with a certificate from the organization concerned. The CIE shall be made based on this report and a viva voce examination, conducted internally by a three member departmental committee that consists of the HoD and two senior faculty members. The performance of the students shall be evaluated as per the parameters indicated below:

Parameter	Marks
Data collection	20
Analysis	20
Interim report	30
Presentation	20
Interaction	10
Total	100

There shall be no SEE for Project work (Phase-I).

❖ Project Work (PHASE-II)

✚ Continuous Internal Evaluation (CIE)

- A Project Review Committee (PRC) shall be constituted with the Head of the department as the chairman and two senior faculties as members to supervise the progress of the Project work (Phase-II).
- A candidate has to submit, in consultation with his/her project work supervisor, the title, objectives and plan of action of project work to the PRC for its approval.
- Out of a total 100 marks for the project work (Phase-II), 40 marks shall be allotted for CIE, where as 60 marks for the SEE. The CIE is based on two reviews conducted by the PRC on the progress of the work. The performance of the students in review-I shall be evaluated as per the parameters indicated below:

Parameter	Marks
Literature Survey	10
Problem Statement	10
Presentation	10
Interaction	10
Total	40

The performance of the students in review-II shall be evaluated as per the parameters indicated below:

Parameter	Marks
Significance of the work	10
Contribution & quality	10
Presentation	10
Interaction	10
Total	40

The average of the two reviews (I & II) shall be considered for 40 marks for CIE.

❖ **Semester End Examination (SEE)**

The SEE shall be conducted for 60 marks by a committee consisting of an external examiner, the head of the department and the project supervisor. The evaluation is done based on the following criteria:

Parameter	Marks
Report	20
Novelty and quality of work	10
Findings, suggestions and conclusions	10
Presentation	10
Interaction	10
Total	60

10. Attendance Requirements

- (i) A student is eligible to appear in the semester end examinations only if he/she acquires a minimum of 75% of attendance in aggregate of all the courses.
- (ii) In case of shortage of attendance, condonation up to 10 % in the aggregate will be allowed on valid medical grounds (65% and above and below 75%) in each semester by the college in accordance with the rules stipulated by the affiliating university.
- (iii) A shortage of attendance below 65% in aggregate shall not be condoned under any circumstances.
- (iv) A student whose shortage of attendance is not condoned will be detained and shall have to seek readmission into the same semester.
- (v) A student is required to submit the application along with the valid medical certificate by paying the stipulated fee towards condonation of shortage in attendance.
- (vi) If any student fulfils the attendance requirements in the present semester, he/she shall not be eligible for readmission into the same semester.

11. Minimum Academic Requirements

The following academic requirements must be satisfied, in addition to the attendance requirements.

- (i) A student shall be deemed to have satisfied the minimum academic requirements if he/she has earned the credits allotted to each course and secures not less than a minimum 40% of marks exclusively at the Semester End Examination. However, the student should have secured minimum 50% of marks in both CIE and SEE put together to be eligible for passing the course.
- (ii) The student should have secured minimum 50% of marks for the courses with only CIE to be eligible for passing the course.
- (iii) A student shall be promoted to next semester, if he/she satisfies the minimum attendance requirements.
- (iv) Students who fail to earn 88 credits as indicated in the course structure within 4 academic years from the year of admission shall forfeit their seat in M.B.A programme and admission stands cancelled.

12. Criteria for Recounting/Revaluation/Revaluation by Challenge

A student, who failed or passed a theory course in SEE, is permitted for applying recounting/revaluation/revaluation by challenge.

- (i) **Recounting:** A student, who wishes to verify the total marks obtained by him/her in any theory course in SEE, can apply for recounting in response to the notification. The outcome of the recounting gets reflected in the results sheet and grade card.
- (ii) **Revaluation:** A student who wishes to apply for revaluation of a theory course in SEE can submit an application, along with the prescribed fee as per the notification issued.
 - (a) If the variation in marks of the first valuation and revaluation is $\leq 15\%$ of the total marks, then the better of the two evaluations shall be considered as the final marks.
 - (b) If the variation in marks of the first valuation and revaluation is $>15\%$ of the total marks, then there shall be a third evaluation by another examiner. The average marks of two nearer evaluations shall be taken into consideration. In case of any fractional value of marks, it can be rounded off to the next integer value.
 - (c) If a student secures a higher grade in the revaluation, that grade will be declared as the final grade, otherwise, the original grade will remain valid.

(iii) **Revaluation by Challenge:** Challenge evaluation of any theory course in SEE shall be performed as per the following procedure:

- a) An application for „revaluation by challenge” needs to be submitted in the prescribed format along with the fee as per the notification issued.
- b) The „revaluation by challenge” will be carried out by a three-member committee comprising an external subject expert, internal subject expert and a senior faculty appointed by the head of the institution.
- c) After the challenge evaluation, in case of an improvement in grade or a change in status i.e., fail to pass, the improved grade shall be awarded, otherwise, the previous grade will remain valid.
- d) If the betterment in grades is more than two, the entire fee will be refunded.

13. Re-Registration

- Re-registration is applicable only after the completion of course of study.
- A student shall be given only one chance to re-register for a maximum of two theory courses, if the CIE marks secured is less than 50% and failed in that course for maximum of two times.
- The students shall register within 2 weeks from the commencement of the class work and shall secure the required minimum attendance.
- If a student opts for re-registration, his/her continuous internal evaluation marks and semester end examination marks obtained in the previous attempt stands cancelled.
- If a student opts for re-registration, the academic regulations under which he/she was first admitted continuous to be applicable.

14. Award of Letter Grades

A letter grade and grade points shall be awarded to a student in each course based on his/her performance as per the 10-point grading system given below.

Marks	Letter Grade	Grade Points	Level
≥90	O	10	Outstanding
80 to <90	A+	9	Excellent
70 to <80	A	8	Very Good
60 to <70	B+	7	Good
55 to <60	B	6	Average
50 to <55	P	5	Pass
<50	F	0	Fail
	Ab	0	Absent

- A student who secures 'F' grade in any course shall be considered „Failed“ and is be required to reappear as „Supplementary student“ in SEE, as and when offered. In such cases, his/her CIE marks in those subjects will remain same as obtained earlier.
- A student, who is absent for any examination shall be treated as „Failed“.

15. Computation of SGPA & CGPA

- **Semester Grade Point Average (SGPA)**

The performance of each student at the end of each semester is indicated in terms of SGPA.

The SGPA is the ratio of sum of the product of the number of credits and the grade points scored by a student in all the courses to the sum of the number of credits of all the courses.

$$\text{SGPA (S}_i\text{)} = \Sigma (\text{C}_i \times \text{G}_i) / \Sigma \text{C}_i$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the Student in the i^{th} course.

- **Cumulative Grade Point Average (CGPA)**

The CGPA is a measure of the overall cumulative performance of a student. The CGPA is calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme.

$$\text{CGPA} = \Sigma (\text{C}_i \times \text{S}_i) / \Sigma \text{C}_i$$

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

- The SGPA and CGPA is rounded off to 2 decimal points and reported in grade cards.

16. Award of Class

After a student has satisfied the minimum requirements prescribed for completion of the programme and is eligible for the award of M.B.A degree, he/she shall be placed in one of the following three classes on a 10 point scale.

Class Awarded	CGPA to be secured	From the CGPA secured from 88 credits
First Class with Distinction	≥ 7.75	
First Class	6.75 to < 7.75	
Second Class	5.0 to < 6.75	

- A student shall be awarded „First Class with Distinction“ only, when he/she secures 88 credits within 2 consecutive academic years.
- Equivalent Percentage = $(\text{CGPA} - 0.75) \times 10$

17. Discipline

- A student is required to observe discipline and decorum both inside and outside the college and not to indulge in any activity that may tarnish the prestige of the college. The head of the institution shall constitute a disciplinary committee to enquire into acts of indiscipline and notify the college about the disciplinary action taken. In case of any serious disciplinary action, which leads to suspension or dismissal, a committee shall be constituted by head of the institution for taking final decision.
- Those students who indulge in examination related malpractices shall be punished as per the scale of punishment notified by JNTUK, Kakinada (Annexure-I).
- Those students involved in the illegal acts of ragging shall be punished as per the provisions of Act 26, 1997 of Govt. of Andhra Pradesh (Annexure-II).

18. Revision of Regulations, Curriculum and Syllabus

The college may revise, amend or change the regulations, curriculum, syllabus and scheme of examinations from time to time subject to decisions/recommendations of Board of Study and the College Academic Council.

19. With holding of Results

If a student has not cleared dues, if any, payable to the institution or any case of indiscipline is pending against him, the result of the student will be withheld. Also, the award of his/her degree is withheld in such cases.

20. Transitory Regulations

- A student, who is detained or discontinued in the semester, on readmission shall be required to do all the courses in the curriculum prescribed for the batch of students in which the student joins subsequently. However, exemption will be given to those students who have already passed courses in the earlier semester(s) he/she was originally admitted into and substitute courses are offered in place of them as approved by the Board of Studies.
- In general, after transition, there will be a fitment formula approved by the competent authority in order to balance course composition and the number of credits.
- Students admitted by transfer from other institutions shall follow transitory regulations with suitable fitment formulae approved by the competent authority.
- A student who is seeking readmission shall apply in the prescribed format within one week after the commencement of the class work. However, the readmission of a student shall be approved by the competent authority.

21. General

- (i) Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.
- (ii) The academic regulations should be read as a whole for the purpose of any interpretation.
- (iii) In case of any doubt or ambiguity in the interpretation of the above rules, decision of the Chairman of the CAC is final and binding.
- (iv) The college may change or amend academic regulations or syllabi at any time subject to approval of the concern authority and the changes or amendments made shall be applicable to all students with effect from the dates notified.

22. Statutory Declaration

In case the regulations do not specify application of an appropriate rule in a unique case, the decision of the competent authority of the college shall be final.

ANNEXURE-I

MALPRACTICE RULES

DISCIPLINARY ACTION FOR MALPRACTICE/ IMPROPER CONDUCT IN EXAMINATIONS

	Nature of Malpractices/Improper Conduct	Punishment
1 (a)	If a student possesses or tries to access any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination(theory or practical) in which he is appearing but has not made use of(material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	If a student gives assistance or guidance or receives any such help from any other candidate orally or through gestures, communicates through cell phones with any candidate or persons in or outside the exam hall.	Expulsion of all the candidates involved from the examination hall and cancellation of the performance in that subject. In case of an outsider, he will be handed over to the police and a case will be registered against him.
2.	If a student is found to have copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which he/she is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject as well as all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear in the remaining examinations of that Semester. The Hall Ticket of the candidate will be cancelled and sent to the University.

3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred from the college and forfeits his seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practical and project work) already appeared and shall not be allowed to appear in examinations of the remaining subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him
4.	If a student smuggles inside the exam hall an Answer book or additional sheet or takes out or arranges to send out the question paper, or answer book or additional sheet during or after the examination.	Expulsion from the examination hall cancellation of performance in that subject and all the other subjects, the candidate has already appeared including practical examinations and project work; and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred from class work for two consecutive semesters and all University examinations. The continuation of the course by the candidate is subject to the academic Forfeiture of seat.
5.	If a student uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting/threatening him/her to award pass marks.	Cancellation of the performance in that subject.

6.	<p>If a student refuses to obey the orders of the Chief Superintendent / CoE / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall, causes injury to his person or to any other persons whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or indulges in any other act of misconduct or mischief, which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	<p>Such a student(s) shall be expelled from the examination hall along with cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester. The candidate(s) will be debarred from the college and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.</p>
7.	<p>If a student leaves the exam hall taking away answer script or intentionally tears/mutilates/deforms the script or any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall cancellation of performance in that subject and all the other subjects the candidate has already appeared, including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred from class work and University examinations for two consecutive semesters. The continuation of the course by the candidate is subject to the academic regulations.</p>
8.	<p>If a student is in possession of any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall cancellation of the performance in that subject</p>
		<p>and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat.</p>

9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	If a student comes to the examination hall in a drunken condition	Expulsion from the examination hall cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of that semester.
11.	If copying is detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester examinations.
12.	Any other malpractice not covered in the above clauses i.e. from 1 to 11 shall be reported to the University or further action/ suitable punishment.	

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I SEMESTER

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB01	Principles of Management	3	1	-	4	3	40	60	100
2	17MB02	Managerial Economics	3	1	-	4	3	40	60	100
3	17MB03	Accounting for Managers	4	1	-	5	4	40	60	100
4	17MB04	Statistics for Management	4	1	-	5	4	40	60	100
5	17MB05	Business Environment and Laws	3	1	-	4	3	40	60	100
6	17MB06	Business communication	3	1	-	4	3	40	60	100
7	17MB60	Information Technology Lab	-	-	2	2	1	40	60	100
8	17MB61	Business communication Lab-I	-	-	2	2	1	40	60	100
TOTAL			20	6	4	30	22	320	480	800

II SEMESTER

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB07	Organizational Behavior	3	1	-	4	3	40	60	100
2	17MB08	Marketing Management	3	1	-	4	3	40	60	100
3	17MB09	Financial Management	4	1	-	5	4	40	60	100
4	17MB10	Human Resource Management	3	1	-	4	3	40	60	100
5	17MB11	Business Research Methods	3	1	-	4	3	40	60	100
6	17MB12	Operations Management	3	1	-	4	3	40	60	100
7	17MB51	Industrial Data Analysis and Presentation	-	-	4	4	2	100	-	100
8	17MB62	Business Communication Lab-II	-	-	2	2	1	40	60	100
TOTAL			19	6	6	31	22	380	420	800



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III SEMESTER

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB13	Strategic Management	4	1	-	5	4	40	60	100
2	17MB14	Operations Research	3	1	-	4	3	40	60	100
FINANCE										
3	17MB15	Security Analysis and Portfolio Management	4	1	-	5	3	40	60	100
4	17MB16	Financial Institutions and Services	4	1	-	5	3	40	60	100
5	17MB17	Strategic Financial Management	4	1	-	5	3	40	60	100
HRM										
6	17MB18	Performance Management	4	1	-	5	3	40	60	100
7	17MB19	Management of Industrial Relations	4	1	-	5	3	40	60	100
8	17MB20	Leadership and team building	4	1	-	5	3	40	60	100
MARKETING										
9	17MB21	Service Marketing Retail Management	4	1	-	5	3	40	60	100
10	17MB22	Advertising and Brand Management	4	1	-	5	3	40	60	100
11	17MB23	Social Media & Digital Marketing	4	1	-	5	3	40	60	100
SYSTEMS										
12	17MB24	Database Management System	4	1	-	5	3	40	60	100
13	17MB25	E-Commerce	4	1	-	5	3	40	60	100
14	17MB26	Management Information System	4	1	-	5	3	40	60	100
OPERATIONS MANAGEMENT										
15	17MB27	Materials Management	4	1	-	5	3	40	60	100
16	17MB28	Service operations management	4	1	-	5	3	40	60	100
17	17MB29	Project Management	4	1	-	5	3	40	60	100
18	17MB63	Data Analysis Lab	-	-	2	2	1	40	60	100
19	17MB52	Project Work (Phase – I)	-	-	3	3	2	100	-	100
TOTAL			23	06	05	34	22	380	420	800

Note: Specialization papers will be offered in five areas viz., Finance, HRM, Marketing, Systems and Operations Management, out of which students shall choose any two specializations. In each specialization, the student is required to opt any two courses.

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IV SEMESTER

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB30	Entrepreneurship	3	1	--	4	3	40	60	100
2	17MB31	Business Ethics and Corporate Governance	3	1	--	4	3	40	60	100
FINANCE										
3	17MB32	International Financial Management	4	1	-	5	3	40	60	100
4	17MB33	Financial Derivatives	4	1	-	5	3	40	60	100
5	17MB34	Banking and Insurance Management	4	1	-	5	3	40	60	100
HRM										
6	17MB35	Strategic Human Resource Management	4	1	-	5	3	40	60	100
7	17MB36	Management of Change	4	1	-	5	3	40	60	100
8	17MB37	Talent Management	4	1	-	5	3	40	60	100
MARKETING										
9	17MB38	Consumer Behaviour	4	1	-	5	3	40	60	100
10	17MB39	Customer Relationship Management	4	1	-	5	3	40	60	100
11	17MB40	International Marketing	4	1	-	5	3	40	60	100
SYSTEMS										
12	17MB41	Data Warehousing and Data Mining	4	1	-	5	3	40	60	100
13	17MB42	Decision Support Systems & Intelligence System	4	1	-	5	3	40	60	100
14	17MB43	Enterprise Resource Planning	4	1	-	5	3	40	60	100
OPERATIONS MANAGEMENT										
15	17MB44	Product design	4	1	-	5	3	40	60	100
16	17MB45	Process Management	4	1	-	5	3	40	60	100
17	17MB46	Six Sigma	4	1	-	5	3	40	60	100
18	17MB53	Project Work (Phase - II)	--	--	6	6	4	40	60	100
TOTAL			22	06	06	34	22	280	420	700

Note: Specialization papers will be offered in five areas viz., Finance, HRM, Marketing, Systems and Operations Management, out of which students shall choose any two specializations. In each specialization, the student is required to opt any two courses.

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MBA (I Sem.)

17MB01 - PRINCIPLES OF MANAGEMENT

L	T	P	Cr.
3	1	-	3

Course Educational Objectives:

- The main objective of this course is to introduce the important management concepts and theories available in the management literature to the students.
- The course aims at providing students better insights into the basic principles, functions and processes of management.
- To impart the basic function and roles of the management (such as planning, organizing, staffing, directing and controlling) and its applications in business operations

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

- CO1 : The student will be able to analytically appraise the journey of management from ester years to the modern days that experienced several adjustments in the course of its expedition.
- CO2: The student will understand how essential various functions of management are forevery business manager.
- CO3: The student will develop knowledge about various managerial processes and become competent when involved in them to achieve success.
- CO4: The student will gain acquaintance with the essence of superior-subordinate relationship which is an important aspect in accomplishing organizational objectives as a team.
- CO5: The student will realize the importance of controlling and giving feedback for ensuring effective and efficient performance of the personnel. At the end of the course, the student should be able to apply these principles to the practical situations concerning the management of people and organizations in real business life.

UNIT - I

Management: Definition – Nature – Importance – Goals – Levels – Skills – Roles – Functions; Contributions of F.W. Taylor, Henry Fayol and Elton Mayo; Modern approaches – Recent Developments; Managing people for competitive advantage – Challenges

UNIT - II

Planning: Nature – Importance – Types – Levels – Process; MBO: Process – Advantages – Disadvantages; Decision making: Significance – Types – Decision making process – Modern Approaches – Evaluating Decisions

UNIT - III

Organizing: Nature – Formal and Informal organizations – Organization levels and Span of management – Structure and Process; Departmentation – Modern Structures: Characteristics; Line and Staff – Authority – Centralization – Decentralization; **Staffing:** Definition – Human Resource Planning: Principles – Process – Recruitment – Selection – Performance Appraisal

UNIT - IV

Directing: Meaning – Assumptions of Human Behavior: Theory X - Theory Y; Leadership: Definition – Dimensions – Leader Vs Manager – Leadership behavior and Styles – Recent Approaches – Managerial Grid; Communication: Process – Methods

UNIT - V

Controlling: Nature – Importance – Process – Feedback system Requirements for effective Control – Control techniques

Relevant Case study discussions in all units

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TEXT BOOKS

1. Koontz, Weihrich and Aryasri: "*Principles of Management*", TMH, New Delhi, 2008.
2. Meeenakshi Gupta: "*Principles of Management*", PHI Private Limited, New Delhi, 2009.

REFERENCE

1. Prasad L M: *Principles and Practices of Management*, Sultan Chand & Sons, New Delhi.
2. John F. Wilson: *The Making of Modern Management*, Oxford University Press.
3. Daft: "*The New Era of Management*", Cengage Learning, New Delhi, 2009.
4. Stoner, Free man and Gilbert: "*Management*", Pearson Education, New Delhi, 2002.



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L	T	P	Cr.
3	1	-	3

Course Educational Objectives:

- The objective of this course is to inculcate the basic knowledge to students related to concepts of economics and make them effective business decision makers;
- To make the students to understand fundamentals of Economics such as demand, elasticity of demand, demand forecasting, production laws, and cost and output relationship, also to explain role of Break Even Analysis in various business decisions.
- To give an overview on types of markets and also explain how price and output is determined under different market structures
- To demonstrate different perceptions on profit theories and also explain business firms and their merits, demerits.

Course Outcomes:**Students are able to:**

- CO1: Capable of analyzing fundamentals of managerial economics such as demand, production, price, supply and investment concepts which helps them in doing effective business administration.
- CO2: Analyze decisions relating to demand, production and cost.
- CO3: Take business decisions using breakeven analysis, cost-output relationship.
- CO4: Analyze conditions prevail in each market and also evaluate in which type of market the organization achieves abnormal profits.
- CO5: Able to analyze the cost benefits of all alternative solutions of business problems and choose the optimal and economical solutions, so that the managers can handle the available resources to meet expected goals.

UNIT - I

Introduction to Managerial Economics: Economics-Definitions-Micro, Macro, Welfare Economics-Managerial Economics- Definition, Nature and Scope, Relationship with other Disciplines- The role of Managerial Economist in business.

UNIT - II

Fundamental Economic concepts: Opportunity cost, Discounting principle, Time perspective, Incremental concept, Marginal Utility and Equi-marginal Utility, Risk and Uncertainty.

Objectives of the Firm: Business firm-Objectives –Economic objectives-Social objectives

Structure of the Firm: Characteristics and types, Merits and Demerits of various business firms in Private and Public sector.

UNIT - III

Demand Analysis: Demand-Demand Function – Determinants- Types -Law of Demand and its Exceptions; Elasticity of demand: Types of Elasticity of Demand, Measurement of Elasticity of Demand, Factors affecting Elasticity of Demand, significance of Elasticity of Demand.

Demand forecasting: Demand forecasting-Types-Methods -Survey Method- Statistical Method

UNIT - IV

Production Analysis: Production function, Cobb-Douglas Production Function, Iso-Quants,Iso-Costs and Least Combination, MRTS, Laws of Production and Economies of scale.

Cost Analysis: Cost- significance-Cost concepts, short run and long run cost-output relationship; Cost control and its Techniques.

Break-Even Analysis: BEP –significance-BEP chart-Limitations

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UNIT - V

Market Structure and Pricing: Classification of Markets, Competitions and its features; Price-Output determination in Perfect competition, Monopoly, Monopolistic competition markets; Pricing methods and Strategies. Theories of profit.

Relevant case study discussions in all units

TEXT BOOKS

1. G S Gupta, "*Managerial Economics*", Tata McGraw Hill.
2. P. L.Mehta "*Managerial Economics– Analysis, Problems & Cases*"-Sulthan Chand & Sons

REFERENCE

1. Dean. Joel: "*Managerial Economics*", PHI.
2. R.L.Varshney and K.L.Maheshwari, "*Managerial Economics*", 17th Edition, SultanChand& Sons
3. Henry and Haynes, "*Managerial Economics*": Analysis and Cases, BusinessPublications
4. Keat, 2007, "*Managerial Economics*", 4th Edition, Thomson
5. H.Craig Petersen, W.C. Lewis, S K Jain, 2006, "*Managerial Economics*", Pearson




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MBA (I Sem.)

17MB03 - ACCOUNTING FOR MANAGERS

L	T	P	Cr.
4	1	-	4

Course Educational Objectives:

- To provide information about fundamental concepts of financial accounting and make them to learn the Generally accepted Accounting Principle and Accounting Standards issued by ICAI.
- To make the students able to do book-keeping work and prepare the financial statement of organization.
- To create an understanding about funds flow and cash flow statements and make them prepare these statements.

Course Outcomes:

- CO1: Students are able to understand the branches, principles & standards of accounting and also analyze the role of accounting in modern organizations.
- CO2: Students are able to understand various stages of accounting process.
- CO3: Students are able to understand valuation process of fixed and current assets.
- CO4: Students can do the funds flow and cash flow analysis by preparing Funds Flow Statement and Cash Flow Statements
- CO5: Students can analyze the financial soundness of organizations by doing analysis on financial statement.

UNIT - I

Introduction to Accounting –Nature and Scope -Financial Accounting, Cost Accounting, Management Accounting – Role of Accounting in Modern Organization, Importance, Objectives and Principles, Accounting Concepts & conventions and the Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by Institute of Chartered Accountants of India. Concept of Shares and Debentures & Amalgamation

UNIT - II

Financial Accounting System – Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments (Sole trading concern).

UNIT - III

Valuation of Fixed assets: Tangible vs. Intangible assets, Depreciation of fixed assets and methods of depreciation (Straight line method, Written down value method, Annuity method). Valuation of Inventory (FIFO, LIFO, Simple average, weighted average methods).

UNIT - IV

Funds flow and Cash flow statements: Meaning- Advantages and Limitations – Statement of Changes in Working Capital -Analysis and interpretation of financial statement from investor and company point of view – Du Pont Chart.

UNIT - V

Financial Statement Analysis–Ratio Analysis: Classifications–Liquidity, Activity, Profitability, Solvency and Structural ratios – Calculation and interpretation of ratios -Predictive Power of ratios – Advantages and Limitations of ratio analysis.

Relevant case study discussions in all units

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TEXT BOOKS

1. Maheshwari S N, Mahehwari S K: "*Financial Accounting* ", Vikas Publishing House Private Limited, New Delhi, 2009,
2. I. M. Pandey : Management Accounting Vikas Publishing House, ND.

REFERENCE

1. Asish K. Bhattacharyya: "*Essentials of Financial Accounting*", PHI Private Limited, New Delhi, 2009.
2. Khan.M.Y.,Jain.P.K., 2007, Management Accounting – Text, Problems and Cases, 4thEdition, Tata McGraw Hill, New Delhi – 8
3. N.M.Singhvi, Management Accounting, Text and Cases, Prentice Hall.
4. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
5. Gupta, 2006, Financial Accounting for Management – An Analytical Perspective, Pearson.



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MBA (I Sem.)

17MB04 - STATISTICS FOR MANAGEMENT

L	T	P	Cr.
4	1	-	4

Course Educational Objectives: In this course, the students will learn to

- The course aims to encourage thinking statistically.
- The course designed to equip managers with the skills to make effective use of data in the workplace,
- To develop expertise in a standard set of statistical and graphical techniques that will be useful in analyzing data
- Learn to apply these techniques in a number of areas of management.
- It is intended that you will leave the course with an ability to use the statistical software.
- With a good understanding of how to describe and model business relationships using simple and multiple linear regression analysis.

Course Outcomes:

- CO1: Appreciate that the collection and statistical analysis of data improves business decisions and reduces the risk of implementing solutions that waste resources and effort.
- CO2: Select and deploy the correct statistical method for a given data analysis requirement. In particular, develop expertise in describing data, process management, hypothesis testing and model building.
- CO3: Recognize, develop and distinguish between models for cross-sectional analysis at a single point in time and models for time series analysis at multiple points in time.
- CO4: Achieve a practical level of competence in building statistical models that suit business applications
- CO5: Build sufficient skills to provide leadership in statistical methods for the staff in your area of responsibility.

UNIT I : Introduction

Statistics – Definition, Types. Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Bayes' Theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal Distributions.

UNIT II: Sampling Distribution and Estimation

Introduction to sampling distributions, sampling distribution of mean and proportion, application of Central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population Parameters of large sample and small samples, determining the sample size.

UNIT III: Testing of Hypothesis - Parametric tests

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two Sample standard deviations. ANOVA one and two way.

UNIT IV: Non-Parametric Tests

Chi-square test for single sample standard deviation. Chi-square tests for independence of Attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – Test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

UNIT V Correlation, Regression and Time Series Analysis

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Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, Trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors.

TEXT BOOKS

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2012.

REFERENCE

1. Srivatsava TN and ShailajaRego, Statistics for Management, Tata McGraw Hill, 2008.
2. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
3. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.
4. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.



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MBA (I Sem.)

17MB05 - BUSINESS ENVIRONMENT AND LAWS

L	T	P	Cr.
3	1	-	3

Course Educational Objectives :

1. To develop an understanding of how various environmental factors influence the business.
2. To acquaint students with the functioning of various international trade organizations, scales of business and emerging trends in business.
3. To familiarize students with the various important provisions of Indian Contract Act and Sale of Goods Act.
4. To familiarize students with the various important provisions of the Company Law and the Indian Partnership Act.
5. To familiarize students with the various important provisions of Consumer Protection Act, 1986.

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

- CO1: The student will be thoughtful of the environmental forces influencing the business.
- CO2: The student will be able to understand the influence exerted by international organizations on trade in the light of emerging business trends
- CO3: The student will be able to conduct business based on his knowledge about Indian Contract Act and Sale of Goods Act.
- CO4: The student will understand the important provisions of the Indian Companies Act, as well as the Indian Partnership Act and organize the business accordingly.
- CO5: The student will be able to use his/her knowledge of various provisions of Consumer Protection Act for the smooth functioning of the business.

UNIT - I

Business Environment: Introduction and Features – Concepts of Vision & Mission Statements – Types of Environment: i) Internal to the Enterprise: Value System, Management Structure and Nature, Human Resource, Company Image and Brand Value, Research & Development; ii) External to the Enterprise: a) Micro: Suppliers, Customers, Market Intermediaries; b) Macro: Demography, Natural, Legal & Political, Technological, Economy, Competition, Sociocultural; Union Budget.

UNIT - II

International Organisations: WTO, IMF, World Bank; **Scales of Business:** Micro, Small and Medium Enterprises – Large Scale Enterprises and Public Enterprises – MNCs; **Emerging Trends in Business:** Concepts, Advantages and Limitations of: Network Marketing – Franchising – Business Process Outsourcing (BPO) – E-Commerce – M-Commerce

UNIT - III

Introduction to Law: Meaning of Law and its Significance; **Indian Contract Act, 1872:** Contract - Meaning; Essentials of a Valid Contract; Nature and Performance of Contract; Termination and Discharge of Contract; **Sale of Goods Act, 1930:** Essentials of a Contract of Sale, Hire-Purchase; Conditions and Warranties; Transfer of Title by Non-Owners; Doctrine of Caveat Emptor; Performance of the Contract of Sale; Rights of Unpaid Seller

UNIT-IV

Indian Partnership Act, 1932: Partnership Deed; Rights and Liabilities of Partners; Authority of Partners and its Scope; Registration of Firms; Dissolution of Firms and of the Partnership
Indian Companies Act, 2013: Promotion and Incorporation of a Company; Concept of Board of Directors, Shareholders and Company Meetings; Company Secretary; E-Governance.

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UNIT-V

Consumer Protection Act, 1986: Introduction, Objects of the Act, Meaning of Consumer, Meaning of Service, Unfair Trade Practice, Consumer Protection Councils: Central, State and District level consumer disputes redressal forums - Objects and their Functions; Rights of the Consumers, Reliefs available to Consumers

TEXT BOOK

1. K. Aswathappa – Essentials of Business Environment, Himalaya Publishing House, 2008.
2. S.N. Maheswari & S.K. Maheswari – A Manual of Business Laws, Himalaya Publishing House, 2013.

REFERENCES

1. Business Environment; Francis Cherunilam- Himalaya Publications
2. Institute of Company Secretaries (ICSI) Study Material – Foundation Programme on Business Environment and Entrepreneurship, New Delhi, 2014.
3. N.D. Kapoor – Mercantile Law; Sultan Chand & Co., New Delhi.
4. Justin Paul, Business environment, Tata McGraw Hill, New Delhi, 2006.
5. Ian Wirthington & The Business Environment; Pearson Education Ltd., England.
Chris Britton
6. Poonam Gandhi Business Studies; Dhanpat Rai & Company Private Limited, Delhi.
7. D. Chandra Bose Business Laws; PHI Learning Pvt. Ltd.



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MBA (I Sem.)

17MB06 - BUSINESS COMMUNICATION

L	T	P	Cr.
3	1	-	3

Pre requisite: Basic knowledge of grammar, vocabulary and ability to speak, write and understand simple sentences in English.

Course Educational Objectives: In this course, the students will learn to

- Realize the role of communication in business and its objectives
- The concept of listening, dynamics of listening, effective communication and its barriers.
- The concept of interpersonal relations, team work, empathy, conflict resolution etc.
- Write business letters, reports and other types of written documentation thoroughly through samples from the industry.
- Gather ideas and information, to organize ideas relevantly and coherently and participate in group discussions, Face interviews.

Course Outcomes

After the completion of this course, prospective engineers will have the ability to

- CO1: Make good communication in business exhibiting effective interpersonal skills, negotiation skills and body language
- CO2: Profess in all the four language skills such as listening, speaking, reading and writing.
- CO3: Make oral and written presentations effectively.
- CO4: Skillfully participate in debates, group discussions and interviews.
- CO5: Participate with confidence in interviews effectively.

UNIT – I

Role of Communication in Business –Introduction- Objectives & Process of communication – Media & channels - Types-Written.vs.Oral communication - Visual, Audio- visual Communication - Silence.

UNIT – II

Dynamics of Listening Skills – Process, types & traits , Verbal Vs Non-verbal communication – Body language-postures-Gestures-kinesics etc., Cross Cultural Communication – problems and challenges-Barriers to effective communication

UNIT – III

Interpersonal vs. Intrapersonal communication, managing motivation to influence Interpersonal Communication- Role of Emotion in Inter Personal Communication –Empathy- conflict resolution-Team work-Networking skills- Communication Styles

UNIT – IV

Business Writing Skills- Significance & Features of Business Correspondence-Types of letters - Pleasant & unpleasant writing- Telephone Communication – effective use of Technology in Business Communication. Report Writing – objectives & Significance; Types of Reports - Structure of Reports - Formal Reports -Informal Report – Proposals, Industry Samples

UNIT – V

Presentation skills – Strategies & techniques of presentation – types of presentation – video Conferencing–Seminars-Technical paper presentations - Group Discussions-Brainstorming Sessions; interview – formal and informal – interview techniques - etiquettes. Relevant case study discussions in all units



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TEXTBOOKS

1. Herta A Murphy & Herber W Hildebrandt, “.Effective Business Communication”, Tata McGraw Hill, New Delhi, 2008.
2. Krizan, “Essentials of Business Communication”, Cengage Learning, New Delhi, 2008

REFERENCE

1. Paul Turner, “Organizational Communication”, JAICO Publishing House, New Delhi, 2007
2. Ramesh & Ramesh, “Ace of Soft skills”, Pearson Education, New Delhi, 2009.
3. Meenakshi Raman, “Business Communication”, Oxford University Press, New Delhi, 2008
4. Leo Jones & Richard Alexander, “New International Business English”, Cambridge University Press, New Delhi, 2009.



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MBA (I Sem.)

17MB60 - INFORMATION TECHNOLOGY LAB

L	T	P	Cr.
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Course Educational Objective:

- To equip students with the basic information technologies available for improving managerial performance.
- Identify and operate basic components of the computer and Microsoft Word.
- Identify major components of the PowerPoint window and create a presentation.
- Identify major components of the Excel window.
- Create, add, modify, and delete records from a database.

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

CO1: Development of technical and managerial skills in information technology.

CO2: Start Microsoft Office applications and work with the Microsoft Office interface.

CO3: Create documents in Microsoft Word.

CO4: Create workbooks in Microsoft Excel.

CO5: Create presentations in Microsoft PowerPoint.

UNIT-I

MSWord: creation of letters, tables, pictures, mail merging.

UNIT-II

Introductory concepts of MS-EXCEL spreadsheet: Creating, Naming Saving, Editing and Printing of Worksheets. Data Entry - Manual and Automatic. Formatting cells and Cell referencing. Creating and using formulas and Functions Use of Copy, Move and Paste Options. Decision making using MS EXCELL.V-Lookup-Look up.

UNIT-III

Data and Graphical Options: Filling a Series, Sorting data, querying of data. Working with graphs and charts.

UNIT-IV

MS Power point: preparation of slides and slide show.

UNIT-V

Introduction to MS-ACCESS: Creating a database and tables by different methods-Entering and Editing data- Sorting, Filtering and displaying data. Creating & querying using forms. Creating & printing reports and labels.

Relevant case study discussions in all units**TEXT BOOKS**

1. Fundamentals of Computers by E. Balagurusamy **Publisher:** McGraw Hill Education
2. Learning Microsoft® Office 2013 Deluxe Edition Pearson.

REFERENCE

1. P.K.Vishwanathan, 2003, Business Statistics, An applied orientation" Pearson.
2. Levine M. David, Stephan David, Krebbiel C Timothy and Berenson L Merk, 2006, "Statistics for Managers using Microsoft Excel, 4th Edition, Pearson Prentice Hall of India.

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MBA (I Sem.)

17MB61 - BUSINESS COMMUNICATION LAB -I

L	T	P	Cr.
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Course Educational Objectives:

In this course, the students learn to

- Speak spontaneously on the given topic.
- Negotiate successfully using appropriate language.
- Gather information and organize ideas relevantly and coherently.
- Make oral presentations, power point presentations and participate in group discussions.

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

CO1: Negotiate skillfully in day-to-day activities.

CO2: Organize data logically and meaningfully on the slides /posters.

CO3: Skillfully manage through group discussions.

CO4: Make power point presentations and oral presentations.

Syllabus: Presentation Skills Lab (PSL) has two parts:

- **Computer Assisted Language Learning (CALL) Lab** for 60 students with 60 systems, LAN facility and English language software for self- study by learners.
- **Interactive Communication Skills (ICS) Lab.** with movable chairs and audio-visual aids with a P.A System, a T. V., a digital stereo –audio & video system and camcorder etc.

Exercise - I**CALL Lab:**

Understand: Features of JAM

ICS Lab:

Practice: Ice-Breaking Activity and JAM Session – Introducing Oneself – Extempore – Vocabulary – Synonyms- Antonyms – One-word substitutes.

Exercise - II**CALL Lab:**

Understand: Features of Good Conversation – Strategies for Effective Communication – Reading – News Paper –.

ICS Lab:

Presentation: Group Discussion – Issues related to Industry & Business – Discussion on News article.

Exercise - III**CALL Lab:**

Understand: Data collection – Organizing data - Making Poster – Making slides.

ICS Lab:

Practice: Poster Presentation – Power Point Presentations – Issues related to Industry & Business.

Exercise - IV**CALL Lab:**

Understand: Types of Résumé – Letter Writing.

ICS Lab:

Practice: Writing Résumé & Letters – Activities on Event Management – Topic Expansions.



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Minimum Requirement:

System Requirement (Hardware component):

Computer network with LAN with minimum 60 multimedia systems with the following specifications:

- I. Intel (R) Core (TM) i3-41`50 (CPU) Processor
 - a. Speed – 3.50 GHZ
 - b. RAM – 4 GB Minimum
 - c. Hard Disk – 400 GB
- II. Headphones of High quality

SUGGESTED SOFTWARE:

1. Globarena's software
2. Young India's Clarity software

LAB MANUAL:

1. Board of Editors, "ELCS Lab Manual – A Workbook of CCALL and ICS Lab Activities", Orient Black Swan Pvt. Ltd., Hyderabad, 2016.

REFERENCES:

1. Stephen Bailey, "Academic Writing- A Practical guide for students", Rontledge Falmer, London & New York, 2004.
2. A Ramakrishna Rao, Dr G Natanam & Prof SA Sankaranarayanan, "English Language Communication : A Reader cum Lab Manual, Anuradha Publications, Chennai
3. DELTA's key to the Next Generation TOEFL Test: Advanced Skill Practice, New Age International (P) Ltd., Publishers, New Delhi.
4. Books on TOEFL/GRE/GMAT/CAT by Barron's/cup
5. IELTS series with CDs by Cambridge University Press.



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II SEMESTER



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Course Educational Objectives:

- To understand the organizational behavior in its broadest multi – disciplinary context of Individual, group and organization.
- To familiarize yourself, people and organizations with theoretical, and practical aspects of the organizational behavior.

Course outcomes:

- CO1: To know how himself and people behave under a variety of conditions. Achieving these goals allows managers to communicate about human behaviour at work place.
- CO2: To understand the group behaviour and its impact on work performance and organization.
- CO3: To protect the cause and effect relationship of the people in a work place.
- CO4: To understand the managerial strategies in achieving the goals of organizations.
- CO5: To improve the results- performance outcome through human behaviour and organizational behaviour can aid them in their pursuit of the goals.

UNIT – I

Introduction of organizational behavior: Definitions, nature and scope of organizational behavior and its significance. Contributions of other disciplines. Approaches to organizational behaviour. Role of Organizational behaviour in management science

UNIT – II**Individual - personality proportions:**

Learning: Definition, Concept of Learning, Learning role in organizations. Learning theories- Ivan Pavlov, B.F.Skinner and EL. Thorndike. **Perceptual management and personality:** Meaning and significance of perception and influencing factors. The Gestalt perceptual organization and social perception. Meaning of personality. Personality trait and Determinants. Socialization and its process.

Attitudes and Motivation: Concepts of attitudes, Sources, types and Functions. Attitudes and consistency- cognitive dissonance theory-Definition of needs, drives and Motives and incentives. Motivation theories-Maslow's theory and ERG Theory.

UNIT – III**Groups: Decision Making Process**

Groups: Nature of Groups. Dynamics of Group formation, Types of groups. Implications of group dynamics on organizational Behavior and management. Informal groups and its significance and decision making process.

UNIT – IV

Leadership: Definition of leadership. Traits of effective leaders, leadership skills, leadership styles and determinants. **Management communication,** The modern perspective importance of communication. Type of communication process, barriers to effective communication.



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UNIT – V

Stress Management: Definition of stress, Types of Stress, occupational stress. The causative factors of organizational stress. Strategies to cope with stress, **Meaning of conflict**, classification of conflict, process.

Organizational structure and development: Understanding of Organization structure Departmentation, modern organizational designs- Organizational development and its Techniques.

Relevant case study discussions in all units

TEXT BOOKS

1. Robbins.P. Stephen (2006), Organizational Behaviour, Pearson education, New Delhi.
2. Luthans Fred (1998), Organizational Behaviour, Tata Mc Graw Hill International Edition, New Delhi.

REFERENCE

1. Pareek Udai (2007), Understanding Organizational Behaviour, Oxford University Press, New Delhi.
2. Aswathappa. K. (2005), Organizational Behaviour, Text and Cases games, Himalaya Publishing Company, New Delhi.
3. Jerald Greenberg and Robert.A. Baron, (2009), Organizational Behaviour, PHI learning Private Ltd., New Delhi.
4. Jit.S. Chandhan (2006), Organizational Behaviour, Vikas Publishing House, New Delhi.



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L	T	P	Cr.
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Course Educational Objectives:

1. To develop greater insight on concepts, issues and strategies in the marketing and its management.
2. To give an exposure to the students on marketing environment.

Course outcomes:

- CO1: Evaluate the relevance of marketing concepts impact on environmental change while designing marketing plans, strategies and practices.
- CO2: Develops marketing strategies based on segmentation, target marketing and positioning by examining consumer behaviour.
- CO3: Ability to communicate the unique marketing mixes and selling propositions for specific product offerings and pricing objectives.
- CO4: Develops and apply knowledge to create integrated marketing communication strategies and distribution strategies.
- CO5: Ability to analyse marketing control techniques and can understand strategies related to rural, global and services marketing areas.

UNIT – I

Introduction to Marketing: Definition, Importance, scope, Process of marketing- Elements of marketing, Functions of marketing -Core marketing concepts- Indian Marketing Environment - Market Research: Definition, commissioning MR, MR process, MR on-line- MIS.

UNIT – II

Market Segmentation: Segmentation Definition, Importance, levels of market segmentation, Basis for segmenting consumer markets, Basis for segmenting business markets, Requirement for effective segmentation – Market targeting, Positioning– Marketing strategies – Marketing mix- Understanding consumer behavior.

UNIT – III

Product Management and Pricing Strategy: Product Definition, Types of products, Product levels, Product mix and Product line, New Product Development, Product Life Cycle. Branding and Brand related decisions.

Pricing Objectives, Importance and Processes of Pricing, Factors influencing the Pricing, Pricing Methods and Strategies, Responding to Competitor's price changes.

UNIT – IV**Distribution Management and Promotion:**

Role and Importance of Marketing channels, channel intermediaries and functions, channel management decisions, channels for consumer products, and industry products, channel conflicts – Promotional mix –Role of advertising, Personal selling, Publicity, Public relations and Sales promotion, factors affecting promotional mix .

UNIT – V

Marketing control: Types of Marketing control, Relationship marketing – Digital marketing – Rural marketing- Services marketing – Market sustainability and Ethics – Global marketing.

Relevant case study discussions in all units



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TEXT BOOKS


1. Phillip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileswar Jha - "Marketing Management", Pearson 14th edition New Delhi -2013
2. VS Ramaswamy, S.Namakumari:, "Marketing Management", 3/e, Macmillan, New Delhi, 4th edition 2013.

REFERENCE

Armstrong, Gary and Philip kotler – *Principles of marketing* – Prentice Hall 13th edition-2012

1. Rajan Saxena (2010), "Marketing Management" McGraw Hill Publisher.
2. Vijayaprakash Anand – *Marketing management in Indian perspective* – Biztantra & Vailey publishers
3. RSN Pillai and Bhagavathi – *Modern marketing, principles and practices* – S chand publications, 2013
4. K.Karunakaran – *Marketing management* – Himalaya publishers – 2013
6. Tapan K Panda: "Marketing Management Text and Cases", Excel Books, New Delhi.
7. Boone and Kurtz: "Principles of Marketing", Cengage Learning, New Delhi.




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MBA (II Sem.)

17MB09 - FINANCIAL MANAGEMENT

L	T	P	Cr.
4	1	-	4

Course Educational Objectives:-

- To make the management students familiar with fundamental concepts of Financial Management
- To provide adequate and appropriate theoretical knowledge to initiate financial Decisions that leads success of business.
- To discuss the short term and long term financial needs generating sources of investment of capital in an organization
- To discuss the role of the Working capital management for the successful operations of business.
- To explore various methodologies to be followed in dividend management in view of maximization of equity shareholders wealth as well as firm value.

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

- CO1: Students are able to learn basic fundamentals of Financial Management and make themselves as efficient and effective managers in dealing financial decisions.
- CO2: Student is able to understand the process of investment of capital, generation of funds and other financial operations of a business.
- CO3: Student is able to digest various tools & techniques applied in the effective working capital management of a business.
- CO4: Able to understand cost & benefits of each financial decision in short run & long run.
- CO5: Student can understand various approaches and methodologies to be followed in dividends management for the wealth maximization of a shareholders.

UNIT - I

Introduction to financial management: Nature –Scope of FM -Evolution-Objectives – functions & Branches of FM– interface of financial management with other functional areas. Environment of corporate finance.

UNIT - II

Time value of money: Introduction, types of cash flows- future value of a single cash flow, multiple cash flows & annuity – present value of a single cash flow, multiple cash flows & annuity, perpetuity & growing perpetuity.

Capital expenditure decisions: The process of capital budgeting – basic principles in estimating cost & benefits of investments – appraisal criterion – Discounted & non-discounted methods (PBP-ARR-NPV-IRR-Benefit cost ratio).

Cost of Capital: Concept and measurement of cost of capital. Debt vs Equity cost of debt, preference shares, equity shares & retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

UNIT - III

Capital structure theories: Net income approach (NI) -Net operating income approach (NOI)- traditional approach-Miller Modigliani (MM), criticism of MM approach. Business & financial risk – a total risk perspective – a market perspective – determinants of capital structure decisions – approach to estimate the target capital structure – variation in capital structure, EBIT/EPS Analysis & ROI/ROE Analysis.



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Leverage: Measuring & analyzing the implications of leverage – Operating leverage, Financial leverage & Total leverage.

Sources of long term finance: Equity capital – Debenture capital, Term loans & Deferred credit, Venture capital, IPO, Public issue by listing companies, Rights issues, Preferential allotment, Private placement and Institutional finance.

UNIT - IV

Working Capital: Components of working capital, Gross Vs Net working capital, Determinants of working capital needs, the operating cycle approach, planning of working capital, financing of working capital through bank finance & trade credit.

UNIT - V

Dividend policy: Dividends –Types of dividends –Dividend policy–Factors effecting dividend policies–Different approaches of dividend policies–Traditional approach- Walter model – Gordon model –Modigliani Miller model – Rational expectations model.

Relevant case study discussions in all units


TEXT BOOKS

1. Khan & Jain P.K, Financial management: Text & Problems, Tata McGrawhill, New Delhi.
2. I M Pandey, Financial management, 9th edition, Vikas Publishing House Pvt Ltd, New Delhi-2005

REFERENCE

1. Eugene F Brigham Financial management: Theory & Practices, 9th edition, the Dryden Press-1999.
2. Van Horne, Financial Management & Policy, 12th edition, Prentice Hall New Delhi.
3. Damodaran, Aswath.john, Corporate finance: Theory & Practices, 2nd edition, wiley& sons,
4. Prasanna Chandra, Financial management: Theory & Practices, 7th edition, Tata McGrahill, New Delhi-2004




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L	T	P	Cr.
3	1	-	3

Course Educational Objectives:

- To enable students understand the significant role played by HRM departments and familiarize them with the process of manpower planning
- To explain students about the scientific recruitment and selection processes and their merits and demerits
- To ensure students knowledge about different techniques of managing employee careers
- To make students recognize the importance of evaluating job performances and offering competitive pay packages to employees
- To familiarize students with the usual disciplinary and grievance handling procedures

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

- CO1: Deal with HRM/HRP effectively in the real business life to ensure efficient human resources
- CO2: Conduct job analysis and scientific recruitment and selection processes for higher productivity
- CO3: Contribute towards organizational growth by designing and implementing appropriate training and development programmes
- CO4: Develop relevant and objective performance appraisal and compensation systems to meet individual and organizational strategic needs
- CO5: Effectively handle disciplinary and grievance mechanisms to ensure stability and smooth functioning of the organisation

UNIT - I

Introduction to HRM: Definition – Functions – Personnel policies and principles; **Human Resource Planning:** Definition – Objectives – Process – Assessing Current Human Resources – Importance of HRP – Current Trends in HRM/HRP

UNIT - II

Job Analysis and Design: Job Analysis – Process – Uses – Methods; Job Description – Job Specification; Job Design – Factors affecting job design – Different Approaches; Hackman & Oldham's Job Characteristics Model; **Recruitment and Selection:** Recruitment – Process – Sources, advantages and disadvantages – e-Recruitment; Selection – Process – Barriers to effective selection.

UNIT - III

Managing Careers: Career Planning – Its Elements; Promotions – Transfers – Separations; Career Development – Initiatives – Employee commitment; **Training and Development:** Nature – Inputs – As a source of competitive advantage; Training process – Training Methods – Evaluation; Employee development – Methods

UNIT - IV

Performance Appraisal: Definition – Objectives – Process – Methods – Purposes; Job Evaluation – Methods; **Compensation Management:** Components of remuneration – Importance of an ideal compensation system – factors influencing employee remuneration; Concepts of Wages – Incentives – Types of incentive plans – Guidelines for Effective Incentive Plans; Employee Benefits – Need – Types.



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UNIT - V

Employee Discipline: Definition – Causes of indiscipline – Kinds of punishments/penalties; Misconduct – Forms of misconduct – Procedure for Disciplinary Action– Principles of Maintaining Discipline; **Grievance Handling:** Causes of Grievance – Grievance procedure – Advantages; **Labour Laws:** Importance – sources – objectives; Ethical issues in HRM – HR Audit – Challenges of HRM

Relevant case study discussions in all units

TEXT BOOKS

- K. Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2007.
- Gary Dessler: “*Human Resources Management*”, PHI, New Delhi, 2007.

REFERENCE

- Biswajeet Pattanayak: “*Human Resource Management*”, PHI, New Delhi, 2001.
- P. Subba Rao: “*Personnel and Human Resource Management – Text and Cases*”, Himalaya Publishing House, Mumbai, 2010.
- P G Aquinas: “*Human Resources Management*”, Vikas Publishing House, New Delhi, 2010.
- B.B. Mahapatro: “*Human Resource Management*”, New Age International Publishers, New Delhi, 2010.



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MBA (II Sem.)

17MB11 - BUSINESS RESEARCH METHODS

L	T	P	Cr.
3	1	-	3

Course Educational Objectives:

- This course provides students with the opportunity to learn a number of research techniques, methods and tools.
- The main aim of the course is to equip the student with the knowledge of doing research projects both at academic and higher levels.

Course outcomes:

- CO1: The students will demonstrate a thorough understanding of how research is conducted in business management domain.
- CO2: The student will be familiarised with the data collection methods and procedures and make their research studies scientific.
- CO3: The students will understand the concept of scaling and measurement in management research, particularly relating to qualitative data.
- CO4: As per the need, the students will be able to work with a number of statistical techniques for analysing the data gathered by them.
- CO5: The students will be able to use a logical and descriptive writing approach in their presentation of research findings.

UNIT - I

Research: Meaning, objectives and Significance; Role of business research and applications Research process; Ethics in business research; Types of Research: Pure vs. Applied research, Qualitative vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, Case Study Method of research, Ethics and business research, Technology used in business research, the research process.

UNIT - II

Research Design: Meaning and Goals of Research Design, Characteristics, Phases; Primary and Secondary data: Data Collection Methods; Questionnaire Design; Sampling design and sampling procedures. Sampling techniques, determination of sample size; Pilot study.

UNIT - III

Measurement and Scaling: Concepts; Attitude measurement; psychological and social instruments used in management science, Levels of measurement and types of scales; Criteria for good measurement, reliability and validity.

UNIT - IV

Data Analysis: Processing of Raw Data: Editing, Coding, Classification and Tabulation; Graphical and Diagrammatic representation of data; Statistical Tests: Parametric tests, correlation test, t-test, z-test and chi-square test and non-parametric tests; Manhitny - U- test and Wilcoxon test their significance. Hypothesis: characteristics, formulation, Hypothesis testing procedure.

UNIT - V

Report Writing: Report writing and significance, Different steps in report writing, Layout of the research report, Precautions. Preparation of project abstract. The steps in project work writing in management science.

Relevant case study discussions in all units



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TEXT BOOKS

1. Cooper R.Donald and Schindler S. Pamela: "*Business Research Methods*", 9/e, Tata McGraw Hill, New Delhi, 2006.
2. Kothari: CR, Garg, Gaurou "*Research Methodology*", New Age International Publishers, New Delhi, 2014.

REFERENCES

1. KrishnaSwamy .OR and obul Reddy . D. Research Methodology and Statistical tools 1st editions Himalaya Publishing House, New Delhi. 2012.
2. Narayana Reddy P, Acharyulu GVRK, "*Research Methodology and Statistical Tools*", 2nd Ed., Excel Books, New Delhi, 2016
3. Panneerselvam R: "*Research Methodology*", PHI Learning Private Limited, New Delhi, 2009.




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L	T	P	Cr.
3	1	-	3

MBA (II Sem.)

17MB12 - OPERATIONS MANAGEMENT

Course Educational Objectives:

- To make the student to learn the basic concepts of operations management which are useful for facilitating decisions at work place.
- To enable the student to know the product design patterns and design technologies such as CAD and CAM.

Course outcomes:

- CO1: Students are able to understand the basic concepts in operations and production activities.
- CO2: Students can identify factors influencing plant location and plant layout.
- CO3: Students can identify the production process and execute the customer order timely.
- CO4: They can manage the materials, manpower effectively by using appropriate inventory and time study techniques.
- CO5: They can improve the productivity by using effective quality control standards and techniques.

UNIT – I

Introduction to Production and Operation Management- Historical Evolution, Differences between Manufacturing and Operations, types of production systems.OM scenario today. Challenges of OM, CAD/CAM, Value Analysis, World class manufacturing.

UNIT – II

Facilities Management: Plant location, Factors influencing plant location, Plant Layout, Classification of Layouts, Flexible Manufacturing. Product design and analysis, process selection decisions.

Aggregate Planning: Introduction, Process of AP-Master Production Schedule, capacity planning. (Problems on plant location)

UNIT – III

Scheduling: Scheduling in Job, Shop Type Production, Assignment and Sequencing, Scheduling in Mass, Continuous and Project Type Production, Line balancing, Gantt charts

Productivity: Basic Concepts, Productivity Cycle, Productivity Engineering and Management, types of Productivity. (Problems on Sequencing).

UNIT – IV

Material Management –Objectives, components, purchase management, stores management, inventory management Types of inventory, Methods of inventory control, (ABC, VED, FSN, SDE).

Work Study: Method Study, Steps in Method Study; Work measurement, (problems on work measurement, and inventory stock levels)

UNIT – V

Management of Quality: Concept of Quality, objectives, inspection, SQC, Control charts for variables and attributes, acceptance sampling, Quality assurance, six sigma, Quality circles, Deming 14 principles, quality standards. (Problems on SQC).

Relevant case study discussions in all units

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TEXT BOOKS

1. William J Stevenson: "*Operations Management*", Tata McGraw Hill, New Delhi, 2009
2. K. Aswathappa & K Sridhara Bhat, Production and Operations Management HPH, Mumbai, 2014.

REFERENCES

1. James R. Evans and David A. Collier: "*Operations Management*", Cengage Learning India Private Limited, New Delhi, 2009
2. Nair NG: "*Production and Operations Management*", Tata McGraw Hill, New Delhi, 2009.
3. Joseph S. Martinich, POM, John Wiley & Sons Canada 2003
4. P. Rama Murthy, POM, New Age International Publishers, 2012.
5. S A Chunawalla, D R Patel: "*Production and Operations Management*", HPH, Mumbai, 2016.




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MBA (II Sem.)

17MB62 - BUSINESS COMMUNICATION LAB- II

L	T	P	Cr.
-	-	2	1

Course Educational Objectives:

In this course, the students learn to

- Make critical analysis of the text read or heard with thorough understanding.
- Give speeches in public successfully using appropriate language and style.
- Interpret data and present ideas relevantly and coherently in group discussions/Reviews.
- Get exposed to Interview Skills.

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

After the completion of this course, the students have the ability to

CO1: Analyze the text thoroughly.

CO2: Present data logically and meaningfully in Public Speeches.

CO3: Skillfully manage through group discussions/Reviews.

CO4: Answer the questions in Interviews with confidence.

Syllabus: Presentation Skills Lab (PSL) has two parts:

- **Computer Assisted Language Learning (CALL) Lab** for 60 students with 60 systems, LAN facility and English language software for self- study by learners.
- **Interactive Communication Skills (ICS) Lab.** with movable chairs and audio-visual aids with a P.A System, a T. V., a digital stereo –audio & video system and camcorder etc.

Exercise - I**CALL Lab:**

Understand: Reading comprehension – Listening Comprehension – scanning, skimming, reading between lines and critical reading.

ICS Lab:

Practice: Reading comprehension - Listening Comprehension – scanning, skimming, reading between lines and critical reading – Analysis of the Advertisements.

Exercise - II**CALL Lab:**

Understand: The features of Public Speech – watch T.V programmes

ICS Lab:

Practice: Public Speeches – T.V. Programme Analysis – Drafting Memo – Vocabulary – Phrasal Verbs – Idioms.

Exercise - III**CALL Lab:**

Understand: Making slides – Gathering information – Rubrics of presentation

ICS Lab:

Practice: Book Review – Blog designing – writing paper for publication/presentation – Presentations on Field Observation.

Exercise - IV**CALL Lab:**

Understand: Interview Skills

ICS Lab:

Practice: Mock Interviews

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Minimum Requirement:

System Requirement (Hardware component):

Computer network with LAN with minimum 60 multimedia systems with the following specifications:

- III. Intel (R) Core (TM) i3-41'50 (CPU) Processor
 - a. Speed – 3.50 GHZ
 - b. RAM – 4 GB Minimum
 - c. Hard Disk – 400 GB
- IV. Headphones of High quality

Suggested Software:

- 1) Globarena's software
- 2) Young India's Clarity software

Lab Manual:

Board of Editors, "ELCS Lab Manual – A Workbook of CCALL and ICS Lab Activities", Orient Black Swan Pvt. Ltd., Hyderabad, 2016.

Books Recommended:

- 1. Stephen Bailey, "Academic Writing- A Practical guide for students", Rontledge Falmer, London & New York, 2004.
- 2. A Ramakrishna Rao, Dr G Natanam & Prof SA Sankaranarayanan, "English Language Communication : A Reader cum Lab Manual, Anuradha Publications, Chennai
- 3. DELTA's key to the Next Generation TOEFL Test: Advanced Skill Practice, New Age International (P) Ltd., Publishers, New Delhi.
- 4. Books on TOEFL/GRE/GMAT/CAT by Barron's/cup
- 5. IELTS series with CDs by Cambridge University Press.



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III SEMESTER

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB13	Strategic Management	4	1	-	5	4	40	60	100
2	17MB14	Operations Research	3	1	-	4	3	40	60	100
FINANCE										
3	17MB15	Security Analysis and Portfolio Management	4	1	-	5	3	40	60	100
4	17MB16	Financial Institutions and Services	4	1	-	5	3	40	60	100
5	17MB17	Strategic Financial Management	4	1	-	5	3	40	60	100
HRM										
6	17MB18	Performance Management	4	1	-	5	3	40	60	100
7	17MB19	Management of Industrial Relations	4	1	-	5	3	40	60	100
8	17MB20	Leadership and team building	4	1	-	5	3	40	60	100
MARKETING										
9	17MB21	Service Marketing Retail Management	4	1	-	5	3	40	60	100
10	17MB22	Advertising and Brand Management	4	1	-	5	3	40	60	100
11	17MB23	Social Media & Digital Marketing	4	1	-	5	3	40	60	100
SYSTEMS										
12	17MB24	Database Management System	4	1	-	5	3	40	60	100
13	17MB25	E-Commerce	4	1	-	5	3	40	60	100
14	17MB26	Management Information System	4	1	-	5	3	40	60	100
OPERATIONS MANAGEMENT										
15	17MB27	Materials Management	4	1	-	5	3	40	60	100
16	17MB28	Service operations management	4	1	-	5	3	40	60	100
17	17MB29	Project Management	4	1	-	5	3	40	60	100
18	17MB63	Data Analysis Lab	-	-	2	2	1	40	60	100
19	17MB52	Project Work (Phase – I)	-	-	3	3	2	100	-	100
TOTAL			23	06	05	34	22	380	420	800

Note: Specialization papers will be offered in five areas viz., Finance, HRM, Marketing, Systems and Operations Management, out of which students shall choose any two specializations. In each specialization, the student is required to opt any two courses.



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IV SEMESTER

S. No	Course code	Course Title	Contact hours/week				Credits	Scheme of Valuation		
			L	T	P	Total		CIE	SEE	Total
1	17MB30	Entrepreneurship	3	1	--	4	3	40	60	100
2	17MB31	Business Ethics and Corporate Governance	3	1	--	4	3	40	60	100
FINANCE										
3	17MB32	International Financial Management	4	1	-	5	3	40	60	100
4	17MB33	Financial Derivatives	4	1	-	5	3	40	60	100
5	17MB34	Banking and Insurance Management	4	1	-	5	3	40	60	100
HRM										
6	17MB35	Strategic Human Resource Management	4	1	-	5	3	40	60	100
7	17MB36	Management of Change	4	1	-	5	3	40	60	100
8	17MB37	Talent Management	4	1	-	5	3	40	60	100
MARKETING										
9	17MB38	Consumer Behaviour	4	1	-	5	3	40	60	100
10	17MB39	Customer Relationship Management	4	1	-	5	3	40	60	100
11	17MB40	International Marketing	4	1	-	5	3	40	60	100
SYSTEMS										
12	17MB41	Data Warehousing and Data Mining	4	1	-	5	3	40	60	100
13	17MB42	Decision Support Systems & Intelligence System	4	1	-	5	3	40	60	100
14	17MB43	Enterprise Resource Planning	4	1	-	5	3	40	60	100
OPERATIONS MANAGEMENT										
15	17MB44	Product design	4	1	-	5	3	40	60	100
16	17MB45	Process Management	4	1	-	5	3	40	60	100
17	17MB46	Six Sigma	4	1	-	5	3	40	60	100
18	17MB53	Project Work (Phase - II)	--	--	6	6	4	40	60	100
TOTAL			22	06	06	34	22	280	420	700

Note: Specialization papers will be offered in five areas viz., Finance, HRM, Marketing, Systems and Operations Management, out of which students shall choose any two specializations. In each specialization, the student is required to opt any two courses.


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Strategic Management	
Course Code: 17MB13	
Internal Marks: 40	Internal Marks: 40
L: T: P:4:1:0	L: T: P:4:1:0

Course Educational Objectives (CEOs):

- 1 To familiarize the students with the principle of strategic management.
- 2 To understand strategic management as the art and science of formulating, implementing and evaluating the variety of work activities strategically in order to achieve the productive based goals.
- 3 To know the significance of strategic management in decisions of the organization
- 4 To achieve the organizational and management excellence.

Course Outcomes (COs):

At the end of the course students would be able to

CO1	To familiarize with the technique of strategic analysis and facilitate to develop strategic thinking through case analysis.
CO2	To provide the information and tools to maximize the competitiveness and enable economic growth for customers, employees, workers, managers, and organizations relating strategy formulation.
CO3	To provide information relating to strategy implementation in different perspectives of decision making for organizational effectiveness
CO4	To adopt technical and managerial knowledge while dealing any other different situations with required evaluation and control.
CO5	To adopt various strategic applications in promoting business environment of various business issues.

Unit - I

Introduction: Basic Concepts in Strategic Management, Strategic Management as a process Developing a strategic vision, Mission, Objectives, Policies and benefits of Strategic management, Environmental scanning: Identifying external and internal factors- Industry analysis – Porter’s approach to industry analysis – Industry value chain analysis.

Unit - II

Strategy formulation: Process - significance- practices Business strategy situational analysis- SWOT- EFAS – IFAS matrices – Porter’s competitive strategies –BCG matrix- space matrix- directional strategies.

Unit - III

Strategy implementation: Process and importance Develop programmes, budgets, procedures – Stages of corporate development in terms of problem, Objective reward system etc- International issues in strategic management implementation

Unit - IV

Strategic evaluation and control: process of strategy evaluation and significance measuring performance appropriate measures of strategy control and types of control- Balanced score card approach- problems in measuring performance – guide lines for control

Unit - V

Strategic issues: Entrepreneurial ventures and small businesses Importance of Entrepreneur as strategic issues in Corporate Governance factors affecting new venture. A frame work for crisis management: Crisis management-definition, nature, scope and its significance. Types of crisis, causative factor and stages. Crisis management and their role in organizations.

Relevant case study discussions in all units

Text Book

- 1 Concepts in Strategic management and Business Policy – Thomas L Wheelen& J DavidHunger- 13th edition–Pearsonpublications, New Delhi .2013.
- 2 Arthur A. Thopson Jr. A.J. Strickland III & John E. Gamble Crafting and Executing Strategy: The Quest for Competitive Advantage- Concepts and Cases.

References

- 1 VSP Rao & V. Hari Krishna Strategic Management: Text and Cases. N.Delhi: Excel Books.
- 2 AmitaMital: Cases in Strategic Management, Tata McGraHill, New Delhi, 2008
- 3 Vijaya Kumar P.Hitt A: Strategic Management, Cengage learning, New Delhi, 2010.
- 4 Thompson & Strickland: Strategic Management, Concepts and cases. Tata McGraw-Hill, 12/e, New Delhi, 2007.
- 5 Steven Fink (2000), —Crisis management: planning for the investable. Amazon publications, New Delhi.
- 6 Lewis Gerald (2006), —Organizational Crisis Management: the Human Factor. Amazon publications, New Delhi.

Operations Research	
Course Code: 17MB14	
Internal Marks: 40	External Marks: 60
L: T: P:3:1:0	Credits :03

Course Educational Objectives (CEOs):

The course aims to shape the attitudes of learners regarding the field of quantitative analysis specifically, the course aims to:

- 1 Understand the major capabilities and limitations of deterministic operations research modeling as applied to problems in industry.
- 2 Emphasize the mathematical procedures of linear programming techniques.
- 3 Understanding the transportation and assignment concepts and limitations as applied to problems in industry.
- 4 Understand how optimal strategies are formulated in conflict and competitive environment by using game theory and queuing theory.
- 5 Understand the importance of using PERT & CPM techniques for project management phases and various activities that need to be done.

Course Outcomes (COs):

At the end of the course students would be able to

CO1	Understand the characteristics of different types of decision making environments and the appropriate decision making approaches and tools to be used in each type.
CO2	Apply appropriate LPP techniques to express the defined problems mathematically.
CO3	Build and solve transportation models and assignment models.
CO4	Apply appropriate optimal strategies for conflict and competitive environment by using game theory and queuing theory.
CO5	Design new simple models, like: CPM, to improve decision making and develop critical thinking and objective analysis of decision problems.

Unit-I:

Operations Research: Introduction to OR, Introduction, Definitions, history, features. Operations Research- a quantitative approach to decision making, applications of OR in different managerial areas, models and modeling in OR.

Decision Theory & Decision Trees: introduction, steps of decision making process, types of decision making environments: DMUU, DMUC, DMUR, decision tree analysis.

Unit-II:

Linear Programming: Meaning, Assumptions and characteristics of LPP, business applications of Linear programming technique, Formulation of LPP, Solution by the Graphical method, Simplex method, and Duality in LPP.

Unit-III:

Transportation: introduction, Mathematical model of transportation problem, the transportation algorithm, and methods for finding initial feasible solution: NWCC, least cost, Vogel's approximation method, and test for optimality: modified distribution method (MODI).

Assignment: Introduction, mathematical models of assignment problem, solution methods of assignment problem: Hungarian method, variations of the assignment problem.

Unit-IV:

Theory Of Games: introduction, two people zero sum games (Maximal and Minimal) games with saddle point, mixed strategies, the rules for dominance.

Queuing Theory: the structure of Queuing system, basic concepts in queuing theory and queuing models: Poisson exponential single server model infinite population, Poisson exponential single server model finite population, poisson exponential multi server model, Erlang's method.

Unit-V:

Project Management: PERT and CPM

Introduction, difference between PERT and CPM, drawing networks, critical path analysis: forward pass method, backward pass method, float of an activity, probability of completing the project within given time.

Replacement and Maintenance Models: introduction, types of failures, replacement of items whose efficiency deteriorates with time, single replacement and group replacement.

Text books:

1. J K SHARMA, Operations research theory and applications, Macmillan publications, fifth edition.
2. Harvey M Wagner, principles of operations research , PHI

Reference:

1. Hamadya Taha, 'Operations Research –An introduction', TMH
2. Anand Sharma, Quantitative techniques for decision making, Himalaya publishing house
3. Billey E. Gillett, Operations research, TMH
4. Rathindra P sen, Operation Research algorithms and applications, PHI
5. U K Srivastava, G V Shenoy, S C Sharma, Quantitative Techniques for management decisions, New age international.

Security Analysis and Portfolio Management	
Course Code: 17MB15	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To improve decision making skills in management of investment through better understanding of modern theories on portfolio management and functioning of capital markets.
- 2 To get better return on portfolio with lesser risk and enlighten the students with the concepts and practical applications of security analysis and portfolio management.
- 3 To make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management.
- 4 To acquaint the students about assets management, the risks and the returns involved.
- 5 Understand the structure and pricing of mutual funds and assets its performance.

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Students able to analyze the major investment instruments.
CO2	Explain the roles and working of the securities markets locality and abroad.
CO3	Evaluate and design appropriate portfolio management strategies to meet investor's objectives and needs.
CO4	Apply portfolio and capital market theories in investment analysis and decisions in a practical setting.
CO5	To enable students to learn practically on mutual funds and its performance measurement.

Unit - I

Introduction to Investments: The investment environment: Concept Objectives, Factors, Alternatives, Process, Investment Vs Speculation, classification and functions of financial markets and financial instruments. Securities Market: Primary, Secondary, Indices, Listing Process. Exchanges, Depositories, Clearing House. Securities trading – types of orders, margin trading, Regularity systems for equity markets. Portfolio Theory: Concept of Risk, measuring risk and returns, Portfolio risk – measurement and analysis, mean – variance approach, business risk and financial risk and treatment in portfolio management.

Unit - II

Equilibrium in Capital Market: The Capital Asset Pricing Model, Arbitrage Pricing theory, Market Efficiency. - Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management. Equity Valuation Model: Dividend discount models, intrinsic value and market price, earnings multiplier approach, P/E ratio, Price/Book value, Price/sales ratio, Economic value added (EVA).

Unit - III

Security Analysis: Fundamental analysis: Economy, Industry and Company Analysis (EIC). Technical Analysis: Dow theory, Elloit Wave theory, Moving Averages, Breadth of the market, ROC, RSI, Price Charts, Resistance and Supports, Random Walk Theory.

Unit - IV

Portfolio Analysis & Selection: Diversification, the Sharpe Index Model, Portfolio Beta Generating the Efficient Frontier. Markowitz Risk return Optimization, Sharpe optimization model Portfolio Revision: Portfolio Rebalancing, Portfolio Upgrading, Investment Timing, Formula Plans: Constant Dollar Value Plan, Constant Ratio Plan, Variable Ratio Plan,

Unit - V

Mutual Funds: Objectives of Mutual Funds, Organization and Management of Mutual Funds, Types of Mutual Funds, Pros and Cons of Mutual Funds. Performance evaluation of mutual funds, performance measurement: Sharp's Model. Teyrnor's Model, Jensen's Model.

Relevant case study discussions in all units

Text Book

- 1 Security Analysis and Portfolio Management. 6th edition Fischer, Donald E/ Jordan, Ronald J. PrenticeHall, India-2012
- 2 Security Analysis and Portfolio Management. Punithavatya Pandian Vikas Publications-2009

References

- 1 Investors and choices-2011. Prentice Hall India
- 2 Stock Exchange and Investments Raghunathan, V. Tata McGraw-Hill 2009
- 3 Essentials of Investments, 3rd e Bodie, Zvi et al. Irwin/McGraw-Hill
- 4 Investment Analysis and Portfolio Management by Prasanna Chandra, McGraw-Hill-2017

Financial Institutions and Services	
Course Code: 17MB16	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To provide an insight about Indian Financial System
- 2 To understand importance and role of RBI (Banking sector)
- 3 To increase awareness on Non Banking Financial Institutions in India
- 4 To highlight various services offered by Financial Institutions
- 5 To understand the functions and activities of merchant bankers and follow the SEBI guidelines

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Students able to learn the overview of Indian Financial System.
CO2	Help students to awareness on banking sector in India and RBI role in banking sector
CO3	Students will get knowledge about NBFC in India.
CO4	Acquire a broad knowledge in respect of banking products and financial services and Polices.
CO5	Students learns about various functions of merchant banking

Unit - I

Introduction to Indian Financial System - Financial Markets and Types - Financial Institutions in India -The financial system and its technology; the factors affecting the stability of the financial system; Development financial system in India and Financial Innovation.

Unit - II

The banking Institutions: RBI-Central Banking- Commercial banks - the public and the private sectors - structure and comparative performance. The problems of competition- interest rates, spreads, and NPAs. Bank capital - adequacy norms and capital market support.

Unit - III

The Non-banking financial institutions: Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit. Commercial paper: Features and advantages, Framework of Indian CP Market.

Unit - IV

Financial services: Asset/fund based Financial services - lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

Unit - V

Merchant Banking Services: Role and Functions of Merchant Banking Issue. Market and Other Services Corporate Advisory Services Market Making Process, SEBI guidelines on Merchant Banking. Functions of MBs – underwriter, banker, broker, registrar, debenture trustee and portfolio manager. MBs' activities and SEBI guidelines related to issue management.

Relevant case study discussions in all units

Text Book

- 1 M.Y.Khan, Financial Services, Tata McGraw-Hill, New Delhi, 2004.
- 2 Clifford Gomez-PH1-July -2017, 2015 Financial markets, Institutions and Financial Services,

References

- 1 SamesL.Hackett, managing in the Service Economy, Harvard Business School Press, Boston, 2001.
- 2 Pathak : Indian Financial Systems Pearson Education-2014
- 3 M. Y. Khan, Indian Financial System, 4/e Tata Mc Graw-Hill, New Delhi, 2013

Strategic Financial Management	
Course Code: 17MB17	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To acquaint the students with concepts of financial management from strategic perspective.
- 2 To make students understand various investment decisions under risk and uncertainty
- 3 To create awareness on financial restructuring
- 4 To enhance knowledge in leasing
- 5 To explore knowledge on innovative financing strategies

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Able to understand strategic perspective of financial management
CO2	Help the students to understand risk and uncertainty in investments
CO3	Able to understand the process of financial restructuring
CO4	Acquire broad sense of leasing
CO5	Acquire knowledge about innovative financing strategies

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 Lesser 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.

Text Book

- 1 Rajni Sofat & Preeti Hiro, Strategic Financial Management, PHI, Delhi, 2011
- 2 Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi, 2001.

References

- 1 Prasanna Chandra, Financial Management, Tata McGraw Hill, Delhi.2007
- 2 Robert Alan hill, strategic financial management exercises 2013
- 3 Strategic Financial Management by CA Rajesh Makkar 2017

Performance Management	
Course Code: 17MB18	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 The principal objective of this course is to introduce the concept of Performance Management relating to the continuous assessment of individuals performances on the job.
- 2 The course enables students to recognize the characteristics, elements and processes of a Performance Management System.
- 3 The course aims at acquainting the students with the types of performance managements systems in vogue in corporate world.
- 4 The students are exposed towards the strategies for effective performance management implementation, especially in the perspectives of teamwork and recognition and reward system.

Course outcomes (CO's):

At the end of the course students would be able to

CO1	The student will recognize the factors affecting employees' job performance and the essentials of performance management
CO2	The student will be aware of the nature and complexity of performance management system and will be able to design one that is suitable to a business enterprise
CO3	The student will able to devise performance plans in respect of employees and develop a system of counseling for improving their performance
CO4	The student will be familiarized with different methods of performance appraisals and involve employees towards managing their performances
CO5	The student will be able to build teams for the organization and link their performances with reward systems and thereby ensure achievement of organizational goals successfully

Unit - I

Performance Management: Definition – Prerequisites – Objectives – Principles – Determinants of job performance – Elements of effective performance management – Challenges to Performance Management - Talent management.

Unit - II

Performance Management System: Introduction – Elements – Objectives – Functions – Characteristics – Competency based PMS – Electronic Performance Management.

Unit - III

Performance Counseling: Concept, Principles – Performance Counseling for Higher Job Performance – Performance Counseling Skills – Performance Management Process; Performance Planning: Meaning & Definition – Objectives & Importance- Theories of Goal Setting – Process – Barriers.

Unit - IV

Performance Managing: Meaning, Objectives & Importance – Process; Methods of Performance Appraisal; Performance Monitoring: Meaning, & Importance, Process – Mentoring.

Unit - V

Performance Management Implementation: Bottlenecks – Strategies for Effective Implementation – Change through Performance Management – High Performance Teams: Concept & Characteristics – Building & Leading high performance teams – Performance Management Linked Reward Systems: Introduction - Objectives & Components.

Relevant case study discussions in all units

Text Book

- 1 A.S. Kohli & T. Deb, Performance Management, 2nd Impression, Oxford University Press, New Delhi, 2009.

References

1. A.M. Sharma: Performance Management Systems, Himalaya Publishing House, 2010.
2. Michael Armstrong & Angela Baron: Performance Management (A Strategic and Integrated Approach to Achieve Success), Jaico Publishing House, 1st Impression, Mumbai, 2006.
3. Srinivas R. Kandula: Performance Management – (Strategies, Interventions, Drivers), Prentice-Hall of India, New Delhi, 2007.
4. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2008

Management of Industrial Relations	
Course Code: 17MB19	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To design fundamentals in industrial related background in India as well as economic, social & political environment for the better understanding the students
- 2 To describe various components in union Act, objectives of trade union & quality of work life to aware of students
- 3 To Prepare students learn workers perspective in management in India
- 4 To explain wage and salary administration and related Acts in Indian context
- 5 To highlight social security importance in India and related Acts in providing social security for the better learning of students
- 6 To design the various dimensions of employee grievances and difference mechanisms for redressal of grievance in Indian context for the better understanding of the students

Course outcomes (CO's):

At the end of the course students would be able to

CO1	The student will understand the need of harmonious industrial relations maintained for the success of any organization
CO2	The student will recognize the vital role played by trade unions in India and the importance of workers' participation in management
CO3	The student will gain knowledge of various Acts relating to wages and other benefits and ensure their efficient administration
CO4	The student will gain knowledge of various social security Acts and ensure the well being and safety of the personnel
CO5	The student will understand the causes and consequences of employee grievances and industrial disputes and understand how they should be resolved

Unit -- I

Management of Industrial Relations: concept, scope, objectives and its significance - Factors influencing industrial relations - Approaches to industrial relations – Strategies for effective management of industrial relations in India

Unit -- II

Trade Unions – Introduction - Definition and objectives - Growth of Trade Unions in India, Trade Unions Act, 1926 – Employers’ Association - Union recognition - Union Problems.

Quality of Work Life: Workers’ Participation in Management - Worker’s Participation in India, shop floor, Plant Level, Board Level- Workers’ Welfare in Indian scenario - **Collective bargaining:** Concept & Characteristics – Promoting industrial peace.

Unit -- III

Wage and Salary administration: Nature & Significance of wage, salary administration, essentials - Minimum wage - Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India – Minimum wages act, 1948 - Payment of wages Act, 1936 - Payment of Bonus Act, 1965.

Unit -- IV

Social Security: Introduction and types – Social Security in India, Health and Occupational safety programs - Salient features of Workmen Compensation Act, 1923 - Employees’ State Insurance Act, 1948 - Employees Provident Fund Act, 1952 - Gratuity Act, 1972 – **Workers’ education:** Concept – objectives.

Unit -- V

Employee Grievances: – Causes and effects – Grievance handling procedure; Conciliation, Arbitration and Adjudication – Standing Orders – Discipline: Concept, forms of indiscipline.

Industrial Disputes: Meaning, nature and scope – Causes and Consequences - Prevention and Settlement of industrial disputes in India.

Relevant Case Study discussion in all units.

Text Books

1. Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2010
2. Sinha: Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi, 2009

References

1. B.D. Singh: Industrial Relations, Excel Books, New Delhi, 2009
2. C.S. Venkataratnam: Industrial Relations, Oxford University Press, New Delhi, 2009.
3. Arun Monappa: Industrial Relations, TMH, New Delhi. 2009
4. Ratna Sen: Industrial Relations, McMillan Publishers, New Delhi, 2010.

Leadership and Team Building	
Course Code: 17MB20	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To enable students understand the qualities of a leader and the requirements of building and leading teams.
- 2 To provide a basic understanding about leadership, attributes of leaders and different leadership styles.
- 3 To identify contemporary leadership styles and their significance
- 4 To create awareness about teams, types of teams and team building techniques and their prominence
- 5 To provide inputs to manage the teams and measures the team effectiveness.

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Students are able to develop the skills required for leader and able to know and handled the different situation and people
CO2	Students are able to make a choice of strategies of leader style which they can adopt in work environment
CO3	To Facilitate building and managing teams effectively so the goals of organization can be achieved by team effectiveness
CO4	To Resolve the conflicts among team members and improve the team Performance.
CO5	To assume the situation easily for making effective decision for enhancing organization effectiveness

Unit-I: Leadership

Understanding Leaders and Leadership – Need for Leadership – Leader and Manager – Prerequisites of Organizational Leaders: Self-management dimensions – Leading People – Task management; Myths and Realities of Leadership – Current Issues in Leadership- Inner Structure of Effective Leaders.

Unit-II: Attributes of Leaders

Concepts of Power and Authority –Types of Power – Sources of Power – Leadership Skills & their development – Leadership Traits – Intelligence and Leadership – Influencing Tactics – Influencing Processes - Self efficacy.

Unit-III: Contemporary Leadership Styles

Transformational Leadership – Charismatic Leadership – Value Based Leadership – Spiritual Leadership - Servant Leadership – Level 5 Leadership Understanding and Influencing Follower Motivation - Understanding and Influencing Follower Satisfaction – Leadership versus Job Performance.

Unit-IV: Essentials of Building and Managing Teams

Understanding Teams –Differentiating Groups and Teams – Types of Teams - Cross cultural teams – Shaping Team Behavior – Maintaining Mature Teams – Managing Dysfunctional Teams – Leading Virtual Teams - Basic Skills of Team Leaders Advanced Skills of Team Leaders – Building a High Performance Teams. – Conflict: Conflict resolution mechanism.

Unit-V: Team Effectiveness

Determinants of Team Performance –Types of Team vis-à-vis Leaders' skills and Behaviors' -Facilitating Team Building – Interpersonal Competence and Team Building - Team Effectiveness– Measuring Team Effectiveness – Decision Making in Teams.

Relevant case study discussions in all units

Text Books:

- 1 Uday Kumar Haldar, Leadership and Team Building, Oxford University Press, New Delhi, 2010.

References:

1. B. Rathan Reddy, Team Development & Leadership, 8th Impression, Jaico Publishing House, Mumbai, 2010.
2. Uma Jain, Udai Pareek, Madhukar Shukla: Developing Leadership for the Global Era, McMillan.
3. Peter G. Northouse, Leadership-Theory and Practice, 3rd Edition, Response Books, 2006.
4. Organization Behavior, Luthans, 8th, Tata McGraw Hill.F

Services Marketing And Retail Management	
Course Code: 17MB21	
InternalMarks:40	ExternalMarks:60
L: T:P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

1. To provide deeper insight to students on marketing management of Companies offering services as
2. To develop understanding to students how critical to market a service product
3. To create awareness to students on various types of Services and prevailing importance of Services to people
4. To make students understand the significance of Retailing Industry in a developing country like India
5. To enable the students develop employable skills in retailing industry

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Identify the factors responsible for growth of service sector
CO2	Manage a reputed position in any of service organizations
CO3	Apply knowledge in various functions of service organizations
CO4	Develop the capabilities for retailing
CO5	Identify appropriate retail marketing strategies

Unit – I

Foundation of Services marketing

Introduction – Features of Services- Significance of Services - Role of services – Types of services - Factors responsible for growth of service sectors- Difference between goods and services – Ethics in services marketing – Services marketing environment in India – Service quality

Unit – II

Management of Services marketing

Introduction – Marketing mix – Product decision – Pricing strategies and techniques – Integrated service communication mix – Distribution methods– people - Process concepts – Physical evidence

Unit – III

Services marketing practices

Marketing Mix in various services industries: financial services, Insurance services, Hospitality services, Tourism services, Education services, Software services, Communication and entertainment services, Transportation & logistic services

Unit – IV

Retailing management

Introduction – Functions of retailing - Types of retailers – organized Vs unorganized retailing Multi-channel retailing issues –capabilities needed for multichannel retailing –Retail channels for interacting with customers – Successful retailing

Unit – V

Retail market strategies

Definition – Building sustainable competitive advantage – Growth strategies – market penetration – Retail format development - Retail location – Strategic Retail planning process

Relevant case study discussions in all units

Text Books

1. Rajendra Nargundkar – Services marketing – Tata Mc Graw Hill – New Delhi 2009
2. Andrew J Newman, peter Cullen – Retail marketing , Cengage learning-Latest edition

References

1. S.M.Jha – Services marketing – Himalaya publishing house – Latest edition
2. Gilbert : Retail marketing management , Pearson Education-Latest edition
3. Ram mohanrao-Marketing of services-Pearson
4. Adrian payne, The essence of services marketing, Prentice-Hall of India (P)Ltd- Latest edition
5. Levy & witz, Retailing management , TMH, newdelhi – Latest edition
6. Michael levy, Barton A weitz , Ajay pandit- Retailing management –TMH, new delhi.
7. Vinnie Jiwahari&Kirti Dutta – Services – Oxford press

Advertising And Brand Management	
Course Code: 17MB22	
InternalMarks:40	ExternalMarks:60
L: T:P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

1. To understand the concepts and principles of Advertising management and how to promote a Brand and its Strategies.
2. To provide necessary inputs to make them aware of significance of advertisements for promoting various products and services.
3. To give an idea to the students that how advertising creates a Brand image, Belief and Reputation to the products and services.
4. To make the students aware of prominence of brand related issues and how it could be advantageous to the customer groups and marketers.
5. To make an advertising plan and present effectively to target customers

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Apply their knowledge in creating an advertising strategy
CO2	make an advertisement which appealing the target customers
CO3	Select a specific medium to create an ethical advertisement
CO4	possesses the competencies to enhance the branding to a product or service
CO5	understand the significance of Brand positioning

Unit - I

Role of Integrated Marketing Communication

IMC Components – Value of IMC Plans - Definition and Scope of Advertising Management; Types of Advertising, Objectives of advertising DAGMAR approach - Advertising Strategy - Advertising Budgets.

Unit – II Advertising Appeals: Definition - Features of Advertising Appeals; Types of Advertising Appeals; Elements of Ad. Copy; Preparation of Print Ads, Radio Ads, T.V. Ads, Advertising Agencies – Measuring advertising effectiveness

Unit – III Media Planning, Scheduling and Strategy

Types of Media - Media Selection – Designing a media planning – Media scheduling - Developing media strategy - Advertising and promotion ethics –Social, Ethical criticisms of Advertising.

Unit – IV Brand-concept: Nature and Importance of Brand; Brand vs. Generics, Brand Name and Brand Management; Brand Identity: Conceiving, Planning and Executing, Brand Loyalty, Brand Equity: Concepts and Measures of Brand Equity-Cost, Price and Consumer Based Methods; Brand Personality: Definition of Brand Personality, Measures of Personality, Brand Image Vs Brand Personality.

Unit – V Brand Positioning: Concepts and Definitions, Repositioning, Celebrity Endorsement, Brand Extension; Differential Advantage: Strategies for Competitive Advantage, Brand Pyramid; Branding in different sectors; Role of Information in Brand Management;

Relevant case study discussions in all units

Text Books

1. S.A.Chunawala – Foundation of advertising – Himalaya publishers
2. Clow, Baack– Integrated advertising marketing and promotion communication – Pearson -3rd edition

References

1. Ruchi Gupta, S.Chand publications- Advertising Principles and Practices
2. Aaker, David (2002), Managing Brand Equity, Prentice Hall of India.
3. Rajeev Batra, John G. Myers and David A. Aaker (1996). Advertising Management, 5th Edition, Pearson Education.
4. Belch, G. E. & Belch, M. A. (2001). Advertising and Promotion, Tata McGraw Hill.
5. Kumar, Ramesh (2004). Managing Indian Brands, Vikas Publishing House, Delhi.
6. Keller K. L. (2003), Strategic Brand Management, 2nd Edition, Pearson Education.
7. George E Belch & Michael A Belch, Keyurpurani -Advertising and promotion – latest edition–TMH,NewDelh

Social Media and Digital Marketing	
Course Code: 17MB23	
InternalMarks:40	ExternalMarks:60
L: T:P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To help students understand digital marketing methods from a variety of perspectives.
- 2 To understand the significance of digital marketing in the current scenario.
- 3 To make students understand the ease of doing business through digital and social media marketing.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Experience the difference between traditional marketing and digital marketing
CO2	Effective understanding of consumer behavior in digital formats
CO3	Provide innovative ideas to students to catch up the customers through online marketing activities
CO4	Attainment of more personalization and customization of products compared to traditional marketing
CO5	Creation of awareness on marketing activities of a business organization through social media in a cost effective manner

Unit -- I: Introduction to Digital Marketing

Role of digital marketing in business - Reaching Audience Through Digital Channels- Traditional vs. Digital Marketing-Online Marketing Environment-Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix – So Lo Mo(Social-Local-Mobile)

Unit --II: Purchase Behavior of Consumers in Digital Marketing Format

Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior –Social Media Marketing Segments-Forms of Search Engines–Working of Search Engines- Revenue Models in Search Engine Positioning

Unit --III: Product Attributes and Web Marketing Implications

Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online- Internet Pricing Influences-Price and Customer Value- Online Pricing Strategies and Tactics - Turning Experience Goods into Search Goods.

Unit--IV: Personalization through Mass Customization

Choice Assistance-Personalized Messaging-Selling through Online Intermediaries DirecttoCustomerInteraction-OnlineChannelDesignforB2CandB2B Marketing- Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities – Consumer Engagement

Unit --V: Role of Social Media in Contemporary Scenario

Social Community (**Face book**, LinkedIn, Twitter etc.)- Social Publishing (Blog, Tumblr, Instagram, Pinterest, Wikipedia, Stumble Upon etc.)- Social Entertainment (YouTube, MySpace, Flickr etc.)- Social Commerce (Trip Advisor, 4Squares,Banjoetc.)-Social Media Measurement & Metrics-Data Mining and Social Media-Role of Social Media in Marketing Research-Big Data and Social Media-Crowd Sourcing-Careers in Social Media Marketing Legal and Ethical aspects related to Digital Marketing.

Relevant case study discussions in all units

Text Book

1. Strauss Judy, E-Marketing, Prentice Hall, India
2. Smith PR Chaffey Dave, E-Marketing Excellence: The Heart of E- Business, Butterworth Heinemann, USA

References

- 1 Easley D.Klein bergJ. —Networks, Crowds, and Markets–Reasoning about a Highly Connected World, Cambridge University Press.
(<http://www.cs.cornell.edu/home/kleinber/networks-book/>)
- 2 Matthew.Russell,—Mining the Social Web: Analyzing Data from Face book, Twitter, LinkedIn and other social media sites,O'Reilly Media
- 3 Gavin Bell(Author),—Building Social Web Applications: Establishing Community at the Heart of Your Site,O'Reilly
- 4 Kotler, Lee,N., Social Marketing: Influencing Behaviors for Good, Sage Publications, 2011

Data Base Management Systems	
Course Code: 17MB27	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

1. Learnt to be able to create databases and pose SQL queries of relational databases.
2. Learnt to develop an appreciation for several DBMS's
3. Familiar with a broad range of data management issues including data integrity and security.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Design and implement a database schema for a given problem-domain.
CO2	Populate and query a database using SQL commands.
CO3	Normalize a database.
CO4	Understand relational and object oriented database technology for building applications for the current trend.
CO5	Understand the transaction management protocols.

Unit -- I

Introduction – Data Models – Database languages – Transaction – Storage management – Database administrator – Users – overall system structure – Entity – Relationship Model – Basic concepts – Mapping constraints – keys – E-R Diagram – Weak Entity Sets – reduction of E-R Diagram to tables.

Unit-- II

Relational Model – structure – relational algebra – extended operations – Modifications on a database – views – SQL – basic structure – set operations aggregate functions – Nested Sub queries – derived relations, views.

Unit-- III

Integrity constraints – Domain constraints – referential integrity – assertions triggers – functional dependencies – relational database design – decomposition – normalization using functional, multi valued, Join dependencies – Domain – Key Normal form – alternative approaches.

Unit-- IV

Object oriented data Model – Languages – Object Relational databases: Nested Relations – Complex types and object Orientation – Querying with complex types – creation of complex values and objects – comparison.

Unit--V

Database System Architectures : Centralized Systems, Client server systems, Distributed systems, Parallel databases – introduction – inter query – intra query, intra-operation – interoperation parallelism – distributed databases – distributed data storage – network transparency – Query processing – Transaction model – Commit protocols – coordinator selection – concurrency control – deadlock handling – multi database systems.

Relevant case study discussions in all units

Text Book

1. Henry F. Korth and Abraham Silberschatz, S. Sudarshan, Database System Concepts, 3rd edition, McGraw-Hill, 1997.

Reference Books

- 1 Bipin C. Desai, An Introduction to Database Systems, West Publications, 6th edition, 1995.
- 2 C.J.Date, An introduction to database systems, Addison Wesley publications, 6th edition 1995.
- 3 Gary W.Hansen and James V.Hansen, "Database Management and Design" Prentice Hall, 1996.
- 4 Jeffrey A. Hoffer, Mary B. Prescott, Fred R. Mcfadden, "Modern Database Management", Prentice Hall, 6th edition, 2002, 7th edition.
- 5 Ronald J.Norman, 'Object Oriented Systems Analysis and Design', Prentice Hall 1996.

E- COMMERCE	
Course Code: 17MB25	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

On successful completion of the course the students should have:

1. Learnt to analyze the business model of a firm, and determine the role that the Internet (and related technologies) can play to support or even enable this model
2. Understand the key issues involved in managing electronic commerce initiatives
3. Utilize the Internet to collect information and to conduct research.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Gain an understanding of the theories and concepts underlying e- commerce.
CO2	Apply e-commerce theory and concepts to what e-marketers are doing in "the real world"
CO3	Review e-Commerce infrastructures including architecture models, security & payment systems.
CO4	Improve familiarity with current challenges and issues in e-commerce.
CO5	Identify business models surrounding e-Commerce including marketing strategies.

Unit-- I

Telecommunication Networks : Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management

Unit-- II

The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.

Unit --III

Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias - Electronic commerce and banking.

Unit --IV

E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

Unit --V

Web based Business: Business-to-Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management - Legal and Ethical issues - Case studies.

Relevant case study discussions in all units

Text Book

1. Elias. M. Awad, "Electronic Commerce", Prentice - Hall of India Pvt Ltd, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce - A Manager's guide", Addison - Wesley, 2000.

References

1. Efraim Turban, Jae Lee, David King, H.Michael Chung, —Electronic Commerce – A Managerial Perspective", Addison - Wesley, 2001.
2. Elias M Award, —Electronic Commerce from Vision to Fulfillment, 3rd Edition, PHI, 2006
3. Judy Strauss, Adel El-Ansary, Raymond Frost, —E-Marketing, 3RD Edition, Pearson Education, 2003
4. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce, Addition Wesley, 2000.

Management Information system	
Course Code: 17MB26	
Internal Marks: 40	External Marks: 60
L: T: P:4:0:0	Credits : 03

Course Educational Objectives (CEO's):

1. The students understand the basic system concepts and Management of Information System and utility of the systems for the managerial decisions.
2. The students are able to know database Approach to improve business and decision-making process.
3. The students understand the system development life cycle and method.
4. To analyze various method of communications in decision making process.
5. To analyze system vulnerabilities and controlling techniques and establishing security frame.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Integrate into business situations and relevant to Management information systems
CO2	Analyze and synthesize business information needs to facilitate evaluation of strategic alternatives.
CO3	Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, and management of information systems.
CO4	Effectively communicate strategic alternatives to facilitate decision-making.
CO5	Apply professional ethical codes of conduct as appropriate to industry and organizational environments.

Unit-- I: Introduction

The Role of Information System in Business Today, Perspectives on Information Systems, Contemporary Approaches to Information Systems, Organization and Information Systems, Information Systems Impact on Organization and Business firms, Competitive Advantage and Management Issues.

Unit-- II Data base and Information Management

Data in a Traditional file Environment, The Database Approach to Data Management; Databases improve business performance and decision making, Manage data Resources. Business process and IS, Types of IS, System Enterprise Spanning, Functions of Information System.

Unit-- III: MIS Development Process

System development – System Life cycle method Structured Development method, and prototype method – Software development. Implementation, Evaluation and maintenance of MIS – Pitfalls in MIS development. System modeling for MIS. System engineering methodology for MIS problem solving.

Unit --IV: Information Systems

Computers in Management – MIS Office automation – Decision Support System – Expert system- Knowledge Work Systems, Artificial Intelligence, Group Decision Support Systems (GDSS). **Control:** System Vulnerability and Abuse, Business value of Security and Control, Establishing a Framework for Security and Control, Technologies and Tools for Protecting Information Resources.

Unit --V: System Audit

Software engineering qualities –design, production, service, software specification, software metrics, software quality assurance. System methodology objective-Time and logic – Human Dimension, Verification and Validation. Ethical And Social Issues In Information System Understanding Ethical and Social Issues Related to System, Ethics in an Information Society, The moral dimensions of Information Systems.

Relevant case study discussions in all units

Text Books:

1. Management Information Systems, C Laudon and Jane P.Laudon, et al, 9/e, PHI and Pearson
2. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books, 2006

References:

1. Management Information Systems, Gordon B. Davis & Margrethe H.Olson, Tata McGraw- Hill, 2006.
2. Management Information Systems Text & Cases, W S Jawadekar, Tata McGraw- Hill, 2009
3. Introduction to Information Systems, Rainer, Turban, Potter, WILEY-India, 2006.
4. Management Information Systems, James A. Obrein, Tata McGraw-Hill, 10/e, 2006.
5. Management Information Systems, Dharminder and Sangeetha, 1/e, Excel books, 2006

Materials Management	
Course Code: 17MB27	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 Apply procurement and materials management concepts as well as add value to their organizations procurement and materials management systems;
- 2 Utilize the principles of contract management in managing contracts for supply of goods and services;
- 3 Explain the various phases of negotiation;
- 4 Explain the logistics function and its role in supply chain management;
- 5 Demonstrate an appreciation of the rudiments of accounting for stocks; and
Build and maintain commercially healthy relationships with suppliers and customers.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Students are able to understand the significance of Material planning and different approaches of Scheduling.
CO2	Students learn state planning and scheduling the Process of Materials.
CO3	Students learn functions with effecting Inventory Management control using various techniques.
CO4	Students Capable of analyzing the Scientific and Systematic Process of Purchasing.
CO5	Students are Familiar with effective warehousing functions.

Unit-- I: Introduction

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches master scheduling-manufacturing planning and control system-manufacturing resource planning enterprise resource planning-making the production plan

Unit-- II: Materials Planning

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

Unit-- III: Inventory Management

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand with and without shortages -Quantity discount models. Probabilistic inventory models.

Unit --IV: Purchasing Management

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment international purchasing

Unit --V: Warehouse Management

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency productivity- cost effectiveness-performance measurement

Relevant case study discussions in all units

Text Book

- 1 J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
- 2 P. Gopala krishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012

References

- 1 A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006
- 2 A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006
- 3 Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
- 4 Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management,
- 5 Pearson education, Fifth Edition

Services Operations Management	
Course Code: 17MB28	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To increase students' understanding of the nature and importance of the service sector
- 2 To aid students in effective decision making in the management of a service organization.
- 3 Students should be aware of the environmental impacts of a service organization's actions.
- 4 To increase students' analytical abilities in solving problems that service manager's face.
- 5 To expose students to primary and secondary research tools utilized by service managers to effectively run their organizations.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Understand the role of service operations and its relationship with other organizational functions.
CO2	Develop an understanding of service operations productivity, its measurement and relationship with other operational functions.
CO3	Able to measure the service quality and understand the quality service by design.
CO4	Ability in executing the service facilities and making the design.
CO5	Understand the Capacity planning for improving the Global Standards

Unit—I: Introduction

Services – Importance, role in economy, service sector – growth; Nature of services –Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies – Environmental strategies.

Unit --II: Service Design

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience –experience economy, key dimensions; Vehicle Routing and Scheduling

Unit-- III: Service Quality

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL- Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

Unit --IV: Service Facility

Service scopes – behavior - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

Unit --V: Managing Capacity and Demand

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization.

Relevant case study discussions in all units

Text Books

- 1 James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006.
- 2 Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition 83

References

- 1 Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
- 2 Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005.
- 3 Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 200

Project Management	
Course Code: 17MB29	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

1. To lay an important foundation to students in managing projects.
2. To focus on organization culture and creating a culture for Project Management.
3. To understand the importance of Project planning and controlling process.
4. To create an awareness on reporting objectives and execution Process.
5. Lay stress on building and leading a project team.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Understand the concept of project management.
CO2	Awareness on Organization strategy and structure and culture.
CO3	Knowledge on defining the project and its controlling process.
CO4	Ability in executing and evaluating the project.
CO5	Understand the importance of a team and achieving cross-functional co-operation.

Unit-I: Introduction

Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today.

Unit—II: Organization strategy and structure and culture

Forms of organization structure, stake holder management, organization culture, creating a culture for Project Management.

Unit—III: Project Planning:

Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

Unit--IV

Project Execution Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process, risk management an integrated approach, cost Management, Creating a project Budget.

Unit--V

Leading Project Teams Building a project Team, Characteristics of an Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

Text books:

1. Gray, Larson: Project Management-Tata McGraw Hill-2008.
2. Jeffery K.Pinto: Project Management-Pearson Education-2009

References:

1. Enzo Frigenti: Project Management-Kogan, 2008
2. Larry Richman: Project Management-PHI, 2008
3. Scott Berkun: Project Management, SPD, 2008
4. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.

Entrepreneurship	
Course Code: 17MB30	
Internal Marks: 40	External Marks: 60
L: T: P:3:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To understand the nature of entrepreneurship.
- 2 To motivate the Entrepreneurial instincts.
- 3 To help in analyzing the various options to select the most appropriate product suiting to the students.
- 4 To give a clear picture about the process and involved in setting up a small scale industrial settings and bigger settings.
- 5 To make the potential entrepreneurs know about the possible risks and failures of the product make them learn how to overcome these problems.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	To impart basics of entrepreneurial skills for better understanding of entrepreneurial scenario
CO2	To familiarize the various components from I to E and promoting adaptability nature
CO3	To develop and constructive ideas to start business at various levels
CO4	To make effective decisions while following strategies for promoting entrepreneurial climate
CO5	To familiarize with significance of institutional support at various levels for determining the entrepreneurial climate.

Unit – I

Introduction to Entrepreneurship

Definition of Entrepreneurship and its significance concept, characteristics and growth of entrepreneur. Intrapreneur and entrepreneur, types of entrepreneurs. Factors influencing entrepreneurship, entrepreneurial process barriers of entrepreneurship. The scenario of entrepreneurship in India. Rural entrepreneurship and women entrepreneurship

Unit – II

Entrepreneurship Development

Identifications of business opportunities, idea generation, and innovation, incubation, and entrepreneurship and commercialization preparation of detailed project report, entrepreneurs legal and regulatory systems, intellectual property rights, patents, copy rights and trade mark and their protection.

Unit – III

Small Scale Industries in India

Concept and definitions of micro, small and medium enterprises. Scope and trends of small entrepreneurship in India. Role of government in promoting small scale industries. Registration and licensing of industries. Business opportunity analysis and business planning process in India.

Unit– IV

Entrepreneurial Strategy

Generation of new entry opportunity- assessing the attractiveness of a new entry opportunity- entry strategy for new entry exploitation-risk reduction strategies for new entry exploitation – growth strategies-economic implication of growth-implications of growth for the firm.

Unit-V

Institutional Support to Entrepreneurship

Training institutions' District Industry Center (DIC) Entrepreneurship Development Institute of India (EDII) National Small Industries Corporations (NSCI) Association of Lady Entrepreneurs of Andhra Pradesh (ALEAP). Technical Constituency Organizations (TCO) Financial Supports Institutions: Small Industries Development Bank of India (SIDBI). Industries Development Bank of India (IDBI). State Financial Corporation (SFC) and the banking sector with different funding programmes at financial institutions.

Relevant Case Study Discussions in All Units

Text Book

- 1 P.Narayana Reddy: Entrepreneurship. Cengage learning, New Delhi,2010
- 2 Vasantha Desai Entrepreneurship, TMH,New Delhi,2009

References

- 1 Hisrich : Entrepreneurship, TMH,New Delhi,2009
- 2 RajeevRoy:Entrepreneurship,OxfordUniversityPress,NewDelhi,2010
- 3 V.Gangadhar,Narsimha Chary: Entrepreneurship Development, Kalyani Publishers, New Delhi,2007.

Business Ethics And Corporate Governance	
Course Code: 17MB31	
Internal Marks: 40	External Marks: 60
L: T: P:3:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To understand the basic concepts of Business Ethics and Corporate Governance by the students.
- 2 To enlighten the student with regard to globalization and its impact on Business Ethics and Corporate Governance.
- 3 The students learned about ethics in core areas like Marketing, HRM, and Financial Management.
- 4 To have the acquaintance by the students in respect of transparency maintained by the companies through Corporate Governance.
- 5 The students are betterly understood regarding applicability of Corporate Governance with Indian scenario.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	The students are having an idea about Business Ethics and Law and Ethical Decision Making.
CO2	The students should know the Impact of Globalization on Indian Business Ethics and Major Indian Scams.
CO3	The students should be aware of ethical issues and how it could be impacts on Marketing, HRM and Financial Issues.
CO4	The students are effectively known the Corporate Governance and its principles and practices around the globe.
CO5	The students can be able to aware of Corporate Governance and its implications in Indian Scenario and role of various interested parties towards company.

Unit--I

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions.

Unit--II

Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers- Major Indian Scams.

Unit--III

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing, Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector.

Unit--IV

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives.

Unit--V

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

Relevant Case Study Discussions in All Units

Text Books

- 1 S.K.Mandal: “**Ethics in Business and Corporate Governance**”, TMH, New Delhi, 2012.
- 2 S.Prabhakaran: “**Business Ethics and Corporate Governance**”, Excel Books, New Delhi, 2011.

References

- 1 Marianne M Jennings: “**Cases in Business Ethics**”.Cengage Learning, New Delhi, 2012.
- 2 N.Balasubramanyam: “**A Case Book on Corporate Governance and Stewardship**”, TMH.New Delhi, 2011.
- 3 CSV Murthy “**Business Ethics and Corporate Governance**” Himalaya Publishers New Delhi 2013.
- 4 Bobtricker“**Corporate governance**”.

Banking and Insurance Management	
Course Code: 17MB34	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To make students understand the relationship between bankers and customers for mutual benefit
- 2 To create awareness to the students on various functions of banking system
- 3 To update the students on the emerging trends and issues in banking sector
- 4 To educate the students the significance of coverage of insurance
- 5 To make students understand the credit worthiness of customers based on their financials

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Able to understand importance of relationship between bankers and customers
CO2	Able to get exposure on various investment alternative functions of banking systems
CO3	Able to connect to the emerging trends and issues in banking sector
CO4	Able to identify the importance of coverage of insurance
CO5	Able to evaluate the credit worthiness of different customers based on their key financial details

Unit – I: Bankers -- Customer Relationship:

Definition and meaning of banker and customer, permitted activities of commercial banks in India- deposit accounts- opening operations and closure of fixed deposit accounts- bank accounts and types

Unit –II: Banking investments

negotiable instruments, types of negotiable instruments and parties, banking services Safe custody, MICR hearing, ATM's, credit cards debit cards travelling cheques, ombudsmen and customer services.

Unit –III: Emerging Trends and Issues

International banking euro bank and off-shore banking, overview of banking risks, Corporate governance, credit risk management in banks ,liquidity risk management and asset liability management.

Unit –IV: Principles and Practices of Insurance

Introduction to risk and insurance, types of insurance- basic principles of general and life insurance- regulations on investments, insurance funds with respect to shareholders funds and policy shareholders' funds.

Unit –V: Credit and Its Instruments

Role of credit –credit instruments – types of credit – factors influencing volume of credit – defects of credit-credit creation by commercial banks –credit control by RBI

Types of insurance products: General insurance products - fire, marine, motor engineering and others. Life insurance products: endowments, whole life plans, money back, ULIPs, pension plans, health plans, group insurance schemes. Risk management: risk & uncertainty

Relevant Case Study Discussions in All Units

Text Book:

- 1 McNamara principles of Risk management and Insurance, Addison- Wesley.
- 2 Bimal Jaiswal, Currency banking and Exchange, Vikas Publishing house, 2016 new edition

References:

- 1 Vasant Desai: Indian Banking- Nature and problems, Himalaya publishing house, Mumbai
- 2 Anand Ganguly: Insurance Management- PHI, New Delhi 2007.
- 3 George E Resda, Risk management and Insurance-2017
- 4 Benjamin H Bankhurt, Money banking system, Times of India Press, Mumbai. Charles L Prather, Money & Banking, Richard Inc., Illinois.
- 5 Hawtrey, The art of Central Banking, Sugustus M Kelley Publishers, 2017, New York.

International Financial Management

Course Code: 17MB32

Internal Marks: 40

External Marks: 60

L: T: P:4:1:0

Credits : 03

Course Educational Objectives (CEO's):

The course explores basic as well as advanced concepts in International Financial Management and its broad objectives centre at students

- 1 To appreciate conceptual frame work of the International Financial Management.
- 2 To understand Globalization of the economy, its effects and recent trends.
- 3 To get introduced to the key concepts like Balance of Payment (BOP) Economic & Monetary Union (EMU) etc.
- 4 To visualize concepts & working of foreign exchange markets, Exchange rates mechanism and different parity theories likes Exchange rate parity, interest rate parity, purchasing power parity & International Fisher Effect etc.
- 5 To gain insight in to the concepts of Long Term & Short Term Assets Liability Management (ALM) techniques etc.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	Basic understanding of International financial management and balance of payment (BOP)
CO2	Expertise with regard to Function and structure of foreign Exchange markets, Exchange rates mechanism/ movement.
CO3	Knowledge with regard to concepts like arbitrage, parity theories and shall be able to demonstrate the relationship between inflation interest rates & Exchange rates.
CO4	Proficiency in long term asset liability management like international capital budgeting and international capital structures
CO5	Proficiency in short term asset liability management like international cash receivables management and international inventory management

Unit-I: International Financial Management: Introduction, Dimensions, and Goals – Globalization of world economy- recent trends. Theories of International business, International Business Methods. International Flow of Funds Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP. Economic and Monetary Union (EMU).

Unit-II: Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market. Overview of markets - Euro currency market, Euro credit market, Euro bond market, International Stock market.

Unit-III: Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates - exchange rate systems. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates - Purchasing Power Parity - International Fisher Effect.

Unit-IV: Long Term Asset -Liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing Equity, Bond financing, parallel loans.

Unit-V: Short-Term Asset-Liability Management: International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export - Import bank of India.

Relevant case study discussions in all units

Text Books:

1. Jeff Madura, International Financial Management, Thomson – South Western 2011
2. Apte, P G., International Financial Management, Tata McGraw Hill, New Delhi.- 2010

References:

- 1 Madhuvij, International Financial Management, Excel Books, New Delhi.-2006
- 2 Abdullah, F. A., Financial Management for the Multinational Firm. Englewood Cliffs, New Jersey.
- 3 Bhalla V.K. International Financial Management, Anmol Publications, New Delhi.- 2007
- 4 Eitman.Stone Hills, Moffett, Multinational Business Finance, Addition Wesley, New Delhi.2007

Financial Derivatives

Course Code: 17MB33

Internal Marks: 40

External Marks: 60

L: T: P:4:1:0

Credits : 03

Course Educational Objectives (CEO's):

- 1 The basic objective of the course is to acquaint the students about the pros and cons of using the risk management tools and techniques.
- 2 Understand the risks of all types of financial derivatives, and efficient ways of managing those risks.
- 3 Basic understanding of future contracts
- 4 This course emphasizes on various techniques used in hedging by using options
- 5 Enhancing knowledge about SWAPs

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	get an idea about risk management practices followed by corporate
CO2	understand the operations of derivatives exchanges, and be able to compare and contrast Exchange Traded and Over The Counter (OTC) instruments;
CO3	Gain good knowledge about different types of futures, applications of futures
CO4	Student able to get knowledge regarding hedging through options
CO5	Identify the advantages and disadvantages of using financial instruments according to various market conditions through SWAPs

Unit - I

Introduction to Risk Management: Elements of uncertainty, Sources of risk, Types of risk, Implications of various risks for firm and limitations of risk management.

Corporate Risk Management: Evolution of risk management. Approaches to risk management, Risk Management process, Risk management guidelines, and Risk management in practice, Costs due to Risk.

Unit - II

Introduction to Derivatives: Historical perspective, Types of Derivatives & Features, Derivatives Trading in India, Exchanges, the Mechanics of derivative Markets, the role of clearinghouses, Participants of Derivatives market and trading techniques. Concept of Credit Derivatives

Hedging Tools: Forwards, Futures, Options, Swaps and Hybrids

Unit - III

Futures: The fundamentals of futures contract; Overview, Types of futures, Mechanics of future trading, Major characteristics, Exchange organization, Trading process, Pricing Models, Hedging and Speculation with Commodity futures, Interest rate futures, Currency futures and Stock Index futures. Optimal hedge ratio, Pricing of Index Futures Contracts, Stock Index Arbitrage, Applications of Index Futures and Beta Management

Unit - IV

Options: Overview, Generic options, factors affecting option prices, Types of options; Interest rate options, Currency options and Trading strategies, Option pricing models, Options on futures contracts and; Elementary Investment strategies, Complex Investment Strategies, Covered Call Writing, Protective Put, Straddles and Strangles, Spreads, Evaluation of Option Based Investment Strategies, Risk Associated with Options, Options Sensitivities.

Unit – V

Swaps: Evolution of swap market, Swap terminology and structures of standard coupon and currency swaps, Motivations underlying swaps; other types of swaps: Commodity Swaps and Equity Swaps, Mechanics of swap transactions, Application and Limitations of swaps.

Relevant case study discussions in all units

Text Book

1. Introduction to Futures & Options Hull, John C. Prentice Hall
2. Commodity and Financial derivatives, S.Kevin, PHI

References

- 1 Options and Futures Dubufsky, David A. McGrawHill
- 2 Futures and Options Edwards, Franklin R / M, Cindy W. McGrawHill
- 3 Financial Derivatives Redhed, Keith. Prentice Hall India

Strategic Human Resource Management

Course Code: 17MB35

Internal Marks: 40

External Marks: 60

L: T: P:4:1:0

Credits : 03

Course Educational Objectives (CEO's):

- 1 The main objective of this course is to instill among students a critical understanding of the relationship between the HR strategy and corporate strategies.
- 2 Students would be made to analyze the strategic role played by specific HR systems and processes in business organizations.
- 3 Students will be made to understand the distinction between traditional HRM and SHRM as also their strategies.
- 4 The course also allows students to identify various approaches to evaluating human resource function.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	The student will appreciate HR as critical success factor and the need for investing in HR.
CO2	The student will be able to help corporate companies achieve success by ensuring linkage between HR strategy and business strategy.
CO3	As an HR professional, the student will be able to apply various approaches learnt to evaluating HRM function in his/her organization.
CO4	The student will recognize the importance of strategic human resource planning and acquisition in the course of accomplishing business strategy.
CO5	The student will realize the importance of Work-Life balance and integration in today's stress oriented workplaces and ensure successful implementation of programmes to reap benefits.

Unit - I

SHRM: Introduction– Definition – Components – HR as Assets – The VRIO Framework – The Investment Perspective of HR – Risks involved in investing in HR – Factors determining the investment orientation

Unit - II

Evolution of SHRM: Objectives of SHRM – Differences between HRM and SHRM – Link between HR strategy and Business strategy – **Strategic Fit:** A Conceptual Framework – Different Approaches to SHRM: Best Fit Approach, Configuration Approach – Best Practice Approach – HR Practices Life Cycle.

Unit - III

HR Environment: Environment Trends and HR challenges – HRM: A changing function – **HR Evaluation:** Definition and overview – Contemporary Approaches to HR Evaluation: Balanced Score Card – HR Score Card – Bench Marking – Business Excellence Model (BEM)

Unit - IV

Human Resource Planning: Relationship between Business strategy, HR strategy and HRP: Classification by Porter - Classification by Miles and Snow; Significance of HRP – Macro HRP – Micro HRP – Objectives of HRP; **HR Acquisition:** New approaches to Recruitment – Advantages and Disadvantages of Internet recruitment – New approaches to executive selection; Compensation system in the globalised environment.

Unit - V

Training and Development: Significance – Special forms - New Developments – **Career Management:** An SHRM Approach – Work-life balance – Work-life Integration – Work-life Initiatives and their benefits – Strategic Approach to Work-life Integration.

Relevant case study discussions in all units

Text Book

- 1 Tanuja Agarwala, Strategic Human Resource Management, 7th Impression, Oxford University Press, New Delhi, 2009.

References

1. Charles R. Greer: Strategic Human Resource Management – A General Managerial Approach, 2nd Edition, 7th Impression, Pearson Education, New Delhi, 2009.
2. Kesho Prasad: Strategic Human Resource Management – Text and Cases, McMillan, 2005.
3. Rajeesh Viswanathan: Strategic Human Resource Management, 1st Edition, Himalaya Publishing House, Mumbai, 2010.
4. Jeffrey A. Mello: Strategic HRM, Thomas Learning, New Delhi, 2002.

Management of Change	
Course Code: 17MB36	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 This course provides students with a model based critical understanding of organizational change.
- 2 The main objective is to make students thoroughly aware of various factors involved in facilitating and managing change.
- 3 The course also shows how organizational culture influences change process.
- 4 The course makes students realize the significant role played by human resources in dealing with change.

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	The student will be able to develop knowledge about the dynamics involved in facilitating and managing change.
CO2	The student will develop a thorough understanding of organizational processes and strategies to leverage change.
CO3	The student will be able to achieve support from all the concerned personnel in managing change.
CO4	The student will understand the nature of human resistance to change and will be able to strategically deal with it to overcome the same.
CO5	The students will be capable to adapt the various techniques to management of change in different perspectives

Unit – I

Understanding Change: Nature of Change - Managing Change - Forces of Change: External –Internal; Types of Change – Models of Organizational Change: Lewin’s Model Planning Model– Action Research Model – Integrative Model, role of management of change in management studies

Unit - II

Managing Change: The Current Status – Designing the New Status – Impact Analysis – Transformation Planning: Structural Considerations – Management Processes – Managing HR– Culture Management – Information Technology; Creating the Support Systems: Management Support - Employee Support – Administrative Systems & Procedures

Unit - III

Strategic Leverages to Change – Changing Trends in Work Environment – Organizational Restructuring – Reorganizing Work: Outsourcing – In sourcing - Vertical Integration – Horizontal Integration, Process Oriented Strategies: Benchmarking – Value Management – Business Reengineering; Competitor & Customer Oriented Strategies

Unit - IV

Organizational Culture & Change: Corporate Culture – Dealing with Change – Identifying & Diagnosing Organizational Culture - Developing New Culture – Assessing Cultural Risk

Unit - V

Managing Change through People: Dealing with Individuals: The Three _R’s of Management: Reason Management – Relationship Management – Results Management – Dealing with Groups – Sensitivity Training – Team Building – Self Managed Work Teams(SMT’s) – Team Based Compensation – Overcoming Organizational Resistance to Change.

Relevant case study discussions in all units

Text Book

- 1 Harigopal.K, Management of Organizational Change – Leveraging Transformation, 2nd Edition, Response Books, 2006.

REFERENCES

- 1 Somnath Chatopadhyaya and UdaiPareek, *Managing Organizational Change*, Oxford & IBH, New Delhi, 1982.
- 2 NilanjanSengupta: *Managing Changing Organizations*, PHI Learning, New Delhi, 2009.
- 3 Adrian Thornhill: *Managing Change*, Pearson Education, New Delhi, 2008.
- 4 Radha R Sharma: *Change Management*, TMH, New Delhi, 2008.

Talent Management	
Course Code: 17MB37	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 Students are familiar to the significance of talent management
- 2 To understand the significance of the talent at various levels for development
- 3 To know about the talent in promoting at various levels for organizational effectiveness
- 4 To educate the re... of talent and how do the talent will be managed for growth and development

Course outcomes (CO's):

At the end of the course, Students will be able to

CO1	To highlight the importance of talent while making decision for effectiveness
CO2	To identify the source of talent and its significance working for development
CO3	To handle different work conditions for development
CO4	To assess the probability of talent and utilization of resources of organization
CO5	To assume the different climates of talent management for making effective decisions of talent management

Unit-I

Introduction - Concept of talent management, strategic importance of talent, talent imperatives, elements of talent management, workforce diversity and talent management, role of HR in talent management.

Unit-II

Talent Procurement and Deployment:- Identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication.

Unit-III

Talent Retention:- Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements.

Unit-IV

Return on Talent:- Measuring contribution of talent to business performance, talent metrics, measuring human capital investment, transformation and reorganization of HR, new imperatives, talent forces of tomorrow.

Unit-V

Talent management and contemporary issues:- Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India and in global environment.

Relevant case study discussions in all units

Text Book.

- 1 Marshall Goldsmith, Louis Carter (2009), "Best practices in Talent Management", BPI Publications, New Delhi. 2009,

Reference

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson.
Education, Prentice Hall Upper Saddle River, New Jersey.
3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York.
4. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey- Bass, A Wiley Imprint.
5. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint.
6. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

Consumer Behavior	
Course Code: 17MB38	
InternalMarks:40	ExternalMarks:60
L: T:P:4:1:0	Credits : 03

Course Educational Objectives:

1. To enable the students to understand perspectives of consumers and their behavior
2. To understand the complexity of Consumer Behavior in different situations.
3. To get aware of pros and cons regarding consumer decision making process.
4. To deal with the contemporary issues in Consumer Behavior
5. To provide deeper insight to students on challenges of consumer behavior

Course Outcomes:

At the end of the course students would be able to

CO1	understand the behavior and buying decision process of consumers
CO2	Evaluate the key internal and external determinants of Consumer Behavior
CO3	Apply the conceptual models of Consumer Behavior in business situations
CO4	Gain knowledge in understanding consumer decision making process
CO5	Understand the importance of Consumerism and related issues

Unit – I

Introduction to Consumer Behavior

Understanding consumer behavior – Changing pattern of Indian consumer behavior – Factors influencing consumer behavior – Understanding the buying decisions process – Industrial consumer behavior – Consumer behavior and marketing strategy – Rural consumer behavior – Challenges of Consumer behavior

Unit – II

Internal determinants of Consumer Behavior

Motivation, Learning, Perception, Beliefs, Attitudes, Personality and Life style – External determinants of Consumer Behavior: Culture, Sub culture, Family, Social class, Reference groups and opinion leader

Unit – III

Consumer decision making process

Decision making process- Impulse buying decision making criteria – Factors influencing decision making – purchase decisions – Post purchase behavior- Consumption and evaluation – Brand loyalty – repeat purchase behavior

Unit – IV

Communication and Consumer Behavior

Designing – Persuasive communication- Diffusion of innovations - Models of buyer behavior: Howard sheth model, EKB Model and Nicosia model

Unit – V

Consumerism

The roots of Consumerism – Consumer safety – Consumer information – Environmental concerns – Consumer privacy – Legislative responses to Consumerism and marketer responses to Consumer issues – Overview of Consumer protection Act 1986 – Consumer disputes Redressal agencies and Commission

Relevant case study discussions in all units

Text Book

1. . RamanujMajumdar, Consumer Behavior-Insights from Indian market -PHI –Latest edition
2. Schiffman LG and Kanuk, LL - consumer behavior - Pearson Education –latest edition

References

1. Hawkins . Best , Coney – Consumer Behavior – TMH , New delhi
2. Roger D Black well et al, Consumer Behavior , 9/e, Thomson , New Delhi
3. Henry Assael, consumer Behavior, 6/e, Thomson.

Customer Relationship Management	
Course Code: 17MB39	
InternalMarks:40	ExternalMarks:60
L: T:P:4:1:0	Credits : 03

Course Educational objectives:

- 1 To familiarize the students with emerging trends in customer relations in the Indian Business and to manage these relations in an effective manner to increase customer loyalty.
- 2 To make students understand the importance in managing customer Relations which would be vital for success of business organization
- 3 To give greater insights into dynamics of relationships for better understanding by students
- 4 To provide students with a good knowledge of Customer Relationship Management, Technological and Operational Issues in implementing CRM
- 5 To enable students to understand different CRM theory and practices effectively

Course outcomes:

At the end of the course students would be able to

CO1	Realize that customer relations changes the business opportunities
CO2	Apply CRM concepts in different business markets
CO3	Gain knowledge to use appropriate technological tools for CRM
CO4	Manage and implement customer centric marketing opportunities
CO5	Assess the impact of channels on CRM

Unit - I

Introduction to CRM: Definition - Architecture of CRM – Features of good CRM programme- Implementing CRM initiatives – Role of CRM in improving Customer relationships – Integrated CRM systems – Advantages of CRM – Steps for successful CRM – CRM system, selection and implementation process

Unit - II

CRM application in consumer and business markets

Service quality themes in CRM – service recovery – CRM in services (Hospitality, Telecom, Banking, Airlines, Insurance, travel and tourism, Transportation and Logistics) – CRM in product markets

Unit – III

Technological tools for Customer Relationship Management

Components of ECRM solutions – Data warehousing – Data mining and CRM – Campaign management – Sales force automation- Customer service and support – Role of interactive technologies – Evaluating technological solutions for CRM

Unit-IV

Implementing Customer Relationship Management

Defining CRM strategy – CRM implementation Road map – Customer centric marketing and processes – Issues in implementing a technology solution for CRM –Process view of CRM- Budgeting for attraction VS retention – Customer retention plans- Evaluating retention programmes

Unit-V

Impact of CRM on marketing channels

Importance of channels for CRM – Role of traditional channels in CRM – Key factors affecting CRM – Major challenges facing CRM through traditional channels – Emerging channel trends that impact CRM – Recent opportunities and challenges for CRM – Customer relationships through differentiated channels

Relevant case study discussions in all units

Text Books

1. S.Shanmukhasundaram, Customer Relationship Management , Modern trends and perspectives, PHI Learning (p) ltd- Latest edition
2. G.Shainesh and Jagdish Sheth -Customer Relationship Management : A Strategic Perspective-Macmillan India Ltd – Latest edition

References

1. V Kumar and Werner J Reinartz, - Customer Relationship Management — Wiley publications- Latest edition
2. Alok Kumar Roy-CRM Concepts and cases- Prentice Hall India
3. Francis Buttle- CRM– CONCEPTS AND TECHNOLOGIES – Routledge publishers
4. Stan Maklan, Adrian Payne, Joe Peppard, Lynette Ryals, Simon Knox – Customer Relationship Management: Perspectives from the market place – Elsevier 2002.
5. Mitch Schneider – Total Customer Relationship Management – Thomson Delmar Learning 2002.
6. Russ Lombardo – CRM for the Common Man – PEAK Sale Consulting 2003
7. Federico Rajola – Customer Relationship Management: Organizational; and Technological Perspectives – Springer 2003.
8. Roger J Baran and Robert J Galka -CRM – The foundation of contemporary marketing strategy – 2014 – Routledge publishers

International Marketing	
Course Code: 17MB40	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

1. To learn analytical skills required to develop international marketing planning
2. To provide student with a perspective of international marketing
3. To understand the global market, formulation of global marketing, strategies and its implications
4. To give deep insight in to global marketing management

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Understand international marketing concepts
CO2	Evaluate international marketing environment
CO3	Assign global market opportunities
CO4	Differentiate international markets strategies, from domestic market strategies
CO5	Gain exposure international promotional strategy

Unit--I: International Marketing

Concepts-Key Concepts-Evolution of International Marketing-Drivers towards Internationalization
International Marketing objectives – Theoretical Foundations – Country Specific Advantages
Firm Specific Advantages–Rivalry between International Competitors.

Unit--II: International Marketing Environment

Economic Environment–Political and Legal Environment–Cultural Environment Analyzing
International Marketing Environment.

Unit--III: International Market Selection and Entry Strategies

Assessing Global Market Opportunities – Country Attractiveness – Understanding Local
Customers – Multinational Market Regions – International Segmentation and Positioning –
International Mature Markets – Growth Markets – Emerging Markets.

Unit--IV: International Marketing Strategies

International products and Services – Standardization Vs. Localization – International Product
Lines – International Brand Management – International Pricing – Financial Issues – Transfer
Pricing – Counter Trade – International Pricing Policies.

Unit--V: International Promotion Strategies

Promotion as Competitive Advantage – Pros and Cons of International Advertising –
International Advertising Decisions – International Sales Promotions – Direct Marketing –
International Personal Selling – International Distribution – Rationalizing Local Channels –
International Logistics – International Channel Design.

Relevant case study discussions in all units

Text Book

1. Johnny K. Johansson – Global Marketing – Foreign Entry, Local Marketing and
Global Management – Tata McGraw Hill Pvt. Ltd. New Delhi, 2016.
2. Kate Gillespie, Jean Pierre Jeannet, H. David Hennessey – International Marketing –
Cengage Learning – New Delhi-2016.

References

- 1 Philip R. Cateora, John L. Graham, Prasht Salwan – International Marketing – Tata
Mcgraw Hill, New Delhi-2016.
- 2 P.K. Vasudeva – International Marketing – Excel Books – New Delhi, 2016.
- 3 Sak Onkvist, John J Shaw – International Marketing – Analysis And Strategy – PHI
Learning Pvt. Ltd. New Delhi. 2016.
- 4 Michael R Czinkota, Iikka A. Ronkainen – International – Cengage Learning India
Pvt. Ltd. New Delhi, 2016.
- 5 Masaaki Kotabhe, Antony Peloso, Gary Gregory, Gary Noble, Wayne Macarthur,
Cathy Neal, Andreas Riege, Kristian Nelsen – International Marketing – An Asia
Pacific Focus – Wiley India Pvt. Ltd. New Delhi, 2016.
- 6 Francies Cheruniliam – International Marketing, Himalaya Publishing House.
- 7 Albaum – International Marketing & Export Management, Pearson Education.

Data Warehousing and Data Mining	
Course Code: 17MB41	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To develop data warehouse, including difference between operational and decision support system.
- 2 To describe the architecture of a data warehouse.
- 3 To understand project planning aspects of building a data warehouse.
- 4 To describe the purpose of data mining.
- 5 To understand the knowledge discovery process.

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Understand the concept of Data Mining, Data Warehouse and Data Marts.
CO2	Assess raw input data and apply data pre-processing techniques, generalization techniques and data characterization techniques to provide suitable input for a range of data
CO3	Identify Associations in large databases using different techniques.
CO4	Differentiate various classification techniques.
CO5	Analyze Various clustering techniques based on size and shape.

Unit I:

Introduction – Data Mining – Functionalities – Classification of data mining systems – Major issues in data mining. Data warehouse and OLAP technology for data mining: What is a data warehouse – A Multi-dimensional model – Data Warehouse Architecture – Data Warehouse Implementation – Future development of Data cube technology

Unit II:

Data pre-processing: Data cleaning – Data integration and transformation – Data reduction – Discretization and concept hierarchy generation. Data Mining Primitives: What defines a data mining task.

Unit III:

Mining Association Rules in Large Databases: Association rule mining – Mining single dimensional Boolean association rule from transactional databases Mining Multidimensional association rules from relational databases and data warehouses.

Unit IV:

Classification and Prediction: What is classification – Issues regarding classification – Classification by decision tree induction – Bayesian Classification

Unit V:

Cluster Analysis: Types of data in cluster analysis – Categorization of major clustering methods – Partitioning methods – Hierarchical Methods.

Relevant case study discussion in all units**Text Book:**

1. Jiawei Han, Micheline Kamber, *Data Mining–Concepts and Techniques*, Morgan Kaufmann Publishers, First Edition, 2003.

Reference Book:

1. Michael J A Berry, Gordon S Linoff, *Data Mining Techniques*, Wiley Publishing inc, Second Edition, 2004.
2. Alex Berson, Stephen J.Smith, *Data warehousing , data mining & OLAP*, , Tata McGraw Hill Publications, 2004
3. Sushmita Mitra, Tinku Acharya, *Data mining–Multimedia, Soft computing and Bioinformatics*, John Wiley & Sons, 2003

Decision Support System and Intelligent Systems

Course Code: 17MB42

Internal Marks: 40

External Marks: 60

L: T: P:4:1:0

Credits : 03

Course Educational Objectives (CEO's):

- 1 To understand the components of DSS and IS
- 2 To know the appropriate model to be used for a problem
- 3 To understand knowledge base DSS
- 4 To study advanced intelligent system

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Understand the concepts and technologies of Decision Support Systems.
CO2	Discuss the application of Decision Support Systems in real world decision making.
CO3	Analyze the issues involved in the management and development of decision support systems.
CO4	Analyze the roles of Knowledge Management, Artificial Intelligence and Expert Systems.
CO5	Employ popular machine-learning methods to build advance intelligent systems.

Unit --I: Introduction

Management Support systems, Decision making, Models, DSS Overview, Data, Model, Knowledge Management system.

Unit-- II: Data and Model Management Systems

Data Collection, Data Warehousing, Data Mining, Data visualization, Modeling, Static and dynamic, Optimization, Heuristic, Simulation, Multidimensional modeling.

Unit--III: GSS, Enterprise DSS, KMS

Group support system, Technologies, Enterprise DSS, Knowledge management methods, Technologies, Tools.

Unit --IV: Knowledge Based DSS

Artificial Intelligence, Expert System, Knowledge Acquisition and validation, Knowledge representation, Inference techniques.

Unit V: Advanced Intelligent Systems

Neural Computing, Fuzzy Logic, Intelligent Agents, Implementation, Integration, Intelligent DSS

Relevant case study discussion in all units

Text Books

- 1 Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010

References

- 1 Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing 2006
- 2 Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
- 3 Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003

Enterprise Resource Planning	
Course Code: 17MB43	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

On successful completion of the course the students should have:

- 1 To Motivated for organizations to develop or adopt enterprise wide information systems.
- 2 Learnt the alternative perspectives on data to be included in an enterprise wide Are
- 3 Learnt the integrated systems facilitate Electronic Commerce, Supply Chain Management, Customer Relationship Management and Manufacturing.

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Understand the functionality of Supply chain and management techniques.
CO2	Understand business process models that assist with implementation of ERP.
CO3	Analyze the implementation of ERP and MPGPRO.
CO4	Design different types of ERP Interfaces.
CO5	Architect the system control, presentation, database Interfaces.

Unit --I

Introduction to ERP: Integrated Management Information Seamless Integration – Supply Chain Management – Integrated Data Model – Benefits of ERP – Business Engineering and ERP – Definition of Business Engineering – Principle of Business Engineering – Business Engineering with Information Technology.

Unit --II

Business Modeling For ERP - Building the Business Model – ERP Implementation – An Overview – Role of Consultant, Vendors and Users, Customization – Precautions – ERP Post Implementation Options-ERP Implementation Technology –Guidelines for ERP Implementation.

Unit --III

ERP and the competitive advantage ERP domain MPGPRO –
IFS/Avalon – Industrial and Financial Systems – Baan IV SAP-Market Dynamics and Dynamic Strategy.

Unit-- IV

Commercial ERP Package Description – Multi-Client Server Solution – Open Technology – User Interface- Application Integration.

Unit-- V

Architecture Basic Architectural Concepts – The System Control Interfaces –Services – Presentation Interface – Database Interface - Cases.

Relevant case study discussion in all units

Text Book:

- 1 Vinod Kumar Garg and N.K.Venkita Krishnan, "Enterprise Resource Planning – Concepts and Practice", PHI, 1998.

References:

1. Jose Antonio Fernando, the SAP R/3 Handbook, TMH, 1998.
2. Lau, —Enterprise Resource Managementl, McGraw Hill.
3. Daniel E O'Leary, —Enterprise Resource System: Systems, Lifecycle,

Product Design	
Course Code: 17MB44	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 Understands the application of structured methods to develop a product
- 2 Acquires knowledge on source materials, technology, manpower and capital.
- 3 Understands the concept of Product design and analysis techniques
- 4 To create awareness on Industrial design and its tools
- 5 An awareness on Intellectual property rights

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Students gains knowledge on how a product is designed based on the needs of a customer
CO2	Able to develop a product based on the specifications and life cycle of a product.
CO3	Acquires Knowledge on Various concepts Regarding Product development and design
CO4	Able to understand product development techniques and tools in relation with Financial analysis
CO5	Gets an ability on Patents and various property rights

Unit --I

Introduction to Production Design

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

Unit --II

Product Planning

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity-Steps-Techniques.

Unit-- III

Product Concept

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

Unit-- IV

Industrial Design and Design Tools

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development- Product development economics-scoring model- financial analysis.

Unit --V

Patents

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

Relevant case study discussion in all units

Text Books

- 1 Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
- 2 Kenneth B.Kahn, New Product Planning, Sage, 2010.

References

- 1 A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
- 2 Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
- 3 Anil Mital. Anoop Desai, Anand Subramanian, AashiMital, Product Development, Elsevier,2009.
- 4 Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.
- 5 Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

Process Management	
Course Code: 17MB45	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

1. The key considerations of a process-based approach to business process change management
2. To analyze the strategic, tactical, and operational considerations in a comprehensive BPM framework
3. To explain the role of business processes in an organization
4. To discuss the basic concepts, principles, and techniques of BPM
5. To describe plan for cross-organization acceptance and implementation

Course outcomes (CO's):

At the end of the course students would be able to

CO1	Able to understand the value and benefits of business process management.
CO2	Understand the principles of business process management and how to apply them.
CO3	Understand BPM best practices and methodologies.
CO4	Analyze the roles and understand the respective roles of change management, process architecture, process analysis, process redesign, process improvement, process automation, and organization design.
CO5	Understand basic BPM management and measurement techniques.

Unit --I

Introduction

The Process View of Organizations - Service and manufacturing processes – Nature of service processes, process structure in services, Process structure in Manufacturing , Value Chain – Core and support processes, adding value with processes; Managing processes – process strategy –organization perspective, major process decisions; Embedding strategy into Manufacturing Processes - Process Competencies, Process Design – major factors, technology choice.

Unit-- II

Process Flow

Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows.

Unit --III

Process Modeling

Modeling - empirical models, deterministic models, stochastic models; Simulating business process – Application, simulation process, discrete event simulation, computer simulation

Unit --IV

Process Improvement

Constraint Management – theory of constraints, Measuring capacity, Utilization , and performance in TOC, key principles ; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement

Unit --V

Process Optimization Optimizing business process performance – creating flexible organizations – optimization process – early management – capability development, sustainability; process benchmarking with data envelopment analysis

Relevant case study discussions in all units.

Text Books:

1. Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation and Design, Pearson Education, 2011.
2. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 9th Edition, 2010.

References:

1. Raví Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan A. Van Mieghem, and EitanZemel, “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2006
2. Gerard Cachon, Christian Terweisch, Matching Supply with Demand – An Introduction to Operations Management, McGraw Hill, International Edition, 2006.

Six Sigma	
Course Code: 17MB46	
Internal Marks: 40	External Marks: 60
L: T: P:4:1:0	Credits : 03

Course Educational Objectives (CEO's):

- 1 To gain insights about the importance of lean manufacturing and six sigma practices.
- 2 To explain the tools and techniques of six sigma applied in business
- 3 To demonstrate various methodologies of six sigma such as DFSS,FMEA, RPN, CAP
- 4 To discuss challenges in implementation of six sigma process
- 5 To know the continuous improvement in methodologies in six sigma.

Course outcomes (CO's):

At the end of the course students would be able to

CO1	The students are able to understand the significance of six sigma in business environment
CO2	The student would be able to relate the tools and techniques of lean sigma to increase productivity
CO3	The students are capable to analyze different methodologies of six sigma
CO4	Able to analyze the improvements in six sigma to meet the current challenges in business.
CO5	Understand the evaluation and improvement methods in Six sigma.

Unit --I

Six Sigma Background and Fundamentals :Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

Unit --II

The Scope of Tools and Techniques :Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter –Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.

Unit --III: Six Sigma Methodologies: Design for Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

Unit—IV: Six Sigma Implementation and Challenges: Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

Unit—V: Evaluation and Continuous Improvement Methods :Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S

Relevant case study discussions in all units.

Text Books:

1. Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000

Reference

1. Fred Sole imannejed , Six Sigma, Basic Steps and Implementation, Author House, 2004
2. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
3. James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business,2003

Data Analysis Lab	
Course Code: 17MB63	
Internal Marks: 40	External Marks: 60
L: T: P:0:0:2	Credits : 01

Course Educational Objectives (CEO's):

Upon successful completion of this course, you will be able to understand and complete the following tasks:

1. How to open/close SPSS and how to Input Data into SPSS.
2. How to Handle the data on your own purpose and examine the basic statistics such as mean, median, frequency, percentage, variance, etc.
3. How to Create Chart, Table, and Graph
4. How to conduct t-test etc.
5. How to Run the Statistical Model such as ANOVA and Regression.

Course outcomes (CO's):

At the end of the course students would be able to

CO1	The students will demonstrate a thorough understanding of the data analysis by SPSS and EXCEL in research area
CO2	The students will adopt various techniques for applying in the different areas in business/project works.
CO3	The students should aware of where the research data analysis will be used and simplify the practices.
CO4	The Students should aware various statistical techniques to be used in managerial perspectives
CO5	The students will be getting more insightful thoughts to evaluate situations in organization for making effective decision

Unit-I

Introduction to Excel, SPSS and R. and their significant in data analysis

Unit-II: Advanced Excel:

Excel environment-creating basic work book - consolidating work sheets-Functions in excel (Date and Time, text, financial functions, and logical functions, Look ups-Payrolls)

Unit-III: Qualitative and Quantitative data

Data sources-Presenting data in Tables, graphs, bar diagrams and Charts-Measures of Central tendency (Mean, Median and Mode)- Measures of Dispersion (Range, mean deviation, Standard deviation).

Unit-IV: Introduction to Probability:

Concepts and Definitions of Probability Distributions: Binomial- Poisson - Normal. Forecast the various methods: simple Linear Regression-Multiple Regression-Time Series Analysis- Index Numbers

Unit-V: Test of significance for small and large samples, Correlation matrix t-test, Z-test, Chi-square test and One-way and Two-way Anova.

References:

1. Richard I. Levin & David S. Rubin: **Statistics For Management**,
a. (Pearson Education)
2. Statistical Package for Social Sciences. Dr.Chari, University Of Hyderabad
3. Glyn Davis & Branko Pecar: **Business Statistics Using Excel**, (Oxford)
4. David Whigham: **Business Data Analysis Using Excel**, (Oxford)
1. David M. Levine Et Al: **Business Statistics**, A First Course (Pearson Education)
2. S.P. Gupta & M.P. Gupta: **Business Statistics**, (Sultan Chand)
3. Beri, G.C: **Business Statistics**, (Tata McGraw Hill)

Project Work (Phase-I)	
Course Code: 17MB52	
Internal Marks: 40	External Marks: 60
L: T: P:0:0:3	Credits : 02

Course Educational Objectives (CEOs):

1. To make the students for better understanding of the importance of the selected field of study.
2. To make the students for studying about a problem in the selected field of business administration (management studies).
3. To train the students for writing the detailed project report write its significance of the study.
4. To train the students that how the data will be collected from the company in their interested field of study during the internship.
5. To impart the knowledge in using various statistical/financial tools or techniques for data analysis
6. To guide the students in writing of conclusions of the study and present suggestions to overcome the problem/suggestions for further improvement

Course Outcomes (COs):

At the end of the course students would be able to

CO1	Understand the significance of the selected field of study and define the problem systematically.
CO2	Acquire practical knowledge to Draft objectives, methodology of the study.
CO3	Know the theoretical background of the study and understand the profile of the selected organization.
CO4	Analyze the data systematically by using various statistical tools.
CO5	List out the findings of the study and present their views in the form of suggestions to overcome the selected problem.

Chapterization

Unit-I: Introduction: Related to the selected field of study.

Unit-II: Research methodology: Objectives-Methodology-scope-Data Collection-Limitation.

Unit-III: Company Profile: Theoretical frame work of the study.

Unit-IV: Data Analysis

Unit-V: Findings-Suggestions- Conclusions.

References and Bibliography

Appendix

Project Work (Phase-II)	
Course Code: 17MB52	
Internal Marks: 40	External Marks: 60
L: T: P:0:0:6	Credits : 04

Course Educational Objectives (CEOs):

1. To make the students for better understanding of the importance of the selected field of study.
2. To make the students for studying about a problem in the selected field of business administration (management studies).
3. To train the students for writing the detailed project report write its significance of the study.
4. To train the students that how the data will be collected from the company in their interested field of study during the internship.
5. To impart the knowledge in using various statistical/financial tools or techniques for data analysis
6. To guide the students in writing of conclusions of the study and present suggestions to overcome the problem/suggestions for further improvement

Course Outcomes (COs):

At the end of the course students would be able to

CO1	Understand the significance of the selected field of study and define the problem systematically.
CO2	Acquire practical knowledge to Draft objectives, methodology of the study.
CO3	Know the theoretical background of the study and understand the profile of the selected organization.
CO4	Analyze the data systematically by using various statistical tools.
CO5	List out the findings of the study and present their views in the form of suggestions to overcome the selected problem.

Chapterization

Unit-I: Introduction: Related to the selected field of study.

Unit-II: Research methodology: Objectives-Methodology-scope-Data Collection-Limitation.

Unit-III: Company Profile: Theoretical frame work of the study.

Unit-IV: Data Analysis

Unit-V: Findings-Suggestions- Conclusions.

References and Bibliography

Appendix