



INSTITUTE OF AERONAUTICAL ENGINEERING **(Autonomous)**

(Approved by AICTE | NAAC Accreditation with 'A' Grade | Accredited by NBA | Affiliated to JNTUH)

Dundigal, Hyderabad - 500 043, Telangana

OUTCOME BASED EDUCATION WITH CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

ACADEMIC REGULATIONS, COURSE STRUCTURE AND SYLLABI UNDER AUTONOMOUS STATUS

**FAILURE TO READ AND UNDERSTAND THE REGULATIONS
IS NOT AN EXCUSE**

CONTENTS

S. No	Preliminary Definitions and Nomenclatures	02
1	Foreword	04
2	Choice Based Credit System	05
3	Medium of Instruction	05
4	Eligibility for Admission	05
5	Specialization Courses and Code	06
6	Types of Courses	06
7	Semester Structure	06
8	Program Duration	07
9	Curriculum and Course Structure	08
10	Evaluation Methodology	08
11	Attendance Requirements and Detention Policy	12
12	Conduct of Semester End Examinations and Evaluation	12
13	Scheme for the Award of Grade	13
14	Letter Grades and Grade Points	13
15	Computation of SGPA and CGPA	14
16	Illustration of Computation of SGPA and CGPA	14
17	Photocopy / Revaluation	15
18	Graduation Requirements	15
19	Award of Degree	15
20	Improvement of Grade	15
21	Termination from the Program	16
22	With-holding of Results	16
23	Graduation Day	16
24	Discipline	16
25	Grievance Redressal Committee	16
26	Transitory Regulations	16
27	Revision of Regulations and Curriculum	17
28	Course Structure	18
29	Syllabi	22
30	Vision and Mission of the Institute	145
31	Frequently asked Questions and Answers about autonomy	147
32	Malpractices Rules	151
33	Undertaking By Student/Parent	154

“Take up one idea.

Make that one idea your life-think of it, dream of it, live on that idea. Let the brain muscles, nerves, every part of your body be full of that idea and just leave every other idea alone.

This is the way to success”

Swami Vivekananda

PRELIMINARY DEFINITIONS AND NOMENCLATURES

Academic Council: The Academic Council is the highest academic body of the institute and is responsible for the maintenance of standards of instruction, education and examination within the institute. Academic Council is an authority as per UGC regulations and it has the right to take decisions on all academic matters including academic research.

Academic Autonomy: Means freedom to an institute in all aspects of conducting its academic programs, granted by UGC for Promoting Excellence.

Academic Year: It is the period necessary to complete an actual course of study within a year. It comprises two consecutive semesters i.e., Even and Odd semester.

AICTE: Means All India Council for Technical Education, New Delhi.

Autonomous Institute: Means an institute designated as autonomous by University Grants Commission (UGC), New Delhi in concurrence with affiliating University (Jawaharlal Nehru Technological University, Hyderabad) and State Government.

Backlog Course: A course is considered to be a backlog course if the student has obtained a failure grade (F) in that course.

Betterment: Betterment is a way that contributes towards improvement of the students' grade in any course(s). It can be done by either (a) re-appearing or (b) re-registering for the course.

Board of Studies (BOS): BOS is an authority as defined in UGC regulations, constituted by Head of the Organization for each of the departments separately. They are responsible for curriculum design and updation in respect of all the programs offered by a department.

Certificate Course: It is a course that makes a student to gain hands-on experience and skills required for holistic development in a specific area/field.

Choice Based Credit System (CBCS): The choice based credit system is one which provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching along with provision of choice for the student in the course selection.

Compulsory Course: Course required to be undertaken for the award of the degree as per the program.

Commission: Means University Grants Commission (UGC), New Delhi.

Continuous Internal Assessment: It is an examination conducted towards internal assessment.

Course: A course is a subject offered by the institute for learning in a particular semester.

Course Outcomes: The essential skills that need to be acquired by every student through a course.

Credit: A credit is a unit that gives weight to the value, level or time requirements of an academic course. The number of 'Contact Hours' in a week of a particular course determines its credit value. One credit is equivalent to one lecture hour per week or two hours per week of tutorials/ self-learning/ practical/ field work during a semester.

Credit Point: It is the product of grade point and number of credits for a course.

Cumulative Grade Point Average (CGPA): It is a measure of cumulative performance of a student over all the completed semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal points

Curriculum: Curriculum incorporates the planned interaction of students with instructional content, materials, resources and processes for evaluating the attainment of Program Educational Objectives (PEO).

Degree with Specialization: A student who fulfills the entire program requirements of her/his discipline and successfully completes a specified set of professional elective courses in a specialized area is eligible

to receive a degree with specialization like Finance, Marketing, Human Resource, Systems and Operations etc.

Department: An academic entity that conducts relevant curricular and co-curricular activities, involving both teaching and non-teaching staff and other resources in the process of study for a degree.

Detention in a Course: Student who does not obtain minimum prescribed attendance in a course shall be detained in that particular course.

Elective Course: A course that can be chosen from a set of courses. An elective can be Professional / Open Elective.

Evaluation: Evaluation is the process of judging the academic performance of the student in his/her courses. It is done through a combination of continuous internal assessment and semester end examinations.

Grade: It is an index of the performance of the students in a said course. Grades are indicated by alphabets.

Grade Point: It is a numerical weight allotted to each letter grade on a 10 point scale.

Institute: Means Institute of Aeronautical Engineering, Hyderabad unless indicated otherwise by the context.

Pre-requisite: A course, the knowledge of which is required for registration into higher level course.

Core: The courses that are essential constituents of each specialized discipline are categorized as professional core courses for that discipline.

Professional Elective: A course that is discipline centric. An appropriate choice of minimum number of such electives as specified in the program will lead to a degree with specialization.

Program: Means, Master of Business Administration (MBA).

Program Educational Objectives (PEO): The broad career, professional and personal goals that every student will achieve through a strategic and sequential action plan.

Project Work: It is a design or research based work to be taken up by a student during his/her IV semester to achieve a particular aim. It is a credit based course and is to be planned carefully by the student.

Re-Appearing: A student can reappear only in the semester end examination for the theory component of a course, subject to the regulations contained herein.

Registration: Process of enrolling into a set of courses in a semester of a Program.

Regulations: The regulations for MBA offered by Institute are designated as “IARE - R16” and are binding on all the stakeholders.

Semester: It is a period of study consisting of 15 to 18 weeks of academic work equivalent to normally 90 working days. The odd semester starts usually in September and even semester in February every year.

Semester End Examinations: It is an examination conducted in all courses offered in a semester at the end of the semester.

S/he: Means “she” and “he” both.

Student Outcomes: The essential skill sets that need to be acquired by every student during her/his program of study. These skill sets are in the areas of employability, entrepreneurial, social and behavioral.

University: Means the Jawaharlal Nehru Technological University Hyderabad (JNTUH), Hyderabad.

Words ‘he’ ,‘him’ ,‘his’ occur and the simply ‘she’ ,‘her’ and ‘her’ also.

FOREWORD

The autonomy is conferred to Institute of Aeronautical Engineering (IARE), Hyderabad by University Grants Commission (UGC), New Delhi based on its performance as well as future commitment and competency to impart quality education. It is a mark of its ability to function independently in accordance with the set norms of the monitoring bodies like J N T University Hyderabad (JNTUH), Hyderabad and AICTE. It reflects the confidence of the affiliating University in the autonomous institution to uphold and maintain standards it expects to deliver on its own behalf and thus awards degrees on behalf of the college. Thus, an autonomous institution is given the freedom to have its own **curriculum, examination system and monitoring mechanism**, independent of the affiliating University but under its observance.

IARE is proud to win the credence of all the above bodies monitoring the quality in education and has gladly accepted the responsibility of sustaining, if not improving upon the standards and ethics for which it has been striving for more than a decade in reaching its present standing in the arena of contemporary technical education. As a follow up, statutory bodies like Academic Council and Boards of Studies are constituted with the guidance of the Governing Body of the institute and recommendations of the JNTUH to frame the regulations, course structure and syllabi under autonomous status.

The autonomous regulations, course structure and syllabi have been prepared after prolonged and detailed interaction with several expertise solicited from academics, industry and research, in accordance with the vision and mission of the institute to order to produce a quality engineering graduate to the society.

All the faculty, parents and students are requested to go through all the rules and regulations carefully. Any clarifications needed are to be sought at appropriate time and with principal of the college, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The Cooperation of all the stake holders is sought for the successful implementation of the autonomous system in the larger interests of the college and brighter prospects of engineering graduates.

PRINCIPAL



INSTITUTE OF AERONAUTICAL ENGINEERING (Autonomous)

ACADEMIC REGULATIONS

MBA Regular Two Year Master Degree Program (For the batches admitted from the academic year 2016 - 17)

For pursuing two year postgraduate Master Degree program of study in Business Administration (MBA) offered by Institute of Aeronautical Engineering under Autonomous status and herein after referred to as IARE.

1.0. CHOICE BASED CREDIT SYSTEM:

The Indian Higher Education Institutions (HEI's) are changing from the conventional course structure to Choice Based Credit System (CBCS). The credit based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching. The choice based credit system provides a 'cafeteria' type approach in which the students can take courses of their choice, learn at their own pace, undergo additional courses and acquire more than the required credits and adopt an inter-disciplinary approach to learning.

Choice Based Credit System (CBCS) is a flexible system of learning and provides choice for student's to select from the prescribed elective courses. A course defines learning objectives and learning outcomes and comprises of lectures/tutorials/laboratory work/field work/project work/comprehensive Examination / seminars/assignments/ alternative assessment tools / presentations/self-study etc. or a combination of some of these.

Under CBCS, the requirement for awarding a degree is prescribed in terms of number of credits to be completed by the students.

The CBCS permits students to:

1. Choose electives from a range of elective courses offered by the departments of the institute.
2. Undergo additional courses of interest.
3. Adopt an inter-disciplinary approach in learning.
4. Make the best use of expertise of the available faculty.

2.0 MEDIUM OF INSTRUCTION:

The medium of instruction shall be English for all courses, examinations, seminar presentations and project work etc. The curriculum will comprise courses of study as given in curriculum section 8.0 in accordance with the prescribed syllabi.

3.0 ELIGIBILITY FOR ADMISSION:

The admissions for category A and B seats shall be as per the guidelines of Telangana State Council for Higher Education (TSCHE) in consonance with Government reservation policy.

- a) **Under Category A:** 70% of the seats are filled based on Integrated Common Entrance Test (ICET) ranks.
- b) **Under Category B:** 30% seats are filled on merit basis as per guidelines of Telangana State Council for Higher Education (TSCHE).

4.0 SPECIALIZATION COURSES AND CODE:

The specialization courses listed below are selected for MBA program as shown in Table 1.

Table 1: Specializations

S. No	Specialization	Code
1	Finance	MBA
2	Marketing	
3	Human Resources	
4	Systems	
5	Operations	

5.0 TYPES OF COURSES

Courses in a program may be of two kinds: **Core and Elective.**

5.1 Core Course:

There may be a core course in every semester. This is the course which is mandatory to study by a student as a core requirement to complete the requirement of a program.

5.3 Elective Course:

Elective Courses provide breadth of experience in respective specialization and application areas. Elective course is a course which can be chosen from a pool of courses. It may be:

- Supportive to the discipline of study.
- Providing an expanded scope.
- Enabling an exposure to some other discipline/domain.
- Nurturing student's proficiency/skill.

An elective may be discipline centric (Professional Elective) focusing on those courses which add generic proficiency.

There shall be ten professional elective groups and two open elective groups.

Overall, Students can choose six professional elective courses which suit their project working consultation with the faculty advisor/mentor. A student also chooses two open elective courses in his/her area of interest.

6.0 SEMESTER STRUCTURE:

The Institute shall follow semester pattern. An academic year shall consist of two semesters. Each semester shall be of 23 weeks duration and this period includes time for course work, examination preparation and conduct of examinations. Each main semester shall have a minimum of 90 working days; out of which number of contact days for teaching / practical shall be 75 and 15 days shall be for exam preparation and conduction. The duration for each semester shall be a minimum of 17 weeks of instruction. The Academic Calendar shall be declared at the beginning of the academic year as shown in Table 2.

Table 2: Academic Calendar

FIRST SEMESTER (23 weeks)	I Spell Instruction Period	9 weeks	21 weeks
	I Mid Examinations	1 week	
	II Spell Instruction Period	8 weeks	
	II Mid Examinations	1 week	
	Preparation and Practical Examinations	2 weeks	
	Semester End Examinations		2 weeks
Semester Break and Supplementary Exams			2 weeks
SECOND SEMESTER (23 weeks)	I Spell Instruction Period	9 weeks	21 weeks
	I Mid Examinations	1 week	
	II Spell Instruction Period	8 weeks	
	II Mid Examinations	1 Week	
	Preparation and Practical	2 weeks	
	Semester End Examinations		2 weeks
Semester Break and Supplementary Exams			2 weeks
Summer Vacation			2 weeks
THIRD SEMESTER (23 weeks)	I Spell Instruction Period	9 weeks	21 weeks
	I Mid Examinations	1 week	
	II Spell Instruction Period	8 weeks	
	II Mid Examinations	1 week	
	Preparation and Practical Examinations	2 weeks	
	Semester End Examinations		2 weeks
Semester Break and Supplementary Exams			2 weeks
FOURTH SEMESTER (23 weeks)	I Spell Instruction Period	9 weeks	21 weeks
	I Mid Examinations	1 week	
	II Spell Instruction Period	8 weeks	
	II Mid Examinations	1 Week	
	Preparation and Practical Examinations	2 weeks	
	Semester End Examinations		2 weeks

7.0 PROGRAM DURATION:

A student shall be declared eligible for the award of MBA degree, if s/he pursues a course of study and completes it successfully in not less than two academic years and not more than four academic years. A student, who fails to fulfil all the academic requirements for the award of the degree within four academic years from the year of his/her admission, shall forfeit his/her seat in MBA program.

- a) A student will be eligible for the award of MBA degree on securing a minimum of 5.0/10.0 CGPA.
- b) In the event of non-completion of project work and/or non-submission of the project report by the end of the fourth semester, the candidate shall re-register by paying the semester fee for the project. In such a case, the candidate will not be permitted to submit the report earlier than three months and not later than six months from the date of registration.

8.0 CURRICULUM AND COURSE STRUCTURE:

The curriculum shall comprise Core Courses, Elective Courses, Laboratory Courses, Seminars, Internship, Comprehensive Viva and Project work. The list of elective courses may include subjects from allied disciplines.

Each Theory and Laboratory course carries credits based on the number of hours/week as follows:

- **Lecture Hours (Theory):** 1 credit per lecture hour per week.
- **Laboratory Hours (Practical):** 2 credits for 3 practical hours per week.
- **Seminar/Internship:** 2 credits for 3 hours per week.
- **Project Work:** 1 credit for 2 hours of project work per week.

8.1 Credit distribution for courses offered is shown in Table 3.

Table 3: Credits Distribution

S.No	Courses	Hours / Week	Credits
1	Core	3	3
2	Elective	3	3
3	Laboratory	3	2
4	Seminar	3	2
5	Comprehensive Viva	-	1
6	Project Work	8	4

8.2 Course wise break-up to the total credits:

Total Theory Courses Core Courses (15) + Professional Electives (06) + Open Electives (02)	15@3 + 06@3 + 02@3 credits	69
Total Laboratory Courses (02)	02@2credits	04
Seminar(04)	04@2credits	08
Pre submission of Project Seminar (01)	01@2credits	02
Comprehensive Viva	01@1credits	01
Project Work	01@4credits	04
TOTAL CREDITS		88

9.0 EVALUATION METHODOLOGY:

9.1 Theory Course:

Each theory course will be evaluated for a total of 100 marks, with 30 marks for Continuous Internal Assessment (CIA) Examination and 70 marks for Semester End Examination (SEE). Out of allotted 30 marks for CIA during the semester, marks are awarded by taking average of two CIA examinations.

9.1.1 Semester End Examination (SEE):

The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into FIVE units and each unit carries equal weightage in terms of marks distribution. The question paper pattern is as follows:

Two full questions with ‘either’ ‘or’ choice will be drawn from each unit. Each question carries 14 marks. There could be a maximum of three sub divisions in a question.

The emphasis on the questions is broadly based on the following criteria:

50 %	To test the objectiveness of the concept
30 %	To test the analytical skill of the concept
20 %	To test the application skill of the concept

9.1.2 Continuous Internal Assessment (CIA):

For each theory course the CIA shall be conducted by the faculty/teacher handling the course as given in Table 4. CIA is conducted for a total of 30 marks, with 25 marks for Continuous Internal Examination (CIE) and 05 marks for Alternative Assessment Tool (AAT).

Table4: Assessment pattern for Theory Courses

COMPONENT	THEORY		TOTAL MARKS
Type of Assessment	CIE	Alternative Assessment Tool(AAT)	
Max. CIA Marks	25	05	30

9.1.3 Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 9th and 18th week of the semester respectively.

For Theory Courses, during a semester there shall be two midterm examinations. The midterm examination shall be in two parts, i.e., Part ‘A’ and Part ‘B’ with duration of 2 hours. Part ‘A’ of the question paper shall be compulsory and will consist of 5 questions, each question carries one mark. At least one question should be given from each of the units. In part ‘B’ four out of five questions have to be answered where, each question carries five marks.

9.1.4 Alternative Assessment Tool (AAT):

In order to encourage innovative methods while delivering a course, the faculty members have been encouraged to use the Alternative Assessment Tool (AAT). This AAT enables faculty to design own assessment patterns during the CIA. The AAT enhances the autonomy (freedom and flexibility) of individual faculty and enables them to create innovative pedagogical practices. If properly applied, the AAT converts the classroom into an effective learning center. The AAT may include seminars, assignments, term paper, report writing, micro-projects, five minutes video, Massive Open Online Courses (MOOC) etc. However, it is mandatory for a faculty to obtain prior permission from HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the class work.

9.2 Laboratory Course:

Each laboratory course will be evaluated for a total of 100 marks consisting of 30 marks for internal assessment and 70 marks for semester end laboratory examination. Out of 30 marks of

internal assessment, continuous lab assessment will be done for 20 marks for the day to day performance and 10 marks for the final internal lab assessment. The semester end lab examination for 70 marks shall be conducted by two examiners, one of them being internal examiner nominated by the Principal and another being an external examiner nominated by the Principal from the panel of experts recommended by Chairman, BOS.

9.3 Comprehensive Viva

There shall be a Comprehensive Viva in IV Semester. The Comprehensive Viva is intended to assess the student's understanding of various courses during the MBA course of study. The purpose of this course is particularly to enhance the employment potential of the student. The viva will be conducted by a committee consisting of Head of the Department, two senior faculty members of the department and an external examiner. The Comprehensive Viva is evaluated for 100 marks by the committee. There are no internal marks for the Comprehensive Viva. A candidate has to secure a minimum of 50% of marks to be declared successful. The external examiner will be appointed by the Principal from the panel of experts recommended by Chairman, BOS.

9.4 Pre Submission of the Project Seminar

The pre-submission of the project seminar is an internal evaluation process. The purpose of this course is to review the progress of MBA project of the students and to guide them appropriately on the selection of Project Title, framing of objectives, literature, hypotheses and sampling selection.

9.5 Seminar

There shall be separate seminar presentations on Business Communications, Personal Effectiveness, Summer Internship and Success Story of an Entrepreneur as per the course structure. The seminars shall be only internally evaluated, carrying 100 marks each. A candidate has to secure a minimum of 50% of total marks to be declared successful. If s/he fails to fulfill minimum marks, he has to reappear during the supplementary examination.

The assessment will be made by a Board consisting of Dean Academics, Head of the Department and two senior faculty members of the department.

9.6 Project work:

The project work should be carried out in the premises of Institute. However, it can also be carried out in any of the recognized Educational Institutions, Audit Firms, Industrial / Research Organizations, Service Organizations or Government Organizations with the prior permission from the guide and Head of the Department concerned.

A student shall submit the outcome of the project work in the form of a dissertation.

9.6.1 A candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters.

9.6.2 Every candidate shall work on projects approved by the PRC of the College.

9.6.3 The student shall submit the project work in the form of Dissertation at least four weeks prior to the completion of the program. Head of the Department shall constitute an Internal Evaluation Committee (IEC) comprising of the Chairman BOS (PG), HOD and Guide and convenes its meeting for open pre-submission seminar evaluation of the student.

- 9.6.4** The Project thesis shall be adjudicated by one external examiner appointed by the Principal. The external examiner will be appointed by the Principal from the panel of experts recommended by Chairman, BOS.
- 9.6.5** If the report of the examiner is favorable, viva-voce examination shall be conducted by a Board consisting of the Head of the Department, supervisor and the external examiner who adjudicated the thesis.
- 9.6.6** If the report of the examiner is **Unsatisfactory**, the candidate shall revise and resubmit the dissertation, in the time frame as prescribed by PRC. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. The candidate can re-register only once for conduct of project and evaluation of thesis, and will go through the entire process as mentioned above.
- 9.6.7** The external evaluation is for 70 marks and the same is evaluated by the External Examiner. The internal evaluation should be conducted by PRC for 30 marks. The candidate has to secure minimum of 50% marks in Project Evaluation (internal and external evaluation put together) for successful completion.
- 9.6.8** If s/he fails to fulfill as specified in 9.6.6, s/he will reappear for the Viva Voice examination only after three months. In the reappeared examination also, fails to fulfill, s/he will not be eligible for the award of the degree.
- 9.6.9** The student will be allowed to appear for an open seminar followed by final viva voce examination at the end of last semester only, if s/he has submitted the project work in the form of paper for presentation/ publication in a conference/journal and produce the proof of acceptance of the paper from the organizers/publishers.
- 9.6.10** Project reports of MBA students who have not completed their course work successfully will be evaluated in that semester itself and the result sent confidentially to the Controller of Examinations. The result of the project work evaluation will be declared by the Controller of Examinations only after the successful completion of the courses by those students.

The mode of evaluation of Pre-submission of project seminar, project work and comprehensive viva and the respective committees are as shown below.

S. No	Mode	Evaluation Committee	Marks
1	Pre-submission of project report seminar by the student	The Internal Evaluation Committee (IEC) comprising of the Chairman, BOS (PG), Dean Academics, HOD and guide wherein the HOD convenes its meeting.	100
2	Continuous evaluation	Internal Supervisor	30
3	Comprehensive Viva	The External Evaluation Committee (EEC) comprising of External Examiner, HOD and guide wherein the HOD shall be the chairman of the committee.	100
4	End Semester Examination (Open Seminar on Project followed by Viva-voce)	The External Evaluation Committee (EEC) comprising of External Examiner, HOD and guide wherein the HOD shall be the chairman of the committee.	70

10.0 ATTENDANCE REQUIREMENTS AND DETENTION POLICY:

- 10.1** It is desirable for a candidate to put on 100% attendance in each course. In every course (theory/laboratory/Seminar), student has to maintain a minimum of 80% attendance including the days of attendance in sports, games, NCC and NSS activities to be eligible for appearing in Semester End Examination of the course.
- 10.2** For cases of medical issues, deficiency of attendance in each course to the extent of 15% may be condoned by the College Academic Committee (CAC) on the recommendation of Head of the department if their attendance is between 80% to 65% in every course, subjected to submission of medical certificates, medical case file and other needful documents to the concerned departments.
- 10.3** The basis for the calculation of the attendance shall be the period prescribed by the institute by its calendar of events. For late admission, attendance is reckoned from the date of admission to the program. However, in case of a student having less than 65% attendance in any course, s/he shall be detained in the course and in no case such process will be relaxed.
- 10.4** A candidate shall put in a minimum required attendance at least three (3) theory courses for getting promoted to next higher class / semester. Otherwise, s/he shall be declared detained and has to repeat semester.
- 10.5** Students whose shortage of attendance is not condoned in any subject are not eligible to write their semester end examination of that courses and their registration shall stand cancelled.
- 10.6** A prescribed fee shall be payable towards condonation of shortage of attendance.
- 10.7** A student shall not be promoted to the next semester unless he satisfies the attendance requirement of the present semester, as applicable. They may seek readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission into the same class.

11.0 CONDUCT OF SEMESTER END EXAMINATIONS AND EVALUATION:

- 11.1** Semester end examination shall be conducted by the Controller of Examinations (COE) by inviting Question Papers from the External Examiners.
- 11.2** Question papers may be moderated for the coverage of syllabus, pattern of questions by the Semester End Examination Committee chaired by Head of the Department one day before the commencement of semester end examinations. Internal Examiner shall prepare a detailed scheme of valuation.
- 11.3** The answer papers of semester end examination should be evaluated by the internal examiner immediately after the completion of exam and the award sheet should be submitted to COE in a sealed cover before the same papers are kept for second evaluation by external examiner.
- 11.4** In case of difference of more than 15% of marks, the answer paper shall be re-evaluated by a third examiner appointed by the Examination Committee and marks awarded by this examiner shall be taken as final.

- 11.5** COE shall invite 3-9 external examiners to evaluate all the end semester answer scripts on a prescribed date(s). Practical laboratory exams are conducted involving external examiners.
- 11.6** Examinations Control Committee shall consolidate the marks awarded by internal and external examiners and award grades.

12.0 SCHEME FOR THE AWARD OF GRADE:

- 12.1** A student shall be deemed to have satisfied the minimum academic requirements and earn the credits for each theory course, if s/he secures:
- Not less than 40% marks for each theory course in the semester end examination, and
 - A minimum of 50% marks for each theory course considering both CIA and Semester End Examination.
- 12.2** A student shall be deemed to have satisfied the minimum academic requirements and earn the credits for each Laboratory/Seminar /Project, if s/he secures.
- Not less than 40% marks for each Laboratory/Seminar/Project course in the semester end examination.
 - A minimum of 50% marks for each Laboratory/Seminar/Project course considering both internal and semester end examination.
- 12.3** If a candidate fails to secure a pass in a particular course, it is mandatory that s/he shall register and reappear for the examination in that course during the next semester when examination is conducted in that course. It is mandatory that s/he should continue to register and reappear for the examination till s/he secures a pass.

13.0 LETTER GRADES AND GRADE POINTS:

- 13.1** Performances of students in each course are expressed in terms of marks as well as in Letter Grades based on absolute grading system. The UGC recommends a 10point grading system with the following letter grades as given below:

Range of Marks	Grade Point	Letter Grade
100 - 80	10	S (Superior)
70 – 79	9	A+ (Excellent)
60 – 69	8	A (Very Good)
55 – 59	7	B+ (Good)
50 – 54	6	B (Average)
Below 50	0	F (Fail)
Absent	0	Ab (Absent)
Authorized Break of Study	0	ABS

- 13.2** A student is deemed to have passed and acquired to correspondent credits in particular course if s/he obtains any one of the following grades: “S”, “A+”, “A”, “B+”, “B”.
- 13.3** A student obtaining Grade “F” shall be considered Failed and will be required to reappear in the examination.
- 13.4** “SA” denotes shortage of attendance (as per item 10) and hence prevention from writing Semester End Examination.

- 13.5 At the end of each semester, the institute issues grade sheet indicating the SGPA and CGPA of the student. However, grade sheet will not be issued to the student if s/he has any outstanding dues.

14.0 COMPUTATION OF SGPA AND CGPA:

The UGC recommends to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA). The credit points earned by a student are used for calculating the Semester Grade Point Average (SGPA) and the Cumulative Grade Point Average (CGPA), both of which are important performance indices of the student. SGPA is equal to the sum of all the total points earned by the student in a given semester divided by the number of credits registered by the student in that semester. CGPA gives the sum of all the total points earned in all the previous semesters and the current semester divided by the number of credits registered in all these semesters. Thus,

$$SGPA = \sum_{i=1}^n (C_i G_i) / \sum_{i=1}^n C_i$$

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 and n represent the number of courses in which a student's is registered in the concerned semester.

$$CGPA = \sum_{j=1}^m (C_j S_j) / \sum_{j=1}^m C_j$$

Where, S_j is the SGPA of the j^{th} semester and C_j is the total number of credits up to the semester and m represent the number of semesters completed in which a student registered up to the semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

15.0 ILLUSTRATION OF COMPUTATION OF SGPA AND CGPA:

15.1 Illustration for SGPA:

Course Name	Course Credits	Grade letter	Grade point	Credit Point (Credit x Grade)
Course 1	3	A	8	3 x 8 = 24
Course 2	4	B+	7	4 x 7 = 28
Course 3	3	B	6	3 x 6 = 18
Course 4	3	O	10	3 x 10 = 30
Course 5	3	C	5	3 x 5 = 15
Course 6	4	B	6	4 x 6 = 24
	20			139

$$\text{Thus, } SGPA = 139 / 20 = 6.95$$

15.2 Illustration for CGPA:

Semester 1	Semester 2	Semester 3	Semester 4
Credit: 20 SGPA: 6.9	Credit: 22 SGPA: 7.8	Credit: 25 SGPA: 5.6	Credit: 26 SGPA: 6.0

$$\text{Thus, CGPA} = \frac{20 \times 6.9 + 22 \times 7.8 + 25 \times 5.6 + 26 \times 6.0}{93} = 6.51$$

16.0 PHOTOCOPY / REVALUATION:

A student, who seeks the re-valuation of the answer script, is directed to apply for the photocopy of his/her semester examination answer paper(s) in the theory course(s), within two working days from the declaration of results in the prescribed format to the Controller of Examinations through the Head of the Department. On receiving the photocopy, the student can consult with a competent member of faculty and seek the opinion for revaluation. Based on the recommendations, the student can register for the revaluation with prescribed fee to the Controller of Examinations. The Controller of Examinations shall arrange for the revaluation and declare the results. Revaluation is not permitted to the courses other than theory courses.

17.0 GRADUATION REQUIREMENTS:

The following academic requirements shall be met for the award of the MBA degree.

17.1 Student shall register and acquire minimum attendance in all courses and secure 88 credits.

17.2 A student who fails to earn 88 credits within four consecutive academic years from the year of his/her admission with a minimum CGPA of 5.0, shall forfeit his/her degree and his/her admission stands cancelled.

18.0 AWARD OF DEGREE:

a) Classification of degree will be as follows:

CGPA ≥ 7.5	CGPA ≥ 6.5 and < 7.5	CGPA ≥ 5.0 and < 6.5	CGPA ≥ 5.0 and < 5.5	CGPA < 5.0
First Class with Distinction	First Class	Second Class	Pass Class	Fail

b) In case a student takes more than one attempt in clearing a course, the final grade secured shall be indicated by * mark in the grade sheet.

c) All the candidates who register for the semester end examination will be issued grade sheet by the Institute. Apart from the semester wise grade sheet, the institute will issue the provisional certificate subject to the fulfillment of all the academic requirements.

19.0 IMPROVEMENT OF GRADE:

A candidate, after becoming eligible for the award of the degree, may reappear for the final examination in any of the theory courses as and when conducted, for the purpose of improving the aggregate and the grade. But this reappearance shall be within a period of two academic years after becoming eligible for the award of the degree.

However, this facility shall not be availed of by a candidate who has taken the Original Degree Certificate. Candidates shall not be permitted to reappear either for CIE in any course or for Semester End Examination (SEE) in laboratory courses(including Project Viva-voce) for the

purpose of improvement.

20.0 TERMINATION FROM THE PROGRAM

The admission of a student to the program may be terminated and the student may be asked to leave the institute in the following circumstances:

- a) The student fails to satisfy the requirements of the program within the maximum period stipulated for that program.
- b) The student fails to satisfy the norms of discipline specified by the institute from time to time.

21.0 WITH-HOLDING OF RESULTS

If the candidate has not paid any dues to the college / if any case of indiscipline / malpractice is pending against him, the results of the candidate will be withheld. The issue of the degree is liable to be withheld in such cases.

22.0 GRADUATION DAY

The institute shall have its own annual Graduation Day for the award of Degrees to students completing the prescribed academic requirements in each case, in consultation with the University and by following the provisions in the Statute.

The college shall institute prizes and medals to meritorious students, and award them annually at the Graduation Day. This will greatly encourage the students to strive for excellence in their academic work.

23.0 DISCIPLINE

Every student is required to observe discipline and decorum both inside and outside the institute and not to indulge in any activity which will tend to bring down the honor of the institute. If a student indulges in malpractice in any of the theory / practical examination, continuous assessment examinations he/she shall be liable for punitive action as prescribed by the Institute from time to time.

24.0 GRIEVANCE REDRESSAL COMMITTEE

The institute shall form a Grievance Redressal Committee for each course in each department with the Course Teacher and the HOD as the members. This Committee shall solve all grievances related to the course under consideration.

25.0 TRANSITORY REGULATIONS

25.1 A student who has been detained in any semester of previous regulations for not satisfying the attendance requirements shall be permitted to join in the corresponding semester of this regulation.

25.2 Semester End Examination in each course under the regulations that precede immediately these regulations shall be conducted three times after the conduct of last regular examination under those regulations. Thereafter, the failed students, if any, shall take examination in the equivalent papers of these regulations as suggested by the Chairman, BOS concerned.

26.0 REVISION OF REGULATIONS AND CURRICULUM

The Institute from time to time may revise, amend or change the regulations, scheme of examinations and syllabi if found necessary and on approval by the Academic Council and the Governing Body shall come into force and shall be binding on the students, faculty, staff, all authorities of the Institute and others concerned.

**FAILURE TO READ AND UNDERSTAND
THE REGULATIONS IS NOT AN EXCUSE**



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

MASTER OF BUSINESS ADMINISTRATION

COURSE STRUCTURE

I SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMB001	Management and Organizational Behavior	Core	3	-	-	3	30	70	100
CMB002	Financial Accounting and Analysis	Core	3	-	-	3	30	70	100
CMB003	Managerial Economics	Core	3	-	-	3	30	70	100
CMB004	Business Law and Environment	Core	3	-	-	3	30	70	100
CMB005	Statistics for Management	Core	3	-	-	3	30	70	100
	Open Elective - I	Elective	3	-	-	3	30	70	100
PRACTICAL / SEMINAR									
CMB101	IT Applications for Business - Lab	Core	-	-	3	2	30	70	100
CMB201	Business Communication - Seminar	Core	-	-	3	2	100	-	100
TOTAL			18	00	06	22	310	490	800

II SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMB006	Human Resource Management	Core	3	-	-	3	30	70	100
CMB007	Operations Management	Core	3	-	-	3	30	70	100
CMB008	Financial Management	Core	3	-	-	3	30	70	100
CMB009	Management Information Systems and Enterprise Resource Planning	Core	3	-	-	3	30	70	100
CMB010	Marketing Management	Core	3	-	-	3	30	70	100
	Open Elective - II	Elective	3	-	-	3	30	70	100
PRACTICAL / SEMINAR									
CMB102	Industry analysis and Report Presentation - lab	Core	-	-	3	2	30	70	100
CMB202	Personal Effectiveness - Seminar	Core	-	-	3	2	100	-	100
TOTAL			18	00	06	22	310	490	800

III SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMB011	Quantitative Analysis for Business Decisions	Core	3	-	-	3	30	70	100
CMB012	Strategic Management	Core	3	-	-	3	30	70	100
CMB013	Business Research Methods	Core	3	-	-	3	30	70	100
	Professional Elective 1	Elective	3	-	-	3	30	70	100
	Professional Elective 2	Elective	3	-	-	3	30	70	100
	Professional Elective 3	Elective	3	-	-	3	30	70	100
PRACTICAL / SEMINAR									
CMB203	Summer Internship - Seminar	Core	-	-	3	2	100	-	100
CMB501	Pre Submission of Project- Seminar	Core	-	-	3	2	100	-	100
TOTAL			18	00	06	22	380	420	800

IV SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMB014	Entrepreneurial Development	Core	3	-	-	3	30	70	100
CMB015	Management of Technology	Core	3	-	-	3	30	70	100
	Professional Elective 4	Elective	3	-	-	3	30	70	100
	Professional Elective 5	Elective	3	-	-	3	30	70	100
	Professional Elective 6	Elective	3	-	-	3	30	70	100
SEMINAR / DISSERTATION WORK									
CMB204	Success Story of an Entrepreneur - Seminar	Core	-	-	3	2	100	-	100
CMB601	Comprehensive Viva	Core	-	-	-	1	-	100	100
CMB502	Major Project	Core	-	-	8	4	30	70	100
Total			15	00	11	22	280	520	800

PROFESSIONAL ELECTIVES

Choose any one group of specialization for each semester from the following:

III SEMESTER	
Group-I (MARKETING)	
CMB401	Consumer Behavior
CMB402	E-Marketing
CMB403	Integrated Marketing Communication
Group –II (FINANCE)	
CMB404	Security Analysis and Portfolio Management
CMB405	Strategic Management Accounting
CMB406	Financial Services and Systems
Group –III (HUMAN RESOURCE MANAGEMENT)	
CMB407	Performance Management
CMB408	Training and Development
CMB409	Strategic Human Resource Management
Group –IV (SYSTEMS)	
CMB410	Business Intelligence
CMB411	Data Base Management Systems
CMB412	Decision Support System
Group –V (OPERATIONS)	
CMB413	Advanced Materials Management
CMB414	Advanced Production Management
CMB415	Computer Simulation
IV SEMESTER	
Group –VI (MARKETING)	
CMB416	Retailing Management
CMB417	Product and Brand Management
CMB418	Rural Marketing
Group –VII (FINANCE)	
CMB419	Strategic Investment and Financing Decisions
CMB420	Financial Modeling
CMB421	Financial Derivatives
Group –VIII (HUMAN RESOURCE MANAGEMENT)	
CMB422	Compensation and Reward Management
CMB423	Talent and Knowledge Management
CMB424	Leadership and Change Management
Group –IX (SYSTEMS)	
CMB425	E – Business
CMB426	Cyber Security
CMB427	Information Systems, Control and Audit
Group –X (OPERATIONS)	
CMB428	Fundamentals of Six Sigma
CMB429	Innovation and Product Development
CMB430	Service Operations Management

OPEN ELECTIVE-I

Course Code	Course Title
CMB301	Cross Culture Management
CMB302	World Trade Organization and Intellectual Property Rights
CMB303	Total Quality Management
CMB304	Project Management
CMB305	Environmental Science
CMB306	Fundamentals of Psychology

OPEN ELECTIVES- II

Course Code	Course Title
CMB307	Foreign Trade
CMB308	Banking, Insurance and Risk Management
CMB309	Logistics and Supply Chain Management
CMB310	MSME Management
CMB311	Disaster Management
CMB312	C Programming

SYLLABI

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB001	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Learn the history of management and the contributions of management researchers. II. Understand the relevance of environmental scanning, planning and how to take decisions. III. Delegate authority and use power to influence people to get the work done through proper communication and control. IV. Aware of leadership and motivation concepts.								
UNIT-I	HISTORY OF MANAGEMENT						Classes: 08	
Theories of management: classical, scientific, administrative, behavioral, management sciences theories, systems and contingency theory.								
UNIT-II	PROBLEM SOLVING, DECISION MAKING AND PLANNING						Classes: 10	
Problem solving and decision making, classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, select the most feasible plan, implement decision and control, plans, types of plans, steps involved in planning process.								
UNIT-III	ORGANIZING AND CONTROLLING						Classes: 09	
Principles of organizing, organizational design, relation between authority, Power and influence. Organizational functional and control systems, types of controls.								
UNIT-IV	INDIVIDUAL AND GROUP BEHAVIOR						Classes: 10	
Importance of organizational behavior, personality theories, perception, perception and individual decision making, formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.								
UNIT-V	LEADERSHIP, MOTIVATION AND ORGANIZATIONAL STRUCTURE						Classes: 08	
Leadership theories, power and politics ,Maslow’s needs theory, two factor theory of motivation, McGregor’s theory, existence relatedness and growth(ERG)theory, McClelland’s needs theory, valance theory and other relevant theories of motivation.								
Text Books:								
1. Robert N Lussier, “Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning”, First Edition, 2012. 2. Dilip Kumar Battacharya,”Principles of Management”, Pearson, 2012. 3. Harold Koontz, Heinz Weihrich, A.R.Aryasri, “Principles of Management”, TMH, 2010.								

Reference Books:

1. V.S.P.Rao, "Management Text and Cases, Excel", Second Edition, 2012.
2. K.Anbuvelan, "Principles of Management", University Science Press, 2013.
3. Andrew DuBrin, "Management Essentials", Cengage Learning, 2012.
4. Rajeesh Viswanathan, "Principles of Management Concepts and Cases", Himalaya Publishing House (HPH), 2010.
5. Dr. Vandana Jain, "Management Theory and Practice", IBH, 2012.

Web References:

1. <http://www.ebooks directory.com>
2. <http://Campus guides.lib.utah.edu>

E-Text Books:

- 1 <http://www.bookboon.com>
- 2 <http://www.freemanagement.com>
- 3 <http://www.emeraldinsight.com>

FINANCIAL ACCOUNTING AND ANALYSIS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB002	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand financial statements with confidence. II. Interpret and analyze the financial growth of different companies. III. Appreciate and use financial statements as means of business communication. IV. Use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.								
UNIT-I	INTRODUCTION TO ACCOUNTING						Classes: 08	
Importance, objectives and principles, accounting concepts and conventions, and the generally accepted accounting principles (GAAP), their implications on accounting system; double entry system, recording business transactions, classification of accounts, accounting cycle.								
UNIT-II	THE ACCOUNTING PROCESS						Classes:10	
Books of original record: journal and subsidiary books, ledger, trial balance, classification of capital and revenue expenses, final accounts with adjustments; valuation of fixed assets, tangible vs. intangible assets and methods of depreciation: depreciation concept, depreciation of fixed assets, methods of depreciation, their impact on measurement of business accounting.								
UNIT-III	INVENTORY VALUATION						Classes: 09	
Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Issue of shares and debentures: entries for issue of shares, forfeiture issue of shares at discount and premium; alteration of share capital and reduction of share capital, issue and redemption of debentures.								
UNIT-IV	FINANCIAL ANALYSIS						Classes:09	
Statement of changes in working capital, funds from operations, paid cost and unpaid costs; distinction between cash profits and book profits; preparation and analysis of cash flow statement and funds flow statement.								
UNIT-V	FINANCIAL STATEMENTS AND RATIO ANALYSIS						Classes: 09	
Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements; liquidity, leverage, solvency and profitability ratios, du pont chart, accounting standards issued by the institute of chartered accounts of India (ICAI.).								
Text Books:								
1. DhaneshK. Khatri “Financial Accounting and Analysis”, Tata Mc Graw Hill Publishing Limited, Delhi, 2012. 2. Narayana Swamy, “Financial Accounting and Analysis” PHI, 2012. 3. Maheswari, “Financial Accounting”, IBH, 2012. 4. N.Rama chandran: “Financial Accounting and Analysis” Tata McGraw-Hill Publishing Limited.								

Reference Books:

1. V.Rajasekharam “Financial Accounting and Analysis” Pearson Education, New Delhi, 2012.
2. Ranjan Kumar Bal: “Financial Accounting and Analysis”, S .Chand, New Delhi, 2012.

Web References:

1. http://www.koledza.lv/best/download/biblioteka/Financial_Accounting.pdf
2. http://www.tutorialspoint.com/accounting_basics/accounting_basics_tutorial.pdf

E-Text Books:

1. <http://www.free-management-ebooks.com/skills-finance.htm>
2. <http://www.amazon.com/Financial-Reporting-Analysis-Lawrence-Revsine-book/dp/B005KLBRDS>

MANAGERIAL ECONOMICS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB003	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the basic economic principles, forecast demand and supply. II. Analyze the price elasticity of demand for company products; Investors can engage the sustainability of the company. III. Estimate cost and understand market structure and pricing practices. IV. Apply quantitative techniques to business decisions using economic concepts such as supply and demand, price elasticity and marginal analysis.								
UNIT-I	INTRODUCTION TO MANAGERIAL ECONOMICS						Classes:10	
Definition, nature and scope, Relationship with other areas in economics, production management, marketing, finance and personnel, Operations research, The role of managerial economist, Basic economic principles: the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi marginalism, time perspective, discounting principle, risk and uncertainty.								
UNIT-II	THEORY OF DEMAND						Classes:08	
Demand Analysis, Elasticity of demand: types and significance of elasticity of demand, Demand estimation, Marketing research approaches to demand estimation, Need for forecasting, forecasting techniques, Supply Analysis, Supply function, the law of supply, elasticity of supply.								
UNIT-III	PRODUCTION ANALYSIS						Classes:09	
Production function, Production functions with one and two variables, Cobb-Douglas production function. Marginal rate of technical substitution, ISO-quant's and ISO-costs, returns to scale and returns to factors, economies of scale, Innovations and global competitiveness.								
UNIT-IV	COST THEORY AND ESTIMATION						Classes:08	
Cost concepts, determinants of cost, cost output relationship in the short run and long run, short run vs. long run costs, average cost curves, overall cost leadership.								
UNIT-V	MARKET STRUCTURE AND PRICING PRACTICES						Classes:10	
Features and types of different competitive situations, price output determination in perfect competition, monopoly, monopolistic competition and oligopoly both the long run and short run; Pricing philosophy.								
Text Books: 1. Craig H. Petersen. Cris Lewis and Sudhir K. Jain:“Managerial Economics”, 14 th edition Pearson,2012. 2. Dominick Salvatore Managerial Economics 7th Edition Oxford 2012. 3. Geetika, “Managerial Economics”, 2nd Edition, TMH, 2012.								

Reference Books:

1. G S Gupta, Managerial Economics, 2nd edition, TMH, 2012.
2. H. L. Ahuja, Managerial Economics, S. Chand, 2012.
3. D.N. Dwivedi, Managerial Economics, Vikas, 2012.

Web References:

1. <http://2012books.lardbucket.org/pdfs/managerial-economics-principles.pdf>
2. http://library.wub.edu.bd/assets/images/repository/Managerial_Economics.pdf

E-Text Books:

1. <https://www.amazon.in/Managerial-Economics-Yogesh-Maheshwari-ebook/dp/B00K7BMJQA>
2. <http://www.studynama.com/community/threads/485-Managerial-economics-ebook-lecture-notes-pdf-download-for-MBA-students>

BUSINESS LAW AND ENVIRONMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB004	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes:45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the issues related to the industrial policy and regulation and their amendments from time to time. II. Understand the terminology of the planning commission and Union Budget. III. Gain the knowledge on capital markets, RBI guidelines, trade, export and import policy and Foreign Exchange. IV. Apply different business laws to ensure growth and sustainability of the organizations.								
UNIT-I	LAW OF CONTRACT - 1872						Classes:08	
Nature of contract and essential elements, types of contracts, unlawful and illegal agreements, contingent contracts, performance and discharge of contracts, remedies for breach of contract, indemnity and guarantee, latest amendments.								
UNIT-II	COMPANIES ACT ESTABLISHED YEAR 1956						Classes: 09	
Steps and procedure for incorporation of the company, company management, appointment of directors, Powers, duties and liabilities of directors; company meetings, resolutions, winding up of a company, latest amendments, companies amendment act 2013, changes and guidelines, discussion on latest and current amendments.								
UNIT-III	BASIC BUSINESS REGULATIONS						Classes: 10	
Negotiable Instruments Act 1881, Negotiable instruments: Promissory note, bills of exchange, cheques, Definitions and characteristics of cheques. Types of endorsements discharge of parties, latest amendments.								
UNIT-IV	INTRODUCTION TO BUSINESS ENVIRONMENT						Classes:10	
Macro environment analysis (PESTEL Model); Industrial policies: A brief review of industrial policies since independence, industrial policy of 1991 and recent developments, fiscal policy, monetary policy, export and import (EXIM) policy, Foreign Direct Investment (FDI) in India.								
UNIT-V	BALANCE OF PAYMENTS						Classes:08	
Structure, major components of balance of payments, causes for dis equilibrium in balance of payments, correction measures, impact of new economic policy on balance of payments, recent trends.								
Text Books: 1. RSN Pillai, Bagavathi, “Business Law”, S.Chand, 2013. 2. N.D.Kapoor, “Mercantile Law”, Sultan Chand and Sons, latest edition. 3. S.S. Gulshan, “Mercantile Law”, 2/e, Excel Books, latest edition.								
Reference Books: 1. Dr.Vivek Mittal “Business Environment: Text and Cases” Excel Books, 2011. 2. Rajkumar “International Business Environment: Text and Cases” Excel Books, 2012.								

3. K.Ashwathappa “Essentials of Business Environment: Text, Casesand Exercises”, HPH, 2011.
4. Francis Cherunilam “Business Environment: Text and Cases”, HPH, 2012.
5. David W Conklin “Cases in the Environment of Business” , Sage, 2009.

Web References:

1. <http://www.pondiuni.edu.in/sites/default/files/Business%20Environment%20and%20Law.pdf>
2. <http://www.saylor.org/site/textbooks/Business%20Law%20and%20the%20Legal%20Environment.pdf>

E-Text Books:

1. <https://www.amazon.com/Business-Law-Ethical-Corporate-Environment-ebook/dp/B00BCXPVJE>
2. <http://www.ebooks.com/subjects/business-business-law-ebooks/172/>

STATISTICS FOR MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB005	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the statistical tools and apply them. II. Analyze the data to draw inference for decision making. III. Understand application of statistical measures of central tendency. IV. Understand application of ANOVA, other non-parametric tests and analyze trends.								
UNIT-I	INTRODUCTION TO STATISTICS						Classes:08	
Overview, origin and development and managerial applications of statistics and branches of the study, statistics and computers, limitations of statistics.								
UNIT-II	MEASURES OF CENTRAL TENDENCY						Classes:09	
Mean, median, mode, geometric mean and harmonic mean, dispersion, range ,quartile deviation, mean deviation; co-efficient of variation skewness: Karl pearson co-efficient of skewness, bowleys co-efficient of skewness, kelleys co-efficient of skewness; theory and problems, discussion on direct and indirect methods of solving the problems.								
UNIT-III	TABULATION OF UNIVARIATE						Classes:08	
Bi variate and multi variate data, data classification and tabulation, diagrammatic and graphical representation of data. One dimensional, two dimensional and three dimensional diagrams and graphs.								
UNIT-IV	SMALL SAMPLE TESTS						Classes:10	
T-Distribution: properties and applications, testing for one and two means, paired t-test; analysis of variance: one way and two way ANOVA(with and without interaction),chi-square distribution: test for a specified population variance, test for goodness of fit, test for independence of attributes; correlation analysis: scatter diagram, positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, spearman's rank correlation, concept of multiple and partial correlation.								
UNIT-V	REGRESSION ANALYSIS						Classes: 10	
Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients; Time Series Analysis: Components, models of time series additive, multiplicative and mixed models; Trend analysis: Free hand curve, semi averages, moving averages, least square methods; Index numbers: introduction, characteristics and uses of index numbers, types of index numbers, un weighted price indices, weighted price indices, tests of adequacy and consumer price indexes.								
Text Books:								
1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson. 2. Beri, "Business Statistics", 2015, 1st Ed, TMH. 3. Gupta S.C, "Fundamentals of Statistics", 2015, 6 th Ed. HPH.								

Reference Books:

1. Amir D. Aczel and Jayavel Sounder pandian, “Complete Business Statistics”, TMH.
2. Levine , Stephan , krehbiel , Berenson, “Statistics for Managers using Microsoft Excel”,PHI.
3. J. K Sharma, “Business Statistics”, 2nd Ed. Pearson, 2015.

Web References:

1. <https://aditya30702.files.wordpress.com/2012/07/statistics-for-managers-using-microsoft-excel-gnv64.pdf>
2. <http://www.nprcet.org/mba/document/First%20Semester/BA7102%20STATISTICS%20FOR%20MANAGEMENT%20LT%20P%20C%203%201%200%204%20ODD.pdf>

E-Text Books:

1. <http://bookboon.com/en/statistics-and-mathematics-ebooks>
2. <http://www.ebay.com/bhp/statistics-for-managers-using-microsoft-excel>

CROSS CULTURAL MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB301	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the national cultural dimensions in the business and levels of culture. II. Emphasis cross culture team management business communications. III. Develop cultural relationship and international encounters. IV. Appraise different cultures of business. V. Formulate strategies for developing inter cultural relationships.								
UNIT-I	INTRODUCTION						Classes: 08	
Determinants of Culture Facets of culture Levels of Culture, National Cultural dimensions in the business context, The influence of National Culture on business culture, Business Cultures, East and West.								
UNIT-II	CULTURAL DIMENSIONS AND DILEMMAS						Classes:10	
Value orientations and Dimensions, Reconciling cultural dilemmas, Culture and Styles of Management, Management tasks and cultural values.								
UNIT-III	CULTURE AND ORGANIZATIONS						Classes: 09	
Culture and corporate structures, Culture and Leadership, Culture and Strategy. Cultural change in Organizations, Culture and marketing, Cultural Diversity.								
UNIT-IV	CULTURE AND COMMUNICATIONS						Classes:10	
Business communication across cultures, Barriers to intercultural communication, Negotiating Internationally.								
UNIT-V	CROSS CULTURAL TEAM MANAGEMENT						Classes: 08	
Working with International teams, Groups processes during international encounters, Conflicts and cultural difference, Understanding and dealing with conflicts, Developing Intercultural relationships.								
Text Books: 1. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015. 2. David C .Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014. 3. 3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.								
Reference Books: 1. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012. 2. Richard Mead: International Management, Cross cultural Dimension, 3/e, Blackwell, 2015. 3. Jerome Dumetz, Cross cultural management textbook.								

Web References:
1. http://www.ebooks directory.com 2. http://Campus guides.lib.utah.edu
E-Text Books:
1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com

WORLD TRADE ORGANIZATION AND INTELLECTUAL PROPERTY RIGHTS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB302	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Hours: 45			
OBJECTIVES: The course should enable the students to: I. Gain knowledge about world trade organization and agreements between different nations. II. Safeguard the developed intellectual properties. III. Understand about intellectual property rights. IV. Apply different laws related to intellectual property rights. V. Develop intellectual properties like trademarks, copy rights.								
UNIT-I	INTRODUCTION						Classes: 08	
General agreement on tariffs and trade (GATT) eighth round: Uruguay round, world trade organization: structure, technology transfer, dispute resolution mechanism, Doha declaration WTO agreements including TRIPS and TRIMS.								
UNIT-II	WORLD INTELLECTUAL PROPERTY ORGANIZATION						Classes: 10	
Paris convention, Bern convention, Budapest treaty, Madrid agreement, huge agreement.								
UNIT-III	PATENTS						Classes: 09	
Historical background of intellectual property rights, introduction, definition and classification of intellectual property, patents, patentable and non-patentable inventions. Legal requirements for patents, types of patent applications, patent document: specification and claims, important procedural aspects, management of intellectual property rights assets and intellectual property portfolio, commercial exploitation of intellectual property.								
UNIT-IV	DESIGNS AND GEOGRAPHICAL INDICATION						Classes:10	
Designs: basic requirements, procedure, convention application term, date geographical, indication: definition, what can be registered, who can apply, rights, term, restrictions.								
UNIT-V	TRADE MARKS AND COPY RIGHTS						Classes: 08	
Definitions, classification of trademarks, classifications of goods and services, Vienna classification, trademarks procedure, trademarks enforcement: infringement and passing off, remedies, copy rights, term of copyrights, procedure of copyright assignment of copy right, copyright infringement remedies.								
Text Books: 1. P. K. Vasudeva,World Trade Organization: Implications on Indian Economy, Pearson Education,2015. 2. P.KrishnaRao, WTO, Text and cases, Excel Books, 2015. 3. Carlos M.Correa- Intellectual property rights, The WTO and Developing countries-Zed books.								
Reference Books: 1. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson4. Education, 2015. 2. Carlos M.Correa- Intellectual property rights, The WTO and Developing countries-Zed books. 3. Peter-Tobias stoll, Jan busche, Katrianarend- WTO- Trade –related aspects of IPR- Library ofCongress.								

4. SurendraBhandari- World Trade Organisation (WTO) and Developing Countries- Vikas Publishing House.

Web References:

- | |
|---|
| <ol style="list-style-type: none">1. http://www.ebooks directory.com2. http://Campus guides.lib.utah.edu |
|---|

E-Text Books:

- | |
|--|
| <ol style="list-style-type: none">1. http://www.bookboon.com2. http://www.freemagagement.com3. http://www.emeraldinsight.com |
|--|

TOTAL QUALITY MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB303	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the concept and importance of quality management. II. Develop quality tools for achieving quality management. III. Evaluate present management practices. IV. Apply different tools of quality control. V. Emphasis the modern management tools.								
UNIT-I	PRINCIPLES AND PRACTICES-I						Classes: 08	
Introduction: gurus of total quality management historic review, benefits of total quality management leadership, characteristics of quality leaders. The deeming philosophy, quality councils, strategic planning customer satisfaction, customer perception of quality service quality, customer retention, employee involvement, employee survey, empowerment, gain sharing, performance appraisal.								
UNIT-II	PRINCIPLES AND PRACTICES-II						Classes: 10	
Continuous process improvement, the Juan trilogy, the PDCA cycle, kaizen reengineering. supplier partnership, partnering, sourcing, supplier selection ,supplier rating, performance measures, basic concept, strategy quality cost, bench marking, reasons for bench marking, process, understanding current performance, pitfalls and criticism of benchmarking.								
UNIT-III	TOOLS AND TECHNIQUES-I						Classes: 09	
Information technology, computers and the quality functions, information, quality issues, quality management system, benefits of ISO registration, so 9000 series standards, Internal audits. Environmental management system ISO 14000 series, benefits of environmental management system, relation to healthy and safety, quality function deployment, the voice of the customer, building a house of quality.								
UNIT-IV	TOOLS AND TECHNIQUES-II:						Classes:10	
Quality by design, benefits of communication model, failure mode and effective analysis, failure rate, failure mode and effective analysis documentation, the process of failure mode and effective analysis documentation, product liability, proof and expert witness, total productive maintenance, promoting the philosophy and training, improvements and needs autonomous work groups.								
UNIT-V	MANAGEMENT TOOLS						Classes: 08	
Introduction, forced field analysis, tree diagram, process , decision program chart , statistical process control, cause and effect diagram, histogram, state of control, process capability, experimental design, hypothesis , orthogonal design, two factors and full factors, quality strategy for Indian industries, quality management in India.								
Text Books:								
1. Joel E Ross: Total Quality Management, 3rd Edition, CRC press,2015. 2. Dale H.Besterfeild, carol Besterfeild: Total Quality Management, Pearson Education, 2015.								

3. Sridhara baht: Total Quality Management Texts and Cases, Himalaya, 2015.
Reference Books:
1. Poornima M charantimath Total Quality Management, Pearson Education, 2015. 2. KanishkaBedi: Quality Management, Oxford, 2015. 3. Dr.S.Kumar , Total Quality Management, University Science Press ,2015.
Web References:
1. http://www.ebooks directory.com 2. http://Campus guides.lib.utah.edu
E-Text Books:
1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com

PROJECT MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB304	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Analyze the concept of project management. II. Plan and execute the complex projects. III. Evaluate the projects and make necessary corrections. IV. Apply different tools during uncertainties and disasters.								
UNIT-I	INTRODUCTION						Classes:08	
Project management, what is project management, why project management, project lifecycle, project management research in brief, project management today, organization strategy and structure and culture, forma of organization structure, stake holder management, organization culture, creating a culture for project management.								
UNIT-II	PROJECT PLANNING						Classes:10	
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-III	PROJECT EXECUTION						Classes:09	
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-IV	LEADING PROJECT TEAMS						Classes:10	
Building a project team, characteristics of a effective project team, achieving cross functional cooperation, virtual project teams, conflicts management, negotiations.								
UNIT-V	PERFORMANCE MEASUREMENT AND EVALUATION						Classes:08	
Project control cycles, monitoring project performances, earned value management, human factors in project evaluation and control, project termination, types of project terminations, project management and future current and future trends in project management.								
Text Books: 1. Gray, Larson: Project Management-Tata McGraw Hill-2015. 2. Jeffery K.Pinto: Project Management-Pearson Education-2015. 3. EnzoFrigenti: Project Management-Kogan, 2015.								
Reference Books: 1. EnzoFrigenti: Project Management-Kogan, 2015. 2. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015 Thomas M.Cappels: Financially Focused Project Management, SPD,2008. 3. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.								

Web References:
<ol style="list-style-type: none"> 1. http://www.ebooks directory.com 2. http://Campus guides.lib.utah.edu
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com

ENVIRONMENTAL SCIENCE

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB305	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Recognize major concepts in environmental sciences and demonstrate in-depth understanding of the environment. II. Evaluate the biodiversity, natural resources and their advantages. III. Safeguard the natural resources living and non-living organisms. IV. Emphasis on environmental pollution and control technologies.								
UNIT-I	ECOSYSTEMS						Classes: 08	
Definition, Scope and Importance of ecosystem, Classification, structure and function of an ecosystem, Food chains, food web and ecological pyramids, Flow of energy, bio geochemical cycles, Bio accumulation, Bio magnification, ecosystem value, services and carrying capacity.								
UNIT-II	NATURAL RESOURCES						Classes:10	
Classification of Resources: Living and Non-Living resources, water resources, use and over utilization of surface and ground water, floods and droughts, Dams benefits and problems. Mineral resources: use and exploitation, environmental effects of extracting and using mineral resources. Land resources: Forest resources. Energy resources: growing energy needs, renewable and non-renewable energy sources, use of alternate energy source.								
UNIT-III	BIODIVERSITY AND BIOTIC RESOURCES						Classes:09	
Introduction, Definition, genetic, species and ecosystem diversity, Value of biodiversity, consumptive use, productive use, social, ethical, aesthetic and optional values India as a mega diversity nation, Hot spots of biodiversity. Threats to biodiversity: habitat loss, poaching of wildlife, man-wildlife conflicts; conservation of biodiversity: In-Situ and Ex-situ conservation, National Biodiversity act.								
UNIT-IV	ENVIRONMENTAL POLLUTION AND CONTROL TECHNOLOGIES						Classes:10	
Classification of pollution, Air Pollution: Primary and secondary pollutants, Automobile and Industrial pollution, Ambient air quality standards. Water pollution: Sources and types of pollution, drinking water quality standards. Soil Pollution: Sources and types, Impacts of modern agriculture. Noise Pollution: Sources and Health hazards, standards, Solid waste: Municipal Solid Waste management, composition and characteristics of e-Waste and its management. Pollution control technologies: Wastewater Treatment methods: Primary, secondary and Tertiary. Overview of air pollution control technologies, Concepts of bioremediation. Global Environmental Problems and Global Efforts: Climate change and impacts on human environment. Ozone depletion and Ozone depleting substances (ODS) International conventions / Protocols: Earth summit, Kyoto protocol and Montréal Protocol.								

UNIT-V	ENVIRONMENTAL POLICY, LEGISLATION AND EIA	Classes:08
<p>Environmental Protection act, Legal aspects Air Act- 1981, Water Act, Forest Act, Wild life Act, Municipal solid waste management and handling rules, biomedical waste Management and handling rules, hazardous waste management and handling rules. EIA: EIA structure, methods of baseline data acquisition. Overview on Impact of air, water, biological and Socio-economic aspects Strategies for risk assessment Towards Sustainable Future: Concept of Sustainable Development, Population and its explosion, Crazy Consumerism, Environmental Education, Urban Sprawl, Concept of Green Building, Ecological Foot Print, Life Cycle assessment (LCA), Low carbon life style.</p>		
Text Books:		
<ol style="list-style-type: none"> 1. Environmental Science: towards a sustainable future by Richard T.Wright 2008 PHL Learning Private Ltd. New Delhi. 2. Environmental Engineering and science by Gilbert M.Masters and Wendell P. Ela .2008 PHI Learning Pvt. Ltd 		
Reference Books:		
<ol style="list-style-type: none"> 1. Environmental Science by Daniel B.Botkinand Edward A.Keller, Wiley INDIA edition. 2. Environmental Studies by AnubhaKaushik, 4th Edition, New age international publishers. 3. Text book of Environmental Science and Technology - Dr. M. Anji Reddy 2007, BS Publications. 		
Web References:		
<ol style="list-style-type: none"> 1. http://mft.info/core/uploads/sites/32/2016/04/ENVIRONMENTAL-SCIENCE.pdf 2. http://collegesat.du.ac.in/UG/Envinromental%20Studies_ebook.pdf 		
E-Text Books:		
http://www.ed.gov.nl.ca/edu/k12/curriculum/documents/science/highschool/ES3205_student_text_chapter_1.pdf		

FUNDAMENTALS OF PSYCHOLOGY

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB306	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Analyzing the human environmental conditions. II. Understand Natural human instinct of aggression and change the behavior to save environment. III. Understand how the theories and principles of psychology may be applied to individual, societal and global issues. IV. Emphasis the organizational behavior. V. Promote community and social change.								
UNIT-I	FUNDAMENTALS OF PSYCHOLOGY						Classes: 08	
Definition, goals, fields and applications, development of Psychology from middle 19th century, psychology in ancient India, The founding of experimental Psychology: Contributions of Weber, Fechner, Wundt and Eddinghaus, William James and Galton, Development of Psychology in India.								
UNIT-II	APPLICATIONS AND FIELDS OF PSYCHOLOGY						Classes:10	
Applications of Psychology to disadvantaged groups, problems of social integration, Information technology and Mass media, Economic Development. Fields of Psychology: Social psychology, Educational psychology, Experimental psychology, Clinical psychology, Personality psychology.								
UNIT-III	ENVIRONMENTAL PSYCHOLOGY						Classes:09	
Nature and Characteristics, classification of environment, Indian perspective on human environment relationship. Environmental stress: Nature and characteristics, Types of stresses, natural disorders, technological catastrophe, noise and air pollution, Changing behavior to save the environment.								
UNIT-IV	COMMUNITY PSYCHOLOGY						Classes:10	
Introducing community psychology, understanding communities: Individuals within environments, Human diversity, preventing problem behavior and promoting social competence, Promoting community and social change.								
UNIT-V	CASE STUDIES						Classes:08	
Case studies on current psychological cases.								
Text Books:								
1. Atkinson et al. (13th edition 1985), Hilgard’s Introduction to Psychology, Harcourt Brace. 2. Bell, P.A., Greene, T. C., Fisher, J.D., and Baum A. (2001) Environmental Psychology. (Vth edition) Wadsworth Group/ Thomason Learning, 10 Davis Drive Belmont CA, U.S.A.								
Reference Books:								
1. Sahakian, William, S. Ed. (1981). History of Psychology, F.E. Peacock, Publishers, Inc. Itasca, Illinois (U.S.A.) 2. Psychology: An Introduction, Charles G. Morris, Albert Anthony Maisto, Ann Levine.								

Web References:
1. http://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf 2. https://www.ivcc.edu/uploadedFiles/_faculty/_dockins/PSY_chapter__1.pdf
E-Text Books:
1. http://www.blackwellpublishing.com/intropsych/pdf/chapter15.pdf 2. http://college.cengage.com/psychology/sue/abnormal/8e/instructors/sue_irm.pdf

IT APPLICATION FOR BUSINESS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB101	Core	L	T	P	C	CIA	SEE	Total
		0	0	3	2	30	70	100
Contact Classes: Nil	Tutorials Classes: Nil	Practical Classes: 45			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Introduce hardware and software technologies. II. Give an overview of principles and functions available in state of art computers and communication devices. III. Provide knowledge about the current trends in Information Technology (IT). IV. Understand Application of information technology.								
UNIT-I	INFORMATION TECHNOLOGY FOR MANAGEMENT						Classes:08	
Overview of the computer system, computer hardware, computer software, system and application software, operating systems, examples of application software, computer languages and types of information processing: batch, real time, distributed and parallel processing.								
UNIT-II	HARDWARE AND SOFTWARE						Classes: 08	
Computer hardware input and output devices, memory devices, processor, software: application and system software, multimedia: definition, characteristics elements of multimedia, multimedia applications; data communication and computer network: definition, types, network devices wireless networking, the internet, intranet.								
UNIT-III	INFORMATION TECHNOLOGY AND BUSINESS						Classes:10	
Introduction, why information technology, data and information, pre requisite of information, information system, need of information systems; information technology: components, role of information technology in business, manufacturing, mobile computing, public sector, media, education, organization and management. Functions of manager, management levels and management functions, management roles, types of information systems, Management information system, decision support system, data warehousing, data mining.								
UNIT-IV	OFFICE AUTOMATION TOOLS						Classes:10	
Word processing introduction: MS word create, save, print, formatting features, tables, mail merge, spreadsheet. Introduction: MS excel getting started, basic functions, creating and managing charts, sorting data; Data management tools: statistical functions, Financial functions; presentation software: power point, creating and saving a presentation with features.								
UNIT-V	NETWORKING, DATA COMMUNICATION AND E-BUSINESS						Classes: 09	
Introduction: Types of networks, Local Area Network, Wide Area Network, MAN, network topologies, network components, data communication, communication channels, data transmission, network architectures, INTERNET, INTRANET and EXTRANET applications; WWW: Introduction, E-mail, video conferencing, protocol, internet addressing, web browsers, search engines.								
Text Books: 1. Rosby, Ralph, Management”, “Virtualization 2. Bednorz, "Targeting hybrid IT environments." . June 2010.								

Reference Books:
1. Alexander Keller; GautamKar (5 May 2000). "Dynamic Dependencies in Application Service Management"
Web References:
1. http://www.ddegjust.ac.in/studymaterial/mba/cp-106.pdf 2. http://www.eiilmuniversity.co.in/downloads/Computer-Application-Management.pdf
E-Text Books:
1. https://www.free-ebooks.net/best-books/business/current 2. https://blogs.msdn.microsoft.com/microsoft_press/2013/11/13/free-ebook-net-technology-guide-for-business-applications/

BUSINESS COMMUNICATIONS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB201	Core	L	T	P	C	CIA	SEE	Total
		0	0	3	2	30	70	100
Contact Classes: Nil	Tutorials Classes: Nil	Practical Classes: 45			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Develop skills for effective written business communication. II. Understand how to write project report. III. Understand how to write business letters and improve written communication. IV. About career building and different methods of job searching.								
UNIT-I	BUSINESS WRITING						Classes: 08	
Introduction: importance of written business communication, direct and indirect approached to business messages, five main stages of writing business messages, practice exercises.								
UNIT-II	BUSINESS CORRESPONDENCE:						Classes: 08	
Introduction: business letter writing, effective business correspondence, common components of business letters, strategies for writing the body of a letter, kinds of business letters, writing effective memos, Practice exercises.								
UNIT-III	INSTRUCTIONS						Classes: 10	
Introduction: written instructions, general warning, caution and danger, format in instructions. Oral instructions, Audience analysis, product instructions. Practice exercises.								
UNIT-IV	BUSINESS REPORTS AND PROPOSALS						Classes: 09	
Introduction: what is a report, steps in writing a routine business report, parts of a report, corporate reports, business proposals.								
UNIT-V	CAREERS AND RESUMES						Classes: 10	
Introduction: career building, understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process, Write your resume to market yourself.								
Text Books: 1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012. 2. Lesikar: Basic Business Communication, TMH, 2015.								
Reference Books: 1. David Irwin: Effective Business Communications, Viva-Thorogood, 2015. 2. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand and Sons, New Delhi, 2015								
Web References: 1. http://www.abahe.co.uk/Free-En-Resources/English-for-Managers-Business-Correspondance.pdf 2. http://www.pc-freak.net/international_university_college_files/Business%20Communication.pdf								

E-Text Books:

1. <https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=8>
2. <https://www.goodreads.com/shelf/show/business-communication>

HUMAN RESOURCE MANAGEMNT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB006	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorials Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Utilize the available human resources in efficient and effective manner. II. Understand the functions of human resource department III. Develop and maintain the quality of work life in the organizations. IV. Maintain employee and management relationships effectively. V. Develop grievance handling methods and strategies to reach organizational goals.								
UNIT-I	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT						Classes:10	
Objectives of human resource management, human resource objectives, human resource activities, challenges of human resource management, job analysis and design, uses of job analysis, methods of data collection, job description and specifications, job design, job redesign, job rotation, job enlargement, job enrichment, strategic and human resource planning, human resource planning process, human resource information systems, assessment of human resource requirements, human resource functions and policies.								
UNIT-II	RECRUITMENT AND SELECTION						Classes:10	
The recruitment process, methods of recruiting, realistic job preview, challenges of recruiting, selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, reference and background verification, medical evaluation, job offer, induction and placement.								
UNIT-III	TRAINING AND DEVELOPMENT						Classes:08	
Introduction to training, the training process, training methods, management development, individual, group. Organizational techniques, evaluation of training and development.								
UNIT-IV	PERFORMANCE APPRAISAL						Classes: 08	
The appraisal process, methods and potential problems in performance evaluation, the appraisal interview, the feedback interview, the role of appraisal in managing performance, career planning and development.								
UNIT-V	INTEGRATION						Classes: 09	
Quality of work life, quality circles, industrial disputes ,causes and remedial measures, collective bargaining, the management of conflicts, sources of grievances, the grievance procedure, guidelines for handling grievances, welfare services, separation.								
Text Books: 1. Biswajeet Patt nayak , " Human Resource Management", Prentice hall of India,2009, New Delhi 2. Ashwathappa, "Human resource management", Himalaya Publications (2012).								
Reference Books:								

1. Aryasri, A. V. V Raju, "Human Resources Management", Students Helpline Publishing House Private Limited, (2010), Hyderabad.
2. Venkata Raman C. S, Srivastava B. K, "Personnel Human Resource Management", Tata McGraw Hill, 2009, New Delhi.
3. Cynthia D. Fisher, Lyle F. Schoenfeld , "Human Resource Management", Wiley India, 2009, New Delhi, India.
4. Jyothi , " Human Resource Management", Pearson Education, 2009 , New Delhi.
5. R. Wayne Mondy, Robert M. Noe , "Human Resource Management", Pearson Education, 2009, New Delhi.

Web References:

1. <http://www.csb.gov.hk/english/publication/files/e-hrmguide.pdf>
2. <http://corostrandberg.com/wp-content/uploads/2009/12/csr-hr-management.pdf>

E-Text Books:

1. <https://www.free-ebooks.net/ebook/Human-Resources-Management-Course>
2. <http://www.e-booksdirectory.com/listing.php?category=439>

QUANTATITIVE ANALYSIS FOR BUSINESS DECISIONS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB011	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorials Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Apply the quantitative methods for business decision making. II. Maintain fundamental applications in industry and public sector to face uncertainties and scarcity of resources. III. Facilitate mathematical and computational modeling of real decision making problems including the use of modeling tools. IV. Familiarize with the design implementation and analysis of computational experiments.								
UNIT-I	NATURE AND SCOPE OF OPERATION RESEARCH						Classes:10	
Origins of operation research, applications of operation research in different managerial areas, defining a model, types of model, process for developing an operations research model, practices, opportunities and short comings of using an operation research model.								
UNIT-II	LINEAR PRORAMMING METHOD						Classes:10	
Structure of LPP, assumptions of LPP, Application areas of LPP, guidelines for formulation of LPP, formulation of LPP For different areas, solving of LPP by graphical method: simplex method, two phase method, big-M method, converting primal LPP to dual LPP, limitations of LPP; transportation problem: mathematical model of transportation problem, methods for finding initial feasible solution: northwest corner Method, least cost method, Vogel's approximation method, test of optimality by Modi Method, variation transportation, Problems like unbalanced supply and demand, degeneracy and its resolution.								
UNIT-III	ASSIGNMENT MODEL						Classes:09	
Algorithm for solving assignment model, Hungarian's method for solving assignment problem, variations of assignment problem: multiple optimal solutions, Maximization case in assignment problem. Unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.								
UNIT-IV	DECISION THEORY						Classes: 08	
Introduction, ingredients of decision problems, decision making under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree.								
UNIT-V	QUEUING THEORY						Classes: 08	
Queuing structure and basic components of a queuing model, distributions in queuing model, Differences in queuing model with FCFS, queue discipline, single and multiple service station with finite and infinite population.								
Text Books: 1. J.K. Sharma, "Operations Research", Theory and applications, 5th edition, Macmillian,2013. 2. R. Pannerselvam, "Operations Research", PHI, 3rd revised edition,2012.								

Reference Books:

1. Anand Sharma, "Quantitative Techniques for Decision Making", HPH, 2010.
2. Prem Kumar Gupta "Introduction to Operations Research" S.Chand, 2012.
3. K.L Schgel "Quantitative Techniques and Statistics", 2012.
4. Hillier / Lieberman, "Introduction to operations research", 9th edition, TMH, 2012.
5. Hamdy A Taha, "Operations Research: An Introduction", 9th edition, Pearson, 2013.

Web References:

1. <http://web.itu.edu.tr/topcuil/ya/OR.pdf>
2. <http://textofvideo.nptel.iitm.ac.in/112106134/lec1.pdf>

E-Text Books:

1. <https://www.goodreads.com/shelf/show/operations-research>
2. https://books.google.co.in/books/about/Operations_Research.html?id=P9h42uyE72YC

FINANCIAL MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB008	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorials Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Provide support for decision making and to monitor their decisions for any potential financial implications. II. Learn and implement the financial management strategies. III. Ensure the availability of relevant and reliable financial and non-financial information. IV. Focus on wealth maximization rather than profit maximization.								
UNIT-I	THE FINANCE FUNCTION						Classes: 10	
Nature and scope, evolution of finance function , new role in the contemporary scenario , goals of finance function ,maximizing vs. satisfying, profit vs. wealth vs. welfare, the agency relationship and costs, risk return trade off, concept of time value of money ,future value and present value.								
UNIT-II	THE INVESTMENT DECISION						Classes: 09	
Investment decision process, developing cash flow, data for new projects, capital budgeting techniques :traditional and discounted cash flow methods, the net present value vs. internal rate return debate; approaches for reconciliation, capital budgeting decision under conditions of risk and uncertainty; cost of capital: concept and measurement of cost of capital, debt vs. equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.								
UNIT-III	CAPITAL STRUCTURE DECISIONS						Classes:08	
Capital structure vs. financial structure: capitalization, financial leverage, operating leverage and composite leverage, earnings before interest and tax, Earning Per Share Analysis. Indifference Point/Break even analysis of financial leverage, capital structure theories; The Modigliani miller Theory, NI, NOI theory and traditional theory: A critical appraisal.								
UNIT-IV	DIVIDEND DECISION						Classes:10	
Dividends and value of the firm ,Relevance of dividends, MM hypothesis, Factors determining dividend policy, dividends and valuation of the firm, the basic models. Declaration and payment of dividends, bonus shares, rights issue, share-splits, and major forms of dividends: cash and bonus shares, The theoretical backdrop: dividends and valuation, Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies, working capital management: components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach.								
UNIT-V	MANAGEMENT OF CURRENT ASSETS						Classes: 08	
Management of cash, basic strategies for cash management, cash budget, cash management techniques/processes; management of receivables and management of inventory, the importance of current assets management in working capital planning, planning of working capital, financing of working capital through bank finance and trade credit, recommendations of tandon and daheja committee on working capital, cases.								

Text Books:
<ol style="list-style-type: none"> Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.
Reference Books:
<ol style="list-style-type: none"> Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10thEd. Thomson South-Western. Vishwanath S. R., “Corporate Finance”, Theory and Practice, 2007, 2nd Ed. Response books, Sage Publications. Prasanna Chandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill, Sudershana Reddy, “Financial Management”, 2010, HPH. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.
Web References:
<ol style="list-style-type: none"> http://qu.edu.iq/ade/wp-content/uploads/2016/02/financial_management_www.accfile.com_.pdf http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial_Mgt_2E.pdf
E-Text Books:
<ol style="list-style-type: none"> http://www.freebookcentre.net/Business/Finance-Books.html http://www.icaew.com/en/library/library-collection/ebooks/financial-management

]

MANAGEMENT INFORMATION SYSTEM AND ENTERPRISE RESOURCE PLANNING

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB009	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Gain the knowledge to increase the effectiveness and decision making process. II. Assess compression between computer system and decision support system to help the department in their daily work and solve problems. III. Provide alternatives to solve new and non-repeated problems. IV. Understand the business applications in information systems.								
UNIT-I	INTRODUCTION						Classes:08	
Management information system importance, definition, nature and scope of management information system, structure and classification of management information system, information and systems concept, types of information, information systems for competitive advantage.								
UNIT-II	BUSINESS APPLICATIONS OF INFORMATION SYSTEM						Classes:08	
Electronic commerce, enterprise resource planning systems, decision support system, business intelligence and knowledge management system.								
UNIT-III	MANAGEMENT OF INFORMATION SYSTEM						Classes:10	
Information system planning, system acquisition, systems implementation. Evaluation and maintenance of information system, information system security and control.								
UNIT-IV	BUILDING OF INFORMATION SYSTEMS						Classes: 10	
System development stages, system development approaches, systems analysis and design, requirement determination, strategies for requirement determination, structured analysis tools, system design, design objectives, conceptual design, design methods and detailed system design.								
UNIT-V	INTRODUCTION TO CYBER CRIME						Classes: 09	
Cybercrime definition and origin of the word, cybercrime and information security, who are cyber criminals, classification of cyber criminals legal perspectives, Indian perspectives, cybercrimes and Indian ITA 2000, global perspective on cybercrime era.								
Text Books:								
1. D P Goyal, "Management Information Systems", Managerial Perspective, MacMillan, 3rd Edition, 2010. 2. Kelkar, "Management Information Systems", PHI, 2012.								
Reference Books:								
1. LaudonandLaudon, "Management Information Systems", Pearson, 2015. 2. Nina GodboleandSunitBelapure. “Cyber Security”. Wiley India, 2012.								

- | |
|---|
| <ol style="list-style-type: none">3. Jawadekar, "MIS Text and Cases", TMH, 2012.4. A K Gupta, Sharma "Management of Systems" Macmillan, 2012. |
| Web References: |
| <ol style="list-style-type: none">1. http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf2. http://www.pitt.edu/~druzdzet/psfiles/dss.pdf |
| E-Text Books: |
| <ol style="list-style-type: none">1. https://www.scribd.com/doc/252519209/Decision-Support-Systems-and-Intelligent-Systems-7th-Edition-Free-eBook-Download2. http://link.springer.com/book/10.1007%2F978-3-540-48713-5 |

MARKETING MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB010	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	700	100
Contact Classes: 45	Tutorials Classes:	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the basic marketing concepts. II. Analyze markets and design customer driven strategies. III. Communicate the decisions towards business development with superior customer value. IV. Aware of distribution channel in marketing.								
UNIT-I	INTRODUCTION TO WORLD OF MARKETING							Classes:09
Importance, scope of marketing, core marketing concepts, marketing philosophies, marketing environment, marketing strategies and plans, developed vs. developing marketing; market research: definition of market research, marketing information system, commissioning market research, market research process, market research online, market research and ethics, international market research.								
UNIT-II	ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX							Classes: 08
Consumer decision making, creating customer value, analyzing consumer markets, consumer behavior, cultural, social and personal factors, developing products and brands, product levels, classifying products, product range, line and mix, product life cycle, new product development.								
UNIT-III	DESIGNING A CUSTOMER DRIVEN STRATEGY							Classes: 08
Market segmentation: segmentation of consumer market, business market, requirement for effective segmentation, market targeting. Evaluating market segmentation, Selecting target market segmentation, positioning, positioning maps, positioning strategy.								
UNIT-IV	DISTRIBUTION DECISIONS, PROMOTIONS AND COMMUNICATION STRATEGIES							Classes:10
Marketing channels, channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions, The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication, communication process, communication promotion mix, factors affecting the promotion mix.								
UNIT-V	PRICING DECISION AND PERSONAL COMMUNICATION							Classes: 10
Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, rural marketing, balance of payments, relationship Marketing, digital marketing, social marketing, post modern marketing, market sustainability and ethics, global marketing.								
Text Books:								
1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha “Marketing Management”,13/e, Pearson Education, 2012.								

Reference Books:

1. RamaswamyNamakumari, “Marketing Management”, TMH 5th Edition, 2013.
2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, “principles of marketing,south Asian perspective”, 13/edition, Pearson Education, 2012.
3. K.Karunakaran, “Marketing Management” , 2/e, Himalaya Publishing House,2012.
4. RajanSaxena, “Marketing Management”, 4/e, TMH, 2013.

Web References:

1. http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf
2. <http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf>

E-Text Books:

1. http://socioline.ru/files/5/283/kotler_keller_marketing_management_14th_edition.pdf
2. <http://unbounce.com/content-marketing/top-10-free-marketing-ebooks-of-2015/>

OPERATIONS MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB007	Core	L	T	P	C	CIA	SEE	Tot
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the concepts of operation management. II. Apply different quality control methods and production methods. III. Control the inventory available in the warehouses. IV. Ensure goods and services produced conform to pre-set quality specifications.								
UNIT-I	INTRODUCTION TO OPERATIONS MANAGEMENT						Classes: 08	
Introduction to operations management, role of operations management in total management system, and interface between the operation systems and systems of other functional areas, process planning and process design, production planning and control: basic functions of production planning and control, production cycle, characteristics of process technologies, project, job shop, assembly, batch and continuous, inter relationship between product life cycle and process life cycle.								
UNIT-II	SCHEDULING AND CONTROL OF PRODUCTION OPERATIONS						Classes:08	
Aggregate planning, operations scheduling and product sequencing: sequencing of products in multi-product multi stage situations, plant capacity and line balancing. Plant layout, different types of layouts, location and the factors influencing location. Maintenance management: objectives, failure concept, reliability, preventive and breakdown maintenance, replacement policies.								
UNIT-III	QUALITY CONTROL						Classes: 10	
Standards and specifications, quality assurance and quality circles, statistical quality control: control charts for variables, average, range and standard deviation. Control charts for attributes, fraction defective and number of defects, acceptance sampling plans, oc curve work study. Various techniques in the methods study for identifying the most appropriate method; Work measurement, its uses and different methods, computation of allowance and allowed time.								
UNIT-IV	MATERIALS MANAGEMENT						Classes:10	
Need and importance of materials management-materials requirement planning materials budgeting-techniques for prioritization of materials-sources of supply of materials ,selection, evaluation and performance of suppliers make or buy decisions and its implications under various circumstances vendor rating , determinants of vendor rating, concept of waste management.								
UNIT-V	STORES MANAGEMENT						Classes: 09	
Objectives of stores management, requirements for efficient. Management o stores, safety stock inventory control, different systems of inventory control types of inventory. Costs systems of inventory control ABC, VED and FNSD analyses. Value analysis, importance in cost reduction, concepts and procedures.								
Text Books: 1. Mahadevan.B, “Operations Management”, 2010, Pearson Education. 2. Stevenson J. William, “Operations Management”, 2009, 9th Ed. Tata McGraw-Hill. 3. James R Evans, David A. Collier, “Operations Management”, 2007, Cengage Learning.								

Reference Books:
<ol style="list-style-type: none"> 1. Aswathappa K. and SridharaBhat, “Production and Operations Management”, 2010, HPH. 2. Danny Samson and PrakashJ.Singh, “Operations Management An integrated approach”, 2009,1stEd. Cambridge press. 3. Ray Wild, “Operations Management, 2003, Thomson Learning. 4. KanishkaBedi, “Production and Operations Management”, 2007, 2ndEd. Oxford University Press. 5. UpendraKachru, “Production and Operations Management”, 2010, Excel Books.
Web References:
<ol style="list-style-type: none"> 1. http://tn.upi.edu/pdf/Operations_Management.pdf 2. https://notendur.hi.is/~kth93/3.20.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://ebooks.cambridge.org/ebook.jsf?bid=CBO9781139150002 2. http://www.ebook777.com/operations-management-11th-edition/

FOREIGN TRADE

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB307	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil				Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand about foreign trade, theories of international trade and economy. II. Analyze export and import policies of India and other nations. III. Evaluate the special economic zones and institutions involved in export promotions. IV. Understand promotion schemes and setup of export promotions.								
UNIT-I	INTRODUCTION					Classes: 08		
Definition of foreign trade, composition of foreign trade, theories of international trade, foreign Trade and economic development. analysis of India's foreign trade, growth, trends, composition and direction, foreign capital, collaboration of multinational corporations, bilateral and multinational trade agreements, India's trade agreements , India's balance of payments including invisibles.								
UNIT-II	IMPORT POLICY AND EXPORT PROMOTION SCHEMES					Classes:10		
Salient features of India's export import policy, objectives of EXIM/trade policy ,instruments of trade Policy, duty exemption schemes ,DBK, DEPB, advance license , import of capital goods, Exports/Trading/Star Trading/super star trading house policy EOU's/EPZs/SEZs Schemes - Services Exports.								
UNIT-III	INCOTERMS					Classes:09		
Background and objectives of Inco terms, types of inco terms, general guidance that are used in Inco terms. Terminology of Inco terms, Tariffs, Quantitative restrictions, Export-Import Procedures and documentation.								
UNIT-IV	INSTITUTIONAL SETUP FOR EXPORT PROMOTION					Classes:10		
Export Assistance measures. Free Trade Zone SEZ's and 100%eOUs.,State Trading in India- Principal commodities of India's export and imports an overview ,Sources and Analysis of foreign Trade Statistics. Canalizing Agencies and Chambers of Commerce. Export Organization: Institutions involved in export Promotion: DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIMBANK, ECGC, EPCs, Commercial banks, Commodity Boards.								
UNIT-V	ASSESMENT OF PRODUCTS AND MARKETS					Classes:08		
Assessment of Prospects, Products and Markets, Identification of new markets for Indian products, African Market, potential to enter into the SOUTH AFRICA, GHANA, KENYA, NIGERIA, UGANDA, MAIRITIOUS and TAMZANIA, Export potential of India, Latin America, an analysis of US commercial office on India for investing in selected sector, Trade Blocks and Regional Economic Cooperation.								
Text Books:								
1. Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009. 2. Bhagvati J (ed), International Trade , Penguin Books , 2007.								

Reference Books:
<ol style="list-style-type: none"> 1. CA. VirendraK.Pamecha-A Guide to International Trade and Export Management-jain book agency,2014-15, 2. Annual Reports of Ministry of Commerce. 3. RBI Annual Reports
Web References:
<ol style="list-style-type: none"> 1. http://www.ebooks directory.com 2. http://Campus guides.lib.utah.edu
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com

BANKING, INSURANCE AND RISK MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB308	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil				Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand about banking business in the country. II. Analyze banking sector reforms and regulations. III. Evaluate the business and economics of insurance. IV. Understand the risk management techniques in non insurance methods.								
UNIT-I	INTRODUCTION TO BANKING BUSINESS						Classes: 08	
Introduction to Banking sectors, History of banking business in India, Structure of Indian banking system, Types of accounts, advances and deposits in a bank New Dimensions and products, E-Banking, Mobile, Banking, Net Banking, CRM, cheque system and KYC System.								
UNIT-II	BANKING REFORMS AND REGULATIONS						Classes:10	
Banking regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and credit control system, Role of commercial banks and its functions, Banking sector reforms in India and deficiencies in Indian banking including problems accounts and Non-Performing Assets.								
UNIT-III	INTRODUCTION TO INSURANCE						Classes:09	
Introduction to insurance, Need and importance of Insurance, principles of Insurance, characteristics of insurance contract. Branches of insurance and types of insurance, life insurance and its products: Role of Agents and brokers.								
UNIT-IV	INSURANCE BUSINESS ENVIRONMENT						Classes:10	
Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.								
UNIT-V	INTRODUCTION TO RISK MANAGEMENT						Classes:08	
Introduction to Risk, meaning and types of risk in business and individual, Risk management process, methods, Risk identification and measurement, Risk management techniques, Non insurance methods.								
Text Books:								
1. Mark S. Dorfman: Risk Management and Insurance, Pearson, 2009. 2. Reddy K S and rao R N: Banking and Insurance, Paramount publishers, 2013. 3. Varshney, P.N., Banking Law and Practice, Sultan Chand and Sons, New Delhi.								
Reference Books:								
1. Scott E. Harringam Gregory R. Nichanus: Risk Management and Insurance, TMH, 2009. 2. Geroqe E. Rejda: Principles of risk Management and Insurance, 9/e, Pearson Education. 2009.G. Koteswar: Risk Management Insurance and Derivatives, Himalaya, 2008.								

Web References:
1. http://www.ebooks directory.com 2. http://Campus guides.lib.utah.edu
E-Text Books:
1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB309	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand about logistics and competitive strategy in supply chain management. II. Analyze the cost and performance of the logistics. III. Aware of sourcing decisions and transportation in supply chain management. IV. Emphasis on logistics and supply chain relationships.								
UNIT-I	LOGISTICS AND COMPETITIVE STRATEGY:						Classes:08	
Competitive advantage , gaining competitive advantage through logistics, integrated supply chain, competitive performance ,models in logistics management ,logistics to supply chain management focus areas in supply chain management, customer service and retention, basic service capability value added services.								
UNIT-II	MEASURING LOGISTICS COSTS AND PERFORMANCE:						Classes:10	
The concept of total cost analysis, principles of logistics costing, logistics and the bottom-line and impact of logistics on shareholder value, customer profitability analysis, direct product profitability, cost drivers and activity-based costing.								
UNIT-III	LOGISTICS AND SUPPLY CHAIN RELATIONSHIPS						Classes:09	
Benchmarking the logistics process and supply chain management operations, mapping the supply chain processes, supplier and distributor benchmarking, setting benchmarking priorities. Identifying logistics performance indicators, channel structure, economics of distribution, channel relationships, logistics service alliances.								
UNIT-IV	SOURCING, TRANSPORTING AND PRICING PRODUCTS						Classes:10	
Sourcing decisions and transportation in supply chain infrastructure suppliers of transport services transportation economics and pricing, documentation, pricing and revenue management lack of coordination and bullwhip effect, impact of lack of coordination, CRM, internal supply chain management.								
UNIT-V	MANAGING GLOBAL LOGISTICS AND GLOBAL SUPPLY CHAINS						Classes::08	
Logistics in a global economy, views of global logistics, global operating levels, interlinked global economy, the global supply chains, global supply chain business processes, global strategy, global purchasing, global logistics, channels in global logistics, global alliances, issues and challenges in global supply chain management.								
Text Books: 1. DonaldJ.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011. 2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012. 3. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013.								

Reference Books:

1. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
2. Deepak P, MiiindM.Oka: “Supply Chain Management” Everest Publishing House, NewDelhi.
3. Manish Bansal, BabitaSingla: “Retail and Supply Chain Management “, Kalyani Publishers.

Web References:

1. <http://www.ebooks directory.com>
2. <http://Campus guides.lib.utah.edu>

E-Text Books:

1. <http://www.bookboon.com>
2. <http://www.freemagagement.com>
3. <http://www.emeraldinsight.com>

MICRO SMALL MEDIUM ENTERPRISES MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMB310	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Impart greater vitality and growth impetus to the small, tiny and village enterprises in terms of output. II. Understand the history of small medium enterprises in India. III. Establish enterprises in rural areas. IV. Explore different sources to start enterprises and learn about emerging trends in small medium enterprises.								
UNIT-I	INTRODUCTION FOR SMALL AND MEDIUM ENTREPRENEURSHIP						Classes: 08	
Concept and definition, role of business in the modern Indian economy, history of small medium enterprises in India, employment and export opportunities in micro small medium enterprises.								
UNIT-II	SETTING OF SMES						Classes:10	
Location of Enterprise, steps in setting, problems of entrepreneurs, sickness in SMI, reasons and remedies, incentives and subsidies, evaluating entrepreneurial performance, rural entrepreneurship, women entrepreneurship.								
UNIT-III	PROJECT FINANCE						Classes:09	
Source of finance , institutional finance , role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and commercial bank , appraisal of bank for loans. Institutional aids for entrepreneurship development, Role of DST, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, entrepreneurial guidance bureau, approaching institutions for assistance.								
UNIT-IV	MANAGEMENT OF MSE						Classes:10	
Management of product line, communication with clients, credit monitoring system, management of NPAs, restructuring, revival and rehabilitation of SME.								
UNIT-V	MSME POLICIES AND EMERGING TRENDS IN SMES						Classes:08	
Central government policies SME, and export promotion policy, the MSME development act, 2006. Institutional support mechanism in India.								
Text Books: 1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011. 2. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012. 3. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013								
Reference Books: 1. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009								

2. Deepak P, MiiindM.Oka: “Supply Chain Management” Everest Publishing House, NewDelhi, 3. Manish Bansal, BabitaSingla: “Retail and Supply Chain Management “, Kalyani Publishers.
Web References:
1. http://www.ebooks directory.com 2. http://Campus guides.lib.utah.edu
E-Text Books:
1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com

DISASTER MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB311	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the different types of disasters and remedial measures. II. Distinguish between the different approaches necessary to manage pre and post disaster periods. III. Design different remedial measures for environmental hazards and disasters. IV. Make endeavors towards creating awareness among the people about disasters and its consequences. V. Participate in different disaster management techniques.								
UNIT-I	ENVIRONMENTAL HAZARDS AND DISASTERS						Classes: 08	
Meaning of Environmental hazards, Environmental Disasters and Environmental stress. Concept of Environmental Hazards Environmental stress and Environmental Disasters Different approaches and relation with human Ecology, Landscape Approach, Ecosystem Approach, Perception approach, Human ecology and its application in geographical researches.								
UNIT-II	TYPES OF ENVIRONMENTAL HAZARDS AND DISASTERS:						Classes:10	
Natural hazards and Disasters, Man indexed hazards and Disasters, Natural Hazards, Planetary Hazards / Disasters, Extra Planetary Hazards / disasters, Planetary Hazards, Endogenous Hazards, Exogenous Hazards.								
UNIT-III	ENDOGENOUS HAZARDS						Classes:09	
Endogenous Hazards , volcanic eruption, Earthquakes, landslides, Volcanic Hazards / Disasters, Causes and distribution of volcanoes, hazardous effects of volcanic eruptions, Environmental impacts of volcanic eruptions. Earthquake Hazards / disasters, Causes of Earthquakes ,Distribution of earthquakes , Hazardous effects of earthquakes, Earthquake Hazards in India, Human adjustment, perception and mitigation of earthquake.								
UNIT-IV	EXOGENOUS HAZARDS						Classes:10	
Exogenous hazards / disasters, Infrequent events, Cumulative atmospheric hazards / disasters Infrequent events: Cyclones, Lightning, Hailstorms; Cyclones: Tropical cyclones and Local storms, Destruction by tropical cyclones and local storms (causes, distribution human adjustment, perception and mitigation) Cumulative atmospheric hazards/ disasters :- Floods, Droughts, Cold waves, Heal waves Floods :- Causes of floods, Flood hazards India, Flood control measures (Human adjustment, perception and mitigation) Droughts :- Impacts of droughts, drought hazards in India, Drought control measures, Extra Planetary Hazards / Disasters - man induced Hazards / Disasters - Physical hazards / Disasters - Soil erosion; Soil Erosion: Mechanics and forms of Soil Erosion, Factors 7 causes of Soil Erosion, Conservation measures of Soil Erosion; Chemical hazards / disasters: Release of toxic chemicals, nuclear explosion, Sedimentation processes Sedimentation processes: Global Sedimentation problems, Regional Sedimentation problems, Sedimentation and Environmental problems, Corrective measures of Erosion and Sedimentation.								

UNIT-V	EMERGING APPROACHES IN DISASTER MANAGEMENT	Classes:08
Emerging approaches in Disaster Management - Three stages 1. Pre-disaster Stage (preparedness) 2. Emergency Stage 3. Post Disaster stage – Rehabilitation		
Text Books:		
1. Disaster Mitigation: Experiences And Reflections by PradeepSahni 2. Natural Hazards and Disasters by Donald Hyndman and David Hyndman - Cengage Learning 3. R. B. Singh (Ed) Environmental Geography, Heritage Publishers New Delhi, 1990		
Reference Books:		
1. Savinder Singh Environmental Geography, PrayagPustakBhawann 1997 2. R. B. Singh (Ed) Disaster Management, Rawat Publication, New Delhi, 2000 3. H. K. Gupta (Ed) Disaster Management, Universities Press, India, 2003		
Web References:		
1. http://www.ebooks directory.com 2. http://Campus guides.lib.utah.edu		
E-Text Books:		
1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com		

C PROGRAMMING

II Semester: MBA								
Course Code	Category	Hours / Week			Credi	Maximum Marks		
CMB312	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Hours: 45			
OBJECTIVES: The course should enable the students to: I. Understand the implementation of C language. II. Apply various features in C language. III. Design programs involving decision structures, loops and functions. IV. Understand the basic terminology in computer programming.								
UNIT-I	INTRODUCTION TO THE C LANGUAGE						Classes: 08	
Algorithm, Pseudo code, Flow chart, Background, C Programs, Identifiers, Data Types, Variables, Constants, Input / Output, Operators(Arithmetic, relational, logical, bitwise etc.), Expressions, Precedence and Associativity, Expression Evaluation, Type conversions, Statements- Selection Statements(making decisions) ,if and switch statements, Repetition statements (loops) while, for, do while statements, Loop examples, other statements related to looping , break, continue, go to, Simple C Program examples.								
UNIT-II	FUNCTIONS AND ARRAYS						Classes:10	
Functions: Introduction to Structured Programming, Functions- basics, user defined functions, inter function communication(call by value, call by reference), Standard functions, Storage classes-auto, register, static, extern, scope rules, arrays to functions, recursive functions, example C programs. Arrays, Basic concepts, one dimensional arrays, two dimensional arrays, multidimensional arrays, C programming examples.								
UNIT-III	POINTERS AND STRINGS						Classes:09	
Pointers: Introduction (Basic Concepts), pointers to pointers, compatibility, Pointer Applications, Arrays and Pointers, Pointer Arithmetic, memory allocation functions, array of pointers, pointers to void, pointers to functions, command line arguments. Strings: Concepts, C Strings, String Input / Output functions, string manipulation functions, string / data conversion, C program examples.								
UNIT-IV	ENUMERATED, STRUCTURE, AND UNION TYPES						Classes:10	
The Type Definition (type def), Enumerated types, Structures, Declaration, initialization, accessing structures, operations on structures, Complex structures, structures and functions, Passing structures through pointers, self referential structures, unions, bit fields, C programming examples.								
UNIT-V	INPUT AND OUTPUT						Classes:08	
Concept of a file, streams, text files and binary files, Differences between text and binary files, State of a file, Opening and Closing files, file input / output functions (standard library input / output functions for files), file status functions (error handling),Positioning functions, C program examples.								
Text Books:								
1. Computer Science: A Structured Programming Approach Using C, B.A.Forouzan and R.F. Gilberg, Third Edition, Cengage Learning. 2. The C Programming Language by Brian Kernighan and Dennis Ritchie 2nd edition								

Reference Books:
<ol style="list-style-type: none"> 1. Let Us C Yashavantkanetkar BPB. 2. Absolute beginner's guide to C, Greg M. Perry, Edition 2, Publisher: Sams Pub., 1994. 3. Computer Programming and Data Structures by E Balagurusamy, Tata McGraw Hill.
Web References:
<ol style="list-style-type: none"> 1. http://www.ebooks directory.com 2. http://Campus guides.lib.utah.edu
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com

INDUSTRY ANALYSIS REPORT PRESENTATION

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB102	Core	L	T	P	C	CIA	SEE	Total
		0	0	3	2	30	70	100
Contact Classes: Nil	Tutorials Classes: Nil	Practical Classes: 45			Total Classes: 45			
OBJECTIVES: The course should enable the students to: By the end of this mini project, students will be able to: I. Undersatand balance sheet of an organization. II. Analyze profit and loss of an organization. III. Evaluate investment portfolio of the organization. IV. Analyze profitability ratios, asset turnover ratios, structural ratios and liquidity ratios. V. Forecast the future gaps in terms changing objectives of the organization.								
LIST OF EVENTS							Classes: 45	
I. Analysis of profitability ratios. II. Analysis of structural ratios. III. Analysis of asset turnover ratios. IV. Analysis of liquidity ratios. V. Analyze Growth, Stability and Stock Performance.								
Text Books:								
1. SinhaGokul-Financial Statement Analysis-PHI 2014 2. Erich A. Helfert -Financial Analysis Tools and Techniques: A Guide for Managers-TMH ,2014								
Reference Books:								
1. Robert M. Grant-Contemporary Strategy Analysis: Text and Cases-Wiley,2014 2. John Tennent, Guide to Financial Management, (The Economist), Viva, 2010. 3. Sarngadharan M. and Kumar S. Rajitha -Financial Analysis for Management Decisions-PHI								
Web References								
1. http://www.4newideas.com/pdf/Sample%20Market%20Research.pdf 2. http://www.managementdecisionsinc.com/images/PDF/Market%20Analysis%20Report%20(Example%20Research).pdf								
E-Text Books:								
1. http://www.marketresearch.com/Technology-Media-c1599/Media-c92/E-Books-c1761/ 2. http://www.financewalk.com/2011/industry-analysis/								

PERSONAL EFFECTIVENESS

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB202	Core	L	T	P	C	CIA	SEE	Total
		0	0	3	2	30	70	100
Contact Classes: Nil	Tutorials Classes: Nil		Practical Classes: 45			Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Loose fear of public speaking and feel confident about themselves. II. Participate in group discussions. III. Face interviews. IV. Gain communication skills and convince their view point to the superiors, peers and subordinates. V. Manage time efficiently during their duties. VI. Change life style according to the growing modern organizations.								
LIST OF EVENTS							Classes: 45	
Help students to confidently face and succeed in the corporate selection processes. I. Presentations. II. Group Discussions. III. Overcoming fear of facing Interviews. IV. Time Management. V. Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.								
Text Books:								
1. LAB: Globarena E-Mentoring System, by Globarena Technologies Pvt. Ltd, Hyderabad. 2. Sherfeild: Developing Soft skills-Pearson Education-2013.								
Reference Books:								
1. Murphy: Effective Business communication, 7/e, TMH, 2013. 2. Colin BEARD: Experiential Learning, Kogan Page, 2013.								
Web References:								
1. http://www.snehamumbai.org/documents/Personal%20Effectiveness.pdf 2. http://www.advalue-project.eu/content_files/EN/33/AdValue_Personal_Effectiveness_EN.pdf								
E-Text Books:								
1. https://www.amazon.com/Journey-Personal-Effectiveness-Bjorn-Ulgenes-ebook/dp/B013U28DIA 2. http://www.pearsoned.co.uk/bookshop/detail.asp?item=100000000593181								

STRATEGIC MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB012	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the strategic management process and implementation of new strategies. II. Evaluate different types of strategies in the organization. III. Analyze the global strategies and risk in the international environment. IV. Appraise the organizational strategies with the strategies of other companies.								
UNIT-I	STRATEGIC INPUTS						Classes: 08	
Introduction to strategic management, strategic management and competitiveness, technology and technology change: vision, mission and objectives, strategic leaders, strategic management process, the external environment: opportunities, threats, competition and competitor analysis, external environmental analysis, segments of the external environment, porters 5 force model, the internal environment: resource, capabilities, competencies and competitive advantages, analyzing internal organization ,building core competencies, value chain analysis, outsourcing.								
UNIT-II	FORMULATION OF STRATEGIC ACTIONS: BUSINESS LEVEL STRATEGY						Classes: 10	
Effectively managing relationships with customers, the purpose of business strategy, competitive rivalry and dynamics, a model of competitive rivalry, competitor analysis, drivers of competitive actions and responses, competitive rivalry and dynamics.								
UNIT-III	CORPORATE LEVEL STRATEGY						Classes: 08	
Levels of diversifications and reasons, value creating diversifications, strategic acquisitions a restructuring. Popularity of mergers and acquisitions strategies, problems in achieving acquisition success and restructuring.								
UNIT-IV	GLOBAL STRATEGY						Classes: 10	
Identifying international opportunities and international strategies, strategic competitive outcomes and risk in an international environment, corporate implications for strategy, strategic alliances, corporate level cooperative strategy and competitive risk with cooperative strategies.								
UNIT-V	STRUCTURE AND CONTROLS WITH ORGANIZATIONS						Classes: 09	
Organizational structure and controls, evolutionary patterns of strategy and organizational structure, leadership implications for strategy, entrepreneurial implications for strategy.								
Text Books: 1. Bedke, Curtis M. 1993. Strategic decision making in a multinational ad hoc coalition ad astra per aspera. Unpublished ICAF course paper. 2. Bennis, Warren. 1989. <i>On Becoming a Leader</i> . Reading, MA: Addison-Wesley Publishing Inc. 3. Bennis, W. and Nannus, B. 1985. <i>Leaders: The Strategies for Taking Charge</i> . New York: Harper and Row.								
Reference Books:								

1. Albrecht, K. 1980. *Brain Power: Learning to Improve Your Thinking Skills*. New York: Simon and Schuster.
2. Allaire, Y., and M. E. Firsirotu, M.E. 1984. Theories of organizational culture. *Organization Studies* 5:193-226.
3. Allen, R.W., et al. 1979. Organizational politics: tactics and characteristics of its actors. *California Management Review* 22: 77-83.

Web References:

1. http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_sm.pdf
2. <http://202.28.25.105/e-learning/courses/703309/document/StrategicManagementDavid.pdf?cidReq=703309>

E-Text Books:

1. <http://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf>
2. http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_sm.pdf

BUSINESS RESEARCH METHODS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB013	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Write a research proposal. II. Conduct a literature search. III. Select the most appropriate research strategy for a particular piece of work. IV. Demonstrate the use of various qualitative / quantitative research methods and data collection techniques. V. Explain the logic underlying statistical hypothesis testing.								
UNIT-I	INTRODUCTION TO BUSINESS RESEARCH						Classes: 10	
Definition of scientific method: nature and uses of scientific method, types of scientific methods: logical method, inductive and deductive method, statistical methods, social research: definition, objectives, basic assumptions, motivating factors, subject matter, methods of social research, utility of social research.								
UNIT-II	THE DESIGN OF RESEARCH-RESEARCH METHODS						Classes: 09	
Survey method: definition, difference between social research and survey, planning social survey, limitations and merits case study, definition, assumptions, importance, sources of data case study and statistical method, limitations and improvements; experimental method: definition, types of experiments, trial and error experiment, controlled observational study, natural experiments, ex post fact techniques laboratory experiments planning and experiment difficulties validity of results , merits and limitations.								
UNIT-III	THE SOURCES AND COLLECTION OF DATA						Classes: 10	
Design of sample: census method of investigations, sampling method types of sampling, how to select a sample, size of the sample, testing the reliability of sample and uses of sampling; schedules definition, purpose ,kinds and essentials of good schedule, procedure for framing a schedule, pre-test advantages and limitations; questionnaire: types of questionnaires, form of questionnaire, pre testing problems of response reliability and validity advantages and limitations. Scaling techniques criteria for good measurement, narrative interviews: purpose, kinds, requirement for an interview, technique of interviewing and the role of interviewer validity, limitations and importance of interview schedules, observations, kinds of observations, field observation studies, limitations and importance, documentary sources: definitions kinds of documents published documents and their limitations.								
UNIT-IV	ANALYSIS AND PRESENTATION OF DATA						Classes: 08	
Data analysis techniques: definitions, characteristics, functions, importance of statistical methods, averages, dispersion, skewness correlation and regulation, test of significance for small sample, t test; chi square test and ant ova time series analysis; index numbers and association of attributes.								
UNIT-V	PRESENTATION OF DATA						Classes: 08	
Diagrams: importance-characteristics and kinds of diagrams (one dimensional: line diagram , simple bars multiple bars, duo directional bars, sub divided bars, percentage bars ,deviation bars, sliding bars, pyramid diagrams);two dimensional, rectangles, squares-circles; three dimensions: cubes, cylinders, globes pictograms: cartograms, sociological maps; Graphs: construction of graphs, presentation of time								

series, false base line, ration scale, frequency graph, cumulative frequency curve zone charts, band curves. The report: purpose, contents and problems of report writing.

Text Books:

1. Jonathan Berk, Peter DeMarzo, Ashok Thampy, “Financial Management”, 2010, Pearson.
2. I. M. Pandey, “Financial Management”, 2010, 10th Ed. Vikas Publishing House.

Reference Books:

1. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, 2006, 10thEd. Thomson South-Western.
2. Ross Westerfield Jaffe, “Corporate Finance”, 7th Ed, TMH Publishers
3. Vishwanath S. R., “Corporate Finance: Theory and Practice”, 2007, 2nd Ed. Response books, Sage Publications.
4. Prasanna Chandra, “Financial Management Theory and Practice”, 7th Ed. Tata McGraw Hill,
5. Sudershana Reddy, “Financial Management”, 2010, HPH.
6. Rajiv Srivastava and Anil Misra, “Financial Management”, 2009, 4th Ed. Oxford Higher Education.

Web References:

1. <http://web.ftvs.cuni.cz/hendl/metodologie/introduction-to-research-methods.pdf>
2. http://gent.uab.cat/diego_prior/sites/gent.uab.cat.diego_prior/files/02_e_01_introduction-to-research-methods.pdf

E-Text Books:

1. <http://www.slideshare.net/basheerahmad/research-methods-for-business-entire-ebook-by-uma-sekaran>
2. <https://www.amazon.in/Business-Research-Methods-Naval-Bajpai-ebook/dp/B00BPSXWVA>

CONSUMER BEHAVIOR

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMB401	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the environmental influences on consumer behavior, perception and attitude of consumers. II. Understand the consumer decision making and marketing ethics towards consumers. III. Design primary market research studies for the mutual benefit of consumers and organizations. IV. Emphasis marketing decisions keeping in mind the consumer behaviour.								
UNIT-I	UNDERSTANDING CONSUMER BEHAVIOUR						Classes: 05	
Defining consumer behavior, why to study consumer behavior? understanding consumer through research process, consumer behavior in a world of economic instability, rural consumer behavior, consumer segmentation, targeting and positioning, segmentation and branding, rural markets.								
UNIT-II	ENVIRONMENTAL INFLUENCES ON CONSUMER BEHAVIOUR						Classes:10	
Influence of culture, sub culture, social class, social group, family and personality, cross cultural consumer behavior.								
UNIT-III	CONSUMER AS AN INDIVIDUAL						Classes: 10	
Personality and self concept, consumer motivation, consumer perception. Consumer attitudes and changing attitudes, consumer learning and information processing.								
UNIT-IV	CONSUMER DECISION MAKING PROCESSES						Classes: 10	
Problem recognition, search and evaluation, purchasing processes, post purchase behavior, models of consumer decision making, consumers and the diffusion of innovations.								
UNIT-V	CONSUMERISM AND ETHICS						Classes: 10	
Roots of consumerism, consumer safety, consumer information, consumer responsibilities, marketer responses to consumer issues, marketing ethics towards consumers.								
Text Books:								
1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition. 2. Kenneth C. Laudon, Carol GuercioTraver, "E-commerce–Business", Technology, Pearson, Low Price Edition. 3. Bharat Bhasker, "Electronic Commerce Framework, Technologies and Applications", 3rdn Edition. Tata McGraw, Hill.								
Reference Books:								
1. David L. Loudon and Albert J.DellaBitta, Consumer Behaviour, TMH, Fourth Edition, 2011. 2. S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011. 3. Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2015. 4. Ramneek Kapoor, N.Namdi O Madichie, Consumer Behavior, TMH, 2012. 5. Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331. 6. RamanuiMaiumdar. Consumer Behaviour. PHI. 2011.								

Web References:
1. https://d1.islamhouse.com/data/en/ih_books/single/en_Consumer_Behavior.pdf 2. http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf
E-Text Books:
1. http://www.pondiuni.edu.in/storage/dde/downloads/markiii_cb.pdf 2. http://nptel.ac.in/courses/110105029/pdf%20sahany/Module-1-1.pdf

E-MARKETING

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMB402	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: Nil			
OBJECTIVES: The course should enable the students to: I. Understand the legal and ethical issues in e-marketing. II. Analyze online marketing and supply chain management. III. Provides extensive theoretical and practical knowledge of online marketing. IV. Develop marketing skills required for a continuously growing international business environment.								
UNIT-I	E-BUSINESS OVERVIEW						Classes: 05	
Traditional commerce vs. e-commerce, e-commerce and e-business categories of e-commerce development and growth of e-commerce advantages and disadvantages of e-commerce international nature of e-commerce.								
UNIT-II	E-BUSINESS INFRASTRUCTURE						Classes:10	
E Commerce architectural framework, the internet and www-internet protocols, internet, intranet and extranets, internet connection options, security issues in e commerce environment, encryption techniques payment systems types of payments legal, ethical and tax issues in e-commerce.								
UNIT-III	ONLINE MARKETING AND SUPPLY CHAIN MANAGEMENT						Classes: 10	
Online marketing, business models of e marketing, online advertisement, advertisement methods and strategies online retailing e-auctions. Supply chain management-procurement process and the supply chain types of procurement, multi-tier supply chains and trends in supply chain management.								
UNIT-IV	ONLINE SERVICES						Classes: 10	
Online financial services, online banking and brokerage, online insurance services, online real estate services, travel services online, hospitality services online, recruitment services online, publishing services online entertainment, e-learning.								
UNIT-V	MOBILE COMMERCE						Classes:10	
Definition of mobile commerce, mobile commerce framework, growth of mobile commerce benefits and limitations of mobile commerce mobile network infrastructure, information distribution for mobile networks multimedia content, publishing, mobile payment models, mobile commerce applications.								
Text Books:								
1. Gary P. Schneider, “Ecommerce-Strategy, Technology and Implementation”, Cengage Learning, India Edition. 2. Kenneth C. Laudon, Carol GuercioTraver, “E-commerce–Business”, Technology, Pearson, Low Price Edition. 3. Bharat Bhasker, “Electronic Commerce Framework, Technologies and Applications”, 3rdn Edition. Tata McGraw, Hill.								

Reference Books:
<ol style="list-style-type: none"> 1. Efraim Turban, Tae Lee, David King and H. Micheal Chung, “Electronic Commerce, Managerial Perspective”, Pearson Education Asia. 2. CSV Murthy, “E-commerce-Concepts, Models and Strategies”, HPH. 3. J. Christopher Westland and Theodore H K Clark, “Global Electronic Commerce ,Theory andCase Studies”, Oxford Universities Press.
Web References:
<ol style="list-style-type: none"> 1. http://www.iaapa.org/docs/handout-archive---ops/mon_khan_e-marketing.pdf 2. https://www.mitodesign.com/pedroguitton/phd_knowledge_center/pdf/emarketing.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.quirk.biz/emarketingtextbook 2. https://www.amazon.com/eMarketing-essential-guide-digital-marketing-ebook/dp/B006CWHY2W

INTEGRATED MARKETING COMMUNICATION

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB403	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand integrated marketing communication, II. Analyze and prepare Budgets. III. Understand Sales promotion, media planning and Ethical aspects. IV. Recognize the activities involved in developing an integrated communication program.								
UNIT-I	UNDERSTANDING INTEGRATED MARKETING COMMUNICATION						Classes: 10	
Understanding marketing communication, integrated marketing communication, integrated marketing communication as an integral part of marketing, understanding consumer behavior, understanding the communication process, communication mix.								
UNIT-II	BUDGETING, OBJECTIVES AND EVALUATION OF INTEGRATED MARKETING COMMUNICATIONS						Classes: 11	
Setting communication objectives, Dagmar approach to setting objectives and measuring advertising effectiveness, allocating the marketing communication budget, conducting research to measure communication effectiveness, post testing tools and techniques, evaluating other promotional tools.								
UNIT-III	MARKETING COMMUNICATION MIX I						Classes: 10	
Creative execution in advertising, decision in print, execution radio. Execution on online and television getting that ‘big idea’ of creativity.								
UNIT-IV	MARKETING COMMUNICATION MIX II						Classes: 07	
Sales promotion, direct marketing, personal public relations, publicity and corporate advertising, unconventional promotional media: sponsorships, mobile advertising, word of mouth, village farmers, out of home media, world wide web communications.								
UNIT-V	REGULATION, SOCIAL AND ETHICAL ASPECT OF ADVERTISING AND PROMOTION						Classes: 07	
Federal regulation of advertising, regulations of advertising and promotion in India, regulation of other promotional areas, social and ethical criticisms of advertising, ethical aspects of advertising, truth in advertising, advertising to children, advertising controversial products, social aspects of advertising.								
Text Books: 1. Krutishah, Alan D’Souza, "Advertising and promotions",IMC Perspective, TMH, 2012. 2. Jaishri Jethwaney, Shruthi Jain, "Advertising Management", Oxford, Second edition, 2012. 3. George E Belch, Michael A Belch, Keyoorpuravi, "Advertising and Promotions" An Integrated Marketing Communications perspective, TMH, 2015.								
Reference Books: 1. Semenile, Allen, O Guinn, Kaufmann, "Advertising and Promotions", An Integrated brand approach, engage, 6th edition, 2012. 2. SHH Kazmi, SatishK.Batra, "Advertising and Sales Promotions", 3rd edition, Excel Books, 2011.								

3. Terence A. Shimp, "Integrated Marketing communication Advertising and Promotion", 8th edition engage Learning, 2012.
Web References:
1. http://lib.dtc.ac.th/ebook/businessadministration/5183.pdf 2. http://www.johnstockmyer.com/enmu/452ch1.pdf
e-text books:
1. https://www.amazon.com/integrated-marketing-communication creative implementation-ebook/dp/b00lwxkka4 2. http://www.tandfebooks.com/doi/book/10.4324/9780203553916

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB404	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Enrich the knowledge of investment alternatives and portfolio management. II. Provide the conceptual and Practical understanding of Cash market and also Mutual funds. III. Analyze Stock markets Equity and Bond Valuation. IV. Understand the credit and operational risks in security analysis and Investment Management and other related risks. V. Develop knowledge in employing different methodologies and techniques for managing the market.								
UNIT-I	INVESTMENT AND SECURITY ANALYSIS						Classes: 09	
Investment environment in India, overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process, Security analysis: fundamental analysis, technical analysis, efficient market hypothesis.								
UNIT-II	PORTFOLIO ANALYSIS						Classes: 08	
The returns and risks from investing Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model capital asset pricing model, arbitrage pricing theory.								
UNIT-III	BOND ANALYSIS AND VALUATION AND MANAGEMENT						Classes: 10	
Types of bonds, interest rates, term structure of interest rates, measuring bond yields, yield to maturity, yield to call, yield to maturity, holding period return. Bond pricing theorems, bond duration, active and passive bond management strategies, bond immunization, bond volatility, bond convexity.								
UNIT-IV	EQUITY VALUATION AND DERIVATIVES						Classes: 08	
Equity analysis and valuation, balance sheet analysis equity valuation models, intrinsic value and market price, the p/e ratio and earnings multiplier approach, price/book value, price/ sales ratio, economic value added , overview of derivatives markets, option markets, option strategies and option valuation forward and future markets, strategies, stock index future, interest rate futures, swaps contracts.								
UNIT-V	MUTUAL FUNDS						Classes: 10	
Types of mutual funds schemes, structure, net asset value, risk and return, performance evaluation models Sharpe model, trey nor model, Jensen model, fame’s decomposition. Trends in Indian mutual funds.								
Text Books: 1. William. Sharpe, Gordon j Alexander and Jeffery V Bailey, "Fundamentals of Investments", Prentice Hall,2012. 2. Reilly, Brown, "Analysis of Investment and Management of Portfolios", 10th Edition, Cengage, 2012.								
Reference Books: 1. ZVI Bodie, AlexKane, Alan J Marcus, "Investments", TMH, 2012. 2. Donald E Fischer, Ronald J Jordan." Security Analysis and Portfolio Management", 6th Edition,								

3. Prasanna Chandra, "Investment analysis and Portfolio Management" 4th Edition, TMH, 2012.
4. PunithavathiPandian, "Security Analysis and Portfolio Management", Vikas. 2012.
5. Jones: Invest Analysis and Management, Wiley.
6. M. Ranganatham, R. Madhumathi, "Security Analysis and Portfolio Management", 2nd Edition

Web References:

1. http://www.pondiuni.edu.in/storage/dde/downloads/finiv_sapm.pdf
2. http://164.100.133.129:81/econtent/Uploads/Security_Analysis_and_Portfolio_Management.pdf

E-Text Books:

1. <http://www.studynama.com/community/threads/409-Security-analysis-portfolio-management-pdf-ebook-lecture-notes-download>
2. <https://www.amazon.in/Security-Analysis-Portfolio-Management-Kevin-ebook/dp/B00K7YGOZ4>

STRATEGIC MANAGEMENT ACCOUNTING

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB405	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Emphasis on developing analytical and critical abilities related to management accounting. II. Understand management and cost accounting principles, techniques and their applications to various decision making situations. III. Understand the detailed cost concepts, cost structure and elements of costs of manufacturing and service organizations which have been facing dramatic changes in their business environment. IV. Identify and describe the elements involved in decision making, planning and control. V. Be aware of different types of costing methodologies.								
UNIT-I	MANAGEMENT ACCOUNTING VS. COST ACCOUNTING						Classes: 09	
Role of accounting information in planning and control, cost concepts and managerial use of classification of costs, the management process and accounting, cost analysis and control: direct and indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate, introduction to activity based costing and life cycle costing.								
UNIT-II	COSTING FOR SPECIFIC INDUSTRIES						Classes: 09	
Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter process profits, costing for byproducts and equivalent production, introduction, application of marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price.								
UNIT-III	MAKE OR BUY DECISIONS						Classes: 09	
Key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break even analysis: application of breakeven point for various business problems, inter firm comparison: need for inter firm comparison, types of comparisons, advantages.								
UNIT-IV	BUDGETARY CONTROL						Classes: 09	
Budget, budgetary control, steps in budgetary control, flexible budget, different types of budgets: sales budget, cash budget, production budget, master budget, performance budgets, material vs. purchase budgets, zero based budgeting, introduction to cost audit and management audit.								
UNIT-V	STANDARD COSTING						Classes: 09	
Standard cost and standard costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing analysis of variance, material variance, labor variance, Sales and Profit variance, case studies.								
Text Books: 1. S.P.Jain and K.L.Narang, "Cost and Management Accounting", Kalyani, 2012. 2. M.E. ThukaramRao, "Management and Cost Accounting" , New Age International Publishers”.								

Reference Books:
<ol style="list-style-type: none"> 1. Hansen Mowen, "Cost and Management Accounting and Control", Thompson Publications 2012 MN Arora. 2. Vikas , "Cost Accounting", 2012. 3. Collin Drury, "Management and Cost Accounting", Cengage, 2012. 4. Ravi.M.Kishore, "Management and Cost Accounting", Taxmann publications, 2012.
Web References:
<ol style="list-style-type: none"> 1. http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20(MODULE%20I%20PAPER%202).pdf. 2. https://www.cengagebrain.co.nz/content/9781408049044.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.free-ebooks.net/ebook/Cost-and-Management-Accounting 2. http://www.freebookcentre.net/Business/Accounting-Books.html

FINANCIAL SERVICES AND SYSTEMS

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMB406	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to I. Understand the financial system and financial services scenario. II. Apply factoring, leasing, venture capital concepts. III. Emphasize merchant banking and capital budgeting methods. IV. Be aware on the importance of finance for economic well-being.								
UNIT-I	FINANCIAL SYSTEM						Classes: 08	
Financial system: growing importance of financial services in financial system, classification traditional and modern view, fund based and non fund based services, financial engineering, need for innovation, new financial products and services, an overview of Indian financial services sector scenario.								
UNIT-II	CONCEPT OF LEASING						Classes: 09	
Concept of leasing: classification, rationale, advantages of leasing, legal aspects, lease documentation and contract, tax and accounting aspects of leasing, financial evaluation of leasing, net present value (NPV) and internal rate of return (IRR) approaches, break even lease rental, lease v/s buy decisions hire purchase concept and features, legal and tax frame work, financial evaluation of hire purchase, hire purchase mathematics, flat and effective interest rates.								
UNIT-III	FACTORING						Classes: 10	
Factoring concept and features, classification, functions of factor, legal aspects, financial evaluation of factoring, decision analysis for factoring, factoring scenario in India, kalia sundaram committee. Reserve bank of India(RBI) guidelines, bill discounting, concept and characteristics, process of bill discounting, legal aspects, parties involved and their legal obligations, financial aspects, calculation of discount charges and effective interest rates.								
UNIT-IV	VENTURE CAPITAL FINANCING						Classes: 09	
Venture capital financing, concept and features, venture capital funding process, funding and entry strategies of venture capital financing, structuring of venture capital financing, valuation of venture capital financing conventional valuation method, first Chicago method, revenue multiplier method, exit strategies of venture capital financing ventures capital financing scenario in India, regulatory frame work of venture capital financing.								
UNIT-V	MERCHANT BANKING						Classes: 09	
Merchant banking concept and evolution, functions of merchant banking, eligibility norms, lead manager, underwriter, brokers and bankers to issue, registrar, portfolio managers, new issue management process and stages involved pricing of public issues, book building process, green shoe option initial public offering promoter's contribution, preferential issues, SEBI guidelines relating to new issues of securities, credit rating concept and advantages of ratings, types of ratings, symbols of ratings and grades.								
Text Books:								
1. Meir Kohn, "Financial Institutions and Markets" Oxford University Press, 2009 2 nd Edition. 2. Khan. M.Y, "Financial Services Tata McGraw-Hill, Pvt. Ltd.,"2010, 5th Edition ,New Delhi. 3. Gordon and Natarajan, "Financial Markets and Services", 2009, HPH, 7th Edition , Mumbai.								

Reference Books:
<ol style="list-style-type: none"> 1. Vasant Desai, “Financial Markets and Financial Services”, 2009, HPH, 1st Edition, Mumbai. 2. PunithavathyPandian, “Financial Services and Markets”, 2009, Vikas Publishing House. 3. Mishkin. F.S. and Eakins. S.G., “Financial Markets and Institutions”, 2006, 5th Edition, Pearson Education. 4. Harold L Vogel, “Financial Markets Bubble and Crashes” 1st ed, 2009, Cambridge.
Web References:
<ol style="list-style-type: none"> 1. https://www.scribd.com/document/184434634/45790874-mba-3-sem-finance-notes-bangalore-university. 2. http://www.slideshare.net/venkykk/fifm-2013-final-financial-institutions-and-notes-as-per-bput-syllabus-for-mba-2nd.
e-text books:
<ol style="list-style-type: none"> 1. http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%203rd%20semester%20ebook%20materials/dmgt512_financial_institutions_and_services.pdf. 2. http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf.

PERFORMANCE MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB407	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the concept of performance management. II. Infer the knowledge about performance appraisal, reward system and performance pay. III. Apply different methods and tools for improving performance. IV. Formulate new strategies for performance improvement.								
UNIT-I	PERFORMANCE MANAGEMENT AND REWARD SYSTEM						Classes: 09	
Performance management and reward systems in context, performance management process, performance management strategic planning.								
UNIT-II	PERFORMANCE MEASUREMENT						Classes: 08	
Defining performance and choosing a measurement approach, measuring results and behaviors, gathering performance information, implementing a performance management system.								
UNIT-III	PERFORMANCE MANAGEMENT SKILLS						Classes: 10	
Performance management and employee development. Performance management skills. Case on Implementation of 360 degree feed back system.								
UNIT-IV	REWARD SYSTEMS						Classes: 10	
Reward systems and legal issues, managing team performance.								
UNIT-V	PERFORMANCE RELETED CONCEPTS						Classes: 08	
Relevant performance related concepts: benchmarking, six sigma, competency mapping, balance scorecard, coaching and mentoring Pygmalion effect, job analysis.								
Text Books								
1. Herman Aguinis, "Performance Management", Pearson, 2012.								
Reference Books								
1. LanceA BergerandDorothyRBerger, "TheTalentManagementHandBook", 2ndeditionTMH, 2015.								
2. BD Singh, "PerformanceManagementSystem-aholisticapproach", excelBooks, 2010.								
3. PremChadha, "Performance management" , Macmillan,2012..								
4. SrinivasKKandula, "Performance Management" , PHI,2010.								
Web References:								
1. http://usfweb2.usf.edu/human-resources/talentmanagement/pdfs/overviewperformancemanagement.pdf .								
2. https://www.ebsglobal.net/EBS/media/EBS/PDFs/Performance-Management-Course-Taster.pdf								

E-Text Books:
1. http://www.free-management-ebooks.com/dldebk/dlap-perfman.htm
2. http://upstarthr.com/employee-performance-management-free-ebook/

1. <http://www.free-management-ebooks.com/dldebk/dlap-perfman.htm>
2. <http://upstarthr.com/employee-performance-management-free-ebook/>

TRAINING AND DEVELOPMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB408	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Identify the training needs and its concepts. II. Apply different training methods. III. Design training methods and employ development strategies. IV. Suggest principles and procedures can be applied to different kinds of training activities. V. Be aware of major roles in training and development.								
UNIT-I	TRAINING ORGANIZATIONS						Classes: 09	
Trends in training, career opportunities in training, important concepts and meanings, integrating organizational development, strategy and training, understand motivation and performance, aligning, training, design with learning process.								
UNIT-II	TRAINING NEED AND ANALYSIS						Classes: 08	
The training need analysis (TNA) model, training need analysis and design, organizational constraints, developing objectives, facilitation of learning and training transfer to the job, design theory.								
UNIT-III	TRAINING METHODS						Classes: 10	
Matching methods without comes, lectures and demonstrations. Games and simulations, on the job training, computer based training (CBT).								
UNIT-IV	IMPLEMENTATION AND EVALUATION OF TRAINING						Classes: 10	
Development of training, implementation, transfer of training, major players in training and development, rational for evaluation, resistance to training evaluation, types of evaluation.								
UNIT-V	AREAS OF ORGANIZATIONAL TRAINING						Classes: 08	
Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and competency mapping.								
Text Books								
1. P.NickBlanchard,JamesW. Thacker,A.AnandRam,“EffectiveTraining”, 4e,Pearson,2012.								
Reference books								
1. Raymond A Noe,AmitabhDeoKodwani, “Employee Training andDevelopment”, McGrawHill, 2012. 2. RolfLynton,UdayPareek, “TrainingforDevelopment”Sage,2012. 3. JeanBarbazette, “TrainingNeedsAssessmentMethods,Tools,andTechniques”-Wiley,2014								

Web References:

1. <http://serverlib.moe.gov.ir/documents/10157/42675/Employee+Training+and+Development.pdf>
2. <http://facta.junis.ni.ac.rs/eao/eao200702/eao200702-13.pdf>

E-Text Books:

<http://trainingstation.walkme.com/5-best-employee-training-books/>

STRATEGIC HUMAN RESOURCE MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB409	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorials Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the international management and human resource planning. II. Gather information about global business. III. Analyze about relation and carrier of management. IV. Demonstrate the human resource practices and their positive influence on the company's bottom line.								
UNIT-I	INTERNATIONAL HUMAN RESOURCE MANAGEMENT						Classes: 10	
Introduction, objectives an scope of international human resource management, cultural and reality shock , international human resource management models , concept, pool’s adaptation of Harvard model, the Brewster and bournois model, case study, comparative employment policy , concept, significance, convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), individuality (INV), masculinity (MASC).								
UNIT-II	SOCIAL ENVIRONMENT AND STAFFING						Classes: 10	
Concept, social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques, case study, cultural literacy and human resource information system in global business ,cultural awareness, essentials, advantages, cultural skills for co-operative advantages, human resource information system: concept ,limitations and uses, designing of human resource information system, computerized skill inventories.								
UNIT-III	BUSINESS MANAGEMENT OF GLOBAL COMPANIES						Classes: 05	
Characteristics of global companies, Difference between domestic and global companies, H.R. strategy planning for global organizations, HRM approaches in global companies. Developing Global Managers, Global literate leader: concept, essential qualities, communication and interpersonal Relations, Training, Career development, succession planning, managerial stimulation’s.								
UNIT-IV	HRM IN EUROPE AND JAPAN						Classes: 10	
Background of Europe, the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice, the parliament, the social charter, E.C. legislation procedure, case study; Japans Employee management: Introduction, lifetime employment, characteristics, importance, limitations, the seniority wage system, relevance of Japanese Management in Indian Context, case study.								
UNIT-V	THE AMERICAN APPROACH TO HRM						Classes: 10	
Scientific Management, Behavioral an humanistic psychology, organic theories of management, the practice of HRM in American organizations, encouragement of union avoidance, transforming unionized industrial relations, case study. International Compensation - Principles of International Compensation, Methods and practices of International Compensation, International Compensation and employee satisfaction, case study.								

Text Books:
1. Strategic Human Resource Management by “randall s. schuler and susan e jackson” Publisher: Blackwell Publishing.
Reference Books:
1. Human Resource Champions by Dave Ulrich, Publisher: Harvard Business School Press. 2. International Human Resource Management by Randall Schuler and Dennis Briscoe, (Routledge Global Human Resource Management Series 3. International Human Resource Management by Monir Tayeb, Publisher: Oxford University Press. 4. Corporate HRD by Biswajeet Pattanayak, Publisher: Excel Books
Web References:
1. https://www.studynama.com/community/threads/465-international-human-resource-management-pdf-lecture-note-ebook-download-mba 2. https://www.scribd.com/doc/15744060/international-human-resource-management
E-Text Books:
1. https://books.google.co.in/books/about/International_human_resource_management.html?id=FciK6xtWfy0CFreemanagementebooks.com 2. http://bookboon.com/en/hrm-ebooks

BUSINESS INTELLIGENCE

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMB410	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorials Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the data ware housing, data mining for business intelligence. II. Apply business rules and data mining for business intelligence. III. Understand how data-processing machines used for auto-abstracting and auto-encoding of documents. IV. Improve the timeliness and quality of inputs to the decision process.								
UNIT-I	INTRODUCTION TO BUSINESS INTELLIGENCE						Classes: 10	
The business pressure, responses and support model, definition of business intelligence, architecture of business intelligence, styles of business intelligence, vent driven alerts, a cyclic process of intelligence creation. The value of business intelligence, value driven and information use, performance metrics and key performance indicators, horizontal use cases for business intelligence.								
UNIT-II	DATA WARE HOUSING						Classes: 10	
Definitions and concepts, data ware housing process an innovation, data warehousing Implementation , data warehousing administration, security issues and future trends. Business performance management, overview strategic plan, monitor, performance measurement, business performance management methodologies, business performance management techniques, performance dashboard and scorecards.								
UNIT-III	DATA MINING FOR BUSINESS INTELLIGENCE						Classes: 05	
Data mining concepts and definitions, data mining applications, artificial neural networks for data mining. Text and web mining, natural language processing. Text mining applications, text mining process, tools, web mining overview, web content overview, web structure mining, web usage mining.								
UNIT-IV	BUSINESS RULES						Classes: 10	
The value preposition of business rules, business rules approach, business rule system sources of business rules and management approach.								
UNIT-V	BUSINESS INTELLIGENCE IMPLEMENTATION						Classes: 10	
Business intelligence and integration implementation, connecting in business intelligence systems, issues of legality, privacy and ethics, social networking and business intelligence.								
Text Books: 1. Efraim Turban et al. “Business Intelligence” 2e, Pearson Education, 2012. 2. David Loshin “Business Intelligence” 2e, Elsevier, 2012. 3. Rajiv Sabherwal “Business Intelligence” Wiley Publications, 2012.								
Reference Books: 1. Philo Janus, StaciaMisner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 and Office 2010, TMH, 2011. 2. Nina GodboleandSunitBelapure“ Cyber Security” Wiley India 2012. 3. Jawadekar, MIS Text and Cases, TMH, 2012.								

Web References:
<ol style="list-style-type: none"> 1. http://www.redbooks.ibm.com/redbooks/pdfs/sg245415.pdf 2. http://www.win.tue.nl/~mpechen/courses/TIES443/handouts/lecture02.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://bookboon.com/en/making-the-most-of-big-data-ebookFreemanagementebooks.com 2. http://download.101com.com/tdwi/ww24/whatworks24digitaledition.pdf

DATABASE MANGEMENT SYSTEMS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB411	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorials Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the concepts of warehousing and data management. II. Provide mass storage of relevant data and make access to the data. III. Maintain database system and provide the relevant information. IV. Eliminate redundant data and allow for multiple users to be active at one time.								
UNIT-I	MANAGING DATA						Classes: 10	
Individual data management, organizational data management, components of organizational memory, evaluation of database technology file, oriented systems: meeting the need for random access processing information as resource, other limitations of traditional file systems, data base systems, hierarchical network model systems, relational database systems, database systems: hardware, software, data, people and relationship of the four system components.								
UNIT-II	DATABASE SYSTEMS IN THE ORGANISATIONS						Classes: 10	
Data sharing and data bases ,sharing data between functional units, sharing data between different levels of users, sharing data between different locations, the role of the data base, strategic data base planning, the need for data base planning, the data base project, the data base development life cycle (DDLCC).								
UNIT-III	RISKS AND COSTS OF DATABASE:						Classes: 05	
Organizational conflicts, development project failures, system failure, overhead costs, need for sophisticated personnel. Separating physical and logical data representation, client / server data base architecture, three level data base architecture.								
UNIT-IV	DATA WAREHOUSING INTRODUCTION						Classes: 10	
What is a data warehouse, who uses data warehouse, need for data warehouse, applications of data warehouse concepts. The data warehouse data base: context of data warehouse data base, data base structures , organizing relational data warehouse ,multi-dimensional data structures, choosing a structure, getting data into the data warehouse ,extraction, transformation, cleaning, loading and summarization, meta data, human meta data, computer based meta data for people to use, computer, based meta data for the computer to use.								
UNIT-V	ANALYZING THE CONTEXTS OF THE DATA WAREHOUSE						Classes: 10	
Active analysis, user queries , OLAP, OLAP Software Architecture , web based OLAP, General OLAP product characteristics, automated analysis , data mining, creating a decision tree, correlation and other statistical analysis, neural networks, nearest neighbor approaches, putting the results to use. constructing a data warehouse system: stages of the project ,the planning stage ,justifying the data warehouse, obtaining user buy-in ,overcoming resistance to the data warehouse, developing a project plan, data warehousing design approaches ,the architecture stage ,the data warehouse data base, the analysis architecture ,data warehouse hard ware.								
Text Books:								

<ol style="list-style-type: none"> 1. Richard T Watson, Data Management Data Bases and Organisations, 5/E , Wiley – India, 2006 2. Berson Smith, Data Warehousing, Data Mining 7 OLAP, TMH, 2007 Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education.
Reference Books:
<ol style="list-style-type: none"> 1. Sivanandam, Data Mining Techniques and Tasks, Thomson, 2006 2. Gary W Hansen, James V Hansen: Data Base Management and Design, 3E, PHI – 2006 3. Michael J.A. Berry, Gordon S. Linoff, Data Mining Techniques, 2/e, Wiley -India, 2005.
Web References:
<ol style="list-style-type: none"> 1. http://www.ddegjust.ac.in/studymaterial/mca-3/ms-11.pdf 2. http://people.inf.elte.hu/nikovits/DB2/Ullman_The_Complete_Book.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.tutorialspoint.com/dbms/dbms_tutorial.pdf 2. http://sirpabs.ilahas.com/ebooks/Computer%20and%20Technology/Database%20Mgmt/Database.Management.Systems.2nd.Edition.pdf

DECISION SUPPORT SYSTEM

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB412	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand how to build and implement decision support system. II. Understand decision support system benefits, types, building and implementation. III. Know the DSS software tools, group decision supportive system, and data warehousing. IV. Improve spurring research in the area of group decision support systems.								
UNIT-I	INTRODUCTION TO DECISION SUPPORT SYSTEM (DSS)						Classes: 10	
How decision support system evolved, decision support system benefits, systems, information quality and models, dataflow diagram information quality, types of decision support system, decision support system hierarchy, generalizing decision support system categories.								
UNIT-II	BUILDING AND IMPLEMENTING DECISION SUPPORT SYSTEM						Classes: 10	
Decision support system on the center corporate systems, internet and client/ server, Computing in decision support system, decision support system on standalone system, choosing a decision support system hardware environment.								
UNIT-III	DECISION SUPPORT SYSTEM SOFTWARE TOOLS						Classes: 05	
Standard package, specialized tools and generators, programming language for decision support system, building decision support system. Decision support system development process, project development participants, overcoming resistance of change, models in decision support system.								
UNIT-IV	GROUP DECISION SUPPORT SYSTEM						Classes: 10	
Why group decision support system ,group vs. individual activities, media richness and task types, types of group decision support system, group decision support system in use today, group ware products.								
UNIT-V	DATA WAREHOUSING						Classes: 10	
What is data warehousing, data warehousing concepts, the data warehousing database, database structure, getting the data into the data warehouse, metadata.								
Text Books: 1. EfremG.Mallach” Decision Support and Data Warehouse Systems” TMH,2012 2. Efraim Turban “Decision Support and Business Intelligence Systems” Pearson , 2012. 3. Dhiraj Sharma: Foundations of I T, Excel, 2015.								
Reference Books: 1. Nina GodboleandSunitBelapure“ Cyber Security” Wiley India 2012. 2. Jawadekar, MIS Text and Cases, TMH, 2012. 3. Dr.Milind M Oka “Cases in Management Information system ‘Everest, 2012.								
Web References: 1. Ecomputernotes.com/mis/structure-and.../discuss-in-detail-the-decision-support-system 2. www.tutorialspoint.com/management...system/decision_support_system.htm								

E-Text Books:

1. http://www.zums.ac.ir/files/research/site/ebooks/numerical%20analysis%20and%20scientific%20computing/decision_support_systems.pdf
2. https://books.google.co.in/books/about/decision_support_systems.html?id=dx6e0oe9yhicandredir_esc=y

ADVANCED MATERIALS MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB413	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Enrich the knowledge of Integrated Materials Management. II. Provide the conceptual and Practical understanding of codification and Q based Inventory System. III. Analyze stores layouts and Purchase Performance. IV. Categorize the inventory according to priority levels with codification.								
UNIT-I	INTEGRATED MATERIALS MANAGEMENT						Classes: 06	
Concept of Integrated Materials Management (IMM), Organizing for IMM, Types of Inventories, Inventory Problems in India.								
UNIT-II	CODIFICATION						Classes: 10	
Computerization and Information Systems, Standardization and Variety Reduction, Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis.								
UNIT-III	Q-BASED INVENTORY SYSTEM						Classes: 07	
P Based Inventory System, S-S based Inventory System. Practical Inventory Models and Inventory Valuation.								
UNIT-IV	PURCHASING						Classes: 12	
Source Selection , AHP for Vendor Rating, Purchase Budget, Systems, Tenders, Price Negotiations, Forward Buying, Purchasing Capital Equipment's, Seasonal Goods, Special Items, Deferred Payment Schemes, Lending Institutions, Global Purchases, Government Buying, EGS and D, Rate Contract, Insurance, Legal Aspects in Purchasing, Evaluation of Purchase Performance.								
UNIT-V	STORES LAYOUTS						Classes: 10	
Stores Accounting Procedures and Forms, Stock Verification, Practical Problems in Management of Dead Stocks, Surplus and Scraps, Evaluation of Stores Performance, Materials Handling and Transportation Management.								
Text Books:								
1. Gopala Krishnan, P and Sundanese, M: Materials Management – An Integrated Approach; Prentice Hall of India Private Ltd. 2. Gopala Krishnan, P and Sandilya, M.S: Inventory Management – Text and Cases; The Macmillan Company of India Ltd.								
Reference Books:								
1. Ammer, D.S, Materials Management; Irwin. 2. Datta, A.K: Materials Management – Procedures, Text And Cases; Prentice Hall of India Private Ltd. 3. Gokaran, P.R: Essentials Of Materials Management; Somaiva Publications.								

4. Menon, P.G: Materials Management and O.R. in India; M.M.J. Publications.
Web References:
1. http://www.tandf.co.uk/journals/titles/00207543.asp 2. http://www.informaworld.com/smpp/title~content=t713696255 3. www.scrip.org 4. http://www.springerlink.com/content/f780526553631475/ 5. www.sciencedirect.com
E-Text Books:
1. link.springer.com/book/10.1007%2F978-3-319-03749-3 2. www.sciencedirect.com/science/book/9780124077898 3. www.vbripress.com/book/amseries 4. amazon.in/material+management+books

ADVANCED PRODUCTION MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB414	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Enrich the knowledge of advanced production system concept. II. Know different types of location problems. III. Provide the information on aggregate planning. IV. Analyze assembly line balancing and inventory models.								
UNIT-I	ADVANCED PRODUCTION SYSTEM						Classes: 06	
Advanced production system concept, forecasting using multiple regression (matrix method), productivity Improvement strategies, introduction to CIM, recent trends in manufacturing process.								
UNIT-II	LOCATION PROBLEMS						Classes: 09	
Single facility location problem, multi-facility location problem, minim ax location problem, computerized layout techniques, ALDEP, CRAFT, group technology, rank order clustering algorithm.								
UNIT-III	AGGREGATE PLANNING						Classes: 12	
Concepts, mathematical model. Master scheduling, single machine scheduling: SPT rule, EDD rule, branch and bound algorithm to minimize mean Tardiness. Flow Shop Scheduling: Johnson’s algorithm and its extension. Branch and bound technique to minimize makes pan, CDS heuristic, job shop scheduling: priority rules, Non-delay schedule generation, active schedule generation , travelling salesman problem and its use to solve single machine scheduling problem with dependent set up time.								
UNIT-IV	ASSEMBLY LINE BALANCING						Classes: 08	
RPW technique, COMSOAL, Resource allocation and resource leveling in project networks, replacement analysis: due to wear and Tear, economic life determination, due to complete failure, distinction between break down maintenance and preventive maintenance, use of Simulation for maintenance management decision.								
UNIT-V	INVENTORY MODELS						Classes: 10	
Quantity discounts, EOQ model for multi-item joint replenishment (purchase model, manufacturing model, purchase model with space constraint), probabilistic models, PandQ Systems of Inventory, ABC classification, VED, analysis, FSN analysis, review of control charts for variables and attributes, introduction to sampling, design of single sampling plan, six sigma.								
Text Books: Panneerselvam. R., Production and Operations Management, PHI Learning Pvt. Ltd., New Delhi, 2005								
Reference Books: 1. Everett E. Adam and Ronald J. Ebert: Production And Operations Management, Prentice Hall, 1994. 2. William J. Stevenson: Production/Operations Management, Richard Irwin. 3. Joseph G. Monks: Operations Management Theory And Problems, McGraw Hill.								

4. Norman Gaither: Production and Operations Management, The Dryden Press. Jack R. Meredith, The Management of Operation, John Wiley and Sons.
Web References:
1. http://www.informaworld.com/smpp/title~content=t713696255 2. http://www.tandf.co.uk/journals/titles/00207543.asp 3. www.scirp.org 4. http://www.springerlink.com/content/f780526553631475/ 5. http://www.sciencedirect.com
E-Text Books:
http://www.alibris.com/search/books/subject/Production-management

COMPUTER SIMULATION

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB415	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand stochastic models. II. Know the various aspects of simulation. III. Use high level languages and GPSS in a stochastic environment. IV. Emphasize of queuing production and inventory maintenance.								
UNIT-I	INTRODUCTION						Classes: 08	
Concept of systems, concept of simulation, types of simulation, simulation as a decision making tool, Monte Carlo simulation, types of models, steps of modeling, need for simulation, advantages of simulation								
UNIT-II	RANDOM NUMBERS						Classes: 09	
Method of generating Pseudo random numbers, Continuous probability distributions, Discrete probability distributions, Characteristics of random numbers, Statistical Tests to test the randomness of random numbers.								
UNIT-III	DESIGN OF SIMULATION EXPERIMENTS						Classes:12	
Problem formulation, Data collection, Data reduction, Random variables, Logical flow chart, Starting conditions, Validation, experimental design, output analysis. Simulation using High Level Languages: Single server models, Multi-Server Models.								
UNIT-IV	DISCRETE SIMULATION LANGUAGES						Classes: 06	
Introduction to simulation languages, comparison of simulation languages, Study of GPSS								
UNIT-V	CASE STUDIES						Classes: 10	
Development of simulation model using GPSS for systems like: queuing production, inventory, maintenance, etc.								
Text Books:								
1. Jerry Banks, John S. Carson, Barry L Nelson, David M. Nicol, P. Shahabudeen, Discrete event System Simulation, Pearson Education, 2007 2. Thomas J. Schriber, Simulation using GPSS, John Wiley, 1991								
Reference Books:								
1. T.H. Naylor, et.al., Computer Simulation Techniques John Wiley. 2. G. Gordon, System Simulation, Prentice-Hall. 3. Banks and Carson, Discrete Event Simulation, Prentice-Hall. 4. MichalePid, computer simulation in management science, john wiley. 5. R.E. Shannon, System Simulation: The Art Of Science, Prentice-Hall. 6. R. Panneerselvam, Operations Research, PHI Learning Pvt. Ltd., 2006.								

Web References:

1. <http://www.sciencedirect.com>
2. <http://www.ebsco.com>
3. <http://www.google scholar.com>
4. <http://www.scirp.org>
5. <http://www.springerlink.com>

E-Text Books:

1. <http://www.e-booksdirectory.com> > Computers and Internet
2. <http://.www.opensourcephysics.org/items/detail.cfm?ID=7375>
3. <http://www.textbooks.com> > ... > Applications Of Computer Science e-textbooks

SUMMER INTERNSHIP

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB203	Core	L	T	P	C	CIA	SEE	Total
		-	-	3	2	30	70	100
Contact Classes: Nil	Tutorial Classes:	Practical Classes: 45			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the product mix and strategies of the organization, structure of organization, reporting Systems and general administration of the organization. II. Understand the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization. III. Understand how to do the routine work related to job.								
APPROACH TO DECIDE SUMMER INTERNSHIP Students should take covering letter/s, addressed to the organization/professional, before second mid of Second semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer Internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA. Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, government departments etc., or work with any professional(like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, Petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model.								
REPORTS A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains. Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.								

ENTREPRENEURIAL DEVELOPMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB014	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the mindset of the entrepreneurs. II. Identify ventures for launching the new companies. III. Develop an idea on the legal framework. IV. Understand strategic perspectives in entrepreneurship.								
UNIT-I	UNDERSTANDING ENTREPRENEURIAL MINDSET						Classes: 08	
The Revolution impact of entrepreneurship, the evolution of entrepreneurship approaches to entrepreneurship process approach, twenty first century trend s in entrepreneurship.								
UNIT-II	THE INDIVIDUAL ENTREPRENEURIAL MINDSET						Classes: 09	
The individual entrepreneurial mind set and personality: the entrepreneurial journey, stress and the entrepreneur, the entrepreneurial ego entrepreneurial motivations, corporate entrepreneurial mind nature of corporate entrepreneur conceptualization of corporate entrepreneurship strategy sustaining corporate entrepreneurship.								
UNIT-III	LAUNCHING ENTREPRENEURIAL VENTURES						Classes: 09	
Opportunities identification, entrepreneurial imagination and creativity the nature of the creativity process innovation. Entrepreneurship methods to initiate ventures creating new ventures, acquiring an established entrepreneurial venture franchising hybrid disadvantage of franchising.								
UNIT-IV	LEGAL CHALLENGES OF ENTREPRENEURSHIP						Classes: 10	
Intellectual property protection, patents, copyrights trademarks and trade secrets, avoiding trademark pitfalls, formulation of the entrepreneurial plan the challenges of new venture startups, poor financial understanding, critical factors for new venture development, the evaluation process, feasibility criteria approach.								
UNIT-V	STRATEGIC PERSPECTIVES IN ENTREPRENEURSHIP						Classes: 09	
Strategic planning strategic actions, strategic positioning business stabilization, building the adaptive firms, understanding the growth stage, unique managerial concern of growing ventures.								
Text Books:								
1. “Entrepreneurship-A South- Asian Perspective“, DF KuratkoandTV Rao, CengageLearning,1/e,2012. 2. Gordon andNatarajan “Entrepreneurship Development” Himalaya 2008. 3. Coulter,”Entrepreneurship in Action” PHI, 2nd Edition. 4. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand and Co. Ltd.								
Reference Books:								
1. Coulter, “Entrepreneurship in Action” PHI, 2nd Edition.								

2. S.S. Khanka, “Entrepreneurial Development”, 2007, S. Chand and Co. Ltd. 3. VasanthDesai, “Dynamics of Entrepreneurial Development and Management”, 2007, HPH MilleniumEdition. 4. P. Narayana Reddy, “Entrepreneurship – Text and Cases”, 2010, 1st Ed, CengageLerning.
Web References:
1. http://www.freebookcentre.net/business-books-download/entrepreneurial-development.html 2. http://depintegraluniversity.in/userfiles/entrepreneurship%20development.pdf
E-Text Books:
1. Http://bookboon.com/en/entrepreneurship-ebooks 2. Http://pdf-directory.org/ebook.php?id=rejjanenzvyc

MANAGEMENT OF TECHNOLOGY

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB015	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Emphasize of technology in conduct of business II. Apply technology to achieve optimum results. III. Understanding the latest techniques of management. IV. Identify the technical needs in recent business trends.								
UNIT-I	TECHNOLOGICAL INNOVATION						Classes: 08	
The need for a conceptual approach, technological innovation as a conversion process factors contributing to successful technological innovation. Strategies for research and development: research and development as a business, resource allocation to research and development, research and development strategy in the decision making process, selection and implementation of research and development strategy, research and development and competitive advantage, new product development techniques for creative problem solving.								
UNIT-II	FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT						Classes: 09	
Financial evaluation of research and development projects: the need for cost effectiveness, financial forecasts, risk as a factor in financial analysis, project selection formulae and allocation of resources, DCF and other techniques of evaluating research and development ventures.								
UNIT-III	RESEARCH AND DEVELOPMENT						Classes: 09	
Program planning and control, portfolio planning, project planning and control, project termination, resource allocation and management. New product development: new product development as a competitive strategy, market research for developing new products. Commercialization of research outcomes, industrial design, product architecture and design for manufacture, developing indigenous substitute for raw materials.								
UNIT-IV	TECHNOLOGICAL FORECASTING FOR DECISION MAKING						Classes: 10	
The definition of technological forecasting, forecasting, system inputs and outputs, classification of forecasting techniques, organization for technological, forecasting, current status.								
UNIT-V	TRANSFER OF TECHNOLOGY						Classes: 09	
Transfer of technology: modes of technology transfer, price of technology transfer, negotiation for price of management of technology.								
Text Books: 1. Lucy C. Morse , Daniel L. Babcock : Managing Engineering and Technology (6th Edition), Person 2. Khandwala: Corporate Creativity, TMH, 2015. 3. Norma Harison and Samson: Technology management – Text and cases, TMH								
Reference Books: 1. Tarek Khalil: Management of Technology—The Key to Competitiveness and Wealth Creation. 2. McGraw Hill, Boston, 2015.								

3. V.K.Narayanan: Managing Technology and Innovation for Competitive Advantage, Pearson.
Web References:
1. http://www.change-management.com/Prosci-Defining-Change-Management.pdf 2. http://www.tcs.com/SiteCollectionDocuments/White%20Papers/EntSol-Whitepaper-Change-Management-Theories-Methodologies-0213-1.pdf .
E-Text Books:
1. http://www.nickols.us/four_strategies.pdf 2. http://ifcext.ifc.org/ifcext/spiwebsite1.nsf/0/00DB06A86B84D253852576BA000E2AF0/\$File/MoC%20Procedure.pdf

RETAILING MANGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMB416	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
OBJECTIVES: The course should enable the students to I. Learn the modern retailing concepts and understand the present retailing trends. II. Understand shopping environment, retail formats, functions, retail operation and promotion. III. Emphasize pricing and supply chain management. IV. Manage retail operations with different strategies in retailing.								
UNIT-I	INTRODUCTION TO RETAIL MANAGEMENT						Classes: 08	
Meaning of Retail and Retailing, History, types, functions, utilities, theories of retailing, e tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, foreign direct investment retailing, Rural marketing, ethics in retailing.								
UNIT-II	UNDERSTANDING SHOPPERS AND SHOPPING						Classes:09	
Shopping Environment, shopping in a Socio Cultural Contest, shopping process shopping behavior, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.								
UNIT-III	DELIVERING VALUE THOUGH RETAIL FUNCTIONS						Classes: 09	
Classification of formats, ownership based, store based, on store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place. Marketing Structure, the demand side of retailing, non-price decisions, types of competition, evolution of retail competition, future changes in retail competition.								
UNIT-IV	PRICING AND SUPPLY CHAIN MANAGEMENT						Classes: 09	
Pricing Objectives and Policies, Interactive Pricing Decisions, different Pricing Strategies, and Price. Adjustment Strategies. supply chain management introduction, drivers of supply chain management, supply chain management and competitive advantages, types of supply chain supply chain length, width, control of supply chain, framework of Supply Chain Management ,supply chain management network structure, Supply Chain Business Process, supply chain management components, Retail Inventory Management, Retail Logistics Management.								
UNIT-V	RETAIL BUYING AND MANAGING RETAIL OPERATIONS						Classes: 10	
Objectives of buying, organization buying, retailing buying behavior, models of buying behavior, buyer responsibilities, merchandising and assortment plans merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout and design, merchandise display fixtures, positioning of merchandise, materials and finishes, floors, interior walls, ceilings, lightings, music, graphics exterior signage, interior signage, layouts for e tailers.								
Text Books:								
1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, “Managing Retailing”, 2nd Edition, Oxford, 2012. 2. Lusch, Dunne, Carver, “Introduction to Retailing”, 7th Edition, Cengage Learning, 2015. 3. Suja Nair, “Retail Management”, Himalaya Publication House, 2012.								

Reference Books:
<ol style="list-style-type: none"> 1. AdityaPrakashTripathi, NoopurAgrawal,"Fundamentals of Retailing" (text and cases), Himalaya Publication House, First Edition, 2009. 2. SwapnaPradhan," Retail Management-Text and Cases", TMH, 2015. 3. Dr. Harjit Singh, "Retail Management a global perspective" text and cases, Chand, 2011
Web References:
<ol style="list-style-type: none"> 1. http://catalogue.pearsoned.ca/assets/hip/ca/hip_ca_pearsonhighered/samplechapter/0131204017.pdf 2. http://www.pondiuni.edu.in/storage/dde/downloads/markiii_rm.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.welingkaronline.org/autoptlibrary/librarynotices/retailmanagement.pdf 2. http://catalogue.pearsoned.ca/assets/hip/ca/hip_ca_pearsonhighered/samplechapter/0131204017.pdf

PRODUCT AND BRAND MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMB417	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Impart the knowledge and skills needed to manage the product and brand. II. Understand the competitive advantage in a business organization. III. Create an awareness of brands and brand models. IV. Evaluate the system for new product development.								
UNIT-I	PRODUCT CONCEPTS						Classes: 08	
Product, policy, objectives, product mix, product line, packaging, product modification and deletion. New product development: innovation, theories of new product development, models of new product development, generic product development process.								
UNIT-II	NEW PRODUCT DEVELOPMENT						Classes: 09	
New product introduction, growth strategies intensive, interactive, diversification strategies. Product portfolio analysis Boston consultancy group, general electric, ad little. Shell international. Idea generating device. Role of research and development. Product maps, market maps and joint space maps. Idea screening. Product concept generation, concept selection, and concept testing, product architecture, design for manufacturing, prototype product.								
UNIT-III	PERCEPTUAL MAPPING						Classes: 09	
Perceptual mapping, preference, choice models, wind Robertson market model, brandied model and defender model. Designer and preamps, flow charts and concepts, Innovation diffusion and adoption process.								
UNIT-IV	BRAND MANAGEMENT						Classes: 09	
Brand vs. commodity, understanding brands, benefits of branding, brand attributes, branding decisions, brand awareness, brand image, brand personality, brand positioning, attribute positioning, price or quality positioning, use or application positioning and user positioning and repositioning. Brand extensions, line extensions, brand licensing and franchising and global branding.								
UNIT-V	BRAND EQUITY						Classes: 10	
Creating brand equity, brand equity models brand asset valuator, asker model, brands', and brand resonance, measuring brand equity, brand audits, brand tracking, brand valuation: managing brand equity, brand worth, brand reinforcement, brand revitalization and brand crisis.								
Text Books: 1. Pessemier Edgar, "Product Management", 1982, John Wiley and Sons. 2. Ulrich K T, AnithaGoyal, "Product Design and Development", 2010, McGraw Hill. 3. U C Mathur, "Product and Brand management", 2009, Excel Books, New Delhi.								
Reference Books: 1. Richard Elliott, "Strategic Brand management", 2007, Oxford press. 2. Philip Kotler and Keller, "Marketing Management", 2012, 12 th edition, Pearson								

3. Dr.Anandan, “Product Management”, 2010, Tata McGraw Hill.

Web References:

1. <https://www.studynama.com/community/threads/338-Brand-management-pdf-lecture-notes-ebook-download-for-mba-students>
2. http://www.kvimis.co.in/sites/kvimis.co.in/files/ebook_attachments/Keller%20Strategic%20Brand%20Management.pdf

E-Text Books:

1. <https://www.scribd.com/doc/17045977/product-and-brand-management-a-concise-note-on-everything-about-product-and-brand-management>
2. http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%204th%20semester%20ebook%20materials/dmgt508_product_and_brand_management.pdf

RURAL MARKETING

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
IA16-C4005	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to I. Impart the knowledge and skills about rural marketing II. Create importance and necessity of rural marketing III. Design and apply rural marketing strategies. IV. Understand the strategies in marketing.								
UNIT-I	INTRODUCTION TO RURAL MARKETING						Classes: 09	
Meaning, scope, definition and importance, rural versus urban mindsets, growth of rural markets, basic differences between rural, semi urban and urban markets. rural market research and profile of rural consumer , research, location for conducting research, classification of rural consumer based on economic status, profile of rural consumer, rural consumer behavior.								
UNIT-II	RURAL MARKETING SEGMENTATION						Classes: 09	
Basis of market segmentation, multi attribute segmentation, classification of markets, regulated market, defects/problems of regulated market, role of regulated markets on marketing of agricultural produce, significance of regulated markets to agriculturists. Rural communications, rural communication, role of media in rural markets, conventional media, the main problems in rural communication.								
UNIT-III	RURAL MARKETING STRATEGIES						Classes:09	
Product strategies, pricing strategies, distribution strategies, production strategies, methods of sale, hath system, private negotiations and quotations on samples, data and magnum sale methods. Open auction method, sales force management for rural marketing and marketing agencies managing the sales force, sales force management in rural marketing, prevalence of beoparis.								
UNIT-IV	ROLE OF GOVERNAMENT IN DEVELOPING AGRICULTURE MARKETING						Classes:09	
Government intervention in marketing system, role of agencies like, council of state agricultural marketing boards, , state trading, cooperative marketing, types of cooperative marketing societies, co-operative processing, national agricultural cooperative marketing federation, national co-operative development corporation, public distribution system , food corporation of India, directorate of marketing and inspection, national institute of agricultural marketing.								
UNIT-V	AGRICULTURAL CREDITAND CROP INSURANCE						Classes: 09	
Agricultural credit policy, institutional agreements for agricultural credit, crop insurance, agricultural insurance role of it in rural marketing infrastructure, importance and scope, modern techniques for rural distribution.								
Text Books:								
1. Raja Gopal.” Rural marketing”, Himalaya publishing,2009 2. Ramkishen Y,” New perspectives on rural marketing” 2nd Edition, Oxford, 2012								

Reference Books:
<ol style="list-style-type: none"> 1. K S HabeebRahman ,”Rural Marketing in India” ,Himalaya Publishing. 2. R. V. Bedi Rural,” Marketing in India”, Himalaya Publishing. 3. R. C. Arora,” Integrated Rural Development”, R. C. Arora, S. Chand and Co.
Web References:
<ol style="list-style-type: none"> 1. https://www.scribd.com/doc/10553358/Rural-Marketing 2. http://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.pondiuni.edu.in/storage/dde/downloads/markiv_rm.pdf 2. http://www.pondiuni.edu.in/sites/default/files/Rural-Marketing-260214.pdf

STRATEGIC INVESTMENT AND FINANCING DECISIONS

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB419	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to I. Understand the role of financial strategies. II. Evaluate the financial resources and different financial decisions. III. Apply Strategies to avoid risk in the business and to face uncertainties. IV. Be aware of critical analysis of appraisal techniques.								
UNIT-I	INVESTMENT DECISIONS UNDER CONDITIONS OF RISK						Classes: 09	
Concepts of risk and uncertainty. Risk analysis in investment decisions. Risk adjusted rate of return, certainty equivalents, and probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo approach to simulation. Investment decisions under capital constraints: capital rationing vs. portfolio. Portfolio risk and diversified projects.								
UNIT-II	INVESTMENTS AND DISINVESTMENTS						Classes: 09	
Types of investments and disinvestments, project abandonment decisions, evidence of internal rate of return. Multiple internal rate of return modified internal rate of return, pure, simple and mixed investments. Lorie savage paradox. Adjusted net present value and Impact of inflation on capital budgeting decisions.								
UNIT-III	CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES						Classes:09	
Discounted pay back, post pay back, surplus life and surplus payback, bail out pay back, return on investment, equivalent annual cost, terminal value, single period constraints, multi period capital constraint and an unresolved problem. Net present value mean variance analysis, hertz simulation and hillier approaches. Significance of information and data bank in project selections.								
UNIT-IV	STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS						Classes:09	
Lease financing, leasing vs. operating risk, borrowing vs. procuring. Hire purchase and installment decisions. Lease risk management, leasing as a Financing decision, advantages of leasing, and leasing decision in practice.								
UNIT-V	FINANCING DECISIONS						Classes: 09	
Mergers and acquisitions basic issues, strategy , diversification and mergers and acquisitions , theories of mergers, types of mergers, cost of mergers, government guidelines for takeover, problems on mergers and acquisitions.								
Text Books:								
1. Harony, J. and I. Swary, 1981, Quarterly Dividends and Earnings Announcements and 2. Altman, E.I. and Kishore, 1999, the Default Experience of U.S. Bonds, Working Paper, Salomon Center. 3. Amihud, Y., B. Christensen and H. Mendelson, 1992, Further Evidence on the Risk-Return Relationship.								

Reference Books:	
1.	Baumol, W.J. and R.E. Quandt, Investment and Decision Rates under Capital Rationing - A Programming Approach.
2.	Baumol, William J. 1952, the Transactions Demand for Cash: An Inventory Theoretic Approach.
Web References:	
1.	http://lib.mdp.ac.id/ebook/Karya%20Umum/Karya%20Umum-Strategic%20Financial%20Management.pdf
E-Text Books:	
1.	http://bookboon.com/en/strategic-financial-management-ebook .
2.	http://utab.ac.rw/books/1410447221.pdf

FINANCIAL MODELLING

Semester: IV								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB420	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the basic features and functions in Excel. II. Build models in different areas of finance including investments. III. Understand the concepts of corporate finance and derivatives. IV. Know how risk can be built into the model to enhance decision making process.								
UNIT-I	UNDERSTANDING THE BASIC FEATURES OF EXCEL							Hours: 09
Introduction to modeling, introduction to excel, understanding advanced features of excel database functions in excel, creating charts, using forms and control toolbox, understanding finance functions present in excel, creating dynamic models.								
UNIT-II	SENSITIVITY ANALYSIS USING EXCEL							Hours: 09
Scenario manager, other sensitivity analysis features, simulation using excel different statistical distributions used in simulation generating random numbers that follow a particular distribution, building models in finance using simulation.								
UNIT-III	EXCEL IN ACCOUNTING							Hours: 09
Preparing common size statements directly from trial balance, forecasting financial statements using excel, analyzing financial statements by using spreadsheet model, excel in project appraisal, determining project viability. Risk analysis in project appraisal, simulation in project appraisal, excel in valuation, determination of value drivers, discontinued cash flow valuation, risk analysis in valuation.								
UNIT-IV	EXCEL IN PORTFOLIO THEORY							Hours: 09
Determining efficient portfolio, creating dynamic portfolios, portfolio insurance, fixed income portfolio management using excel, excel in derivatives black and schools model in excel, Greeks in excel, real options valuation, building a mega model.								
UNIT-V	UNDERSTANDING SUBROUTINES AND FUNCTIONS AND BUILDING SIMPLE FINANCIAL MODELS USING SUBROUTINES							Hours: 09
Recording and editing macros, subroutines and functions, decision rules, message box and input box, debugging, designing advanced financial models using visual basic application user forms, other advanced features, actual model building.								
Text Books: 1. S. Benninga, “Financial Modeling”, 2 nd edition. 2. Francis J. Clauss ,”Financial Modeling with Excel” , (revised May 2006)								
Reference Books: 1. S. Christian Albright, “VBA for Modelers”, 2 nd edition. 2. C. Sengupta,” Financial Modeling Using Excel and VBA”. 3. J. Walkenbach,”Excel 2003 Power Programming with VBA”.								

Web References:

1. <http://www.aazea.com/book/financial-modeling-and-valuation-a-practical-guide/>
2. <https://www.bpmglobal.com/files/downloads/training/fmf/Financial%20Modelling%20Fundamentals.pdf>

E-Text Books:

1. <http://files.leopolds.com/books/Financial.Modeling.4th.Edition.2014.Benninga.pdf>
2. <http://160592857366.free.fr/joe/ebooks/Corporate%20Finance/Wiley%20Advanced%20Modelling%20in%20Finance%20using%20Excel%20and%20VBA.pdf>

FINANCIAL DERIVATIVES

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB421	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Make efficient in the area of Derivatives. II. Gain knowledge about Derivatives, Future Markets, Option Strategies. III. Understand the commodity market. IV. Understand the concepts of swaps.								
UNIT-I	INTRODUCTION TO DERIVATIVES							Classes: 09
Development and growth of derivative markets, types of derivatives uses of derivatives, fundamental linkages between spot and derivative markets, the role of derivatives market, uses and misuses of derivatives.								
UNIT-II	FUTURE AND FORWARD MARKET							Classes: 09
Structure of forward and future markets, mechanics of future markets hedging strategies, using futures, determination of forward and future prices, interest rate futures currency futures and forwards.								
UNIT-III	BASIC OPTION STRATEGIES							Classes: 09
Options, distinguish between options and futures, structure of options market, principles of option pricing. Option pricing models: the binomial model, the black, scholesmerton model. Basic option strategies, advanced option strategies, trading with options, hedging with options, currency options.								
UNIT-IV	COMMODITY MARKET DERIVATIVES							Classes:09
Introduction, types, commodity futures and options, swaps commodity exchanges multi commodity exchange, national commodity derivative exchange role, functions and trading.								
UNIT-V	SWAPS							Classes: 09
Concept and nature, evolution of swap market, features of swaps, major types of swaps, interest rate swaps, currency swaps, commodity swaps, equity index swaps, credit risk in swaps, credit swaps, using swaps to manage risk, pricing and valuing swaps.								
Text Books:								
1. John C Hull, Options, Futures and other derivatives”, Pearson, 2012. 2. Robert A Strong,” Derivatives An Introduction”, Thomson, 2012 3. Gupta,” Financial Derivatives”, PHI, 2012								
Reference Books:								
1. Dubofsky, Miller,” Derivatives Valuations and Risk Management”, Oxford,2012 2. Don M. Chance, Robert Brooks,” Derivatives and Risk Management Basic”, Cengage, 2012. 3. Sundaram Das,” Derivatives Principles and Practice”, McGraw Hill, 2012.								
Web References:								
1. https://bookboon.com/en/derivative-markets-an-introduction-ebook 2. https://en.wikipedia.org/wiki/Book:Financial_Derivatives								

E-Text Books:

1. <http://www.pondiuni.edu.in/sites/default/files/downloads/Financial-derivatives-260214.pdf>
2. <http://down.cenet.org.cn/upfile/10/2007188195141.pdf>
3. <http://polymer.bu.edu/hes/rp-hull12.pdf>

COMPENSATION AND REWARD MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMB422	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to I. Understand compensation and reward system. II. Provide useful information about the latest thinking and developments. III. Understand the practice of compensation management. IV. Explore the new realities of how organizations are approaching the vital tasks of managing for Rewards and developing the capabilities of their people.								
UNIT-I	INTRODUCTION TO COMPENSATION MANAGEMENT							Classes: 09
Compensation, theoretical dimension, economic and behavioral; designing the pay model strategic compensation plan; wage and salary administration at the macro level.								
UNIT-II	WAGE AND SALARY ADMINISTRATION							Classes: 09
Wage and salary administration at the micro level job evaluation, definition, traditional and new techniques; compensation structure, Indian practices; wage boards, pay commissions, compensation management in multinational organizations.								
UNIT-III	CONCEPTS OF EMPLOYEE BENEFITS							Classes:10
Incentives, fringe benefits; establishing a link with performance appraisal and compensation management. Performance linked compensation; benefits and services.								
UNIT-IV	PERFORMANCE BASED PAY							Classes:09
Managerial remuneration pays commission; performance based pay system incentives, executives' compensation plan and packages.								
UNIT-V	COMPENSATION STRTERGIES							Classes:08
Compensation strategy: Recognising the worth and value of employees knowledge and skill, rewarding employees contributions and results achived, supporting team work, compensation package according to current lifestyle and new thinking in the new millennium.								
Text Books								
1. Richard.i. henderson," compensation management in a knowledge based world ", prentice-hall. 2. Edwarde.e. lawler," rewarding excellence (pay strategies for the new economy)" jossey -bass.								
Reference Books:								
1. Thomas.p.plannery, david.a.hofrichterandpaul.e.platten," people, performanceand pay", free press. 2. Michael armstrongandhelenmurlis," hand book of reward management "crust publishing house. 3. Joseph.j. martocchio," strategic compensation - a human resource management approach" -prentice-hall.								
Web References:								
1. https://www.scribd.com/doc/94052058/human-resource-management-notes 2. www.studynama.com > ... > mba/pgdmhr lecture notes, ebooks and handouts								

E-Text Books:

1. <https://www.studynama.com/community/threads/348-compensation-management-pdf-notes-ebook-download-for-mba-hr-students>
2. <http://www.eiilmuniversity.co.in/downloads/compensation-management.pdf>

TALENT AND KNOWLEDGE MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB423	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to I. Understand organizational impacts of knowledge management on people and organizational performance. II. Learn and plan the talent required for an organization. III. Transfer the knowledge in most efficient manner by latest tools and techniques. IV. Acquire knowledge with different mechanisms and systems.								
UNIT-I	MEANING AND IMPORTANCE OF TALENT MANAGEMENT						Classes: 09	
Meaning and importance of talent management. Designing and building a talent reservoir, segmenting the talent reservoir. Talent management grid. Creating a talent management system. Institutional strategies for dealing with talent management.								
UNIT-II	COMPETENCY						Classes: 09	
Meaning, characteristics, types steps in developing a valid competency model. Talent management information systems. Developing a talent management information strategy. Role of leaders in talent management.								
UNIT-III	THE NATURE OF KNOWLEDGE MANAGEMENT						Classes: 09	
The nature of knowledge management alternative views of knowledge. types of knowledge. Location of knowledge. Rise of the knowledge worker. Features of knowledge intensive firm. key processes in knowledge intensive firms.								
UNIT-IV	KNOWLEDGE MANAGEMENT						Classes: 09	
Framework of Hansen earl's seven schools of knowledge management alvesson and karreman's knowledge management approaches. Knowledge management solutions, mechanisms and systems. Knowledge management infrastructure.								
UNIT-V	ORGANIZATIONAL IMPACTS OF KNOWLEDGE MANAGEMENT						Classes: 09	
Organizational impacts of knowledge management on people, processes, products and organizational performance. Factors influencing knowledge management. Knowledge management assessment of an organization importance, types and timing. Knowledge discovery systems.								
Text Books								
1. Ed by Lance A. Berger and Dorothy R Berger. "The Talent Management Handbook", 2004, Tata McGraw Hill edition. 2. Ed by Larry Israelite, "Talent Management", ASTD Press. 3. Sajjad M Jasmuddin, "Knowledge Management", 1 st ed, 2009, Cambridge								

Reference Books:
<ol style="list-style-type: none"> 1. Stuart Barnes, “Knowledge Management Systems”, Ed, Cengage Learning 2. Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, 2009, Pearson Education Inc. 3. Donald Hislop, “Knowledge management in Organizations”, 2009, Oxford University Press
Web References:
<ol style="list-style-type: none"> 1. https://www.pwc.com/us/en/people-management/publications/assets/talent-managment-powering-strategic-initiatives-in-the-pmo.pdf 2. https://www.researchgate.net/publication/220363070_Integrating_talent_and_knowledge_management_Where_are_the_benefits
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.slideshare.net/.../an-overview-of-knowledge-management-and-talent-management. 2. bookboon.com/en/talent-management-a-focus-on-excellence-eBooks

LEADERSHIP AND CHANGE MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB424	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to								
I. Learn the concept of leadership and leadership styles.								
II. Understand the necessity of leadership for changing organizational culture.								
III. Adopt the organizational culture.								
IV. Be aware of employee relations and management of change.								
UNIT-I	INTRODUCTION AND SKILLS APPROACH TO LEADERSHIP						Classes: 08	
Definition, components of leadership, trait approach to leadership, strengths, criticisms, applications, skills approach to leadership Ohio state studies, Michigan studies, Blake and mouton’s leadership gird, strengths, criticisms, applications.								
UNIT-II	CONTINGENCY LEADERSHIP						Classes: 10	
Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, path-goal theory, strengths, criticisms applications.								
UNIT-III	TRANSFORMATIONAL LEADERSHIP						Classes: 09	
A model of transformational leadership, how does transformational leadership defined, strengths, criticisms, applications.								
Servant leadership, definition ten characteristics of servant leader, historical basis, strengths, criticisms and applications.								
UNIT-IV	ORGANIZATIONAL DESIGN AND CHANGE						Classes: 09	
Strategic level change, group and team level change, and individual level change. organizational structure, organizational culture and management of change, change communication, resistance to change, organizational learning, power, politics and organizational change, ethics and managing change, change agents and agency.								
UNIT-V	EMPLOYEE RELATIONS AND MANAGING CHANGE						Classes: 09	
The management of change, technological change employee relations, involvement strategies, management of change, downsizing and the management of change, evaluating and promoting change.								
Text Books								
1. Peter G. Northouse “Leadership: Theory and Practices” Sage Publications, 2012.								
2. Mark Hughes, “Managing Change – a critical perspective”, Universities Press, 2011.								
3. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders “Managing change”, Pearson, 2011.								
Reference Books:								
1. Richerd L. Hughes, “Leadership”, 6th Edition, Mc. Graw Hill, New Delhi.								
2. Udaykumar Haldar, “leadership and team building”, Oxford, 2011.								
3. Gary Yukl, “Leadership in Organizations”, Pearson, 2012.								

Web References:

1. https://www.iimahd.ernet.in/assets/upload/mdp/1818092107Leadershipandchange_final.pdf
2. <https://www.changemanagement.xyz/leadership-and-change-management-notes-for-mba>

E-Text Books:

1. <https://www.freebookcentre.net> › Business and Finance Books
2. <https://www.leadershipthoughts.com> › E books
3. <https://www.citehr.com> › Human Resource Section › Motivation and Improvement

E-BUSINESS

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB425	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the concepts of Electronic Business. II. Analyze the E-Business, E-Business plans. III. Understand the Application and Securing E- Business. IV. Analyze the electronic business applications.								
UNIT-I	ELECTRONIC BUSINESS						Classes:08	
Understanding new internet economy and business, E-business an e-commerce, features of E-Business, advantages of E-Business, business environment, establishing E-Business.								
UNIT-II	E-BUSINESS MODELS						Classes: 10	
E-Business Structure, E-Business models, E-Business model Design, IT infrastructure requirement of E-business models.								
UNIT-III	CREATING E-BUSINESS PLANS						Classes: 09	
Software programs to create a business, Phases /Aspects of E-Business. E-Marketing and sales Strategies, website and portal management.								
UNIT-IV	E-BUSINESS APPLICATIONS						Classes:09	
Characteristics of E-Business applications, Project planning approach for E-Business applications, application integration, application in various domains.								
UNIT-V	SECURING YOUR E-BUSINESS						Classes: 09	
Risk management, business continuity planning, network and web site security, web sire defacement, security audit and penetration testing.								
Text Books								
1. Kulkarni“E-Business” Oxford, 2012. 2. Dave chaffey, e-business and e- commerce management- strategy, implementation and practice, 5 th edition, pearson, 2015. 3. Napier et al “Creating a Winning E-Business” Cengage, 2012.								
Reference Books:								
1. Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2015. 2. Elias M Awad, Electronic Commerce, PHI,2012 3. Jawadekar, MIS Text and Cases, TMH, 2012.								
Web References:								
1. https://en.wikipedia.org/wiki/Electronic_business 2. https://www.oasis-open.org/committees/download.php/17817/ebxmljc-WhitePaper-wd-r02-en.pdf								

E-Text Books:

1. <http://www.kolegijfama.eu/material/Biblioteka%20Elektronike/Introduction%20to%20e-Business%20Management%20and%20Strategy.pdf>
2. <http://software.ucv.ro/~cbadica/didactic/ce/documente/ModeleEBusiness.pdf>

CYBER SECURITY

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB426	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand cybercrime, tools and methods used in cybercrime and cyber security. II. Understand Computer forensic system and cyber security. III. Be aware of intellectual property rights for cyber security. IV. Understand technologic challenges from hand held devices.								
UNIT-I	CYBER CRIME						Classes: 08	
Mobile and wireless devices, trend mobility, authentication service security, attacks on mobile phones, mobile phone security implications for organizations, organizational measurement for handling mobile-security policies and measures in mobile computing era.								
UNIT-II	TOOLS AND METHODS USED IN CYBER CRIME						Classes: 10	
Proxy servers and Anonymizers, phishing, password cracking, key loggers and spy wares, virus and worms, Trojan horse and backdoors, steganography ,structured query language injection, buffer overflow, attacks on wireless network.								
UNIT-III	UNDERSTANDING COMPUTER FORENSIC						Classes: 09	
Historical background of cyber forensic, forensic analysis of Email, digital forensic life cycle, network forensic. Setting up a computer forensic laboratory, relevance of the OSI 7 layer model to computer forensic, computer forensic from compliance perspectives.								
UNIT-IV	FORENSIC OF HAND						Classes: 09	
Held devices, understanding cell phone working characteristics, hand-held devices and digital forensic, toolkits for hand-held device, forensic of I pod and digital music devices, technologic challenges with evidence from hand held devices.								
UNIT-V	CYBER SECURITY						Classes:09	
Organizational implications cost of cybercrimes and intellectual property rights issues, web threats for organizations: The evils and perils, social media marketing, security and privacy implications, protecting people privacy in the organizations, forensic best practices for organizations.								
Text Books								
1. Nina Godbole and Sunit Belapure “Cyber Security”, Wiley India, 2012. 2. Harish Chander, “cyber laws and IT protection”, PHI learning pvt.ltd, 2012. 3. Dhiren R Patel, “Information security theory and practice”, PHI learning pvt ltd,2010.								
Reference Books:								
1. MS.M.K.Geetha and Ms. Swapne Raman” Cyber Crimes and Fraud Management, ”MacMillan,2012 2. Pankaj Agarwal : Information Security and Cyber Laws (Acme Learning), Excel, 2015. 3. VivekSood, Cyber Law Simplified, TMH, 2012.								

Web References:
<ol style="list-style-type: none"> 1. https://www.ag.gov.au/RightsAndProtections/CyberSecurity/Documents/AG%20Cyber%20Security%20Strategy%20-%20for%20website.pdf 2. http://www.nist.gov/itl/upload/Cybersecurity_Green-Paper_FinalVersion.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. https://ccdcoe.org/publications/books/NationalCyberSecurityFrameworkManual.pdf 2. https://transition.fcc.gov/cyber/cyberplanner.pdf

INFORMATION SYSTEM CONTROL AND AUDIT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB427	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the concepts of information system and control. II. Understand the audit standards, audit process. III. Manage computer assistance audit tools. IV. Analyze audit tools and strategy and standards for auditing.								
UNIT-I	AUDIT AND REVIEW THE ROLE OF INFORMATION						Classes:08	
Audit standards, importance of audit standard independence, AICPA pro announcement, the need for it audit function, role of the it auditor, legal implications.								
UNIT-II	AUDIT PROCESS IN A INFORMATION TECHNOLOGY						Classes: 10	
Risk assessment, audit budget, objectives and context, preliminary review, field-work and implementations audit methodology, documenting results.								
UNIT-III	COMPUTER ASSISTANCE AUDIT TOOLS						Classes: 09	
Auditor productivity tools, flowcharting techniques, flowcharting an analytical tool. Defining critical data, flow charting technique, generalizing audit software, computer forensic.								
UNIT-IV	MANAGING IT AUDITS						Classes: 09	
Establish a career development and planning, evaluating IT audit quality, criteria for IT audit quality, IT auditing in new millennium, code of ethics and professional standards ,private industry, management consultancy.								
UNIT-V	STRATEGY AND STANDARDS FOR AUDITING						Classes: 09	
Strategic planning, communication, demand management, architecture and standards, business architecture, application and information architecture, architecture functions.								
Text Books								
1. Sandra Senftand Fredrick “Information Technology Control and Audit “ CRC Press, 2012. 2. D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and chelistsfrom the banking industry, TMH, 2008. 3. Nina GodboleandSunitBelapure “ Cyber Security” Wiley India 2012								
Reference Books:								
1. Jawadekar, MIS Text and Cases, TMH, 2012. 2. Dr.Milind M Oka “Cases in Management Information system ‘Everest, 2012. 3. Subash Chandra Das-Management Control Systems : Principles and Practices-PHI,2014								

Web References:
<ol style="list-style-type: none"> 1. http://caclubindia.s3.amazonaws.com/cdn/forum/files/25_isca_notes_feb_11_.pdf 2. http://icaity.com/live/icaic240813/webcastfinalp6isca_v2.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.ifac.org/system/files/downloads/a010-2010-iaasb-handbook-isa-220.pdf 2. http://www.ifac.org/system/files/downloads/a007-2010-iaasb-handbook-isqc-1.pdf

FUNDAMENTALS OF SIX SIGMA

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB428	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Enrich the knowledge of quality management. II. Know the organization and selection of six sigma project. III. Provide the knowledge on process analysis and improvement. IV. Analyze process control, design and verification of six sigma project.								
UNIT-I	QUALITY MANAGEMENT							Classes: 09
The fundamentals of six sigma-principles of quality management, Business performance Improvement and six sigma, the evolution of six sigma, Qualities as a Business Performance Metric, Quality Principles and Six Sigma, six sigma and Competitive Advantage; Principles of Six Sigma, process Concept and Systems Thinking, Six Sigma Body of Knowledge, Metrics and Measurement, Six Sigma Problem Solving, Six Sigma in Service Organization.								
UNIT-II	SIX SIGMA PROJECT							Classes: 09
Project Organization, Selection, and Definition: Organizing for Six Sigma Projects, People skills, Six sigma Project Selection, Project Definition, Project Review; Process Measurement: Process Metrics, Data Collection, Data Summarization, Measurement System Evaluation and Verification ,Process Capability Evaluation, Benchmarking.								
UNIT-III	PROCESS ANALYSIS AND IMPROVEMENT							Classes: 12
Process analysis, Statistical Methods in Six Sigma, Probability Distribution, Basic Statistical Methods, Tools for Process Analysis. Process Improvement: Principles of Process Improvement, Tools for Process Improvement, Six Sigma and Lean Production, Implementation Planning.								
UNIT-IV	PROCESS CONTROL AND DESIGN							Classes:08
Process Control, Control Systems, Statistical Process Control, Constructing and Using Control Charts Design for Six Sigma, Concept and Design Development, Overview of DFSS, Concept Development, Concept Engineering, Design Development, Quality Function Deployment, Detailed Design and Analysis, Design Failure Mode and Effect Analysis, Reliability Prediction in DFSS.								
UNIT-V	OPTIMIZATION AND VERIFICATION OF SIX SIGMA							Classes:07
Design for Six Sigma, Optimization and Verification, Design of Experiments, Taguchi Methods for Robust Design, Design or Reliability, Reliability Evaluation, Simulation in DFSS, Design Verification. Six Sigma Implementation, Principles for Six Sigma Implementation, Project Management, Organizational Culture and Change Management, Enterprise Leadership, Knowledge Management.								
Text Books:								
1. James R. Evans and William M. Lindsay, 2005. An introduction to six sigma and process improvement, Cengage Learning India Private Limited, New Delhi - 110092. 2. Georgette Belair and John O' Neill 2007. Implementing Design for Six Sigma: A leader's guide, Pearson Education, New Delhi 110 017.								

Reference Books:
<ol style="list-style-type: none"> 1. Dhirendra Kumar, 2006. Six Sigma Best Practices: A Guide to Business Process Excellence for Diverse Industries, J. Ross Publishing. 2. Jiju Antony; Ashok Kumar; Roberto Bañuelas, 2006. World class applications of Six Sigma, Oxford : Butterworth-Heinemann, 3. Thomas Pyzdek and Paul Keller, 2001. The Six Sigma Handbook, Third Edition by -McGraw-Hill.
Web References:
<ol style="list-style-type: none"> 1. http://www.sixsigmatutorial.com 2. http://www.sixsigmaonline.org 3. http://www.sixsigmaspc.com 4. http://www.sixsigma.in 5. http://www.sixsigmaindia.n 6. http://www.scirp.org 7. http://www.springerlink.com/content/f780526553631475/ 8. http://www.sciencedirect.com
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.amazon.in/Six-Sigma-Handbook-Fourth/dp/0071840532 2. bookboon.com/en/six-sigma-EBook

INNOVATION AND PRODUCT DEVELOPMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB429	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Enrich the knowledge of high technology strategic context and product development strategies. II. Know marketing management and product platform and knowledge integration. III. Provide the knowledge on product development process and excellence in design and product reliability. IV. Analyze best practices for product development managers, managing product and technology portfolios for shareholder value.								
UNIT-I	HIGH TECHNOLOGY-STRATEGIC CONTEXT							Classes: 09
High technology-strategic context Characteristics of high technology, high-tech markets, high-tech products, high-tech environment –market penetration and marketing management, IT-internet opportunities, IT-enablement of new products and industries, IT and digital technology –implications for new product development and competitive advantage Product Development Strategies Business, Market, technology and resource strategies, business strategy, basis of competition, competitive strategy, technology strategy and roadmap, product strategy ,global resource strategy, implementing strategy, strategy officer, guidelines for preparing and implementation of strategic plans								
UNIT-II	KNOWLEDGE INTEGRATION							Classes: 09
Product development goals, knowledge-generation, retention, reuse and integration ,dimensions of knowledge integration, knowledge integration across the value chain and virtual teams ,time value of knowledge and short time to market, types of products and development projects, product platform and architectural design considerations, product architecture and modularity, strategic outsourcing and product architecture, product life cycle, continuous improvement of a product, baseline and derivative products.								
UNIT-III	PRODUCT DEVELOPMENT PROCESS							Classes: 12
The product development framework, the product development process at leading companies, the new product development and commercialization process, scaling the process and the dynamic nature of product development, knowledge generation and integration in PDCP. Flexibility in product development, market requirement specification, phases of the PDCp, product launch, cross-functional responsibilities and deliverables in product development, deliverables checklist, process development methodology, software product development, product release and post release management, product change management.								
UNIT-IV	FLAWLESS EXECUTION, GLOBAL RESOURCESMANAGEMENT							Classes:08
Flawless execution, Global resources management: Challenges in the development and commercialization of high-tech products-strategies for flawless execution-process orientation-kaizen in PDCP-managing critical interfaces-systems analysis, systems engineering and life cycle thinking, product development-systems analysis methodology- product development –a global perspective-managing constraints-fostering innovation and entrepreneurship-common innovation problems in								

large companies- engineering excellence and team productivity-manufacturing metaphors for lean product development-virtual team through strategic alliances and sourcing to external and internal suppliers-core competency, core activities and leveraging resources-strategic alliances-sourcing strategy and supplier selection-in sourcing and outsourcing-structure and management of internal suppliers-outsourcing strategy.

UNIT-V	PRODUCT DEVELOPMENT MANAGERS	Classes: 07
<p>Best practices for product development managers: Business processes- decision making-risk management- the decision tree in risk management- problem solving-root cause analysis- creative brainstorming- cycles of learning-effective meeting management-effective Presentation.</p> <p>Managing product and technology portfolios for shareholder value: Factor affecting long-term growth of shareholder value-return on investment models-product and technology portfolio planning-a framework for product portfolio planning-product portfolio planning-step 3-product project analysis-product portfolio planning-step 4-portfolio analysis-resource distribution-assessing market and business opportunities-project viability assessment-estimating the probability of success and financial exposure in product development-intellectual property portfolio planning and protection-protection of intellectual property and patents.</p>		
Text Books:		
<ol style="list-style-type: none"> 1. Dariush Rafinejad 2006. Innovation, Product Development and Commercialization-case studies and key practices for market leadership - Cengage Learning India Private Limited, New Delhi 110092. 2. Paul Trott2010. Innovation Management and New Product Development, Pearson Publication, New Delhi 110 017. 		
Reference Books:		
<ol style="list-style-type: none"> 1.Kahn, K.B., Ed. PDMA Handbook of New Product Development, New York: John Wiley and Sons; 2005. 2.Ulrich, K.T., Eppinger, S.D. Product Design and Development. .New York : McGraw-Hill; 1995. 3.Kuczmarski, T.D. Managing New Products. Upper Saddle River, NJ: Prentice Hall: 1988. 		
Web References:		
<ol style="list-style-type: none"> 1. http://www.productinnovationeducators.com 2. http://www.innovationtools.com 3. http://www.prod-dev.com 4. http://www.innovation-point.com 5. http://www.tnsglobal.com 		
E-Text Books:		
<ol style="list-style-type: none"> 1. www.amazon.in/Innovation-Management-New-Product-Development/.../027373656 2. Ebookinga.com/.../innovation-management-and-new-product-development-paul-trott- 		

SERVICE OPERATIONS MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMB430	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Enrich the knowledge of services in an economy. II. Know the New Service Development. III. Provide the knowledge on Service Encounter and Management of Projects. IV. Design new services and strategies for the present business trends.								
UNIT-I	SERVICES IN AN ECONOMY							Classes: 08
Introduction, Meaning, Definitions of services, The Role of Services in an Economy, The Nature of Services and Service Strategy.								
UNIT-II	NEW SERVICE DEVELOPMENT							Classes: 09
Introduction, Definitions and meaning of New Service Development-Technology in Services, Service Quality.								
UNIT-III	SERVICE ENCOUNTER							Classes: 09
Introduction, Meaning and Definitions of Service Encounter. The Supporting Facility, Service Facility Location.								
UNIT-IV	MANAGING PROJECTS							Classes: 09
Introduction of Managing Projects, Forecasting Demand for Services and Managing Capacity and Demand.								
UNIT-V	CAPACITY PLANNING AND QUEUING MODELS							Classes: 10
Introduction, meaning and Definitions of Capacity Planning and Queuing Models, Service Supply Relationships, Managing Facilitating Goods, Growth and Globalization of Services.								
Text Books: 1, James A.Fitzsimmons and Mona J.Fitzsimmons Service Management: Operations, Strategy, Information Technology, 2006. Tata McGraw Hill Publishing Company Limited, New Delhi. 2. Robert Johnston and Graham Clark, 2005. Service Operations Management: Improving Service Delivery, Pearson Education, Delhi.								
Reference Books: 1. William J Stevenson, 2005. Operations Management, McGraw-Hill Irwin New York, USA 2. Mark M. Davis and Janelle Heineke 2005. 3. Operations Management: Integrating Manufacturing and Services , McGraw-Hill Irwin New York, USA 4. Jay Heizer and Barry Render, 2011. Operations Management, : Prentice Hall USA								
Web References:								

- | |
|--|
| <ol style="list-style-type: none">1. www.amazon.com2. www.poms.org3. www.ebay.com4. www.sixsigma.in5. www.ibid.informindia.co.in |
| E-Text Books: |
| <ol style="list-style-type: none">1. https://www.amazon.in/Service-Operations-Management-Robert...ebook/.../B00IZ087.2. https://www.business.uq.edu.au/momentum/service-operations-management |

SUCCESS STORY OF AN ENTREPRENEUR

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMB204	Core	L	T	P	C	CIA	SEE	Total
		-	-	3	2	30	70	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 45				Total Classes: 45		
OBJECTIVES:								
The course should enable the students to:								
I. Understand the entrepreneurs and their success stories.								
II. Evaluate different successful enterprises.								
III. Appraise different strategies of successful entrepreneurs.								
IV. Establish new business and develop new products according to present scenario.								
INTRODUCTION								
After doing field visit to any small or big organization and after interacting with the entrepreneur and others in the organization, the students should be able to understand:								
1. How to start a company?								
2. How to choose the product and estimate demand for the product.								
3. The problems of procurement of raw materials.								
4. The marketing, HR and finance problems of the entrepreneur.								
5. Growth alternatives available to the entrepreneur.								
REPORT								
A brief report of the understanding and observation should be submitted and presented in the class.								
Reference Books:								
1. Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012.								
2. A G Krishnamurthy, Dhirubhaism, TMH, 2011.								
3. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad.								
4. Journal of Human Values: IIM Calcutta.								

VISION AND MISSION OF THE INSTITUTE

Vision

To bring forth professionally competent and socially sensitive engineers, capable of working across cultures meeting the global standards ethically.

Mission

To provide students with an extensive and exceptional education that prepares them to excel in their profession, guided by dynamic intellectual community and be able to face the technically complex world with creative leadership qualities.

Further, be instrumental in emanating new knowledge through innovative research that emboldens entrepreneurship and economic development for the benefit of wide spread community.

MBA - PROGRAM OUTCOMES (POs)

- PO-1:** Ability to apply Management fundamentals in practical world.
- PO-2:** An ability to identify, formulate, and solve Managerial problems.
- PO-3:** Demonstrate abilities such as initiative taking and innovative thinking in their acts.
- PO-4:** An ability to function in multi-disciplinary teams.
- PO-5:** To inculcate zeal of self-learning.
- PO-6:** Enhancing Entrepreneurship abilities so that the students are induced to undertake independent ventures.
- PO-7:** An ability to understand professional and ethical responsibility.
- PO-8:** An ability to communicate effectively.
- PO-9:** Enhancing knowledge of contemporary issues.
- PO-10:** Recognition of the need for, and an ability to engage in life-long learning.
- PO-11:** An ability to understand the impact of Managerial solutions in a global, economic, environmental, and societal context.
- PO-12:** Ensuring holistic development of students.

OBJECTIVES OF DEPARTMENT

DEPARTMENT OF MANAGEMENT STUDIES

Program Educational Objectives (PEO's)

A graduate of the MBA Program should:

- PEO – I:** To impart the knowledge of critical functions of business viz. Marketing, Finance, Human Resources and Systems.
- PEO – II:** To enhance necessary quantitative skills for analyzing a firm's numerical data to make intelligent and effective decisions.
- PEO – III:** To understand the techniques and tools useful for Financial Analysis and Control.
- PEO – IV:** To enhance knowledge and skills in Strategic Management and achieve better communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship.

PROGRAM SPECIFIC OUTCOMES (PSO's)

- PSO – I:** Able to utilize the knowledge of management practices in innovative, dynamic and challenging environment in the organizations
- PSO – II:** Create value through identifying customer needs and implementing integrated production and distribution of goods, services, and information.
- PSO – III:** Can develop capacity to adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments.
- PSO – IV:** An understanding of social awareness and environmental wisdom along with ethical responsibility to have a successful career and to sustain passion and zeal for realworld applications using optimal resources as an Entrepreneur.

FREQUENTLY ASKED QUESTIONS AND ANSWERS ABOUT AUTONOMY

1 Who grants Autonomy? UGC, Govt., AICTE or University

In case of Colleges affiliated to a university and where statutes for grant of autonomy are ready, it is the respective University that finally grants autonomy but only after concurrence from the respective state Government as well as UGC. The State Government has its own powers to grant autonomy directly to Govt. and Govt. aided Colleges.

2 Shall IARE award its own Degrees?

No. Degree will be awarded by Jawaharlal Nehru Technological University, Hyderabad with a mention of the name IARE on the Degree Certificate.

3 What is the difference between a Deemed University and an Autonomy College?

A Deemed University is fully autonomous to the extent of awarding its own Degree. A Deemed University is usually a Non-Affiliating version of a University and has similar responsibilities like any University. An Autonomous College enjoys Academic Autonomy alone. The University to which an autonomous college is affiliated will have checks on the performance of the autonomous college.

4 How will the Foreign Universities or other stake – holders know that we are an Autonomous College?

Autonomous status, once declared, shall be accepted by all the stake holders. The Govt. of Telangana mentions autonomous status during the First Year admission procedure. Foreign Universities and Indian Industries will know our status through our website.

5 What is the change of Status for Students and Teachers if we become Autonomous?

An autonomous college carries a prestigious image. Autonomy is actually earned out of our continued past efforts on academic performances, our capability of self- governance and the kind of quality education we offer.

6 Who will check whether the academic standard is maintained / improved after Autonomy? How will it be checked?

There is a built in mechanism in the autonomous working for this purpose. An Internal Committee called Academic Programme Evaluation Committee, which will keep a watch on the academics and keep its reports and recommendations every year. In addition the highest academic council also supervises the academic matters. The standards of our question papers, the regularity of academic calendar, attendance of students, speed and transparency of result declaration and such other parameters are involved in this process.

7 Will the students of IARE as an Autonomous College qualify for University Medals and Prizes for academic excellence?

No. IARE has instituted its own awards, medals, etc. for the academic performance of the students. However for all other events like sports, cultural on co-curricular organized by the University the students shall qualify.

8 Can IARE have its own Convocation?

No. Since the University awards the Degree the Convocation will be that of the University, but there will be Graduation Day at IARE.

9 Can IARE give a provisional degree certificate?

Since the examinations are conducted by IARE and the results are also declared by IARE, the college sends a list of successful candidates with their final Grades and Grade Point Averages including CGPA to the University. Therefore with the prior permission of the University the college will be entitled to give the provisional certificate.

10 Will Academic Autonomy make a positive impact on the Placements or Employability?

Certainly. The number of students qualifying for placement interviews is expected to improve, due to rigorous and repetitive classroom teaching and continuous assessment. Also the autonomous status is more responsive to the needs of the industry. As a result therefore, there will be a lot of scope for industry oriented skill development built-in into the system. The graduates from an autonomous college will therefore represent better employability.

11 What is the proportion of Internal and External Assessment as an Autonomous College?

Presently, it is 70 % external and 30% internal. As the autonomy matures the internal assessment component shall be increased at the cost of external assessment.

12 Is it possible to have complete Internal Assessment for Theory or Practical's?

Yes indeed. We define our own system. We have the freedom to keep the proportion of external and internal assessment component to choose.

13 Why Credit based Grade System?

The credit based grade system is an accepted standard of academic performance the world over in all Universities. The acceptability of our graduates in the world market shall improve.

14 What exactly is a Credit based Grade System?

The credit based grade system defines a much better statistical way of judging the academic performance. One Lecture Hour per week of Teaching Learning process is assigned One Credit. One hour of laboratory work is assigned half credit. Letter Grades like A, B, C, D, etc. are assigned for a Range of Marks. (e.g. 91% and above is A+, 80 to 90 % could be A etc.) in Absolute Grading System while grades are awarded by statistical analysis in relative grading system. We thus dispense with sharp numerical boundaries. Secondly, the grades are associated with defined Grade Points in the scale of 1 to 10. Weighted Average of Grade Points is also defined Grade Points are weighted by Credits and averaged over total credits in a Semester. This process is repeated for all Semesters and a CGPA defines the Final Academic Performance

15 What are the norms for the number of Credits per Semester and total number of Credits for UG/PG program?

These norms are usually defined by UGC or AICTE. Usually around 25 Credits per semester is the accepted norm.

16 What is a Semester Grade Point Average (SGPA)?

The performance of a student in a semester is indicated by a number called SGPA. The SGPA is the weighted average of the grade points obtained in all the courses registered by the student during the semester.

$$SGPA = \frac{\sum_{i=1}^n (C_i G_i)}{\sum_{i=1}^n C_i}$$

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 and I represent the number of courses in which a student registered in the concerned semester. SGPA is rounded to two decimal places.

17 What is a Cumulative Grade Point Average (CGPA)?

An up-to-date assessment of overall performance of a student from the time of his first registration is obtained by calculating a number called CGPA, which is weighted average of the grade points obtained in all the courses registered by the students since he entered the Institute.

$$CGPA = \sum_{j=1}^n (C_i S_i) / \sum_{j=1}^n C_i$$

Where, S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester and j represent the number of courses in which a student's is registered up to the semester. CGPA is rounded to two decimal places.

18 Is there any Software available for calculating Grade point averages and converting the same into Grades?

Yes, the institute has its own MIS software for calculation of SGPA, CGPA, etc.

19 Will the teacher be required to do the job of calculating SGPAs etc. and convert the same into Grades?

No. The teacher has to give marks obtained out of whatever maximum marks as it is. Rest is all done by the computer.

20 Will there be any Revaluation or Re-Examination System?

No. There will double valuation of answer scripts. There will be a Makeup Examination after a reasonable preparation time after the End Semester Examination for specific cases mentioned in the Rules and Regulations. In addition to this, there shall be a 'summer term' (compressed term) followed by the End Semester Exam, to save the precious time of students.

21 How fast Syllabi can be and should be changed?

Autonomy allows us the freedom to change the syllabi as often as we need.

22 Will the Degree be awarded on the basis of only final year performance?

No. The CGPA will reflect the average performance of all the semester taken together.

23 What are Statutory Academic Bodies?

Governing Body, Academic Council, Examination Committee and Board of Studies are the different statutory bodies. The participation of external members in everybody is compulsory. The institute has nominated professors from IIT, NIT, University (the officers of the rank of Pro-vice Chancellor, Deans and Controller of Examinations) and also the reputed industrialist and industry experts on these bodies.

24 Who takes Decisions on Academic matters?

The Governing Body of institute is the top academic body and is responsible for all the academic decisions. Many decisions are also taken at the lower level like Boards of Studies. Decisions taken at the Board of Studies level are to be ratified at the Academic Council and Governing Body.

25 What is the role of Examination committee?

The Examinations Committee is responsible for the smooth conduct of internal, End Semester and make up Examinations. All matters involving the conduct of examinations, spot valuations, tabulations and preparation of Grade Cards etc. fall within the duties of the Examination Committee.

26 Is there any mechanism for Grievance Redressal?

The institute has grievance redressal committee, headed by Dean - Student affairs and Dean - IQAC.

27 How many attempts are permitted for obtaining a Degree?

All such matters are defined in Rules and Regulation

28 Who declares the result?

The result declaration process is also defined. After tabulation work wherein the SGPA, CGPA and

final Grades are ready, the entire result is reviewed by the Moderation Committee. Any unusual deviations or gross level discrepancies are deliberated and removed. The entire result is discussed in the Examinations and Result Committee for its approval. The result is then declared on the institute notice boards as well put on the web site and Students Corner. It is eventually sent to the University.

29 Who will keep the Student Academic Records, University or IARE?

It is the responsibility of the Dean, Academics of the Autonomous College to keep and preserve all the records.

30 What is our relationship with the JNT University?

We remain an affiliated college of the JNT University. The University has the right to nominate its members on the academic bodies of the college.

31 Shall we require University approval if we want to start any New Courses?

Yes, It is expected that approvals or such other matters from an autonomous college will receive priority.

32 Shall we get autonomy for Doctoral Programs also?

No, presently we have autonomous status only for UG and PG programs.

MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

S. No	Nature of Malpractices/Improper conduct	Punishment
	<i>If the candidate:</i>	
1. (a)	Possesses or keeps accessible in examination hall, 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)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has 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 the candidate is appearing.	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 to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the Controller of Examinations.
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 and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all semester end 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.	Smuggles in the Answer book or additional sheet	Expulsion from the examination hall and

	or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	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/year. The candidate is also debarred for two consecutive semesters from class work and all semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Controller of Examinations/Additional Controller of Examinations/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 COE or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the COE or any person on duty in or outside the examination hall or any of his relations, 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 Institute premises 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.	In case of students of the college, they shall be expelled from examination halls and 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/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and 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/year. The candidate is also debarred for two consecutive semesters from class work and all semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	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/year. The candidate is also debarred and forfeits the seat.
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/year. 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.	Comes in a drunken condition to the examination hall.	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/year.
11.	Copying 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/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad - 500 043

UNDERTAKING BY STUDENT/PARENT

“To make the students attend the classes regularly from the first day of starting of classes and be aware of the College regulations, the following Undertaking Form is introduced which should be signed by both student and parent. The same should be submitted to the Dean, Academic”.

I, Mr./Ms. -----joining I Semester for the academic year 2016-2017 in Institute of Aeronautical Engineering, Hyderabad, do hereby undertake and abide by the following terms, and I will bring the ACKNOWLEDGEMENT duly signed by me and my parent and submit it to the Dean, Academic.

1. I will attend all the classes as per the timetable from the starting day of the semester specified in the institute Academic Calendar. In case, I do not turn up even after two weeks of starting of classes, I shall be ineligible to continue for the current academic year.
2. I will be regular and punctual to all the classes (theory/practical/drawing) and secure attendance of not less than 80% in every course as stipulated by Institute. I am fully aware that an attendance of less than 65% in more than three courses will makes me lose one year.
3. I will compulsorily follow the dress code prescribed by the college.
4. I will conduct myself in a highly disciplined and decent manner both inside the classroom and on campus, failing which suitable action may be taken against me as per the rules and regulations of the institute.
5. I will concentrate on my studies without wasting time in the Campus/Hostel/Residence and attend all the tests to secure more than the minimum prescribed Class/Sessional Marks in each course. I will submit the assignments given in time to improve my performance.
6. I will not use Mobile Phone in the institute premises and also, I will not involve in any form of ragging inside or outside the campus. I am fully aware that using mobile phone to the institute premises is not permissible and involving in Ragging is an offence and punishable as per JNTUH/UGC rules and the law.
7. I will pay tuition fees, examination fees and any other dues within the stipulated time as required by the Institution / authorities, failing which I will not be permitted to attend the classes.
8. I will not cause or involve in any sort of violence or disturbance both within and outside the college campus.
9. If I absent myself continuously for 3 days, my parents will have to meet the HOD concerned/ Principal.
10. I hereby acknowledge that I have received a copy of IARE - R16 Academic Rules and Regulations, Syllabus copy and hence, I shall abide by all the rules specified in it.

ACKNOWLEDGEMENT

I have carefully gone through the terms of the undertaking mentioned above and I understand that following these are for my/his/her own benefit and improvement. I also understand that if I/he/she fail to comply with these terms, shall be liable for suitable action as per Institute/JNTUH/AICTE/UGC rules and the law. I undertake that I/he/she will strictly follow the above terms.

Signature of Student with Date

**Signature of Parent with Date
Name and Address with Phone Number**