



**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**

**(Based on AICTE Model Curriculum)**

**IARE- R18**

**MBA Regular Two Year Master Degree Program  
(For the batches admitted from the academic year 2018- 2019)**

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

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**“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 2018 - 19)**

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.

#### **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.

#### **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	Entrepreneurship	

#### TYPES OF COURSES

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

##### 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.

##### 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

**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 student will be eligible for the award of MBA degree on securing a minimum of 5.0/10.0 CGPA.
- 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.



## 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.

Credit distribution for courses offered is shown in Table 3.

**Table 3: Credits Distribution**

S. No	Courses	Hours / Week	Credits
1	Core	4	4
2	Elective	4	4
3	Laboratory	2	2
4	Seminar	2	1
5	Summer Internship (Field work) and Seminar	4	2
6	Pre submission Viva of Main Project	2	1
7	Comprehensive Subject Viva Voce	-	1
8	Main Project and Viva Voce	6	4

### Course wise break-up to the total credits:

<b>Total Theory Courses</b> Core Courses (13) + Professional Electives (06) + Open Electives (02)	13@4 + 08@4 + 02@4 credits	92
<b>Total Laboratory Courses</b>	01@2 credit	02
<b>Seminar(03)</b>	03@1credit	03
<b>Summer Internship (Field work) and Seminar (01)</b>	01@2credits	02
<b>Pre submission Viva of Main Project Seminar (01)</b>	01@1credits	01
<b>Comprehensive Subject Viva Voce (1)</b>	01@2credits	02
<b>Project Work</b>	01@4credits	04
<b>TOTAL CREDITS</b>		<b>106</b>

## EVALUATION METHODOLOGY:

### 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.

### 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

### 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

### Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 9<sup>th</sup> and 18<sup>th</sup> 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.

### 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.

### **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.

### **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 consisting of 30 marks for internal assessment and 70 marks for semester end examination 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.

### **Pre Submission of the Project Seminar**

The pre-submission of the project seminar is an internal evaluation process. The project seminar will be evaluated for a total of 100 marks consisting of 30 marks for internal assessment and 70 marks for semester end examination. 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.

### **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 for a total of 100 marks consisting of 30 marks for internal assessment and 70 marks for semester end examination 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.

### **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.

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

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

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.

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.

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.

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.

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.

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.

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.

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

### **ATTENDANCE REQUIREMENTS AND DETENTION POLICY:**

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.

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.

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.

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.

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.

A prescribed fee shall be payable towards condonation of shortage of attendance.

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.

### **CONDUCT OF SEMESTER END EXAMINATIONS AND EVALUATION:**

Semester end examination shall be conducted by the Controller of Examinations (COE) by inviting Question Papers from the External Examiners.

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.

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.

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.

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.

Examinations Control Committee shall consolidate the marks awarded by internal and external examiners and award grades.

### **SCHEME FOR THE AWARD OF GRADE:**

A student shall be deemed to have satisfied the minimum academic requirements and earn the credits for each theory course, if s/he secures:

- i. Not less than 40% marks for each theory course in the semester end examination, and
- ii. A minimum of 50% marks for each theory course considering both CIA and Semester End Examination.

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.

- i. Not less than 40% marks for each Laboratory/Seminar/Project course in the semester end examination.
- ii. A minimum of 50% marks for each Laboratory/Seminar/Project course considering both internal and semester end examination.

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.

### **LETTER GRADES AND GRADE POINTS:**

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

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”.

A student obtaining Grade “F” shall be considered Failed and will be required to reappear in the examination.

“SA” denotes shortage of attendance (as per item 10) and hence prevention from writing Semester End Examination.

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.

#### ILLUSTRATION OF COMPUTATION OF SGPA AND CGPA:

##### 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	S	10	3 x 10 = 30
Course 5	3	C	5	3 x 5 = 15
Course 6	4	B	6	4 x 6 = 24
	<b>20</b>			<b>139</b>

Thus,  $SGPA = 139 / 20 = 6.95$

### 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.

### GRADUATION REQUIREMENTS:

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

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

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.

### AWARD OF DEGREE:

- a) Classification of degree will be as follows:

CGPA $\geq 7.5$	CGPA $\geq 6.5$ and < 7.5	CGPA $\geq 5.0$ and < 6.5	CGPA $\geq 5.0$ and < 5.5	CGPA < 5.0
<b>First Class with Distinction</b>	<b>First Class</b>	<b>Second Class</b>	<b>Pass Class</b>	<b>Fail</b>

- 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.

### **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.

### **TRANSITORY REGULATIONS**

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.

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-R18

#### I SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P			CIA	SEE
THEORY									
CMBB01	Management and Organizational Behavior	Core	4	-	-	4	30	70	100
CMBB02	Accounting for Management	Core	4	-	-	4	30	70	100
CMBB03	Managerial Economics	Core	4	-	-	4	30	70	100
CMBB04	Business Law and Ethics	Core	4	-	-	4	30	70	100
CMBB05	Statistics for Management	Core	4	-	-	4	30	70	100
CMBB06	Management of Technology	Core	4	-	-	4	30	70	100
	Open Elective – I	Elective	4	-	-	4	30	70	100
PRACTICAL / SEMINAR									
CMBB13	IT for Managers Laboratory	Core	-	-	2	2	30	70	100
CMBB14	Business Communication and Soft Skills - Seminar	Core	-	-	2	1	30	70	100
TOTAL			28	00	04	31	270	630	900

#### II SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMBB15	Human Resource Management	Core	4	-	-	4	30	70	100
CMBB16	Production and Operations Management	Core	4	-	-	4	30	70	100
CMBB17	Financial Management	Core	4	-	-	4	30	70	100
CMBB18	Management Information Systems and ERP	Core	4	-	-	4	30	70	100
CMBB19	Marketing Management	Core	4	-	-	4	30	70	100
CMBB20	Strategy and Sustainable Enterprise	Core	4	-	-	4	30	70	100
--	Open Elective - II	Elective	4		-	4	30	70	100
PRACTICAL / SEMINAR									
CMBB27	Industry Analysis and Report Presentation-Seminar	Core	-	-	2	1	30	70	100
CMBB28	Personal Effectiveness - Seminar	Core	-	-	2	1	30	70	100
TOTAL			28	00	04	30	270	630	900

### III SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMBB29	Quantitative Analysis for Business Decisions	Core	4	-	-	4	30	70	100
--	Professional Elective- I	Elective	4	-	-	4	30	70	100
--	Professional Elective- II	Elective	4	-	-	4	30	70	100
--	Professional Elective- III	Elective	4	-	-	4	30	70	100
--	Professional Elective-IV	Elective	4	-	-	4	30	70	100
PRACTICAL / SEMINAR									
CMBB50	Summer Internship (Field work) and Seminar.	Core	-	-	4	2	30	70	100
CMBB51	Pre submission Viva of Main Project	Core	-	-	2	1	30	70	100
TOTAL			20	00	06	23	210	490	700

### IV SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
--	Professional Elective -V	Elective	4	-	-	4	30	70	100
--	Professional Elective -VI	Elective	4	-	-	4	30	70	100
--	Professional Elective -VII	Elective	4	-	-	4	30	70	100
--	Professional Elective -VIII	Elective	4	-	-	4	30	70	100
SEMINAR / DISSERTATION WORK									
CMBB72	Success Story of an Entrepreneur - Seminar	Core	-	-	3	1	30	70	100
CMBB73	Comprehensive Subject Viva Voce	Core	-	-	-	1	-	100	100
CMBB74	Main Project and Viva Voce	Core	-	-	6	4	30	70	100
Total			16	00	09	22	180	520	700

### OPEN ELECTIVE-I

I SEMESTER	
Course Code	Course Title
CMBB07	Intellectual Property Rights
CMBB08	Waste and Energy Management
CMBB09	Marketing Analytics
CMBB10	Economics and Political Science
CMBB11	Cross Cultural Management
CMBB12	Project Management

### OPEN ELECTIVES- II

II SEMESTER	
Course Code	Course Title
CMBB21	Contemporary Management Practices
CMBB22	Psychology and Life
CMBB23	Supply Chain Analytics
CMBB24	Disaster Management
CMBB25	Fundamentals of Six Sigma
CMBB26	Environmental Science

### PROFESSIONAL ELECTIVES

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

III SEMESTER	
Group-I (MARKETING)	
CMBB30	Consumer Behavior
CMBB31	Digital Marketing
CMBB32	Integrated Marketing Communication
CMBB33	International Marketing
Group –II (FINANCE)	
CMBB34	Security Analysis and Portfolio Management
CMBB35	Strategic Management Accounting
CMBB36	Financial Services and Systems
CMBB37	Banking, Insurance and Risk Management
Group –III (HUMAN RESOURCE MANAGEMENT)	
CMBB38	Recruitment and Selection
CMBB39	Training and Development
CMBB40	Strategic Human Resource Management
CMBB41	Management of Industrial Relations

<b>Group –IV (SYSTEMS)</b>	
CMBB42	Business Intelligence
CMBB43	Database Management Systems
CMBB44	Decision Support System
CMBB45	System Analysis and Design
<b>Group –V (ENTREPRENEURSHIP)</b>	
CMBB46	Start up Management
CMBB47	MSME Management
CMBB48	Family Business Management
CMBB49	Entrepreneurship
<b>IV SEMESTER</b>	
<b>Group –VI (MARKETING)</b>	
CMBB52	Retailing Management
CMBB53	Product and Brand Management
CMBB54	Rural Marketing
CMBB55	Marketing of Services
<b>Group –VII (FINANCE)</b>	
CMBB56	Strategic Investment and Financing Decisions
CMBB57	International Financial Management
CMBB58	Financial Derivatives
CMBB59	Foreign Trade
<b>Group –VIII (HUMAN RESOURCE MANAGEMENT)</b>	
CMBB60	Compensation and Reward Management
CMBB61	Talent and Knowledge Management
CMBB62	Leadership and Change Management
CMBB63	Performance Management
<b>Group –IX (SYSTEMS)</b>	
CMBB64	E – Business
CMBB65	Cyber Security
CMBB66	Information Systems, Control and Audit
CMBB67	Data Warehousing and Data Mining
<b>Group –X (ENTREPRENEURSHIP)</b>	
CMBB68	Entrepreneurial Finance
CMBB69	Entrepreneurial Marketing
CMBB70	Creativity Innovation and Entrepreneurship
CMBB71	Entrepreneurial Development

# **SYLLABUS**

## **(I – IV SEM)**

## MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB01	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 behavior of employees as it is often seen sometimes managers get frustrated regarding the behavior of an employee but they fail to understand the reason behind it.								
II. Gain the power to predict the behavior of employees and take preventive measures whether he is productive and sincere towards his task and to detect which employee can cause problems by giving lame excuses or by absenting himself from office.								
III. Apply different concepts relating to managing of conflicts, change, time and stress.								
IV. Provide basic knowledge of key approaches and Models relating to Organizational Behavior.								
UNIT-I	HISTORY OF MANAGEMENT						Classes: 08	
The Management Process, Management Functions, kinds of managers, Managerial roles and skills. Evolution of Management Theories of Management Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory.								
UNIT-II	PLANNING ,DECISION MAKING AND GOAL SETTING						Classes: 10	
Organizational planning, Vision, Mission and goals, Types of plans, steps in planning process, Approaches to planning, Planning in Dynamic Environment. Decision making process, types of decisions, decision making styles, Vroom's Participative decision making model.								
UNIT-III	ORGANIZING AND CONTROLLING						Classes: 09	
Organizational Structure, Principles of Organizing, Authority, Power and Influence, designing organizational structure. Mechanistic and organic structures, contemporary organizational design and its challenges.								
Controlling: The control process, controlling for organizational performance, types of control, financial controls, Balanced Scorecard, Bench Marking, Contemporary issues in controlling.								
UNIT-IV	INDIVIDUAL AND GROUP BEHAVIOR						Classes: 10	
Importance of Organizational Behavior, Culture and diversity, personality theories, perception, formation of group behavior, classification of groups, group properties, group cohesiveness.								
UNIT-V	LEADERSHIP, MOTIVATION AND ORGANIZATIONAL STRUCTURE						Classes: 08	
Leadership traits, Leadership styles, Leadership theories, Power and Politics.								
Motivation: Approaches to Motivation, Maslow's needs hierarchy theory, two factor theories of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory.								
Text Books:								
1. Richard L. Daft, "New Era of Management", Cengage Learning, 11 <sup>th</sup> Edition, 2017.								
2. Afsaneh Nahavandi, Robert B.Denhardt, Janet V. Denhardt, Maris P. Aristigueta, "Organizational Behaviour", Sage Publications, 10 <sup>th</sup> Edition 2015.								



**Reference Books:**

1. Laurie J. Mullins, “Management, and Organizational Behavior”, Pearson Publications, 9<sup>th</sup> Edition 2012.
2. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, “Organizational Behavior”, Pearson, 16<sup>th</sup> Edition, 2017.
3. Ramesh B. Rudani, “Management and Organizational Behavior”, Tata McGraw hill, 8<sup>th</sup> Edition 2011.
4. Rajeesh Viswanathan, “Principles of Management Concepts and Cases”, Himalaya Publishing House (HPH), 10<sup>th</sup> Edition 2010.
5. Dr. Vandana Jain, “Management Theory and Practice”, IBH, 7<sup>th</sup> Edition 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.freemagagement.com>
- 3 <http://www.emeraldinsight.com>

## ACCOUNTING FOR MANAGEMENT

<b>I Semester: MBA</b>								
<b>Course Code</b>	<b>Category</b>	<b>Hours / Week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>CMBB02</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>Total</b>
		4	-	-	4	30	70	100
<b>Contact Classes: 45</b>	<b>Tutorial Classes: Nil</b>		<b>Practical Classes: Nil</b>			<b>Total Classes: 45</b>		
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> I. Understand, analyze and interpret the financial statements with confidence for the purpose of effective planning. II. Interpret and analyze the financial growth of different companies for effective control and profit planning. III. Appreciate the use of financial statements as means of business communication for the growth and development of business organization. IV. Use the analytical techniques and arriving at conclusions from financial information for the purpose of effective planning and decision making.								
<b>UNIT-I</b>	<b>INTRODUCTION TO ACCOUNTING</b>						<b>Classes: 08</b>	
Definitions, meaning, Importance, limitations, objectives, functions of financial accounting and classification of accounts, principles of accounts, accounting concepts and conventions, the generally accepted accounting principles (GAAP), their implications on accounting system; advantages and limitations of double entry system, accounting cycle.								
<b>UNIT-II</b>	<b>THE ACCOUNTING PROCESS</b>						<b>Classes:10</b>	
Books of original record: journal and subsidiary books, ledger, trial balance, classification of capital and revenue expenses, final accounts with adjustments: Methods of depreciation: Meaning, definitions, causes of depreciation, methods of depreciation like fixed installment method, diminishing balance method, annuity method and depreciation fund method (simple problems).								
<b>UNIT-III</b>	<b>INVENTORY VALUATION</b>						<b>Classes: 09</b>	
Meaning, objectives of inventory valuation, methods, merits and demerits of inventory valuation methods like FIFO method, LIFO method, weighted average method, simple average method (problems).  Issue of shares: entries for issue of shares at par, issue of shares at discount and premium, calls in arrears, forfeiture of shares, reissue of forfeiture of shares (problems).								
<b>UNIT-IV</b>	<b>FINANCIAL ANALYSIS</b>						<b>Classes:09</b>	
Meaning, definitions, significance, limitations of funds flow and cash flow statements, Statement showing changes in working capital, funds from operations, distinction between funds flow and cash flow statements, funds flow and income statement, funds flow and balance sheet, cash profits and book profits; preparation and analysis of funds flow statement and cash flow statement (problems).								
<b>UNIT-V</b>	<b>FINANCIAL STATEMENTS AND RATIO ANALYSIS</b>						<b>Classes: 09</b>	
Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements; meaning, definitions, significance and limitations of ratio analysis; types of ratios like liquidity, leverage, solvency and profitability ratios (problems), du pont chart, accounting standards issued by the institute of chartered accounts of India								

(ICAI.).
<b>Text Books:</b>
<ol style="list-style-type: none"> <li>1. S.P.Jain and K.L.Narang, “Financial Accounting” Kalyani Publishers, 10<sup>th</sup> Revised Edition, 2010.</li> <li>2. S.P.Jain and K.L.Narang, “Cost &amp; Management Accounting”, Kalyani Publishers, 10<sup>th</sup> Revised Edition, 2010.</li> <li>3. Shashi.K.Gupta and R.K.Sharma, “Advanced Management Accounting” Kalayani publishers, 2<sup>nd</sup> Revised Edition, 2003.</li> <li>4. Narayana Swamy, “Financial Accounting and Analysis” PHI Publications, 2<sup>nd</sup> Edition, 2012.</li> <li>5. S.N.Maheswari, “Financial Accounting”, IBH Publications, 7<sup>th</sup> Edition, 2015.</li> <li>6. N.Rama chandran, “Financial Accounting and Analysis” Tata McGraw-Hill Publishing Limited, 3<sup>rd</sup> Edition, 2015.</li> <li>7. Maheswari S. N., and Maheswari S. K., "Accounting for Management", Vikas Publishing House, 3<sup>rd</sup> Edition, 2014.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. V.Rajasekharam “Financial Accounting and Analysis” Pearson Education, 13<sup>th</sup> Edition, 2012.</li> <li>2. Ranjan Kumar Bai: “Financial Accounting and Analysis”, S.Chand, 1<sup>st</sup> Revised Edition, 2012.</li> <li>3. S.N.Maheswari and S.K.Maheswari, “Financial Accounting”, Vikas publications, 4<sup>th</sup> Edition, 2009.</li> <li>4. Hanif and Mukarjee, "Financial Accounting", Tata McGraw Hill Ltd., 2<sup>nd</sup> Edition, 2011.</li> <li>5. Tulsian P.C., "Financial Accounting", Pearson Education, Revised 1<sup>st</sup> Edition, 2013.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.koledza.lv/best/download/biblioteka/Financial_Accounting.pdf">http://www.koledza.lv/best/download/biblioteka/Financial_Accounting.pdf</a></li> <li>2. <a href="http://www.tutorialspoint.com/accounting_basics/accounting_basics_tutorial.pdf">http://www.tutorialspoint.com/accounting_basics/accounting_basics_tutorial.pdf</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.free-management-ebooks.com/skills-finance.htm">http://www.free-management-ebooks.com/skills-finance.htm</a></li> <li>2. <a href="http://www.amazon.com/Financial-Reporting-Analysis-Lawrence-Revsine-book/dp/B005KLBRDS">http://www.amazon.com/Financial-Reporting-Analysis-Lawrence-Revsine-book/dp/B005KLBRDS</a></li> </ol>

## MANAGERIAL ECONOMICS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB03	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
<b>OBJECTIVES:</b> The course should enable the students to: I. Understand the application of economic theory and methodology as an alternative in managerial decisions in an organization. II. Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets. III. Apply quantitative techniques to business decisions using economic concepts such as supply and demand, price elasticity and marginal analysis. IV. Derive the price to charge that maximizes profits under a variety of circumstances, including perfect and imperfect competition and when the firm can identify groups of consumers.								
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”, Pearson, 14<sup>th</sup> Edition, 2012.
2. Dominick Salvatore, “Managerial Economics”, Oxford Publications, 7<sup>th</sup> Edition, 2012.
3. Geetika, “Managerial Economics”, TMH, 2<sup>nd</sup> Edition, 2012.

#### **Reference Books:**

1. G S Gupta, “Managerial Economics”, TMH, 2nd Edition, 2012.
2. H. L. Ahuja, “Managerial Economics”, S. Chand, 3<sup>rd</sup> Edition, 2012.
3. D.N. Dwivedi, “Managerial Economics”, Vikas, 2<sup>nd</sup> Edition, 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](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 ETHICS

<b>I Semester: MBA</b>								
<b>Course Code</b>	<b>Category</b>	<b>Hours / Week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>CMBB04</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>Total</b>
		4	-	-	4	30	70	100
<b>Contact Classes:45</b>		<b>Tutorial Classes: Nil</b>		<b>Practical Classes: Nil</b>		<b>Total Classes: 45</b>		
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> 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. and the legal and rregulatory framework for doing business in India.								
<b>UNIT-I</b>	<b>LAW OF CONTRACT - 1872</b>						<b>Classes:08</b>	
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.								
<b>UNIT-II</b>	<b>LAW OF CONTRACT</b>						<b>Classes: 09</b>	
Nature of Contract and Essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, and Performance of Contract of Sale.								
<b>UNIT-III</b>	<b>NEGOTIABLE INSTRUMENTS AND ENDORSEMENT</b>						<b>Classes: 10</b>	
Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics.  Types of endorsements, Holder in due course, Discharge of Parties. Introduction to Goods and Services Tax (GST).								
<b>UNIT-IV</b>	<b>INTRODUCTION TO BUSINESS ETHICS</b>						<b>Classes:10</b>	
The Changing Environment: Business Ethics-why does it matter? Levels of Business Ethics Five Myths about Business Ethics can Business Ethics be taught and trained? Stages of Moral development Kohlberg’s study carol Gilligan’s Theory Principles of Ethics.								
<b>UNIT-V</b>	<b>CYBER CRIME</b>						<b>Classes:08</b>	
The Legal Landscape, Need for cyber laws in the Indian context, The Indian IT Act challenges to Indian Law and cyber crime scenario in Indian issues and Challenges in Cyber Crime.								

<b>Text Books:</b>
<ol style="list-style-type: none"> <li>1. Ravinder Kumar, “Legal Aspects of Business”, Engage Learning, 4<sup>th</sup> Edition, 2016.</li> <li>2. P.P.S.Gogna, ‘Company Law’, S.Chand, 9<sup>th</sup> Edition 2016.</li> <li>3. RSN Pillai, Bagavathi, “Legal Aspects of Business”, S.Chand, 8<sup>th</sup> Edition, 2016.</li> <li>4. Akhileshwar Pathak , “Legal Aspects of Business”, Tata McGraw Hill, 3<sup>rd</sup> Edition, 2011.</li> <li>5. Nina Godbole &amp; Sunit Belapure, “Cyber Security”, Wiley India, 2012. RSN Pillai, Bagavathi, “Business Law”, S.Chand, 4<sup>th</sup> Edition, 2013.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. N. D.Kapoor, “Mercantile Law ”, Sultan Chand and Sons, 5<sup>th</sup> Edition, 2015.</li> <li>2. S. S. Gulshan, “Mercantile Law”, Excel Books, 9<sup>th</sup> Edition 2014.</li> <li>3. K. R.Bulchandani, “Business Law”.Himalaya Publishing House, 21<sup>st</sup> Edition, 2008.</li> <li>4. S. Dinesh Babu, “Professinal Ethics and Human Values”, Lakshmi Publications, 4<sup>th</sup> Edition, 2016.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.slideshare.com">http://www.slideshare.com</a></li> <li>2. <a href="http://www.human capital.com">http://www.human capital.com</a></li> <li>3. <a href="http://www.saylor.org/site/textbooks/Business%20Law%20and%20the%20Legal%20Environment.pdf">http://www.saylor.org/site/textbooks/Business%20Law%20and%20the%20Legal%20Environment.pdf</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.amazon.com/Business-Law-Ethical-Corporate-Environment-ebook/dp/B00BCXPVJE">https://www.amazon.com/Business-Law-Ethical-Corporate-Environment-ebook/dp/B00BCXPVJE</a></li> <li>2. <a href="http://www.ebooks.com/subjects/business-business-law-ebooks/172/">http://www.ebooks.com/subjects/business-business-law-ebooks/172/</a></li> </ol>

## STATISTICS FOR MANAGEMENT

<b>I Semester: MBA</b>								
<b>Course Code</b>	<b>Category</b>	<b>Hours / Week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>CMBB05</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>Total</b>
		4	-	-	4	30	70	100
<b>Contact Classes: 45</b>	<b>Tutorial Classes: Nil</b>	<b>Practical Classes: Nil</b>			<b>Total Classes: 45</b>			
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> I. Understand the various statistical techniques and solve problems effectively in the statistics. II. Analyze the different types of skewness and know about the coefficient variations of skewness. III. Know the application of statistical measures of central tendency and also statistical measures of dispersion. IV. Emphasize application of ANOVA, other non-parametric test and analyze the recent trends. V. Apply the time series analysis and also trend analysis of data and also know its importance for solving the problems arising.								
<b>UNIT-I</b>	<b>INTRODUCTION TO STATISTICS</b>							<b>Classes:08</b>
Overview, origin and development and managerial applications of statistics and branches of the study, statistics and computers, limitations of statistics.								
<b>UNIT-II</b>	<b>MEASURES OF CENTRAL TENDENCY</b>							<b>Classes:09</b>
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.								
<b>UNIT-III</b>	<b>TABULATION OF UNIVARIATE</b>							<b>Classes:08</b>
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.								
<b>UNIT-IV</b>	<b>SMALL SAMPLE TESTS</b>							<b>Classes:10</b>
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.								
<b>UNIT-V</b>	<b>REGRESSION ANALYSIS</b>							<b>Classes: 10</b>
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”, Pearson, 7<sup>th</sup> Edition, 2015.
2. Beri, “Business Statistics”, TMH, 1<sup>st</sup> Edition, 2015.
3. Gupta S.C, “Fundamentals of Statistics”, HPH, 6<sup>th</sup> Edition, 2015.

#### **Reference Books:**

1. Levine , Stephan , krehbiel , Berenson, “Statistics for Managers using Microsoft Excel”, PHI, 1<sup>st</sup> Edition, 2015.
2. J. K Sharma, “Business Statistics”, Pearson Publications, 2<sup>nd</sup> Edition, 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>

## MANAGEMENT OF TECHNOLOGY

<b>I Semester: MBA</b>								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB06	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
<b>Contact Classes: 45</b>		<b>Tutorial Classes: Nil</b>		<b>Practical Classes: Nil</b>		<b>Total Classes: 45</b>		
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> I. Develop the ability to design innovation strategies that can successfully take advantage of innovation opportunities. II. Able to examine the patterns and sources of technological change and the mechanisms for capturing the economic benefits from innovation III. Identify the strategic and organizational challenges involved in managing technological innovation. IV. Explores the challenges, tools and principles involved in managing innovation and technology.								
<b>UNIT-I</b>	<b>TECHNOLOGICAL INNOVATION</b>						<b>Classes: 08</b>	
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.								
<b>UNIT-II</b>	<b>FINANCIAL EVALUATION OF RESEARCH AND DEVELOPMENT</b>						<b>Classes: 09</b>	
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.								
<b>UNIT-III</b>	<b>RESEARCH AND DEVELOPMENT</b>						<b>Classes: 09</b>	
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.								
<b>UNIT-IV</b>	<b>TECHNOLOGICAL FORECASTING FOR DECISION MAKING</b>						<b>Classes:10</b>	
The definition of technological forecasting, forecasting, system inputs and outputs, classification of forecasting techniques, organization for technological, forecasting, current status.								
<b>UNIT-V</b>	<b>TRANSFER OF TECHNOLOGY</b>						<b>Classes:09</b>	
Transfer of technology: modes of technology transfer, price of technology transfer, negotiation for price of management of technology.								
<b>Text Books:</b>								

<ol style="list-style-type: none"> <li>1. Tarek Khalil, “Management of Technology —The Key to Competitiveness and Wealth”, Tata McGraw Hill, Boston, 4<sup>th</sup> Edition, 2011.</li> <li>2. V.K.Narayanan, “Managing Technology and Innovation for Competitive Advantage”, Pearson Education, 3<sup>rd</sup> Edition, 2007.</li> <li>3. Norma Harison and Samson, “Technology management – Text and cases”, Tata McGraw Hill, 4<sup>th</sup> Edition, 2011.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Shane, “Technology Strategy for Managers and Entrepreneurs”, Pearson, 5<sup>th</sup> Edition, 2015.</li> <li>2. Khandwala, “Corporate Creativity”, Tata McGraw Hill, 4<sup>th</sup> Edition, 2013.</li> <li>3. Lucy C. Morse, Daniel L. Babcock, “Managing Engineering and Technology “, Pearson , 6<sup>th</sup> Edition, 2014.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.change-management.com/Prosci-Defining-Change-Management.pdf">http://www.change-management.com/Prosci-Defining-Change-Management.pdf</a></li> <li>2. <a href="http://www.tcs.com/SiteCollectionDocuments/White%20Papers/EntSol-Whitepaper-Change-Management-Theories-Methodologies-0213-1.pdf">http://www.tcs.com/SiteCollectionDocuments/White%20Papers/EntSol-Whitepaper-Change-Management-Theories-Methodologies-0213-1.pdf</a>.</li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.nickols.us/four_strategies.pdf">http://www.nickols.us/four_strategies.pdf</a></li> <li>2. <a href="http://ifcext.ifc.org/ifcext/spiwebsite1.nsf/0/00DB06A86B84D253852576BA000E2AF0/\$File/MoC%20Procedure.pdf">http://ifcext.ifc.org/ifcext/spiwebsite1.nsf/0/00DB06A86B84D253852576BA000E2AF0/\$File/MoC%20Procedure.pdf</a></li> </ol>

## INTELLECTUAL PROPERTY RIGHTS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB07	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 types of intellectual property, international organizations, agencies and treaties. II. Safeguard the selecting and evaluating trade mark, trade mark registration processes. III. Understand about fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly. IV. Apply different trade secret laws related to intellectual property rights. V. Develop trade mark law; copy right law, patent law and intellectual property audits.								
UNIT-I	INTRODUCTION TO INTELLECTUAL PROPERTY						Classes: 08	
Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights.								
UNIT-II	TRADE MARKS						Classes: 10	
Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting and evaluating trade mark, trade mark registration processes.								
UNIT-III	LAW OF COPY RIGHTS AND PATENTS						Classes: 09	
Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right, international copy right law.  Law of patents: Foundation of patent law, patent searching process, ownership rights and transfer.								
UNIT-IV	TRADE SECRETS AND UNFAIR COMPETITION						Classes:10	
Trade secretes law, determination of trade secretes status, liability for misappropriations of trade secrets, protection for submission, trade secretes litigation. Unfair competition: Misappropriation right of publicity, False advertising.								
UNIT-V	NEW DEVELOPMENT OF INTELLECTUAL PROPERTY						Classes: 08	
New developments in trade mark law; copy right law, patent law, intellectual property audits.  International overview on intellectual property, international trade mark law, copy right law, international patent law and international development in trade secrets law.								
Text Books: 1. Deborah, E. Bouchoux, “Intellectual property right”, Cengage learning, 5 <sup>th</sup> Edition, 2008. 2. Prabuddha ganguli,” Intellectual property right - Unleashing the knowledge economy”, Tata McGraw Hill Publishing Company Ltd, 7 <sup>th</sup> Edition, 2009.								

3. Carlos M. Correa "Intellectual property rights, The WTO and Developing countries", Zed books, 4 <sup>th</sup> Edition, 2006.
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Caves, Frankel, Jones, "World Trade and Payments-An Introduction", Pearson Education, 4<sup>th</sup> Edition, 2015.</li> <li>2. Carlos M. Correa, "Intellectual property rights, The WTO and Developing countries", Zed books.</li> <li>3. Peter-Tobias stoll, Jan busche, Katrianarend, "WTO- Trade –related aspects of IPR", Library of Congress.</li> <li>4. Surendra Bhandari, "World Trade Organization (WTO) and Developing Countries", Vikas Publishing House.</li> <li>5. P. K. Vasudeva, "World Trade Organization: Implications on Indian Economy", Pearson Education, 2015.</li> <li>6. P. Krishna Rao, WTO, "Text and cases", Excel Books, 2015.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.ebooks directory.com">http://www.ebooks directory.com</a></li> <li>2. <a href="http://Campus guides.lib.utah.edu">http://Campus guides.lib.utah.edu</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.bookboon.com">http://www.bookboon.com</a></li> <li>2. <a href="http://www.freemagagement.com">http://www.freemagagement.com</a></li> <li>3. <a href="http://www.emeraldinsight.com">http://www.emeraldinsight.com</a></li> </ol>

## WASTE AND ENERGY MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB08	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b> The course should enable the students to: I. Understand different types of energy audit, energy index, cost index, pie charts, Sankey diagrams, load profiles, Energy conservation schemes. II. Analyze the factors affecting efficiency, variable speed and variable duty cycle systems. III. Aware of Solar Passive Architecture, Adoption to sustainable resources such as PV modules, Solar heating. IV. Discuss the energy conservation checklist, energy conservation opportunities in boilers, heat pumps and cooling systems.								
UNIT-I	BASIC PRINCIPLES OF ENERGY AUDIT:						Classes:08	
Energy audit-definitions, concept, types of energy audit, energy index, cost index, pie charts, Sankey diagrams, load profiles, Energy conservation schemes. Energy audit of industries, Energy saving potential, Energy audit of process industry, and thermal power station								
UNIT-II	ENERGY EFFICIENT MOTORS, POWER FACTOR IMPROVEMENT & LIGHTING:						Classes:10	
Energy efficient motors, factors affecting efficiency, variable speed, variable duty cycle systems, effect of Voltage variation on motors, motor energy audit. Power factor- methods of improvement, location of capacitors, Pf with non linear loads- Good Lighting system design and practice, lighting control, lighting energy audit.								
UNIT-III	ENERGY EFFICIENT BUILDINGS						Classes:09	
Green Buildings, Intelligent Buildings, Rating of Buildings, Efficient use of Buildings, Ventilation Solar Passive Architecture. Adoption to sustainable resources such as PV modules, Solar heating, Cooling Techniques, Energy audit and conservation opportunities.								
UNIT-IV	ECONOMIC ASPECTS AND ANALYSIS						Classes:10	
Economics Analysis, Depreciation Methods, time value of money, rate of return, present worth method, replacement analysis, life cycle costing analysis-calculation of simple payback method, net present worth method-Applications of cycle costing analysis, return of investment.								
UNIT-V	ENERGY CONSERVATION OPPORTUNITIES						Classes::08	

Energy conservation checklist, Energy conservation opportunities in boilers, Heat pumps and cooling systems, chilled water Plants and Central air- conditioning systems, Water Heaters and coolers, Compressors and Fans.

**Text Books:**

1. W.R. Murphy and G. McKay Butter worth, “Energy Management”, Heinemann publications, 3<sup>rd</sup> Edition, 1999.
2. John .C. Andreas, “Energy Efficient Electric Motors”, Marcel Dekker Inc Ltd, -2<sup>nd</sup> Edition, 1995.

**Reference Books:**

1. Paul o’ Callaghan, “Energy management” Mc-Graw Hill Book company, 1<sup>st</sup> Edition, 1998.
2. W.C.Turner,” Energy management hand book”, John Wiley and sons, 2<sup>nd</sup> Edition, 1999.

**Web References:**

1. <http://www.enerylens.com/articles/energy-management.com>
2. <http://www.siemens.com/articles/emergy-management.html>

**E-Text Books:**

1. <http://www.en.wikipedia.rg/wiki/energy-management-systems.com>
2. [http://www.search.gmx.net/energy management/lookhere.com](http://www.search.gmx.net/energy%20management/lookhere.com)

## MARKETING ANALYTICS

<b>I Semester: MBA</b>								
<b>Course Code</b>	<b>Category</b>	<b>Hours / Week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>CMBB09</b>	<b>Elective</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>Total</b>
		4	-	-	4	30	70	100
<b>Contact Classes: 45</b>	<b>Tutorial Classes: Nil</b>	<b>Practical Classes: Nil</b>			<b>Total Classes: 45</b>			
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> I. Understand different types of Pricing, Breakeven and Margin Analysis, Demand Estimates. II. Analyze the different types of Descriptive Analytics and Forecast Analysis. III. Aware of Predictive Analytics, Model for Marketing and Social Media Marketing Analytics. IV. Discuss the Conjoint Analysis, Factor Analysis, Cluster Analysis and Discriminant Analysis.								
<b>UNIT-I</b>	<b>PRICING, BREAKEVEN AND MARGIN ANALYSIS</b>						<b>Classes:08</b>	
Pricing, Breakeven and Margin Analysis, Demand Estimates, Marketing Budget and Marketing Performance Measure, Marketing Metrics and its application(Case Studies), Financial Implications of various Marketing Strategies(problems), Cross Tabulation, Chi square Test, T Test, ANOVA (F Test), Simple and Multiple Regression, Financial Feasibility analysis using NPV method, Customer Life time Value ( CLTV)								
<b>UNIT-II</b>	<b>DESCRIPTIVE ANALYTICS AND FORECAST ANALYSIS</b>						<b>Classes:10</b>	
Descriptive Analytics: Geographical Mapping, Data Exploration, Market Basket Analysis, Forecast Analysis: Moving Averages, Time Series Forecasting Using Linear Regression.								
<b>UNIT-III</b>	<b>PREDICTIVE ANALYTICS MODEL FOR MARKETING AND SOCIAL MEDIA MARKETING ANALYTICS</b>						<b>Classes:09</b>	
Predictive Analytics, Model for Marketing: Clustering models (segments),Propensity models (predictions). Social Media Marketing Analytics a. Data mining methods b. Analyses for websites, search engine results, and social media, e.g., Twitter, Face book and blogs. (Audience size, Reach & Engagement, Traffic, Community responsiveness).								
<b>UNIT-IV</b>	<b>GOOGLE ANALYTICS AND MOBILE ANALYTICS</b>						<b>Classes:10</b>	
Digital Analytics/ Google Analytics a. App usage , App revenue, retention, churn analysis b. Mobile Analytics (Example Amazon Mobile Analytics)								
<b>UNIT-V</b>	<b>CONJOINT ANALYSIS, FACTOR ANALYSIS AND CLUSTER ANALYSIS</b>						<b>Classes::08</b>	
Conjoint Analysis, Factor Analysis, Cluster Analysis and Discriminant Analysis and Multi Dimensional Scaling (SPSS/As per requirement)								



**Text Books:**

1. Stephan Sorger, “Marketing Analytics: Strategic Models and Metrics” Admiral Press. 3<sup>rd</sup> Edition, 2003.
2. Wayne L. Winston, “Marketing Analytics: Data-Driven Techniques with Microsoft Excel”, Wile , 2<sup>nd</sup> Edition, 2005.

**Reference Books:**

1. Neil T Bendle, Paul Farris, Philip E Pfeifer, David J Reibstein, “Marketing Metrics - Manager's Guide to Measuring Marketing Performance” , Pearson Education, 1<sup>st</sup> Edition, 1998.

**Web References:**

1. [http://www.in.zapmetasearch.com/marketing\\_analytics.com](http://www.in.zapmetasearch.com/marketing_analytics.com)
2. <http://www.sas.com/marketing-analytics.html>

**E-Text Books:**

1. [http://www.indes.about.com/web\\_analytics.com](http://www.indes.about.com/web_analytics.com)
2. [http://www.uk.ask.com/web\\_analytics/visit-us.com](http://www.uk.ask.com/web_analytics/visit-us.com)

## ECONOMICS AND POLITICAL SCIENCE

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB10	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b> The course should enable the students to: I. Understand nature and scope of economics, Relationship with other areas in economics. II. Analyze the demand analysis, types of elasticity of demand and significance of elasticity of demand III. Aware of the Nature and Scope of political science, normative and empirical approaches feminist approaches. IV. Discuss the importance of liberty, equality, justice, procedural and distributive.								
UNIT-I	INTRODUCTION TO MANAGERIAL ECONOMICS						Classes:08	
Definition, nature and scope of economics, 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:10	
Demand Analysis, types of elasticity of demand 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 function with one and two variables, Cobb-Douglas production function, Marginal rate of technical substitution  Iso-quants and Iso-costs, returns to scale and returns to factors, economies of scale, Innovations and global competitiveness.								
UNIT-IV	INTRODUCTION TO POLITICS						Classes:10	
Definitions Nature and Scope of political science, Normative and Empirical Approaches Feminist Approaches, meaning and types of Power and Authority, Legitimacy and Sovereignty.								

<b>UNIT-V</b>	<b>BASIC POLITICAL VALUES, RIGHTS AND IDEOLOGIES</b>	<b>Classes::08</b>
Liberty, Equality and Justice - Procedural, Distributive; Definition, Meaning Types of rights like Civil, Political, Economic; Contemporary Issues and Debates; Significance and Classification of Ideologies of ideologies like Communism and Gandhism.		
<b>Text Books:</b>		
1. Craig H. Petersen. Cris Lewis and Sudhir K. Jain: "Managerial Economics", Pearson Education, 14 <sup>th</sup> Edition 2012. 2. Geetika, "Managerial Economics", TMH, 2 <sup>nd</sup> Edition, 2012. 3. Dominick Salvatore, "Managerial Economics", Oxford, 7 <sup>th</sup> Edition, 2012. 4. Ball, Terence and Dagger. Richard, "Political Ideologies and the Democratic Ideal", Longman, 4 <sup>th</sup> Edition, 2003. 5. Bird, Colin, "An Introduction to Political Philosophy", Cambridge University Press, Cambridge, 3 <sup>rd</sup> Edition, 2007. 6. Heywood, Andrew," Political Ideologies: An Introduction Palgrave Macmillan", Basingstoke, 2 <sup>nd</sup> Edition, 2003.		
<b>Reference Books:</b>		
1. G S Gupta, "Managerial Economics", TMH, 2 <sup>nd</sup> Edition, 2012. 2. D.M.Mithani, "Managerial Economics theory and applications", Himalaya Publishing House, 5 <sup>th</sup> Edition, 2015. 3. Heywood, A, "Political Theory - An Introduction", Palgrave Basingstoke, 3 <sup>rd</sup> Edition, 2004. 4. Hoffman, John and Graham, Paul, "Introduction to Political Theory", Longman, Harlow, 2 <sup>nd</sup> Edition, 2006.		
<b>Web References:</b>		
1. <a href="http://www.spinger.com/gp/economics.com">http://www.spinger.com/gp/economics.com</a> 2. <a href="http://www.en.wikipedia.org/wiki/list_of_plitical_science.html">http://www.en.wikipedia.org/wiki/list_of_plitical_science.html</a>		
<b>E-Text Books:</b>		
1. <a href="http://www.search.gmx.net/abuteconomics/saveyour%20time.com">http://www.search.gmx.net/abuteconomics/saveyour time.com</a> 2. <a href="http://www.archive.mu.ac.in/myweb_test/pliticalscience.com">http://www.archive.mu.ac.in/myweb_test/pliticalscience.com</a>		

## CROSS CULTURAL MANAGEMENT

I Semester: MBA									
Course Code	Category	Hours / Week			Credits	Maximum Marks			
CMBB11	Elective	L	T	P	C	CIA	SEE	Total	
		4	-	-	4	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, international encounters and business communication across cultures. IV. Appraise different Culture and corporate structures, Culture and Leadership, Culture and Strategy in business. V. Formulate strategies for developing inter cultural relationships, conflicts and cultural difference.									
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 Publications, 3<sup>rd</sup> Edition, 2015.
2. David C .Thomas, “Cross Cultural Management”, Sage Publications, 2<sup>nd</sup> Edition, 2014.
3. Nigel Holdon, “Cross Cultural Management: Knowledge Management Perspective”, Prentice Hall, 1<sup>st</sup> Edition, 2012.

**Reference Books:**

1. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge Publications, 1<sup>st</sup> Kindle Edition, 2012.
2. Richard Mead, “International Management, Cross cultural Dimension”, Blackwell publications, 3<sup>rd</sup> Edition, 2015.
3. Jerome Dumetz, “Cross Cultural Management Textbook”, Paperback, Student Edition, 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.freemagagement.com>
3. <http://www.emeraldinsight.com>

## PROJECT MANAGEMENT

<b>I Semester: MBA</b>								
<b>Course Code</b>	<b>Category</b>	<b>Hours / Week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>CMBB12</b>	<b>Elective</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>Total</b>
		4	-	-	4	30	70	100
<b>Contact Classes: 45</b>	<b>Tutorial Classes: Nil</b>	<b>Practical Classes: Nil</b>			<b>Total Classes: 45</b>			
<b>OBJECTIVES:</b>								
<b>The course should enable the students to:</b>								
I. Evaluate a small or shorter term project in your workplace, such as running an event or an office move, implementing workplace changes, developing web sites, conducting trade work and managing office infrastructure changes.								
II. Understand a structured approach prepare a project plan, incorporating appropriate plans, schedules, a budget and specific outputs/deliverables for each step of the plan.								
III. Explain Scope, Cost, and Schedule baselines as a means of evaluating project progress and incorporating Earned Value measurement								
IV. Demonstrate effective organizational leadership and change skills for managing projects, project teams, and stakeholders.								
<b>UNIT-I</b>	<b>INTRODUCTION</b>						<b>Classes:08</b>	
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.								
<b>UNIT-II</b>	<b>PROJECT PLANNING</b>						<b>Classes:10</b>	
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.								
<b>UNIT-III</b>	<b>PROJECT EXECUTION</b>						<b>Classes:09</b>	
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.								
<b>UNIT-IV</b>	<b>LEADING PROJECT TEAMS</b>						<b>Classes:10</b>	
Building a project team, characteristics of a effective project team, achieving cross functional cooperation, virtual project teams, conflicts management, negotiations.								
<b>UNIT-V</b>	<b>PERFORMANCE MEASUREMENT AND EVALUATION</b>						<b>Classes:08</b>	
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.								
<b>Text Books:</b>								
1. Gray, Larson, “Project Management”, Tata McGraw Hill, 4 <sup>th</sup> Edition, 2015.								

2. Jeffery K.Pinto, “Project Management”, Pearson Education, 4 <sup>th</sup> Edition, 2015.
3. EnzoFrigenti, “Project Management”, Kogan, 4 <sup>th</sup> Edition, 2015.
<b>Reference Books:</b>
1. EnzoFrigenti: “Project Management”- Kogan, Revised 4 <sup>th</sup> Edition, 2015.
2. R. Panneerselvam, P. Senthilkumar: “Project Management”, PHI, Revised 4 <sup>th</sup> Edition, 2015.
3. Thomas M.Cappels: “Financially Focused Project Management”, SPD, Revised 4 <sup>th</sup> Edition, 2008.
<b>Web References:</b>
1. <a href="http://home.hit.no/~hansha/documents/theses/projectmanagement.pdf">http://home.hit.no/~hansha/documents/theses/projectmanagement.pdf</a>
2. <a href="http://gurukpo.com/Content/MBA/Project%20Mngg..pdf">http://gurukpo.com/Content/MBA/Project%20Mngg..pdf</a>
<b>E-Text Books:</b>
1. <a href="http://www.pondiuni.edu.in/sites/default/files/Project%20Managementt200813.pdf">http://www.pondiuni.edu.in/sites/default/files/Project%20Managementt200813.pdf</a>
2. <a href="http://www.adi.pt/docs/innoregio_pmanagement.pdf">http://www.adi.pt/docs/innoregio_pmanagement.pdf</a>

## IT FOR MANAGERS LABORATORY

<b>I Semester: MBA</b>								
<b>Course Code</b>	<b>Category</b>	<b>Hours / Week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>CMBB13</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>Total</b>
		0	0	2	2	30	70	100
<b>Contact Classes: Nil</b>	<b>Tutorial Classes: Nil</b>		<b>Practical Classes: 24</b>			<b>Total Classes: 24</b>		
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> I. Understand the concept of information technology and its role in an organization. II. Apply data analysis in MS Excel. III. Identify hands on experience in working with MS Excel. IV. Recognize different types of formulas and functions in MS Excel. V. Examine LaTeX documentation for AMS-LaTeX and Short Math Guide for LaTeX.								
<b>WEEK-1</b>	<b>INTRODUCTION OF INFORMATION TECHNOLOGY</b>							
Introduction to Information Technology and Information Systems								
<b>WEEK-2</b>	<b>ROLE OF INFORMATION SYSTEMS</b>							
Role of Information Systems in an organization and Decision Support Systems (DSS)								
<b>WEEK-3</b>	<b>INTRODUCTION TO MS EXCEL</b>							
MS Excel as Spreadsheet based DSS - Features of MS Excel, Uses of MS Excel.								
<b>WEEK-4</b>	<b>BASICS OF MS EXCEL</b>							
Spreadsheet Orientation: Accessing, overview of toolbars, saving spreadsheet files, Using help and resources. Creating a Scheduler:- Gridlines, Format Cells, Summation, auto fill, Formatting Text								
<b>WEEK-5</b>	<b>VARIOUS FORMATTING STYLES IN MS EXCEL</b>							
Calculating GPA - Features to be covered:- Cell Referencing, Formulae in spreadsheet – average, std. deviation, Charts, Renaming and Inserting worksheets, Hyper linking, Count function, Sorting, Conditional formatting.								
<b>WEEK-6</b>	<b>WORKING WITH TEXT AND LOOKUP FUNCTIONS</b>							
Create a spreadsheet by using the following functions : Text Functions, Lookup Functions.								
<b>WEEK-7</b>	<b>WORKING WITH FUNCTIONS</b>							
Create a spreadsheet by using the following functions : Date and Time Functions, Math and Statistical Functions, Database Functions.								
<b>WEEK-8</b>	<b>DATA ANALYSIS WITH MS EXCEL</b>							
Create a spread sheet document by using data analysis concept with what - if Analysis - Data Tables, Scenario Manager, Goal Seek.								



<b>WEEK-9</b>	<b>CREATION OF VARIOUS CHARTS IN MSEXCEL</b>
Apply data analysis concept for creating Pivot Tables and Pivot Charts.	
<b>WEEK-10</b>	<b>LaTeX FORMATTING</b>
Introduction of LaTeX and LateX document formatting: Create a LaTeX document with following formatting: All margins with 1.5, headings with bold, text with normal, chapter name with blue color, line space with 1.5.	
<b>WEEK-11</b>	<b>VARIOUS FORMATTING STYLES IN LaTeX</b>
Using LaTeX to create project certificate. Features to be covered:- Formatting Fonts in word, Drop Cap in word, Applying Text effects, Using Character Spacing, Borders and Colors, Inserting Header and Footer, Using Date and Time option in both LaTeX.	
<b>WEEK-12</b>	<b>GRAPHICS AND TABLES IN LaTeX</b>
Create a LaTeX documents with images and image caption at centre alignment, table with thick border and table caption with centre alignment, row height, content with cell centre alignment.	
<b>Text Books:</b>	
1. Gross Debra, "Succeeding in Business with Microsoft Excel - 2013: A Problem Solving Approach", Cengage Learning, 1 <sup>st</sup> Edition, 2014.	
<b>Reference Books:</b>	
1. Paul Mcfedries, "Excel 2013 Formulas and Functions", Pearson Education, , 1 <sup>st</sup> Edition, 2013.	
2. Dodge Mark, Stinson Craig, "Microsoft Excel 2013 Inside Out", Prentice Hall of India, 1 <sup>st</sup> Edition, 2013.	
3. Guy Hart Davis, How to do everything with Microsoft Office Excel, Tata McGraw Hill, Revised 1 <sup>st</sup> Edition, 2010.	
4. Lisa Miller, "MIS Cases: Decision Making with Application Software", Pearson Education, Revised 1 <sup>st</sup> Edition, 2011.	
5. Giridhar Joshi, "Management Information Systems", Oxford University Press, Revised 1 <sup>st</sup> Edition, 2013.	
<b>Web References:</b>	
1. <a href="http://www.abebooks.com/servlet/SearchResults?isbn.pdf">http://www.abebooks.com/servlet/SearchResults?isbn.pdf</a> .	
2. <a href="http://www.amazon.in/Succeeding-Business-Microsoft-Excel-2013">http://www.amazon.in/Succeeding-Business-Microsoft-Excel-2013</a>	
3. <a href="http://ctan.org/pkg/bibtopic">http://ctan.org/pkg/bibtopic</a>	
<b>E-Text Books:</b>	
1. <a href="http://www.cheegg.com/textbooks/succeeding-in-business">http://www.cheegg.com/textbooks/succeeding-in-business</a>	
2. <a href="http://www.cengage.com.au/product/title/succeeding-in">http://www.cengage.com.au/product/title/succeeding-in</a> .	
3. <a href="http://www.amazon.com">http://www.amazon.com</a> › ... › Computers & Technology › Software	
4. <a href="http://www.books.google.com">http://www books.google.com</a> › ... › Desktop Applications › Spreadsheets	

## BUSINESS COMMUNICATION AND SOFT SKILLS

<b>I Semester: MBA</b>								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
<b>CMBB14</b>	<b>Core</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>Total</b>
		0	0	2	1	30	70	100
<b>Contact Classes: Nil</b>	<b>Tutorials Classes: Nil</b>	<b>Practical Classes: 45</b>			<b>Total Classes: 45</b>			
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> 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.								
<b>UNIT-I</b>	<b>BUSINESS WRITING</b>						<b>Classes: 08</b>	
Introduction: importance of written business communication, direct and indirect approached to business messages, five main stages of writing business messages, practice exercises.								
<b>UNIT-II</b>	<b>BUSINESS CORRESPONDENCE:</b>						<b>Classes: 08</b>	
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.								
<b>UNIT-III</b>	<b>INSTRUCTIONS</b>						<b>Classes: 10</b>	
Introduction: written instructions, general warning, caution and danger, format in instructions. Oral instructions, Audience analysis, product instructions. Practice exercises.								
<b>UNIT-IV</b>	<b>BUSINESS REPORTS AND PROPOSALS</b>						<b>Classes: 09</b>	
Introduction: what is a report, steps in writing a routine business report, parts of a report, corporate reports, business proposals.								
<b>UNIT-V</b>	<b>CAREERS AND RESUMES</b>						<b>Classes: 10</b>	
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.								
<b>Text Books:</b> 1. Meenakshi Raman and Prakash Singh, “Business Communication”, Oxford, 1 <sup>st</sup> Edition, 2012. 2. Lesikar, “Basic Business Communication”, TMH, 3 <sup>rd</sup> Edition, 2015.								
<b>Reference Books:</b> 1. David Irwin, “Effective Business Communications”, Viva-Thorogood, 3 <sup>rd</sup> Edition, 2015.								

2. Rajendra Pal, J S KorlahaHi, “ Essentials of Business Communication”, Sultan Chand and Sons, 2<sup>nd</sup> Edition, 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](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		
CMBB15	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 for the purpose of fulfillment of organizational goals.								
II. Understand the functions of human resource department for the purpose of effective evaluation of training and development.								
III. Create and maintain the quality of work life in the organizations for carrier planning and development.								
IV. Maintain employee and management relationships effectively in the organization for problem solving and coordinating activities effectively.								
V. Develop grievance handling methods, guidelines for handling grievances 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, 2<sup>nd</sup> Edition, 2009.
2. Ashwathappa, "Human resource management", Himalaya Publications, 7<sup>th</sup> Edition, 2012.

**Reference Books:**

1. Aryasri, A. V. V Raju, "Human Resources Management", Students Helpline Publishing House Private Limited, 2<sup>nd</sup> Edition, 2010.
2. Venkata Raman C. S, Srivastiva B. K, "Personnel Human Resource Management", Tata McGraw Hill, 2<sup>nd</sup> Edition, 2009.
3. Cynthia D. Fisher, Lyle F. Schoenfeld , "Human Resource Management", Wiley India Publishers, 3<sup>rd</sup> Edition, 2009.
4. Jyothi , " Human Resource Management", Pearson Education, 12<sup>th</sup> Edition, 2009.
5. R. Wayne Mondy, Robert M. Noe , "Human Resource Management", Pearson Education, 5<sup>th</sup> Revised Edition, 2009.

**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>

## PRODUCTION AND OPERATIONS MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB16	Core	L	T	P	C	CIA	SEE	Tot
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES:								
The course should enable the students to:								
I. Apply the skills which are necessary to analyze and synthesize the many inter relationships inherent socio-economic productive systems.								
II. Understand the Enterprise Resource Planning and MRPII systems which are used in managing operations.								
III. Develop the knowledge and leadership skills in business operations.								
IV. Introduce the cost systems of inventory control like ABC, VED, FNSD analyses and Value analysis.								
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”, Pearson Education, Revised 2<sup>nd</sup> Edition, 2010.
2. Stevenson J. William, “Operations Management”, Tata McGraw-Hill, 9<sup>th</sup> Edition, 2009.
3. James R Evans, David A. Collier, “Operations Management”, Cengage Learning, 3<sup>rd</sup> Edition, 2007.

**Reference Books:**

1. Aswathappa K. and SridharaBhat, “Production and Operations Management”, HPH, 2<sup>nd</sup> Edition, 2010.
2. Ray Wild, “Operations Management, Thomson Learning, 1<sup>st</sup> Edition, 2003.
3. KanishkaBedi, “Production and Operations Management”, Oxford University Press, 2<sup>nd</sup> Edition, 2007.
4. Upendra Kachru, “Production and Operations Management”, Excel Books, 2<sup>nd</sup> Edition, 2010.

**Web References:**

1. [http://tn.upi.edu/pdf/Operations\\_Management.pdf](http://tn.upi.edu/pdf/Operations_Management.pdf)
2. <https://notendur.hi.is/~kth93/3.20.pdf>

**E-Text Books:**

1. <http://ebooks.cambridge.org/ebook.jsf?bid=CBO9781139150002>
2. <http://www.ebook777.com/operations-management-11th-edition/>

## FINANCIAL MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB17	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 for effective utilization of financial resources in optimum manner. III. Ensure the availability of relevant and reliable financial and non-financial information for the purpose of wealth and profit maximization. IV. Focus on wealth maximization rather than profit maximization to achieve the objectives of finance function.								
UNIT-I	THE FINANCE FUNCTION						Classes: 10	
Nature and scope, functions, objectives and importance of financial management, evolution of finance function , new role in the contemporary scenario, profit maximization, wealth maximization and EPS maximization, role of financial manager, 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: payback period method, average rate of return method, net present value method, profitability index method, internal rate of return method (problems), the net present value vs. internal rate return; 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 (problems).  Indifference Point/Break even analysis of financial leverage, capital structure theories; The Modigliani miller Theory, NI, NOI theory and traditional theory: A critical appraisal (problems).								
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 and walter models (problems). 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.								



<b>UNIT-V</b>	<b>MANAGEMENT OF CURRENT ASSETS</b>	<b>Classes: 08</b>
Management of cash, basic strategies for cash management, cash budget (problems) , cash management techniques/processes; management of receivables and management of inventory (problems), 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.		
<b>Text Books:</b>		
1. I.M. Pandey, “Financial Management”, Vikas Publishing House Publications, 10 <sup>th</sup> Edition, 2010. 2. Jonathan Berk, Peter DeMarzo and Ashok Thampy, “Financial Management”, Pearson Publications, 4 <sup>th</sup> Edition, 2010.		
<b>Reference Books:</b>		
1. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, Thomson South-Western Publications, 10 <sup>th</sup> Edition, 2006. . 2. Vishwanath S. R., “Corporate Finance Theory and Practice”, Sage Publications, 2 <sup>nd</sup> Edition, 2007. 3. Prasanna Chandra, “Financial Management Theory and Practice”, Tata McGraw Hill, 7 <sup>th</sup> Edition, 2005. 4. Sudershana Reddy, “Financial Management”, HPH Publications, 6 <sup>th</sup> Edition, 2010. 5. Rajiv Srivastava and Anil Misra, “Financial Management”, Oxford Higher Education Publications, 4 <sup>th</sup> Edition, 2009.		
<b>Web References:</b>		
1. <a href="http://qu.edu.iq/ade/wp-content/uploads/2016/02/financial_management_www.accfile.com_.pdf">http://qu.edu.iq/ade/wp-content/uploads/2016/02/financial_management_www.accfile.com_.pdf</a> 2. <a href="http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial_Mgt_2E.pdf">http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial_Mgt_2E.pdf</a>		
<b>E-Text Books:</b>		
1. <a href="http://www.freebookcentre.net/Business/Finance-Books.html">http://www.freebookcentre.net/Business/Finance-Books.html</a> 2. <a href="http://www.icaew.com/en/library/library-collection/ebooks/financial-management">http://www.icaew.com/en/library/library-collection/ebooks/financial-management</a>		

## MANAGEMENT INFORMATION SYSTEM AND ERP

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB18	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b> The course should enable the students to: I. Gain the knowledge to increase the effectiveness and decision making process for managers. 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 in the business decision making process. IV. MIS is helpful in controlling costs by giving information about idle time, labour turnover, wastages and losses and surplus capacity								
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, 3 <sup>rd</sup> Edition, 2010. 2. S.A.Kelkar, Software Project Management-A Concise Study, PHI, 3 <sup>rd</sup> Edition 2012.								

**Reference Books:**

1. Ken Laudon, Jane P. Laudon, Management Information Systems, Pearson education, 15<sup>th</sup> Edition, 2015.
2. Jennifer L Bayuk, Jason Healey, Paul Rohmeyer, Marcus H. Sachs, Jeffrey Schmidt, Joseph Weiss, Cyber security Policy Guidebook, Wiley, 1<sup>st</sup> Edition, 2012.
3. A K Gupta, Sharma “Management of Systems” Macmillan, 1<sup>st</sup> Edition, 2012.

**Web References:**

1. <http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf>
2. <http://www.pitt.edu/~druzdzet/psfiles/dss.pdf>

**E-Text Books:**

1. <https://www.scribd.com/doc/252519209/Decision-Support-Systems-and-Intelligent-Systems-7th-Edition-Free-eBook-Download>
2. <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		
CMBB19	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	700	100
Contact Classes: 45	Tutorials Classes:	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Develop knowledge and understanding of key theories, concepts and models in marketing to guide the development and execution of marketing strategies. II. Analyze strategically focused integrated marketing communications plan based on research and analysis of a brand, its competition, and consumer behavior, using appropriate communications strategies. III. Understand comprehensive B2B and B2C marketing plans based on sound customer and competitive research, and that reflect an organization’s domestic and international strategic vision IV. Evaluate the impact of changing global, political, economic, competitive, environmental, cultural and social systems on marketing strategy development.								
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.
<b>Text Books:</b>
1. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithleshwarJha “Marketing Management”, Pearson Education, 13 <sup>th</sup> Edition, 2012.
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Ramaswamy Namakumari, “Marketing Management”, TMH, 5<sup>th</sup> Edition, 2013.</li> <li>2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, “Principles of Marketing, South Asian perspective”, Pearson Education, 13<sup>th</sup> Edition, 2012.</li> <li>3. K.Karunakaran, “Marketing Management”, Himalaya Publishing House, 2<sup>nd</sup> Edition, 2012.</li> <li>4. RajanSaxena, “Marketing Management”, TMH, 4<sup>th</sup> Edition, 2013.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_mm.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_mm.pdf</a></li> <li>2. <a href="http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf">http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf">http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf</a></li> <li>2. <a href="http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals_of_Marketing.pdf">http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals_of_Marketing.pdf</a></li> </ol>

## STRATEGY AND SUSTAINABLE ENTERPRISE

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB20	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b>								
The course should enable the students to:								
I. Develop a framework of analysis to enable students to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action.								
II. Describe the practical and integrative model of strategic management process that defines basic activities in strategic management.								
III. Analyze the competitive situation and strategic dilemma in dealing with dynamic global business environment in terms of rapidly changing market trends and technological advancement.								
IV. Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.								
V. Develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.								
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.								

<b>UNIT-V</b>	<b>STRUCTURE AND CONTROLS WITH ORGANIZATIONS</b>	<b>Classes: 09</b>
Organizational structure and controls, evolutionary patterns of strategy and organizational structure, leadership implications for strategy, entrepreneurial implications for strategy.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Abdulrahman Al-Aali, Abbas Ali, “Strategic Management: Concepts and Cases”, Pearson Publication, 1<sup>st</sup> Arab World Edition, 2011.</li> <li>2. Bowman EH, Singh H.,” Overview of Corporate Restructuring: trends and consequences. In Corporate Restructuring”, McGraw-Hill, 1<sup>st</sup> Edition, 1990.</li> <li>3. Bleeke J, Ernst D, “Collaborating to Compete: Using Strategic Alliances and Acquisitions in the Global Marketplace”, John Wiley &amp; Sons Publications, 1<sup>st</sup> Edition, 1993.</li> </ol>		
<b>Reference Books:</b>		
<ol style="list-style-type: none"> <li>1. Albrecht, K, “Brain Power: Learning to Improve Your Thinking Skills” Simon and Schuster Publications, 1<sup>st</sup> Edition, 1980.</li> <li>2. Allaire, Y., and M. E. Firsirotu, “Theories of organizational culture” Prentice Hall, 1<sup>st</sup> Edition, 1999.</li> <li>3. Allen, R.W, ‘Organizational politics: tactics and characteristics of its actors” 1<sup>st</sup> California Management Review, 1979.</li> </ol>		
<b>Web References:</b>		
<ol style="list-style-type: none"> <li>1. <a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_sm.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_sm.pdf</a></li> <li>2. <a href="http://202.28.25.105/elearning/courses/703309/document/StrategicManagementDavid.pdf?cidReq=703309">http://202.28.25.105/elearning/courses/703309/document/StrategicManagementDavid.pdf?cidReq=703309</a></li> </ol>		
<b>E-Text Books:</b>		
<ol style="list-style-type: none"> <li>1. <a href="http://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf">http://www.kau.edu.sa/Files/0057862/Subjects/Strategic%20Management%20Book.pdf</a></li> <li>2. <a href="http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_sm.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_sm.pdf</a></li> </ol>		

## CONTEMPRARY MANAGEMENT PRACTICES

<b>II Semester: MBA</b>								
<b>Course Code</b>	<b>Category</b>	<b>Hours / Week</b>			<b>Credits</b>	<b>Maximum Marks</b>		
<b>CMBB21</b>	<b>Elective</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>CIA</b>	<b>SEE</b>	<b>Total</b>
		4	-	-	4	30	70	100
<b>Contact Classes: 45</b>	<b>Tutorial Classes: Nil</b>	<b>Practical Classes: Nil</b>			<b>Total Classes: 45</b>			
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> I. Understand importance and scope of employee engagement, Models of employee engagement. II. Analyze the importance of Emotional Intelligence; Functions of Emotional Intelligence. III. Aware of the Micro and Macro levels of E-work. E-work and Indian Scenario. IV. Discuss the importance of Quality of Work Life, Human, Technological and Organizational approach to Quality of Work Life								
<b>UNIT-I</b>	<b>HRM IN THE PRESENT ERA</b>						<b>Classes:08</b>	
Meaning, importance and scope of employee engagement, Models of employee engagement; Building blocks of employee engagement.								
<b>UNIT-II</b>	<b>EMOTIONAL INTELLIGENCE</b>						<b>Classes:10</b>	
Meaning and importance of Emotional Intelligence: Functions of Emotional Intelligence, Role of Emotional Intelligence in organizational effectiveness.								
<b>UNIT-III</b>	<b>E-WORK</b>						<b>Classes:09</b>	
Meaning and importance of E-work: The Micro and Macro levels of E-work. E-work and Indian Scenario.								
<b>UNIT-IV</b>	<b>MANAGING WORKFORCE DIVERSITY</b>						<b>Classes:10</b>	
importance of workforce diversity in MNCs: Modes of managing work force diversity; Role of culture and the role of HR manager;								
<b>UNIT-V</b>	<b>QUALITY OF WORK LIFE</b>						<b>Classes::08</b>	
Meaning and importance of Quality of Work Life: Human, Technological and Organizational approach to Quality of Work Life; Quality Work Life in Indian Contest:								
<b>Text Books:</b>								
1. Mirza Saiyaddin, “Contemporary issues in HRM”, Himalaya Publishing House, 3 <sup>rd</sup> Edition, 2013								
<b>Reference Books:</b>								
1. Paul G.R. Jones; J. M. George, “Contemporary Management” TATA Mc. Graw Hill, 2 <sup>nd</sup> Edition, 2010.								
<b>Web References:</b>								
1. <a href="http://www.sanfoundry.cm/best.reference-books.com">http://www.sanfoundry.cm/best.reference-books.com</a> 2. <a href="http://www.managementhelp.org/management/theories.html">http://www.managementhelp.org/management/theories.html</a>								
<b>E-Text Books:</b>								



1. [http://www.bayt.com/en/specialities/q/33147/what are.com](http://www.bayt.com/en/specialities/q/33147/what%20are.com)
2. <http://www.semesteratsea.org/spring2017.com>

## PSYCHOLOGY AND LIFE

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB22	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b> The course should enable the students to: I. Recognize the goals, fields and applications, development of Psychology from middle 19th century. II. Understand the applications of psychology to disadvantaged groups, problems of social integration III. Examine the nature and characteristics, types of stresses and changing behavior to save the environment. IV. Emphasis the community psychology, understanding of communities and individuals within environments. V. Elucidate the preventing problem behavior, promoting social competence, Promoting 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/ Thomson Learning, 10 Davis Drive Belmont CA, U.S.A.
<b>Reference Books:</b>
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.
<b>Web References:</b>
1. <a href="http://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf">http://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf</a> 2. <a href="https://www.ivcc.edu/uploadedFiles/_faculty/_dockins/PSY_chapter_1.pdf">https://www.ivcc.edu/uploadedFiles/_faculty/_dockins/PSY_chapter_1.pdf</a>
<b>E-Text Books:</b>
1. <a href="http://www.blackwellpublishing.com/intropsych/pdf/chapter15.pdf">http://www.blackwellpublishing.com/intropsych/pdf/chapter15.pdf</a> 2. <a href="http://college.cengage.com/psychology/sue/abnormal/8e/instructors/sue_irm.pdf">http://college.cengage.com/psychology/sue/abnormal/8e/instructors/sue_irm.pdf</a>

## SUPPLY CHAIN ANALYTICS

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB23	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b> 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. Donald J. Bowersox and David J. Closs: "Logistical Management" The Integrated Supply Chain Process, TMH, 2<sup>nd</sup> Edition, 2011.
2. Edward J. Brady, John J. Coyle: "A Logistics Approach to Supply Chain Management, Cengage Learning, 3<sup>rd</sup> Edition, 2012.
3. Sunil Chopra and Peter Meindl: "Supply chain Management: Strategy, Planning and Operation", Pearson Education, 2<sup>nd</sup> Edition, 2013.

**Reference Books:**

1. Rahul V. Altekhar: Supply Chain Management, PHI Learning Ltd, 2<sup>nd</sup> Edition, 2009
2. Deepak P. MiiindM. Oka: "Supply Chain Management" Everest Publishing House, 1<sup>st</sup> Edition, 2010.
3. Manish Bansal, Babita Singla: "Retail and Supply Chain Management", Kalyani Publishers, 3<sup>rd</sup> Edition, 2010.

**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			
CMBB24	Elective	L	T	P	C	CIA	SEE	Total	
		4	-	-	4	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 and appreciate the specific contributions of the Red Cross/Red Crescent movement to the practice and conceptual understanding of disaster management and humanitarian response and their significance in the current context									
II. Develop an understanding of standards of humanitarian response and practical relevance in specific types of disasters and conflict situations									
III. Critically understand the strengths and weaknesses of disaster management approaches, planning and programming in different countries, particularly their home country									
IV. Recognize issues, debates and challenges arising from the nexus between paradigm of development and disasters.									
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.		
<b>UNIT-V</b>	<b>EMERGING APPROACHES IN DISASTER MANAGEMENT</b>	<b>Classes:08</b>
Emerging approaches in Disaster Management - Three stages 1. Pre-disaster Stage (preparedness) 2. Emergency Stage 3. Post Disaster stage – Rehabilitation		
<b>Text Books:</b>		
1. Donald Hyndman and David Hyndman, “Natural Hazards and Disasters”, Cengage Learning, 5 <sup>th</sup> Edition, 2016. 2. R. B. Singh, “Environmental Geography”, Heritage Publishers, 2 <sup>nd</sup> Edition, 1990.		
<b>Reference Books:</b>		
1. R. B. Singh (Ed) Disaster Management, Rawat Publication, 1 <sup>st</sup> Edition, 2000. 2. H. K. Gupta (Ed) Disaster Management, Universities Press, 2 <sup>nd</sup> Edition, 2003.		
<b>Web References:</b>		
1. <a href="http://ndmindia.nic.in/disaster_management_in_india_09052017.pdf">http://ndmindia.nic.in/disaster_management_in_india_09052017.pdf</a> 2. <a href="http://epdfiles.engr.wisc.edu/dmcweb/AA02AimandScopeofDisasterManagement.pdf">http://epdfiles.engr.wisc.edu/dmcweb/AA02AimandScopeofDisasterManagement.pdf</a>		
<b>E-Text Books:</b>		
1. <a href="https://www.iare.ac.in/sites/default/files/lecture_notes/dm%20notes.pdf">https://www.iare.ac.in/sites/default/files/lecture_notes/dm%20notes.pdf</a> 2. <a href="http://www.cbse.nic.in/natural%20hazards%20&amp;%20disaster%20management.pdf">http://www.cbse.nic.in/natural%20hazards%20&amp;%20disaster%20management.pdf</a>		

## FUNDAMENTALS OF SIX SIGMA

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB25	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 fundamental knowledge of six sigma principles of quality management for business performance improvement. II. Know the organization and selection of six sigma project and process measurement of data collection, summarization and measurement system evaluation. III. Provide the knowledge on process analysis and improvement for process improvement tools, six sigma, lean production and implementation planning. IV. Analyze process control, design and verification of six sigma project for improvement of organizational culture and change management, enterprise leadership and knowledge management.								
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, "An introduction to six sigma and process improvement", Cengage Learning India Private Limited, 1<sup>st</sup> Edition, 2005.
2. Georgette Belair and John O' Neill. "Implementing Design for Six Sigma: A leader's guide", Pearson Education, 2<sup>nd</sup> Edition, 2007.

#### **Reference Books:**

1. Dharendra Kumar, "Six Sigma Best Practices- A Guide to Business Process Excellence for Diverse Industries", Ross Publishing House, Revised 1<sup>st</sup> Edition, 2006.
2. Jiju Antony; Ashok Kumar and Roberto Bañuelas," World class applications of Six Sigma", Oxford Publishers, 1st Edition, 2006.
3. Thomas Pyzdek and Paul Keller, "The Six Sigma Handbook", McGraw-Hill, 3<sup>rd</sup> Edition, 2001.

#### **Web References:**

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:**

1. <http://www.amazon.in/Six-Sigma-Handbook-Fourth/dp/0071840532>
2. [bookboon.com/en/six-sigma-EBook](http://bookboon.com/en/six-sigma-EBook)



## ENVIRONMENTAL SCIENCE

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB26	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 the scope, importance, classification, structure and function of an ecosystem. II. Understand the living, non-Living resources, water resources, use, over utilization of surface water, ground water, floods and droughts. III. Elucidate the value of biodiversity, consumptive use, productive use, social, ethical, aesthetic and optional values. IV. Examine the primary, secondary pollutants, automobile, Industrial pollution, ambient air quality standards and water pollution.								
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.								

<b>UNIT-V</b>	<b>ENVIRONMENTAL POLICY, LEGISLATION AND EIA</b>	<b>Classes:08</b>
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.		
<b>Text Books:</b>		
1. Richard T.Wright ,”Environmental Science: towards a sustainable future “, PHL Learning Private Ltd. New Delhi, Revised 1 <sup>st</sup> Edition, 2008. 2. Gilbert M.Masters and Wendell P. Ela ,”Environmental Engineering and science”, PHI Learning Pvt. Ltd, Revised 1 <sup>st</sup> Edition, 2008.		
<b>Reference Books:</b>		
1. Daniel B.Botkinand Edward A.Keller ,”Environmental Science “, Wiley INDIA, 9 <sup>th</sup> Edition,2010. 2. Environmental Studies by Anubha Kaushik, New age international publishers, 4th Edition, 2010. 3. Dr. M. Anji Reddy , “Text book of Environmental Science and Technology”, BS Publications, 4 <sup>th</sup> Edition, 2007.		
<b>Web References:</b>		
1. <a href="http://mft.info/core/uploads/sites/32/2016/04/ENVIRONMENTAL-SCIENCE.pdf">http://mft.info/core/uploads/sites/32/2016/04/ENVIRONMENTAL-SCIENCE.pdf</a> 2. <a href="http://collegesat.du.ac.in/UG/Envinromental%20Studies_ebook.pdf">http://collegesat.du.ac.in/UG/Envinromental%20Studies_ebook.pdf</a>		
<b>E-Text Books:</b>		
<a href="http://www.ed.gov.nl.ca/edu/k12/curriculum/documents/science/highschool/ES3205_student_text_chapter_1.pdf">http://www.ed.gov.nl.ca/edu/k12/curriculum/documents/science/highschool/ES3205_student_text_chapter_1.pdf</a>		

## INDUSTRY ANALYSIS REPORT PRESENTATION

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB27	Core	L	T	P	C	CIA	SEE	Total
		0	0	2	1	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. Understand 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 of an industry. II. Analysis of structural ratios of an industry. III. Analysis of asset turnover ratios of an industry. IV. Analysis of liquidity ratios of an industry. V. Analyze Growth, Stability and Stock Performance of an industry.								
Text Books:								
1. Sinha Gokul, “Financial Statement Analysis”, PHI, 2 <sup>nd</sup> Edition, 2012. 2. Erich A. Helfert, “Financial Analysis Tools and Techniques: A Guide for Managers”, TMH ,1 <sup>st</sup> Edition, 2014.								
Reference Books:								
1. Robert M. Grant, “Contemporary Strategy Analysis: Text and Cases”, Wiley Publications, 9 <sup>th</sup> Edition, 2016. 2. John Tennent, “Guide to Financial Management” ,Hard cover, Profile books, 2 <sup>nd</sup> Edition, 2009. 3. Sarngadharan M. and Kumar S. Rajitha, “Financial Analysis for Management Decisions”, PHI, 2 <sup>nd</sup> Edition, 2010.								
Web References								
1. <a href="http://www.4newideas.com/pdf/Sample%20Market%20Research.pdf">http://www.4newideas.com/pdf/Sample%20Market%20Research.pdf</a> 2. <a href="http://www.managementdecisionsinc.com/images/PDF/Market%20Analysis%20Report%20(Example%20Research).pdf">http://www.managementdecisionsinc.com/images/PDF/Market%20Analysis%20Report%20(Example%20Research).pdf</a>								
E-Text Books:								
1. <a href="http://www.marketresearch.com/Technology-Media-c1599/Media-c92/E-Books-c1761/">http://www.marketresearch.com/Technology-Media-c1599/Media-c92/E-Books-c1761/</a> 2. <a href="http://www.financewalk.com/2011/industry-analysis/">http://www.financewalk.com/2011/industry-analysis/</a>								

## PERSONAL EFFECTIVENESS

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB28	Core	L	T	P	C	CIA	SEE	Total
		0	0	2	1	30	70	100
Contact Classes: Nil	Tutorials Classes: Nil	Practical Classes: 45			Total Classes: 45			
<b>OBJECTIVES:</b> The course should enable the students to: I. Understand the fear of public speaking and feel confident about themselves. II. Aware of participating in group discussions and interviews. III. Gain communication skills and convince their view point to the superiors, peers and subordinates. IV. Evaluate the value of time factor efficiently during their duties. V. Analyze the 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. Globarena, “ E-Mentoring System”, TPL, 1 <sup>st</sup> Edition, 2014. 2. Sherfeild, “Developing Soft skills”, Pearson Education, 1 <sup>st</sup> Edition, 2013.								
Reference Books:								
1. Murphy: Effective Business communication, 7/e, TMH, 2013. 2. Colin BEARD: Experiential Learning, Kogan Page, 2013.								
Web References:								
1. <a href="http://www.snehamumbai.org/documents/Personal%20Effectiveness.pdf">http://www.snehamumbai.org/documents/Personal%20Effectiveness.pdf</a> 2. <a href="http://www.advalue-project.eu/content_files/EN/33/AdValue_Personal_Effectiveness_EN.pdf">http://www.advalue-project.eu/content_files/EN/33/AdValue_Personal_Effectiveness_EN.pdf</a>								
E-Text Books:								
1. <a href="https://www.amazon.com/Journey-Personal-Effectiveness-Bjorn-Ulgenes-ebook/dp/B013U28DIA">https://www.amazon.com/Journey-Personal-Effectiveness-Bjorn-Ulgenes-ebook/dp/B013U28DIA</a> 2. <a href="http://www.pearsoned.co.uk/bookshop/detail.asp?item=100000000593181">http://www.pearsoned.co.uk/bookshop/detail.asp?item=100000000593181</a>								

## QUANTATITIVE ANALYSIS FOR BUSINESS DECISIONS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB29	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorials Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b> 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 PROGRAMMING METHOD						Classes:10	
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-III	ASSIGNMENT MODEL						Classes:09	
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.  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.								
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, MacMillan, 5<sup>th</sup> Edition, 2013.
2. R. Pannarselvam, "Operations Research", PHI, 3<sup>rd</sup> Revised Edition, 2012.

**Reference Books:**

1. Anand Sharma, "Quantitative Techniques for Decision Making", HPH, 1<sup>st</sup> Edition, 2010.
2. Prem Kumar Gupta "Introduction to Operations Research" S.Chand, 5<sup>th</sup> Edition, 2012.
3. K.L Schgel "Quantitative Techniques and Statistics", 3<sup>rd</sup> Revised Edition, 2012.
4. Hillier / Lieberman, "Introduction to operations research", 9<sup>th</sup> Edition, TMH, 2012.
5. Hamdy A Taha, "Operations Research: An Introduction", Pearson, 9<sup>th</sup> Edition, 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](https://books.google.co.in/books/about/Operations_Research.html?id=P9h42uyE72YC)

## CONSUMER BEHAVIOR

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBB30	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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. Analyze the consumer decision making and marketing ethics towards consumers. III. Design primary market research studies for the mutual benefit of consumers and organizations. IV. Enumerate marketing decisions keeping in mind the consumer behavior.								
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.								

<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. David L. Loudon and Albert J.DellaBitta, “Consumer Behaviour”, TMH, 4<sup>th</sup> Edition, 2011.</li> <li>2. S. Ramesh kumar, “Cases in Consumer Behaviour”, Pearson, 1<sup>st</sup> Edition, 2011.</li> <li>3. Suja R Nair, “Consumer Behaviour in Indian perspective”, HPH, 2nd Edition, 2015.</li> <li>4. Ramneek Kapoor, N.Namdi O Madichie, “Consumer Behavior”, TMH, 1<sup>st</sup> Edition, 2012.</li> <li>5. Michael R.Solomon, “Consumer Behaviour”, PHI, 10<sup>th</sup> Edition, 2010.</li> <li>6. RamanujMajumdar, “Consumer Behaviour”, PHI, 1<sup>st</sup> Edition, 2011.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://d1.islamhouse.com/data/en/ih_books/single/en_Consumer_Behavior.pdf">https://d1.islamhouse.com/data/en/ih_books/single/en_Consumer_Behavior.pdf</a></li> <li>2. <a href="http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf">http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.pondiuni.edu.in/storage/dde/downloads/markiii_cb.pdf">http://www.pondiuni.edu.in/storage/dde/downloads/markiii_cb.pdf</a></li> <li>2. <a href="http://nptel.ac.in/courses/110105029/pdf%20sahany/Module-1-1.pdf">http://nptel.ac.in/courses/110105029/pdf%20sahany/Module-1-1.pdf</a></li> </ol>



## DIGITAL MARKETING

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBB31	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: Nil		
<b>OBJECTIVES:</b> The course should enable the students to: I. Understand the importance of digital marketing and its applications to increase sales. II. Analyze the setting up goal tracking in analytics like traffic sources, campaigns, keywords, landing pages, locations and so on. III. Know returning of visitors for effective business with visitor and customer loyalty. IV. Design social networking with face book, blogging as a social medium and micro blogging with twitter.								
UNIT-I	UNDERSTANDING DIGITAL MARKETING						Classes: 05	
Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends.								
UNIT-II	CHANNELS OF DIGITAL MARKETING						Classes:10	
Digital Marketing, Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.								
UNIT-III	DIGITAL MARKETING PLAN						Classes: 10	
Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.								
UNIT-IV	SEARCH ENGINE MARKETING AND ONLINE ADVERTISING						Classes: 10	
Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.								
UNIT-V	SOCIAL MEDIA MARKETING						Classes:10	
Understanding Social Media, Social Networking with Facebook, LinkedIn, Blogging as a social medium, Micro blogging with Twitter, Social Sharing with YouTube, Social Media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.								

**Text Books:**

1. Dave Chaffey; Fiona Ellis-Chadwick, “Digital marketing : strategy, implementation and practice”, Harlow : Pearson, 1<sup>st</sup> Edition, 2014
2. Damian Ryan, “Understanding Digital Marketing: marketing strategies for engaging the digital generation”, London ; Philadelphia : Kogan Page, 3<sup>rd</sup> Edition, 2015.
3. Ryan Deiss, Russ Henneberry, “Digital Marketing for Dummies”, Tata McGraw, Hill, 5<sup>th</sup> Edition, 2017.
4. Jan Zimmerman, Deborah Ng, “Social Media Marketing”, Pearson, 4<sup>th</sup> Edition, 2017

**Reference Books:**

1. Efraim Turban, Tae Lee, David King and H. Micheal Chung, “Electronic Commerce, Managerial Perspective”, Pearson Education Asia, 1<sup>st</sup> Edition, 2001.
2. CSV Murthy, “E-commerce-Concepts, Models and Strategies”, HPH, 1<sup>st</sup> Edition, 2001.
3. J. Christopher Westland and Theodore H K Clark, “Global Electronic Commerce, Theory and Case Studies”, Oxford Universities Press, 1<sup>st</sup> Edition, 2000.

**Web References:**

1. [http://www.iaapa.org/docs/handout-archive---ops/mon\\_khan\\_digital-marketing.pdf](http://www.iaapa.org/docs/handout-archive---ops/mon_khan_digital-marketing.pdf)
2. [https://www.mitodesign.com/pedroguitten/phd\\_knowledge\\_center/pdf/digitalmarketing.pdf](https://www.mitodesign.com/pedroguitten/phd_knowledge_center/pdf/digitalmarketing.pdf)

**E-Text Books:**

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		
CMBB32	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
OBJECTIVES:								
The course should enable the students to:								
I. Describe one of the most common and early IMC objectives are brand awareness. Before a company can sell specific products and services, it has to create brand awareness among its target market, to let it know about the brand and its meaning.								
II. Analyze once a company establishes brand awareness, its next major step is to persuade customers to buy its products.								
III. Evaluate each of the aforementioned IMC objectives are generally referred to as communications objectives, or longer-term goals. Sales promotions drive business and revenue in the short-term.								
IV. Develop the long-term objective of most companies is to develop and maintain loyal relationships with its customers.								
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, 1 <sup>st</sup> Edition, 2012.								
2. Jaishri Jethwaney, Shruthi Jain, "Advertising Management", Oxford, 2 <sup>nd</sup> Edition, 2012.								
3. George E Belch, Michael A Belch, Keyoorpuravi, "Advertising and Promotions", An Integrated Marketing Communications perspective, TMH, 2 <sup>nd</sup> Edition, 2015.								
4. Philip J. Kitchen, Patrick de Pelsmacker, "Integrated Marketing Communications”, Psychology Press, 1 <sup>st</sup> Edition, 2000.								

**Reference Books:**

1. Semenile, Allen, O Guinn, Kaufmann, "Advertising and Promotions", An Integrated brand approach, engage, 6<sup>th</sup> Edition, 2012.
2. SHH Kazmi, SatishK.Batra, "Advertising and Sales Promotions", Excel Books, 3<sup>rd</sup> Edition, 2011.
3. Terence A. Shimp, "Integrated Marketing communication Advertising and Promotion", Engage Learning, 8<sup>th</sup> Edition, 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>

## INTERNATIONAL MARKETING

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB33	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> 1. Describe the importance of World Trade, Features, Opportunities and Challenges in International Marketing 2. Analyze International Trade and its barriers, trade in Goods & Services and International Trade Agreements.. 3. Evaluate the drivers of Global Consumers and Influences of the Global Consumer. 4. Develop the Cultural and International Negotiations, E-Marketing channels organization 5. &controlling of the global marketing programme								
<b>UNIT-I</b>	<b>INTRODUCTION TO INTERNATIONAL MARKETING</b>						<b>Classes: 10</b>	
Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization – Reasons and Strategies.								
<b>UNIT-II</b>	<b>GLOBAL ENVIRONMENTAL DRIVERS</b>						<b>Classes: 11</b>	
WTO and Globalization: Issues, Types, Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.								
<b>UNIT-III</b>	<b>GLOBAL CUSTOMERS</b>						<b>Classes: 10</b>	
Drivers of Global Consumers, Influences of the Global Consumer: Role of Culture, Elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer,  International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.								
<b>UNIT-IV</b>	<b>GLOBAL MARKETING</b>						<b>Classes: 07</b>	
Globalization Drivers: Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product &services, Marketing channels and Distribution Promotion Strategies, Pricing strategies: Factors influencing Pricing Decisions, Concept of International Product Life Cycle.								
<b>UNIT-V</b>	<b>IMPLEMENTING GLOBAL MARKETING STRATEGIES</b>						<b>Classes: 07</b>	
Negotiation with customers and selection method – Cultural and International Negotiations, E-Marketing channels organization &controlling of the global marketing programme, Export Documentation, Export Procedures, Steps in processing an Export Order.								

<b>Text Books:</b>
<ol style="list-style-type: none"> <li>1. Michael R. Czinkota, Ilkka A. Ronkainen, “International Marketing”, Cengage publications, 10<sup>th</sup> Edition, 2017</li> <li>2. Justin Paul, Ramneek Kapoor,” International Marketing”: Text and Cases, TMH, 2<sup>nd</sup> Edition, 2012</li> <li>3. Philip R. Cateora John L Graham Prashant Salwan,” International Marketing”,TMH, 13<sup>th</sup> Edition, 2011</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Svend Hollensen, Madhumita Benerjee, “Global Marketing” , Pearson, 4<sup>th</sup> Edition, 2010</li> <li>2. Rajagopal “International Marketing”, Vikas, 2<sup>nd</sup> Edition, 2011</li> <li>3. P.K.Vasudeva,” International Marketing”, Excel Books, 4<sup>th</sup> Edition, 2012</li> <li>4. Kiefer Lee, Steve Carter-Global Marketing Management, Oxford, 3<sup>rd</sup> Edition, 2011</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.marketingteacher.com">http://www.marketingteacher.com</a></li> <li>2. <a href="http://www.ebsglobal.net/EBS/media/EBS/pdf">http://www.ebsglobal.net/EBS/media/EBS/pdf</a></li> </ol>
<b>E-text books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.sloanreview.mit.edu/article/the_internet.com">https://www.sloanreview.mit.edu/article/the_internet.com</a></li> <li>2. <a href="http://www.books.google.co.in/books/about/international">http://www.books.google.co.in/books/about/international</a></li> </ol>

## SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB34	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> I. Familiarize the participants with the stock markets of India, its terminology, types of securities, the determinants of the price behavior of securities, evaluation of fair price, and to provide a conceptual insight to the valuation of securities II. Enrich the knowledge of investment alternatives, process and portfolio management in an organization III. Develop an understanding of the changing domestic and global investment scenario in general and Indian capital market in particular with reference to availability of various financial products and operations of stock exchanges. IV. Provide an in-depth knowledge of the theory and practice of portfolio management. Important theories, techniques, regulations and certain advancements in theory of investment.								
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.								

<b>Text Books:</b>
<ol style="list-style-type: none"> <li>1. William. Sharpe, Gordon j Alexander and Jeffery V Bailey, "Fundamentals of Investments", Prentice Hall, 2<sup>nd</sup> Edition, 2012.</li> <li>2. Reilly, Brown, "Analysis of Investment and Management of Portfolios", Cengage, 1<sup>st</sup> Edition, 2012.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. ZVI Bodie, Alex Kane, Alan J Marcus, "Investments", TMH, 3<sup>rd</sup> Edition, 2012.</li> <li>2. Donald E Fischer, Ronald J Jordan, "Security Analysis and Portfolio Management", 6<sup>th</sup> Edition, 2012.</li> <li>3. Prasanna Chandra, "Investment analysis and Portfolio Management" 4<sup>th</sup> Edition, TMH, 2012.</li> <li>4. Punithavathi Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House, 2<sup>nd</sup> Edition, 2012.</li> <li>5. M. Ranganatham, R. Madhumathi, "Security Analysis and Portfolio Management", 2<sup>nd</sup> Edition, 2012.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://164.100.133.129:81/econtent/Uploads/Security_Analysis_&amp;_Portfolio_Management.pdf">http://164.100.133.129:81/econtent/Uploads/Security_Analysis_&amp;_Portfolio_Management.pdf</a></li> <li>2. <a href="http://www.ucipfg.com/Repositorio/MATI/MATI-08/BLOQUE-ACADEMICO/Unidad-4/lecturas/4.pdf">http://www.ucipfg.com/Repositorio/MATI/MATI-08/BLOQUE-ACADEMICO/Unidad-4/lecturas/4.pdf</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.ddegjust.ac.in/studymaterial/mba/fm-304.pdf">http://www.ddegjust.ac.in/studymaterial/mba/fm-304.pdf</a></li> <li>2. <a href="https://www.amazon.in/Security-Analysis-Portfolio-Management-Kevin-ebook/dp/B00K7YGOZ4">https://www.amazon.in/Security-Analysis-Portfolio-Management-Kevin-ebook/dp/B00K7YGOZ4</a></li> </ol>



## STRATEGIC MANAGEMENT ACCOUNTING

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB35	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 and cost accounting. II. Understand management and cost accounting principles, techniques and their applications to various decision making situations. III. Analyze 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 which are involved in decision making, planning and control for the purpose of maximizing profitability and minimizing cost. V. Be aware of different types of costing methodologies for cost reduction and cost control and elimination of wastage in the production process.								
UNIT-I	MANAGEMENT ACCOUNTING VS. COST ACCOUNTING						Classes: 09	
Definitions, nature, scope, objectives and functions of management accounting, importance and limitations of cost accounting and management accounting; differences between cost accounting, management accounting and financial accounting. Types of costing used in industries. 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 (problems), 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 (problems), 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, meaning, significance and limitations of break even analysis and problems on break even point, inters firm comparison: need for inter firm comparison, types of comparisons, advantages.								
UNIT-IV	BUDGETARY CONTROL						Classes: 09	
Budget, definitions, advantages and disadvantages of budgetary control, steps in budgetary control, different types of budgets: flexible budget, sales budget, cash budget, production budget (problems), master budget, performance budgets, material vs. purchase budgets, zero based budgeting, introduction to cost audit and management audit.								

<b>UNIT-V</b>	<b>STANDARD COSTING</b>	<b>Classes: 09</b>
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(problems), case studies.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. S.P.Jain and K.L.Narang, "Cost and Management Accounting", Kalyani Publishers, 7<sup>th</sup> Edition, 2014.</li> <li>2. S.K.Gupta and R.K.Shama, "Advanced Management Accounting", Kalyani Publishers, 2<sup>nd</sup> Revised Edition, 2003.</li> <li>3. M.N.Arora, "Cost &amp; Management Accounting", Himalaya Publishing House, 1<sup>st</sup> Edition, 2004.</li> <li>4. M.N.Arora, "Cost Accounting", Himalaya Publishing House, 1<sup>st</sup> Revised Edition, 2010.</li> <li>5. M.E. ThukaramRao, "Management and Cost Accounting", New Age International Publisher, 1<sup>st</sup> Edition, 2007.</li> </ol>		
<b>Reference Books:</b>		
<ol style="list-style-type: none"> <li>1. Hansen Mowen, "Cost and Management Accounting and Control", Thompson Publications, 5<sup>th</sup> Edition, 2012</li> <li>2. MN Arora, "Cost Accounting", Vikas Publications, 2<sup>nd</sup> Edition, 2012.</li> <li>3. Collin Drury, "Management and Cost Accounting", Cengage Publications, 8<sup>th</sup> Edition, 2012.</li> <li>4. Ravi.M.Kishore, "Management and Cost Accounting", Taxmann publications, 4<sup>th</sup> Edition, 2012.</li> </ol>		
<b>Web References:</b>		
<ol style="list-style-type: none"> <li>1. <a href="http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20(MODULE%20I%20PAPER%202).pdf">http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20(MODULE%20I%20PAPER%202).pdf</a>.</li> <li>2. <a href="https://www.cengagebrain.co.nz/content/9781408049044.pdf">https://www.cengagebrain.co.nz/content/9781408049044.pdf</a></li> </ol>		
<b>E-Text Books:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://www.free-ebooks.net/ebook/Cost-and-Management-Accounting">https://www.free-ebooks.net/ebook/Cost-and-Management-Accounting</a></li> <li>2. <a href="http://www.freebookcentre.net/Business/Accounting-Books.html">http://www.freebookcentre.net/Business/Accounting-Books.html</a></li> </ol>		

## FINANCIAL SERVICES AND SYSTEMS

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBB36	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES:								
The course should enable the students to								
I. Provide basic knowledge about the Finance concepts, markets and various services provided in those markets.								
II. Apply financial concepts, theories, and tools, and to evaluate the role of technology and the legal, ethical and economic environment as it relates to financial institutions.								
III. Enrich the information about the roles of intermediaries and its regulating bodies.								
IV. Understand factoring, leasing, venture capital concepts and 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.								
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, 2<sup>nd</sup> Edition, 2009.
2. Khan. M.Y, "Financial Services", Tata McGraw-Hill, Pvt. Ltd., New Delhi , 5<sup>th</sup> Edition ,2010.
3. Gordon and Natarajan, "Financial Markets and Services", Himalaya publishing House, Mumbai , 7<sup>th</sup> Edition, 2009.

#### **Reference Books:**

1. Vasant Desai, "Financial Markets and Financial Services", Himalaya publishing House, Mumbai, 1<sup>st</sup> Edition, 2009.
2. Punithavathy Pandian, "Financial Services and Markets", Vikas Publishing House, 3<sup>rd</sup> Edition, 2009.
3. Mishkin. F.S. and Eakins. S.G., "Financial Markets and Institutions", Pearson Education, 5<sup>th</sup> Edition, 2006.
4. Harold L Vogel, "Financial Markets Bubble and Crashes", Cambridge, 1<sup>st</sup> Edition, 2009.

#### **Web References:**

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:**

1. [http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%203rd%20semester%20ebook%20materials/dmgt512\\_financial\\_institutions\\_and\\_services.pdf](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>.

## BANKING, INSURANCE AND RISK MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB37	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil				Total Classes: 45		
<b>OBJECTIVES:</b> <b>The course should enable the students to:</b> I. Understand about banking business in the country for the purpose of knowing the deposits of banks in the new dimensions. II. Analyze banking sector reforms and regulations for the purpose of knowing and minimizing deficiencies in Indian banking system. III. Evaluate the business and economics of insurance for changing mindset and implement latest trends in Insurance business. IV. Understand the risk management techniques and non insurance methods for identification and measurement of risk with the objective of minimizing the risk.								
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.
<b>Text Books:</b>
<ol style="list-style-type: none"> <li>1. Mark S. Dorfman, “Risk Management and Insurance”, Pearson Publications, 9<sup>th</sup> Edition, 2009.</li> <li>2. Reddy K S and Rao R N, “Banking and Insurance”, Paramount publishers, 9<sup>th</sup> Edition, 2013.</li> <li>3. Varshney, P.N, “Banking Law and Practice”, Sultan Chand and Sons, 25<sup>th</sup> Revised Edition, 2014.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Scott E. Harringam Gregory R. Nichanus,” Risk Management and Insurance”, TMH, 2<sup>nd</sup> Edition, 2009.</li> <li>2. Geroge E. Rejda, “Principles of risk Management and Insurance”, Pearson Education Publications, 9<sup>th</sup> Edition, 2009.</li> <li>3. G. Koteswar, “Risk Management Insurance and Derivatives”, Himalaya Publications, 5<sup>th</sup> Edition, 2008.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.ebooks directory.com">http://www.ebooks directory.com</a></li> <li>2. <a href="http://Campus guides.lib.utah.edu">http://Campus guides.lib.utah.edu</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.bookboon.com">http://www.bookboon.com</a></li> <li>2. <a href="http://www.freemagagement.com">http://www.freemagagement.com</a></li> <li>3. <a href="http://www.emeraldinsight.com">http://www.emeraldinsight.com</a></li> </ol>

## RECRUITMENT AND SELECTION

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB38	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 Innovative recruitment sources, Electronic Recruitment, Electronic resumes and Career web sites.								
II. Apply different methods of Interviewing, Job descriptions, Reviewing the application and résumé, Planning basic questions, Competency Based questions.								
III. Design the Pre-employment Testing, testing advantages and disadvantages, test validation, testing categories.								
IV. Understand the ability tests like mental Ability, effects of practice and coaching, mechanical ability test, personality measurement test, personality assessment.								
UNIT-I	RECRUITMENT CHALLENGES						Classes: 09	
How to make recruitment efforts succeed, Workers Expectations- Recruitment Sources, Proactive and reactive recruitment, Innovative recruitment sources, Electronic Recruitment, Electronic resumes, Career web sites, International electronic recruitment electronic Web sources.								
UNIT-II	INTERVIEWING AND JOB DESCRIPTION						Classes: 08	
Interviewing, Job descriptions, Reviewing the application and résumé, Planning basic questions, Competency Based questions, Key competency category, competency based lead-ins, Generic competency Questions, Additional types of questions, Probing questions, Questioning techniques to avoid, Encourage applicant to talk, Providing talk.								
UNIT-III	PRE-EMPLOYMENT TESTING						Classes: 10	
Pre-employment Testing, testing advantages and disadvantages, test validation, testing categories, Computer based testing, Background check policy, reference check, Guidelines for releasing and obtaining Information.								
UNIT-IV	ABILITY TESTS						Classes: 10	
Ability Tests- Mental Ability, effects of practice and coaching, Mechanical ability test, Personality Measurement Test, Personality Assessment- Performance tests and, Use of performance test, Assessment Center-Integrity Testing								
UNIT-V	RECRUITMENT AND SELECTION PRACTICES ABROAD						Classes: 08	
Recruitment and Selection Practices Abroad - Case Studies								
Text Books								
1. Phillips, “Strategic Staffing”, Pearson Publications, 10 th Edition, 2009.								
2. Daine Arthur, “Recruiting, Interviewing, Selecting & Orienting New Employee” , PHI, 4 <sup>th</sup> Edition, 2007.								
3. Robert Edenborough, “ Assessment Methods in Recruitment, Selection and Performance” , Kogan, 8 <sup>th</sup> Edition, 2006.								
4. Sanjay Srivastava, “Case Studies in HRM” , Excel,12 <sup>th</sup> Edition, 2009.								

### Reference books

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1. Gatewood, Field, Barrick: "Human Resource Selection", Cengage, 2008.
2. Gareth Robert: "Recruitment and selection", Jaico, 2008.
3. N.K.Chanda: "Recruitment and Selection", Paragon International, 5<sup>TH</sup> Edition, 2009

### Web References:

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

### E-Text Books:

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



## TRAINING AND DEVELOPMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB39	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: V. Identify the trends in training needs, career opportunities and integration of organizational development. VI. Apply different methods of on- job training, off -job training and computer based training. VII. Design the principles and procedures for various kinds of training activities. VIII.Understand the major role of training in talent management and competency mapping.								
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.Nick Blanchard, JamesW. Thacker, A.Anand Ram, “Effective Training”, Pearson, 4 <sup>th</sup> Edition, 2012.								
Reference books								
1. Raymond A Noe, Amitabh Deo Kodwani, “Employee Training and Development”, McGraw Hill, 2 <sup>nd</sup> Edition, 2012.								

2. RolfLynton, UdayPareek, “Training for Development” SAGE Publications, 3 <sup>rd</sup> Edition, 2012. 3. Jean Barb azette, “Training Needs Assessment Methods, Tools and Techniques”, Wiley, 3 <sup>rd</sup> Edition, 2014
<b>Web References:</b>
3. <a href="http://serverlib.moe.gov.ir/documents/10157/42675/Employee+Training+and+Development.pdf">http://serverlib.moe.gov.ir/documents/10157/42675/Employee+Training+and+Development.pdf</a> 4. <a href="http://facta.junis.ni.ac.rs/eao/eao200702/eao200702-13.pdf">http://facta.junis.ni.ac.rs/eao/eao200702/eao200702-13.pdf</a>
<b>E-Text Books:</b>
<a href="http://trainingstation.walkme.com/5-best-employee-training-books/">http://trainingstation.walkme.com/5-best-employee-training-books/</a>

## STRATEGIC HUMAN RESOURCE MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB40	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 significance of international management and human resource planning.								
II. Know the cultural literacy and human resource information system in global business.								
III. Examine the qualities, communication abilities and interpersonal relations of Global literate leader.								
IV. Identify the role of scientific management, humanistic psychology, organic theories of management and the practice of HRM in American organizations.								
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.								

<b>Text Books:</b>
<ol style="list-style-type: none"> <li>1. Randall s. schuler and susan e Jackson, “Strategic Human Resource Management” Blackwell Publishing, 1<sup>st</sup> Edition, 1999.</li> <li>2. Catherine Truss, David Mankin, Clare Kelliher, ‘‘Strategic Human Resource Management’’ Pearson Education, 2<sup>nd</sup> Edition, 2001.</li> <li>3. Mark Saunders, Mike Millmore, Philip Lewis, Adrian Thornhill, Trevor Morrow “Strategic Human Resource Management” Pearson, 2<sup>nd</sup> Edition, 2007.</li> <li>4. Catherine Truss, David Mankin, Clare Kelliher, “Strategic Human Resource Management” Harvard Business School Press, 2<sup>nd</sup> Edition, 1999.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Dave Ulrich, “Human Resource Champions”, Harvard Business School Press, 1<sup>st</sup> Edition, 2001.</li> <li>2. Randall Schuler and Dennis Briscoe, “International Human Resource Management”, Routledge Global Human Resource Management Series, 2<sup>nd</sup> Edition, 2004.</li> <li>3. Monir Tayeb, “International Human Resource Management”, Oxford University Press, 2<sup>nd</sup> Edition, 1999.</li> <li>4. Biswajeet Pattanayak, “Corporate HRD” Excel Books, 3<sup>rd</sup> Edition, 2007.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.studynama.com/community/threads/465-international-human-resource-management-pdf-lecture-note-ebook-download-mba">https://www.studynama.com/community/threads/465-international-human-resource-management-pdf-lecture-note-ebook-download-mba</a></li> <li>2. <a href="https://www.scribd.com/doc/15744060/international-human-resource-management">https://www.scribd.com/doc/15744060/international-human-resource-management</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://books.google.co.in/books/about/International_human_resource_management.html?id=FciK">https://books.google.co.in/books/about/International_human_resource_management.html?id=FciK</a></li> <li>2. <a href="https://6xtWfy0CFreemanagementebooks.com">https://6xtWfy0CFreemanagementebooks.com</a></li> <li>3. <a href="http://bookboon.com/en/hrm-ebooks">http://bookboon.com/en/hrm-ebooks</a></li> </ol>

## MANAGEMENT OF INDUSTRIAL RELATIONS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB41	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 industrial relations systems, characteristics of Indian IR system. II. Know the role of state dispute settlement machinery and its instruments, legislation. III. Examine the collective bargaining, conciliation, arbitration, adjudication. IV. Identify the role of wage policy and wage regulation machinery, wage legislation and payment of wages Act 1936								
UNIT-I	INDUSTRIAL RELATIONS							Classes: 10
Introduction, Dunlop’s Industrial relations systems, characteristics of Indian IR System; Trade Unions: Union Purpose. Trade union, functions, methods, Politics, types of unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for recognition. Rights of recognized Unions, unfair labour Practices: Case 1. Let us get back to work (p.no. 720, C.B.Mamoria) Case 2. A case of complicated multi-union manoeuvres (J.A. Kulkarni)								
UNIT-II	SETTLEMENT OF DISPUTES							Classes: 10
Role of state dispute settlement machinery and its instruments, legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure. Case 1. Stop the shouting game please (p.no. 760, C.B.Mamoria) Case 2. The dish ends ltd. (p.no.07, J.A. Kulkarni)								
UNIT-III	COLLECTIVE BARGAINING							Classes: 05
Collective bargaining, conciliation, arbitration, adjudication, The Industrial dispute Act 1947, labour welfare work, labour welfare officer, worker’s participation. Case 1.who is to be blamed (p.no. 685, C.B.Mamoria)								
UNIT-IV	WAGE POLICY AND WAGE REGULATION							Classes: 10
Wage policy and wage regulation machinery, wage legislation, payment of wages Act 1936, The payment of bonus Act,1965 Case 1. Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria) .								
UNIT-V	THE FACTORIES ACT 1948 AND MINES ACT 1952							Classes: 10
The factories Act 1948, mines Act 1952, Industrial relations and technological change. Case 1. Organizations and unions working as partners (p.no. 738, C.B.Mamoria)								
Text Books: 1. Mamoria, Mamoria, Gankar “Dynamics of Industrial Relations” Himalaya Publishing House, 14 <sup>th</sup> Edition, 2012. 2. C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers 15 <sup>th</sup> edition, 2012. 3. J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, “ case studies in amangement”, pearson, 10 <sup>th</sup> Editioon, 2011.								
Reference Books:								

- |   |
|---|
| <ol style="list-style-type: none"><li>1. Padhi, “Labour and Industrial Relations” PHI, 8<sup>th</sup> Edition, 2012.</li><li>2. Arun Monappa, Ranjeet Nambudiri, Selvaraj “Industrial Relations and Labour Laws”, 5<sup>th</sup> Edition, TMH, 2012</li><li>3. Ratna Sen “Industrial Relations-Text and Cases “Macmillan Publishers, 10<sup>th</sup> Edition, 2011.</li></ol> |
| <b>Web References:</b>  |
| <ol style="list-style-type: none"><li>1. <a href="https://www.uk.ask.com/management/references/try_it">https://www.uk.ask.com/management/references/try_it</a></li><li>2. <a href="https://www.shodhganga.intlibnet.ac.in/bitstream/10603/463/46313/8">https://www.shodhganga.intlibnet.ac.in/bitstream/10603/463/46313/8</a></li></ol>                                       |
| <b>E-Text Books:</b>  |
| <ol style="list-style-type: none"><li>1. <a href="https://www.pondiuni.edu.in/storage/dde/download/hrmiii_irm.pdf">https://www.pondiuni.edu.in/storage/dde/download/hrmiii_irm.pdf</a></li><li>2. <a href="https://www.eh.wikipedia.org/wiki/industries_relations">https://www.eh.wikipedia.org/wiki/industries_relations</a></li></ol>                                       |

## BUSINESS INTELLIGENCE

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBB42	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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, vents 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”, Pearson Education, 2 <sup>nd</sup> Edition, 2012. 2. David Loshin “Business Intelligence”, Elsevier, 2 <sup>nd</sup> Edition, 2012. 3. Rajiv Sabherwal “Business Intelligence” Wiley Publications, 2 <sup>nd</sup> Edition, 2012.								

<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Philo Janus, Stacia Misner, “Building Integrated Business Intelligence Solutions with SQL Server”, TMH, 1<sup>st</sup> Edition, 2011.</li> <li>2. Nina God bole and Sunlit Belpre, “Cyber Security”, Wiley India, 2<sup>nd</sup> Edition, 2012.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.redbooks.ibm.com/redbooks/pdfs/sg245415.pdf">http://www.redbooks.ibm.com/redbooks/pdfs/sg245415.pdf</a></li> <li>2. <a href="http://www.win.tue.nl/~mpechen/courses/TIES443/handouts/lecture02.pdf">http://www.win.tue.nl/~mpechen/courses/TIES443/handouts/lecture02.pdf</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://bookboon.com/en/making-the-most-of-big-data-ebookFreemanagementebooks.com">http://bookboon.com/en/making-the-most-of-big-data-ebookFreemanagementebooks.com</a></li> <li>2. <a href="http://download.101com.com/tdwi/ww24/whatworks24digitaledition.pdf">http://download.101com.com/tdwi/ww24/whatworks24digitaledition.pdf</a></li> </ol>



## DATABASE MANGEMENT SYSTEMS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB43	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 role of database management system in an organization and learn the database concepts. II. Design databases using data modelling and data normalization techniques. III. Construct database queries using relational algebra and calculus. IV. Understand the concept of a database transaction and related database facilities. V. Learn how to evaluate a set of queries in query processing.								
UNIT-I	CONCEPTUAL MODELING						Classes: 10	
Introduction to file and database systems: Database system structure, data models, introduction to network and hierarchical models, ER model, relational model.								
UNIT-II	RELATIONAL APPROACH						Classes: 08	
Relational algebra and calculus: Relational algebra, selection and projection, set operations, renaming, joins, division, examples of algebra queries, relational calculus, tuple relational calculus, domain relational calculus, expressive power of algebra and calculus.								
UNIT-III	BASIC SQL QUERY						Classes: 10	
SQL data definition; Queries in SQL: updates, views, integrity and security, relational database design. Functional dependencies and normalization for relational databases up to five normal forms.								
UNIT-IV	TRANSACTION MANAGEMENT						Classes: 09	
Transaction processing: Introduction, need for concurrency control, desirable properties of transaction, schedule and recoverability, serializability and schedules; Concurrency control: Types of locks, two phases of locking, deadlock, time stamp based concurrency control, recovery techniques , concepts, immediate update, deferred update, shadow paging.								
UNIT-V	DATA STORAGE AND QUERY PROCESSING						Classes: 08	
Record storage and primary file organization, secondary storage devices, operations on files, heap file, sorted files, hashing techniques, and index structures for files; Different types of indexes, B tree, B+ tree, query processing.								
Text Book:								

Abraham Silberschatz, Henry F. Korth, S. Sudarshan, "Database System Concepts", McGraw Hill, 4<sup>th</sup> Edition, 2002.

#### **Reference Books:**

1. Ramez Elmasri, Shamkant B. Navathe, "Fundamental Database Systems", Pearson Education, 3<sup>rd</sup> Edition, 2003.
2. Raghu Ramakrishnan, "Database Management System", Tata McGraw-Hill Publishing Company, 3<sup>rd</sup> Edition, 2003.
3. Hector Garcia Molina, Jeffrey D. Ullman, Jennifer Widom, "Database System Implementation", Pearson Education, United States, 1<sup>st</sup> Edition, 2000.
4. Peter Rob, Carlos Coronel, "Database System, Design, Implementation and Management", Thompson Learning Course Technology, 5<sup>th</sup> Edition, 2003.

#### **Web References:**

1. [https://www.youtube.com/results?search\\_query=DBMS+online+classes](https://www.youtube.com/results?search_query=DBMS+online+classes)
2. <http://www.w3schools.in/dbms/>
3. <http://beginnersbook.com/2015/04/dbms-tutorial/>

#### **E-Text Books:**

1. <http://www.e-booksdirectory.com/details.php?ebook=10166>
2. <http://www.e-booksdirectory.com/details.php?ebook=7400re>

## DECISION SUPPORT SYSTEM

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB44	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 and select appropriate decision support systems for generating innovative business solutions. II. Understand the usefulness of decision support systems arising in the practice of industrial and systems engineering. III. Accomplish tasks programmatically in a spreadsheet and how to design user friendly graphical user interfaces. 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. Efram G.Mallach, “ Decision Support and Data Warehouse Systems” Tata McGraw Hill, 5<sup>th</sup> Edition,2012.
2. Efraim Turban ,“Decision Support and Business Intelligence Systems”, Pearson , 3<sup>rd</sup> Edition, 2012.
3. Dhiraj Sharma, “Foundations of IT”, Excel publishers, 4<sup>th</sup> Edition, 2008.

#### **Reference Books:**

1. Nina Godbole and Sunit Belapure,“ Cyber Security”, Wiley India, 4<sup>th</sup> Edition, 2012.
2. Jawadekar, “MIS Text and Cases”, Tata McGraw Hill, 6<sup>th</sup> Edition, 2012.
3. Dr.Milind M Oka, “Cases in Management Information system” , Everest, 3<sup>rd</sup> Edition, 2012.

#### **Web References:**

1. <https://www.Ecomputernotes.com/mis/structure-and.../discuss-in-detail-the-decision-support-system>
2. [https://www.tutorialspoint.com/management...system/decision\\_support\\_system.htm](https://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](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](https://books.google.co.in/books/about/decision_support_systems.html?id=dx6e0oe9yhicandredir_esc_y)

## SYSTEM ANALYSIS AND DESIGN

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB45	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 Overview of Systems Analysis & Design. II. Accomplish tasks of Analysis and Design Methodologies System. III. Recognize object oriented analysis design modeling system requirements using cases. IV. Improve support system for Hardware acquisition, memory, process, peripherals and Bench marking.								
UNIT-I	OVERVIEW OF SYSTEMS ANALYSIS & DESIGN:						Classes: 10	
Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation. Business Process Reengineering: Concepts, Process involved; Case study								
UNIT-II	ANALYSIS AND DESIGN METHODOLOGIES SYSTEM						Classes: 10	
Analysis and Design Methodologies System Requirement Specification & Analysis: Fact finding techniques, data - Flow Diagrams, data dictionaries, process organization & interactions, decision analysis, standards ( IEEE/ ISO). Data Modeling & Analysis Detailed Design Modularization: Module Specification, File Design, Systems development involving Data Bases. Structured Design Methodology (SDM) Database Design Output Design. Input Design User Interface Design.								
UNIT-III	OBJECT ORIENTED ANALYSIS & DESIGN MODELING SYSTEM						Classes: 05	
Object Oriented Analysis & Design Modeling System Requirements using cases. Object Modeling: Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object Representation methods.  Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Object oriented Design, Modeling & Design using UML, Activity Diagram& Swim lane Diagram, Sequence & Collaboration Diagram. OO Testing strategies & techniques.								
UNIT-IV	SYSTEM CONTROL AND QUALITY ASSURANCE						Classes: 10	
System Control & Quality Assurance through testing Design Objectives reliability & maintenance, Software Design & documentation tools, top- down, bottom – up and variants. Testing strategies & techniques: Unit and integration testing, testing practices and plans; System Controls, Audit Trails, CASE Tools..								
UNIT-V	HARDWARE & SOFTWARE SELECTION						Classes: 10	
Hardware acquisition, memory, process, peripherals, Bench marking, Vendor selection, Software selection, operating system, languages, Language Processes, performance& acceptance criteria								
Text Books:								

1. Kenneth E. Kendall and Julie E. Kendall, “Systems Analysis and Design”, Prentice Hall TR, 5<sup>th</sup> Edition, 2001
2. Hoffer, J., J. George and J. Valacich,,” Modern Systems Analysis and Design” Prentice-Hall, Inc , 3<sup>rd</sup> Edition, 2009.
3. D.E. Avison and G.Fitzgerald, “Information Systems Development: Methodologies, Techniques, and Tools” Prentice Hall TR, 5<sup>th</sup> Edition, 2008.

#### **Reference Books:**

1. Arthur M. Langer, “Analysis and Design of Information Systems”, Prentice Hall TR, 8<sup>th</sup> Edition, 2001
2. Alan Dennis, Barbara Haley Wixom , “Systems Analysis And Design” Prentice-Hall, Inc, 3<sup>rd</sup> Edition, 2005.

#### **Web References:**

1. <https://www.gsuite.google.com/Business>
2. <https://www.jobs.mitule.in/learnwebdesignfree/Now>

#### **E-Text Books:**

1. <https://diacm.org/citation.cfm?id=600562>
2. [https://en.wikibooks.org/wiki/systems\\_Analysis](https://en.wikibooks.org/wiki/systems_Analysis)

## STARTUP MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB46	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 usefulness of decision support systems arising in the practice of industrial and systems engineering. II. Accomplish tasks of legal environment, approval for new ventures, taxes or duties payable for new ventures. III. Recognize financing with debt, funding startups with bootstrapping, crowd funding, strategic alliances. IV. Improve support system for growth and sustainability of the venture.								
UNIT-I	STARTUP OPPORRTUNITIES						Classes: 10	
The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Startup - Ideation- Venture Choices - The Rise of The startup Economy - The Six Forces of Change- The Startup Equation- The Entrepreneurial Ecosystem –Entrepreneurship in India. Government Initiatives.								
UNIT-II	STARTUP CAPITAL REQUIREMENTS AND LEGAL ENVIRONMENT						Classes: 10	
Identifying Startup capital Resource requirements, estimating Startup cash requirements , Develop financial assumptions, Constructing a Process Map, Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics, The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.								
UNIT-III	STARTINGUP FINANCIAL ISSUES						Classes: 05	
Feasibility Analysis, The cost and process of raising capital, Unique funding issues of a high-tech ventures. Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.								
UNIT-IV	STARTUP SURVIVAL AND GROWTH						Classes: 10	
Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures - preparing for change - Leadership succession. Support for growth and sustainability of the venture.								
UNIT-V	PLANNING FOR HARVEST AND EXIT						Classes: 10	
Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.								

<b>Text Books:</b>
<ol style="list-style-type: none"> <li>1. Kathleen R Allen,” Launching New Ventures, An Entrepreneurial Approach”, Cengage Learning, 5<sup>th</sup> Edition, 2016.</li> <li>2. Anjan Raichaudhuri, “Managing New Ventures Concepts and Cases”, Prentice Hall International, 4<sup>th</sup> Edition, 2010.</li> <li>3. S. R. Bhowmik &amp; M. Bhowmik, “Entrepreneurship”, New Age International, 5<sup>th</sup> Edition, 2007.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Steven Fisher, Ja-nae’ Duane, “The Startup Equation -A Visual Guidebook for Building Your Startup”, Indian Edition, McGraw Hill Education India Pvt. Ltd, 2<sup>nd</sup> Edition, 2016.</li> <li>2. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur’s Road Map, 2<sup>nd</sup> Edition, Routledge, 2017.</li> <li>3. Vijay Sathe, Corporate Entrepreneurship, Cambridge, 1<sup>st</sup> Edition, 2009.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.inc.com/encyclopedia/business-information-sources.html">https://www.inc.com/encyclopedia/business-information-sources.html</a></li> <li>2. <a href="https://www.investopedia.com/terms/s/startup.asp">https://www.investopedia.com/terms/s/startup.asp</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://en.wikipedia.org/wiki/Startup_company">https://en.wikipedia.org/wiki/Startup_company</a></li> <li>2. <a href="https://msdn.microsoft.com/en-us/library/hh708954.aspx">https://msdn.microsoft.com/en-us/library/hh708954.aspx</a></li> </ol>



## MSME MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB47	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 export opportunities in MSMEs, Issues and challenges of MSMEs. II. Provide the Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship. III. Analyze sources of financial support, development financial institutions and investment institutions. IV. Ensures that the restructuring, revival and rehabilitation of MSME and problems of entrepreneurs.								
UNIT-I	INTRODUCTION FOR SMALL AND MEDIUM ENTREPRENEURSHIP (SME)						Classes: 06	
Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs								
UNIT-II	SETTING OF SMES						Classes: 10	
Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.								
UNIT-III	INSTITUTIONS SUPPORTING MSMES						Classes: 07	
Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies.  Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.								
UNIT-IV	MANAGEMENT OF MSME						Classes: 12	
Management of Product Line; Communication with clients - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies, Evaluating entrepreneurial performance.								
UNIT-V	ROLE OF GOVERNMENT IN PROMOTING ENTREPRENEURSHIP:						Classes: 10	

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

**Text Books:**

1. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 3<sup>rd</sup> Edition, 2003.
2. Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 5<sup>th</sup> Edition, 2006.

**Reference Books:**

1. Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2<sup>nd</sup> Edition, 2013.
2. Aneet Monika Agarwal, “Small and Medium Enterprises in Transitional Economies” challenges and opportunities”, DEEP and DEEP Publications, 4<sup>th</sup> Edition, 2015..

**Web References:**

1. <https://msme.gov.in/sites/default/files/Sch-vol1-151214.pdf-.sri.pdf>
2. [www.dcmsme.gov.in/Terms%20of%20Reference%20\(ToR\).pdf](http://www.dcmsme.gov.in/Terms%20of%20Reference%20(ToR).pdf)

**E-Text Books:**

1. <https://msme.gov.in/Media-and-press-release/e-book>
2. <https://www.pwc.in/assets/pdfs/publications-2011/innovation-msme-2011.pdf>

## FAMILY BUSINESS MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB48	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 Family Business as a unique synthesis, Succession and Continuity. II. Understand the Responsibilities of shareholders to the company - Effective Governance of the shareholder III. Illustrate life cycle stages influencing family business strategy and turning core competencies into competitive advantage. IV. Compare traditional inventory policies to both material requirements planning and just-in-time manufacturing and also generate schedules using several different strategies.								
UNIT-I	INTRODUCTION TO FAMILY BUSINESS						Classes: 06	
Family Business as a unique synthesis, Succession and Continuity: The three generation rule, Building Family business that last, The systems theory model of Family Business, Agency Theory of Family business, The stewardship perspective of family business, Competitive Challenges and Competitive advantages of family businesses, The role of Genograms and family messages to understand the family system. Family emotional intelligence ,The ECI-U Model.								
UNIT-II	OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE						Classes: 09	
Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.								
UNIT-III	SUCCESSOR DEVELOPMENT						Classes: 12	
Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power								
UNIT-IV	STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP						Classes: 08	
Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage.The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.								
UNIT-V	THE FUTURE OF FAMILY BUSINESS						Classes: 10	
New Leaders of the Evolution - Three states of evolution-Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business’s future - Thriving through competition - Institutionalizing the change.								

**Text Books:**

1. Ernesto J. Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 3<sup>rd</sup> Edition, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 4<sup>th</sup> Edition, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 5<sup>th</sup> Edition, 1997.
4. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 7<sup>th</sup> Edition, 2015.

**Reference Books:**

1. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 3<sup>rd</sup> Edition, 2011.
2. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 4<sup>th</sup> Edition, 2010.

**Web References:**

1. [https://www.researchgate.net/.../304540682\\_List\\_of\\_References\\_for\\_Family\\_Business](https://www.researchgate.net/.../304540682_List_of_References_for_Family_Business)
2. <https://www.e-elgar.com/shop/books/business-and-management/family-business-bam>

**E-Text Books:**

1. [https://www.sk.sagepub.com/reference/hdbk\\_familybusiness](https://www.sk.sagepub.com/reference/hdbk_familybusiness)
2. <https://www.encyclopedia.com/reference/encyclopedias-almanacs.../family-business>

## ENTREPRENEURSHIP

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB49	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 Characteristics, qualities and skills of an Entrepreneur, functions of entrepreneur								
II. Develop and execute Government grants and subsidies, entrepreneurship promotion, schemes of department of industries.								
III. Acquire advanced knowledge about issues of corporate governance, theoretical basis of corporate governance and corporate governance mechanisms.								
IV. Understand the project report and guidelines for preparing a project report, project Appraisal.								
UNIT-I	NATURE OF ENTREPRENEURSHIP							Classes: 08
Characteristics, qualities and skills of an Entrepreneur, functions of entrepreneur, entrepreneur scenario in India and abroad, forms of entrepreneurship, small business enterprises - importance of Indian economy, first mover, advantages and disadvantages, risk reduction strategies - market scope strategies, imitation strategies and managing newness.								
ASPECT OF PROMOTION I:								
Generation of new entry opportunities, SWOT analysis, technologicalcompetitiveness, legal regulatory system, patent s and trademarks, intellectual property rights, projectplanning and feasibility studies, major steps in product development.								
UNIT-II	ASPECT OF PROMOTION II							Classes: 09
Financial aspects, sources of rating capital, debt-equity, financing bycommercial banks, government grants and subsidies, entrepreneurship promotion, schemes of department of industries - DICs, KVIC, SIDBI, NABARD, NSIC, APSFC, IFCI and IDBI.								
INTRODUCTION TO BUSINESS ETHICS:								
Definition of Ethics, necessity for business ethics, basic principles in ethics, nature and theory of ethics , need for ethical guideline, salient issues in ethics and commerce, ethics as a luxury, earlier attempts at ethics In industry, justification for ethics, effect of migration of national character, shadow economy, corporate audits, political issues.								
UNIT-III	UNDERSTANDING CORPORATE GOVERNANCE							Classes: 09
Corporate governance, capitalism at cross roads historical perspective of corporate governance, issues of corporate governance, theoretical basis of corporate governance, corporate governance mechanisms,								
Indian model of governance good corporate governance, corporate governance committees, OECD principles, Indian committee and guidelines, the confederation of Indian industry’s initiative, corporate governance models.								
UNIT-IV	CORPORATE SOCIAL RESPONSIBILITY							Classes: 10
System concept of business society, social responsibility, social responsibility tools, approaches to ethics, corporate social accountability, business in a social world ethics and social responsibility, professional ethics, ethics of practicing company secretaries, ethical investing.								
PROJECTMANAGEMENT:								
Concept of project and classification of project identification, project formulation- project design, project planning, and social cost benefit analysis, financial analysis.								

<b>UNIT-V</b>	<b>PROJECT APPRAISAL</b>	<b>Classes: 09</b>
<p>Project report and guidelines for preparing a project report, project Appraisal, Significance of project appraisal, Profitability appraisal, and project financing.</p> <p><b>ENTREPRENEURIAL TRAINING:</b></p> <p>Designing appropriate training programmes to inculcate Entrepreneurial Spirit, significance of entrepreneurial training, Training for emerging and Existing Entrepreneurs, challenges of new venture start-ups, poor financial understanding , critical factors for new venture development.</p>		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Mathew, J.Manimala , “Entrepreneurship Theory at the Cross roads”, Wiley, 10<sup>th</sup> Edition, 2009.</li> <li>2. Bholanath Dutta (2009), Entrepreneurship, Excel Publication, 9<sup>th</sup> Edition, 2009.</li> <li>3. N.Venkat Rao , “Entrepreneurship and good Governance”, Students Helpline Publishing House Private Limited, 8<sup>th</sup> Edition, 2011.</li> <li>4. Tabarrok, “Entrepreneurial Economics”, Oxford University Press, 9<sup>th</sup> Edition, 2009.</li> </ol>		
<b>Reference Books:</b>		
<ol style="list-style-type: none"> <li>1. Jain,” Hand Book of Entrepreneurs”, Oxford University Press, 7<sup>th</sup> Edition, 2009..</li> <li>2. Robert D.Hisrich, Michael P. Peters, Decin A. Shepherd , Entrepreneurship”, Tata McGraw Hill, 9<sup>th</sup> Edition, 2009.</li> </ol>		
<b>Web References:</b>		
<ol style="list-style-type: none"> <li>1. <a href="http://www.freebookcentre.net/business-books-download/entrepreneurship.html">http://www.freebookcentre.net/business-books-download/entrepreneurship.html</a></li> <li>2. <a href="http://depintegraluniversity.in/userfiles/entrepreneurship%20development.pdf">http://depintegraluniversity.in/userfiles/entrepreneurship%20development.pdf</a></li> </ol>		
<b>E-Text Books:</b>		
<ol style="list-style-type: none"> <li>1. <a href="http://bookboon.com/en/entrepreneurship-ebooks">http://bookboon.com/en/entrepreneurship-ebooks</a></li> <li>2. <a href="http://pdf-directory.org/ebook.php?id=rejjanenzvyc">http://pdf-directory.org/ebook.php?id=rejjanenzvyc</a></li> </ol>		

## SUMMER INTERNSHIP (FIELD WORK) AND SEMINAR

III Semester: MBA

Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB50	Core	L	T	P	C	CIA	SEE	Total
		-	-	4	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. Analyze the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization.

III. Know how to do the routine work which is related to job in the working organization.

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.

## RETAILING MANGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBB52	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 how to create a shopping experience that builds customer loyalty.								
II. Understand shopping environment, retail formats, functions, retail operation and promotion how to receive, present and maintain merchandise.								
III. Emphasize pricing and supply chain management how the role of the manager impacts the success of a retail business.								
IV. Manage retail operations with different strategies in retailing how to identify, hire, retain and build retail talent.								
V. Determine level of interest in pursuing a career in retail management understand how to drive sales growth.								
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, derives 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 retailers.

#### **Text Books:**

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, “Managing Retailing”, Oxford, 2<sup>nd</sup> Edition, 2012.
2. Lusch, Dunne, Carver, “Introduction to Retailing”, Cengage Learning, 7<sup>th</sup> Edition, 2015.
3. Suja Nair, “Retail Management”, Himalaya Publication House, 5<sup>th</sup> Edition, 2012.
4. Michael Levy, “Retail Management”, Pearson, 6<sup>th</sup> Edition, 2008.

#### **Reference Books:**

1. Aditya Prakash Tripathi, Noopur Agrawal, “Fundamentals of Retailing” (text and cases), Himalaya Publication House, 1<sup>st</sup> Edition, 2009.
2. Swapna Pradhan,” Retail Management-Text and Cases”, TMH, 5<sup>th</sup> Edition, 2015.
3. Dr. Harjit Singh, “Retail Management a Global Perspective text and cases”, Chand, 3<sup>rd</sup> Edition, 2011.

#### **Web References:**

1. [http://catalogue.pearsoned.ca/assets/hip/ca/hip\\_ca\\_pearsonhighered/samplechapter/0131204017.pdf](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](http://www.pondiuni.edu.in/storage/dde/downloads/markiii_rm.pdf)

#### **E-Text Books:**

1. <https://www.welingkaronline.org/autoptlibrary/librarynotices/retailmanagement.pdf>
2. [http://catalogue.pearsoned.ca/assets/hip/ca/hip\\_ca\\_pearsonhighered/samplechapter/0131204017.pdf](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		
CMBB53	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES:								
The course should enable the students to:								
I. Evaluate the firm's products from competitors' products. This makes customers feel easy to recognize products of genuine producers.								
II. Impart the knowledge and skills needed to manage the product and brand to the competitive advantage in a business organization								
III. Create an awareness of brands and brand models to the system of new product development.								
IV. Understand and to increase the prestige and status of branding, personality and status of producers, distributors, customers etc.								
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.								

<b>Text Books:</b>
<ol style="list-style-type: none"> <li>1. Pessemer Edgar, “Product Management”, John Wiley and Sons, 2<sup>nd</sup> Edition, 1982.</li> <li>2. Ulrich K T, Anitha Goyal, “Product Design and Development”, McGraw Hill, 3<sup>rd</sup> Edition, 2010.</li> <li>3. U C Mathur, “Product and Brand management”, Excel Books, New Delhi, 6<sup>th</sup> Edition, 2009.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Richard Elliott, “Strategic Brand management”, Oxford press, 6<sup>th</sup> Edition, 2007.</li> <li>2. Philip Kotler and Keller, “Marketing Management”, Pearson, 12<sup>th</sup> Edition, 2012.</li> <li>3. Dr. Anandan, “Product Management”, Tata McGraw Hill, 8<sup>th</sup> Edition, 2010.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.studynama.com/community/threads/338-Brand-management-pdf-lecture-notes-ebook-download-for-mba-students">https://www.studynama.com/community/threads/338-Brand-management-pdf-lecture-notes-ebook-download-for-mba-students</a>.</li> <li>2. <a href="http://www.kvimis.co.in/sites/kvimis.co.in/files/ebook_attachments/Keller%20Strategic%20Brand%20Management.pdf">http://www.kvimis.co.in/sites/kvimis.co.in/files/ebook_attachments/Keller%20Strategic%20Brand%20Management.pdf</a>.</li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.scribd.com/doc/17045977/product-and-brand-management-a-concise-note-on-everything-about-product-and-brand-management">https://www.scribd.com/doc/17045977/product-and-brand-management-a-concise-note-on-everything-about-product-and-brand-management</a>.</li> <li>2. <a href="http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%204th%20semester%20ebook%20materials/dmgt508_product_and_brand_management.pdf">http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%204th%20semester%20ebook%20materials/dmgt508_product_and_brand_management.pdf</a>.</li> </ol>

## RURAL MARKETING

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB54	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 Ssensitize participants on the segmentation of rural marketing environment Create importance and necessity of rural marketing.								
II. Equip participants with mindset and skill set to help them develop appropriate marketing mix strategies for products and services in different stages of their life cycle.								
III. Develop capabilities for clearly identifying, complex, real life rural marketing problems in a holistic perspective and Identify and assess rural market potential for products and services.								
IV. Understand the India’s rural market for consumer products and services is growing at an accelerated pace.								
UNIT-I	INTRODUCTION TO RURAL MARKETING							Classes: 09
Introduction: Meaning, Evolution, Nature and Characteristics of Rural Market, Understanding the Indian Rural Economy, Rural Marketing Models, Rural Marketing Vs Urban Marketing, Parameters differentiating Urban & Rural Market ,Differences in consumer behavior in Rural and Urban market.								
UNIT-II	RURAL MARKETING SEGMENTATION							Classes: 09
Rural Market Research: Sources of Information Factors influencing rural consumers during purchase of products Rural consumer Life style Approaches and Tools of Marketing Research Rural Business Research Evolution of Rural Marketing Research Sources and methods of data collection, data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.								
UNIT-III	RURAL MARKETING STRATERGIES							Classes:09
Rural Marketing Mix: Rural Marketing Mix, Additional Ps in Rural Marketing, 4As of Rural Marketing Mix.								
New product development for rural market, rural market product life cycle, objectives behind new product launch, new product development process.								
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	APPLICATIONS AND INNOVATIONS							Classes: 09

Applications and Innovations: Marketing of Consumer products, services, social marketing, agricultural marketing, rural industry products- Innovation for Rural Market, Marketing Strategies, Rural Marketing Agricultural, Cooperative Marketing ,Rural Market Mapping, Corporate Social Responsibility Organized Rural Marketing , IT for Rural Development ,e-Governance for Rural India.

#### **Text Books:**

1. C.S.G. Krishnamacharyulu, Lalitha Ramakrishnan, Rural Marketing: Text and Cases, Pearson Education, 4<sup>th</sup> Edition, 2009.
2. Pradeep Kashyap, Rural Marketing, Pearson Education, 3<sup>rd</sup> Edition, 2016.
3. Balram Dogra & Karminder Ghuman, Rural Marketing, Tata McGraw hill, 9<sup>th</sup> Edition, 2009.
4. Sanal Kumar Velayudhan, Rural Marketing, Sage publications, 2<sup>nd</sup> Edition, 2012.
5. T P Gopalaswamy, Rural Marketing, Environment, problems, and strategies, Vikas Publications, 3<sup>rd</sup> Edition, 2016.

#### **Reference Books:**

1. K S Habeeb Rahman,"Rural Marketing in India", Himalaya Publishing, 5<sup>th</sup> Edition, 2005.
2. R. V. Bedi Rural," Marketing in India", Himalaya Publishing, 4<sup>th</sup> Edition, 2007.
3. R. C. Arora," Integrated Rural Development", R. C. Arora, S. Chand and Co, 3<sup>rd</sup> Edition, 2002.

#### **Web References:**

1. <https://www.scribd.com/doc/10553358/Rural-Marketing>
2. <http://www.ddegjust.ac.in/studymaterial/mba/mm-310.pdf>

#### **E-Text Books:**

1. [http://www.pondiuni.edu.in/storage/dde/downloads/markiv\\_rm.pdf](http://www.pondiuni.edu.in/storage/dde/downloads/markiv_rm.pdf)
2. <http://www.pondiuni.edu.in/sites/default/files/Rural-Marketing-260214.pdf>

## MARKETING OF SERVICES

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB55	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b> The course should enable the students to I. Acquire the knowledge on role of services in modern economy, service and technology and characteristics of services compared to goods. II. Create importance and necessity of consumer behaviour in services, consumer expectations in service III. Equip the service innovation and design-challenges, types of service innovations IV. Develop employee's roles in service delivery and customer's roles in service delivery. V. Understand the integrated services marketing communications-need for coordination								
UNIT-I	FOUNDATIONS OF SERVICE MARKETING:						Classes: 09	
What are Services? Why services marketing? Role of Services in modern economy, service and technology, characteristics of services compared to goods, services marketing mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap. Case 1: The United Indian Bank (Govind Apte Page no 55-56) Case 2: Online air travel: Expedia, Orbitz and Travelocity lead the pack ( John E.G.Bateson Page no 82-83.								
UNIT-II	FOCUS ON THE CONSUMER						Classes: 09	
Consumer behaviour in services, consumer expectations in service, consumer perceptions of service, understanding Consumer requirements-listening to customers through research, building customer relationships, service recovery. Case1: The Crestwood Inn, (John E.G.Bateson Page no 320-321) Case 2: Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)								
UNIT-III	ALIGNING SERVICE DESIGN AND STANDARDS						Classes:09	
Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service development processes, customer defined service standards-factors, types, and development, physical evidence and the services cape. Case 1: Physical evidence a case of KF. (Vinnie Jauhari Page 236-238). Case 2: IT Trainers Limited. (Govind Apte Page no 186).								
UNIT-IV	DELIVERING AND PERFORMING SERVICE						Classes:09	
Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity. Case 1: Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336). Case 2: Total Assurance Ltd. (Govind Apte Page 207-208).								

<b>UNIT-V</b>	<b>MANAGING SERVICE PROMISES</b>	<b>Classes: 09</b>
Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions. <b>Case 1: Why Differential Pricing helps the poor?</b> (Vinnie Jauhari et al Page 336).		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, "Services Marketing", Pearson Education, 7<sup>th</sup> Edition, 2015</li> <li>2. Valerie A. Zeithaml &amp; Mary Jo Bitner, "Services Marketing Integrating Customer Focus Across the Firm", TMH, 5<sup>th</sup> Edition, 2011.</li> <li>3. John E.G. Bateson, K. Douglas Hoffman : Services Marketing, Cengage Learning, 4<sup>th</sup> Edition, 2012.</li> </ol>		
<b>Reference Books:</b>		
<ol style="list-style-type: none"> <li>1. Harsh V. Varma, "Services Marketing text and cases", Pearson, 2<sup>nd</sup> Edition, 2012.</li> <li>2. Vinnie Jauhari, Kirti Dutta, "Services- Marketing, Operations and Management" Oxford University Press, 7<sup>th</sup> Edition, 2012.</li> <li>3. Govind Apte, "Services Marketing", Oxford Press, 9<sup>th</sup> Edition, 2011.</li> </ol>		
<b>Web References:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://www. www.ebsglobal.net/documents/course-tasters/...">https://www. www.ebsglobal.net/documents/course-tasters/...</a></li> <li>2. <a href="http://www. en.wikipedia.org/wiki/Services_marketing/pdf">http://www. en.wikipedia.org/wiki/Services_marketing/pdf</a></li> </ol>		
<b>E-Text Books:</b>		
<ol style="list-style-type: none"> <li>1. <a href="http:// www.ebsglobal.net/documents/course-tasters">http:// www.ebsglobal.net/documents/course-tasters</a></li> <li>2. <a href="http://www. jaipuria.edu.in/pgdm/wp-content/uploads/2013/07">http://www. jaipuria.edu.in/pgdm/wp-content/uploads/2013/07</a></li> </ol>		

## STRATEGIC INVESTMENT AND FINANCING DECISIONS

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB56	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
<b>OBJECTIVES:</b> The course should enable the students to I. Understand the role of financial strategies and risk analysis in investment decisions. 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, mergers and acquisitions basic issues.								
UNIT-I	INVESTMENT DECISIONS UNDER CONDITIONS OF RISK UNCERTAINTY						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, “Quarterly Dividends and Earnings Announcements”, AFA, 1 <sup>st</sup> Edition,								



<p>1981.</p> <p>2. Altman, E.I. and Kishore, “The Default Experience of U.S. Bonds”, Salomon Center, 1<sup>st</sup> Edition, 1999.</p>
<p><b>Reference Books:</b></p>
<p>1. Baumol, W.J. and R.E. Quandt, “Investment and Decision Rates under Capital Rationing - A Programming Approach”, The Economic Journal, 1<sup>st</sup> Edition, 1965.</p> <p>2. Baumol, William J, “the Transactions Demand for Cash: An Inventory Theoretic Approach” Oxford University Press, 1<sup>st</sup> Edition, 1952.</p>
<p><b>Web References:</b></p>
<p>1. <a href="http://lib.mdp.ac.id/ebook/Karya%20Umum/Karya%20UmumStrategic%20Financial%20Management.pdf">http://lib.mdp.ac.id/ebook/Karya%20Umum/Karya%20UmumStrategic%20Financial%20Management.pdf</a></p>
<p><b>E-Text Books:</b></p>
<p>1. <a href="http://bookboon.com/en/strategic-financial-management-ebook">http://bookboon.com/en/strategic-financial-management-ebook</a>.</p> <p>2. <a href="http://utab.ac.rw/books/1410447221.pdf">http://utab.ac.rw/books/1410447221.pdf</a></p>

## INTERNATIONAL FINANCIAL MANAGEMENT

Semester: IV								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB57	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 overview, Importance, nature and scope of International Financial Management.								
II. Recognize the fundamentals of BOP, Accounting components of BOP, factors affecting and International Trade flows								
III. Elucidate the functions and Structure of the Forex markets, major participants, types of transactions and settlements dates.								
IV. Know about the foreign direct investment, international capital budgeting, international capital structure and cost of capital and international portfolio management.								
UNIT-I	INTRODUCTION							Classes: 09
An overview, importance, nature and scope of international financial management, domestic FM Vs. IFM, International Business Methods, recent changes and challenges in international financial management.								
UNIT-II	INTERNATIONAL FLOW OF FUNDS							Classes: 09
Balance of Payments (BOP), fundamentals of BOP, Accounting components of BOP, factors affecting international trade flows, agencies that facilitate international flows. Indian BOP trends.								
International Monetary System: Evolution, gold standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the economic and monetary union (EMU).								
UNIT-III	FOREIGN EXCHANGE MARKET							Classes: 09
Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, foreign exchange quotations. Process of arbitrage, speculation in the forward market.								
Currency futures and options markets, overview of the other markets, Euro currency market, Euro credit market, Euro bond market, international stock market.								
UNIT-IV	EXCHANGE RATES							Classes: 09
Measuring exchange rate movements, factors influencing exchange rates. Government influence on exchange rates, exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.								
Relationship between inflation, interest rates and exchange rates , purchasing power parity, international Fisher effect, Fisher effect, interest rate parity, expectations theory.								

<b>UNIT-V</b>	<b>ASSET-LIABILITY MANAGEMENT</b>	<b>Classes: 09</b>
Foreign direct investment, international capital budgeting, international capital structure and cost of capital. International portfolio management. International financing: Equity, Bond financing, parallel loans , international cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, export and import bank of India, recent amendments in EXIM policy, regulations and guidelines.		
<b>Text Books:</b>		
<ol style="list-style-type: none"> <li>1. Jeff Madura, “International Corporate Management,” Cengage Learning, 2<sup>nd</sup> Edition, 2012.</li> <li>2. Alan C. Shapiro, “Multinational Financial Management”, John Wiley publications, 5<sup>th</sup> Edition, 2012</li> <li>3. S. Eun Choel and Risnick Bruce,” International Financial Management”, TMH, 4<sup>th</sup> Edition, 2012</li> </ol>		
<b>Reference Books:</b>		
<ol style="list-style-type: none"> <li>1. Sharan. V, “International Financial Management” PHI Publications, 5<sup>th</sup> Edition,, 2012</li> <li>2. P. G. Apte, “International Financial Management”, TMH publications, 3<sup>rd</sup> Edition, 2012.</li> <li>3. Madhu Vij,” International Financial Management”, Excel Publications, 4<sup>th</sup> Edition, 2012.</li> </ol>		
<b>Web References:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://en.wikipedia.org/.../Journal_of_International_Financial_Management_and_Accounting.1467-646X">https://en.wikipedia.org/.../Journal_of_International_Financial_Management_and_Accounting.1467-646X</a> (<b>web</b>).</li> <li>2. <a href="https://www.cengage.co.in/.../finance/international-financial-management/international-financial-management..">https://www.cengage.co.in/.../finance/international-financial-management/international-financial-management..</a></li> </ol>		
<b>E-Text Books:</b>		
<ol style="list-style-type: none"> <li>1. <a href="https://.www.indiaclass.com/financial-management-reference-books">https://.www.indiaclass.com/financial-management-reference-books</a></li> <li>2. <a href="https://www.loc.gov/rr/business/BERA/issue7/finance.html">https://www.loc.gov/rr/business/BERA/issue7/finance.html</a></li> </ol>		

## FINANCIAL DERIVATIVES

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB58	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 fundamental linkages between spot markets and derivative markets and uses and misuses of derivatives. II. Apply knowledge about basic option strategies, advanced option strategies, trading with options, hedging with options, currency options. III. Analyze the commodity futures and options and swaps for the effectiveness of derivative markets. IV. Evaluate the role of swaps in terms of interest rate, currency, commodity, equity index, credit risk and credit.								
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, schools merton 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 Education, 8 <sup>th</sup> Edition, 2012. 2. Robert A Strong, “Derivatives an Introduction”, Thomson, 1 <sup>st</sup> Edition, 2012. 3. Gupta,” Financial Derivatives”, PHI, 1 <sup>st</sup> Edition, 2012.								

**Reference Books:**

1. Dubofsky, Miller,” Derivatives Valuations and Risk Management”, Oxford,1<sup>st</sup> Edition, 2012
2. Don M. Chance, Robert Brooks,” Derivatives and Risk Management Basic”, Cengage Learning, 9<sup>th</sup> Edition, 2012.
3. Sundaram Das,” Derivatives Principles and Practice”, McGraw Hill, 1<sup>st</sup> Edition, 2012.

**Web References:**

1. <https://bookboon.com/en/derivative-markets-an-introduction-ebook>
2. [https://en.wikipedia.org/wiki/Book:Financial\\_Derivatives](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>

## FOREIGN TRADE

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB59	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 the World Customs Organization and the World Trade Organization about foreign trade, theories of international trade and economy. II. Analyze export and import policies of India and other nations and also special economic zones and institutions involved in export promotions III. Understand promotion schemes and setup of export promotions. The different customs procedures, methods of products classification and learn to complete the customs documents IV. Understanding International Marketing Environment, Marketing Cycle, Domestic and Export Marketing, Export Marketing Plan.								
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.								

<b>Text Books:</b>
<ol style="list-style-type: none"> <li>1. Francis Cherrunilam, “International Trade and Export Management”, Himalaya Publications, 9<sup>th</sup> Edition, 2009.</li> <li>2. Bhagvati J (ed), “International Trade”, Penguin Books, 4<sup>th</sup> Edition, 2007.</li> </ol>
<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. CA. Virendra, K.Pamecha, “A Guide to International Trade and Export Management” Jain Book Agency, 8<sup>th</sup> Edition, 2014.</li> <li>2. Dr. Jason Chuah, “Law of International Trade”, South Asian publications, 5<sup>th</sup> Edition, 2017.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.ebooks directory.com">http://www.ebooks directory.com</a></li> <li>2. <a href="http://Campus guides.lib.utah.edu">http://Campus guides.lib.utah.edu</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="http://www.bookboon.com">http://www.bookboon.com</a></li> <li>2. <a href="http://www.freemagagement.com">http://www.freemagagement.com</a></li> <li>3. <a href="http://www.emeraldinsight.com">http://www.emeraldinsight.com</a></li> </ol>

## COMPENSATION AND REWARD MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBB60	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
<b>OBJECTIVES:</b> The course should enable the students to I. Understand compensation and reward system it must get approval from the govt. or top management in the organization. II. Provide useful information about the latest thinking and developments Compensation must be sufficient so that needs of the employees are fulfilled substantially. III. Understand the practice of compensation management Employees must have guarantee of getting wages or compensation regularly without any break. 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: Recognizing the worth and value of employees knowledge and skill, rewarding employees contributions and results achieved, 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, 1 <sup>st</sup> Edition, 2001. 2. Edwarde.e. lawler," Rewarding excellence (pay strategies for the new economy)", Prentice-hall, 1 <sup>st</sup> Edition, 2004. 3. B D Singh, "Compensation and Reward Management", Sterling Publishers (P) Ltd , Kindle Edition, 2001.								



<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. Thomas. P.Plannery, David, “People Performance and Pay”, Free Press, 1<sup>st</sup> Edition, 2002.</li> <li>2. Michael Armstrong, “Hand book of Reward Management”, Crust Publishing House, 2<sup>nd</sup> Edition, 2003.</li> <li>3. Joseph.J. Martocchio, “Strategic Compensation - A Human Resource Management Approach”, Prentice Hall, 4<sup>th</sup> Edition, 2005.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.scribd.com/doc/94052058/human-resource-management-notes">https://www.scribd.com/doc/94052058/human-resource-management-notes</a></li> <li>2. <a href="http://www.studynama.com">www.studynama.com</a> › ... › mba/pgdmhr lecture notes, ebooks and handouts</li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.studynama.com/community/threads/348-compensation-management-pdf-notes-ebook-download-for-mba-hr-students">https://www.studynama.com/community/threads/348-compensation-management-pdf-notes-ebook-download-for-mba-hr-students</a></li> <li>2. <a href="http://www.eiilmuniversity.co.in/downloads/compensation-management.pdf">http://www.eiilmuniversity.co.in/downloads/compensation-management.pdf</a></li> </ol>

## TALENT AND KNOWLEDGE MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB61	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil		Practical Classes: Nil			Total Classes: 45		
<b>OBJECTIVES:</b> The course should enable the students to I. Understand organizational impacts of knowledge management on people and organizational performance. II. Recognize a need to attract and retain for future knowledge capability. III. Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs. IV. Know unique challenges and opportunities of Talent Management resulting from globalization.								
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”, Tata								

<p>McGraw Hill, 1<sup>st</sup> Edition, 2004,</p> <ol style="list-style-type: none"> <li>Ed by Larry Israelite, “Talent Management”, ASTD Press, 1<sup>st</sup> Edition, 2004.</li> <li>Sajjad M Jasmuddin, “Knowledge Management”, Cambridge, 1<sup>st</sup> Edition, 2009.</li> </ol>
<p><b>Reference Books:</b></p>
<ol style="list-style-type: none"> <li>Stuart Barnes, “Knowledge Management Systems”, Cengage Learning, 1<sup>st</sup> Edition, 2002.</li> <li>Irma Becerra-Fernandez, Avelino Gonzalez and Rajiv Sabherwal “Knowledge Management”, Pearson Education Inc., 2<sup>nd</sup> Edition, 2009.</li> <li>Donald Hislop, “Knowledge Management in Organizations”, Oxford University Press, 3<sup>rd</sup> Edition, 2009.</li> </ol>
<p><b>Web References:</b></p>
<ol style="list-style-type: none"> <li><a href="https://www.pwc.com/us/en/people-management/publications/assets/talent-managment-powering-strategic-initiatives-in-the-pmo.pdf">https://www.pwc.com/us/en/people-management/publications/assets/talent-managment-powering-strategic-initiatives-in-the-pmo.pdf</a></li> <li><a href="https://www.researchgate.net/publication/220363070_Integrating_talent_and_knowledge_management_Where_are_the_benefits">https://www.researchgate.net/publication/220363070_Integrating_talent_and_knowledge_management_Where_are_the_benefits</a></li> </ol>
<p><b>E-Text Books:</b></p>
<ol style="list-style-type: none"> <li><a href="https://www.slideshare.net/.../an-overview-of-knowledge-management-and-talent-management">https://www.slideshare.net/.../an-overview-of-knowledge-management-and-talent-management</a>.</li> <li><a href="https://bookboon.com/en/talent-management-a-focus-on-excellence-eBooks">bookboon.com/en/talent-management-a-focus-on-excellence-eBooks</a></li> </ol>

## LEADERSHIP AND CHANGE MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB62	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 and understand the necessity of leadership for changing organizational culture.								
II. Adopt the organizational culture, leadership are geared towards to bring out the best in employees by communicating effectively about what needs to be done.								
III. Be aware of employee relations and management of change.								
IV. Engage employees at every level early on, all successful change management initiatives start at the top, with a committed and well-aligned group of executives								
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, 3 <sup>rd</sup> Edition, 2012.								
2. Mark Hughes, Managing Change – a critical perspective, Universities Press, 3 <sup>rd</sup> Edition, 2011.								
3. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders Managing change, Pearson,								

6<sup>th</sup> Edition, 2013.

**Reference Books:**

1. Richard L. Hughes, Robert C. Ginnett, Gordon J. Curphy, Leadership Enhancing the lessons of experience, McGraw-Hill Irwin, 6<sup>th</sup> Edition, 2009.
2. Uday kumar Haldar, leadership and team building, Oxford, 1<sup>st</sup> Edition, 2010.
3. Gary Yukl, Leadership in Organizations, Pearson, 6<sup>th</sup> Edition, 2012.

**Web References:**

1. <https://www.goo.gl/b4641H>
2. <https://www.goo.gl/5STzR9>

**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

## PERFORMANCE MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB63	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES:								
The course should enable the students to:								
I. Develop the employees in identifying the knowledge and skills required for performing the job efficiently.								
II. Understand the boosting the performance of the employees by the way of encouraging employee empowerment, motivation and effective reward mechanism.								
III. Identify the barriers of effective performance through constant monitoring, coaching and development interventions.								
IV. Create a platform for several administrative decisions, strategic planning, succession planning, promotions and performance based payment.								
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 Education, 1 <sup>st</sup> Edition, 2012.								
2. Robert D Austin; Tom DeMarco; Timothy Lister, “Measuring & Managing Performance in Organizations” Dorset House Publishing, cop. 2 <sup>nd</sup> Edition, 1996.								

3. Herman Aguinis, "Performance Management" , TMH, 3 <sup>rd</sup> Edition, 2016. 4. Dr. Daniels, "Performance Management, Dorset House Publishing, 5 <sup>th</sup> Edition, 1982.
<b>Reference Books</b>
1. LanceA, Berger Dorothy and R.Berger, "The Talent Management Hand Book", TMH, 2 <sup>nd</sup> Edition, 2015. 2. BD Singh, "Performance Management System- a Holistic Approach", Excel Books, 3 <sup>rd</sup> Edition, 2010. 3. Prem Chadha, "Performance management", Macmillan, 4 <sup>th</sup> Edition, 2012. 4. Srinivas K Kandula, "Performance Management", PHI, 2 <sup>nd</sup> Edition, 2010.
<b>Web References:</b>
1. <a href="http://usfweb2.usf.edu/humanresources/talentmanagement/pdfs/overviewperformancemanagement.pdf">http://usfweb2.usf.edu/humanresources/talentmanagement/pdfs/overviewperformancemanagement.pdf</a> . 2. <a href="https://www.ebsglobal.net/EBS/media/EBS/PDFs/Performance-Management-Course-Taster.pdf">https://www.ebsglobal.net/EBS/media/EBS/PDFs/Performance-Management-Course-Taster.pdf</a>
<b>E-Text Books:</b>
1. <a href="http://www.free-management-ebooks.com/dldebk/dlap-perfman.htm">http://www.free-management-ebooks.com/dldebk/dlap-perfman.htm</a> 2. <a href="http://upstarthr.com/employee-performance-management-free-ebook">http://upstarthr.com/employee-performance-management-free-ebook</a>

## E-BUSINESS

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB64	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 new internet economy, E-business and E-commerce in business environment.								
II. Emphasize the E-Business, E-Business plans and IT infrastructure requirement of E-business models.								
III. Know the Project planning approach for E-Business applications and Securing E- Business.								
IV. Analyze the electronic business applications, network and web site security.								
UNIT-I	ELECTRONIC BUSINESS						Classes:08	
Understanding new internet economy and business, E-business and 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 site defacement, security audit and penetration testing.								
Text Books								
1. Kulkarni“E-Business” Oxford, 5 <sup>th</sup> Edition, 2012.								
2. Dave chaffey, “E-business and E-commerce Management- Strategy, Implementation and Practice”, Pearson Education, 5 <sup>th</sup> Edition, 2015.								
3. Napier A.L, “Creating a Winning E-Business” Cengage Publications, 2 <sup>nd</sup> Edition, 2012.								
Reference Books:								
1. Parad Diwan, Sunil Sharma, “E-commerce A Manager's Guide to e-business”, Excel, 1 <sup>st</sup> Revised Edition, 2015.								
2. Elias M Awad, “Electronic Commerce”, PHI, 3 <sup>rd</sup> Revised Edition, 2012								



3. Jawadekar, MIS Text and Cases, TMH, 3<sup>rd</sup> Revised Edition, 2012.

**Web References:**

1. [https://en.wikipedia.org/wiki/Electronic\\_business](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/materialet/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		
CMBB65	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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. Analyze the computer forensic system and cyber security. III. Be aware of intellectual property rights for cyber security. IV. Emphasize the 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,3 <sup>rd</sup> Edition, 2012. 2. Harish Chander, Cyber Laws and IT protection, PHI learning pvt.ltd, 3 <sup>rd</sup> Edition, 2012. 3. Dhiren R Patel, Information security theory and practice, PHI learning Pvt ltd, 4 <sup>th</sup> Edition, 2010.								

<b>Reference Books:</b>
<ol style="list-style-type: none"> <li>1. MS.M.K.Geetha and Ms. Swapne Raman” Cyber Crimes and Fraud Management” MacMillan, 2012.</li> <li>2. Pankaj Agarwal : Information Security and Cyber Laws (Acme Learning), Excel, 2015.</li> <li>3. VivekSood, Cyber Law Simplified, TMH, 2012.</li> </ol>
<b>Web References:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://www.goo.gl/gBUrvC">https://www.goo.gl/gBUrvC</a></li> <li>2. <a href="https://www.goo.gl/9Nahvr">https://www.goo.gl/9Nahvr</a></li> </ol>
<b>E-Text Books:</b>
<ol style="list-style-type: none"> <li>1. <a href="https://ccdcoe.org/publications/books/NationalCyberSecurityFrameworkManual.pdf">https://ccdcoe.org/publications/books/NationalCyberSecurityFrameworkManual.pdf</a></li> <li>2. <a href="https://transition.fcc.gov/cyber/cyberplanner.pdf">https://transition.fcc.gov/cyber/cyberplanner.pdf</a></li> </ol>

## INFORMATION SYSTEMS, CONTROL AND AUDIT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB66	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES:								
The course should enable the students to:								
I. Evaluate internal control in an Information system environment - emphasizing the auditor's role in risk analysis, contingency planning and systems development, etc.								
II. Analyze the risk management approach to information assets' security with respect to operational and organizational goals.								
III. Understand fundamental concepts and techniques in computer and network security, giving an overview of information, auditing, and expose to the latest trend of computer attack and defense.								
IV. Analyze information systems as organizational assets to be valued and best practices in securing information systems.								
UNIT-I	AUDIT AND REVIEW THE ROLE OF INFORMATION TECHNOLOGY						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 ENVIRONMENT						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, 1 <sup>st</sup> Edition, 2012.								
2. D P Dube, V P Gulati, “Information System Audit and Assurance – Includes case studies and checklists from the banking industry”, TMH, 3 <sup>rd</sup> Edition, 2008.								
3. Nina Godbole and Sunit Belapure, “Cyber Security” Wiley India, 2 <sup>nd</sup> Edition, 2012.								

**Reference Books:**

1. Jawadekar, “MIS Text and Cases”, TMH, 3<sup>rd</sup> Edition, 2012.
2. Dr. Milind M Oka “Cases in Management Information system ‘Everest’”, 2<sup>nd</sup> Edition, 2012.
3. Subash Chandra, “Das-Management Control Systems : Principles and Practices”, PHI, 2<sup>nd</sup> Edition, 2014

**Web References:**

1. [http://caclubindia.s3.amazonaws.com/cdn/forum/files/25\\_isca\\_notes\\_feb\\_11\\_.pdf](http://caclubindia.s3.amazonaws.com/cdn/forum/files/25_isca_notes_feb_11_.pdf)

**E-Text Books:**

1. <https://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=0ahUKEwjTivnk15LXAhVHtI8KHZ9hA7wQFggrMAE&url=http%3A%2F%2Fxa.yimg.com%2Fkq%2Fgroups%2F22830576%2F1155151602%2Fname%2FInformation%2BSystems%2BControl%2Band%2BAudit.pdf&usg=AOvVaw1Q190qhFDs2YRpR73bIkRa>
2. [http://caclubindia.s3.amazonaws.com/cdn/forum/files/58\\_isca\\_notes.pdf](http://caclubindia.s3.amazonaws.com/cdn/forum/files/58_isca_notes.pdf)

## DATA WAREHOUSING AND DATA MINING

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB67	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
<b>OBJECTIVES:</b> The course should enable the students to: I. Evaluate individual data management, organizational data management, components of organizational memory and data base technology II. Analyze the Data sharing and databases, and sharing data between functional units. III. Understand the context of data warehouse data base, data base structures, organizing relational data ware house, multi-dimensional data structures and choosing a structure. IV. Enumerate the Active analysis, user queries, OLAP, OLAP software architecture, web based OLAP, general OLAP product characteristics, automated analysis, data mining, creating a decision tree.								
UNIT-I	MANAGING DATA AND FILE ORIENTED SYSTEMS						Classes:08	
<b>MANAGING DATA</b> Individual data management, organizational data management, components of organizational memory, evaluation of data base technology <b>FILE ORIENTED SYSTEMS</b> 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 AND RISKS AND COSTS OF DATABASE						Classes: 10	
<b>DATABASE SYSTEMS IN THE ORGANISATIONS</b> Data sharing and databases, sharing data between functional units, sharing data between different levels of users, sharing data between different locations, the role of the database, strategic database planning, the need for database planning, the database project, the database development life cycle (DDLC). <b>RISKS AND COSTS OF DATABASE</b> Organizational conflicts, development project failures, system failure, overhead costs, need for sophisticated personnel, separating physical and logical data representation, client / server database architecture, three level database architecture.								
UNIT-III	DATA WARE HOUSING INTRODUCTION AND THE DATA WAREHOUSE DATA BASE						Classes: 09	
<b>DATA WARE HOUSING INTRODUCTION:</b> What is a data ware house, who uses data ware house, need for data ware house, and applications of data ware house concepts. <b>THE DATA WAREHOUSE DATA BASE:</b> Context of data warehouse data base, data base structures, organizing relational data ware house, multi-dimensional data structures, choosing a structure, getting data in to the data ware house, extraction, transformation, cleaning, loading and summarization.								
UNIT-IV	ANALYZING THE CONTEXTS OF THE DATA WAREHOUSE						Classes: 09	
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, neuralnetworks, nearest neighbor approaches, putting the results to use.								

<b>UNIT-V</b>	<b>CASE STUDY ON ENTERPRISE</b>	<b>Classes: 09</b>
Case study on enterprise at a base system using data ware housing OLAP.		
<b>Text Books</b>		
1. George M Markas , “Modern Data Ware housing, Mining and Visualization”, Pearson Education, 5 <sup>th</sup> Edition, 2009. 2. Bharat Bushan Agarwal, “Data Mining and Data Ware Housing”, University Science Press, 6 <sup>th</sup> Edition, 2009.		
<b>Reference Books:</b>		
1. Gary W Hansen, James V Hansen(2000), “Database Management and Design” Prentice Hall of India, 2 <sup>nd</sup> Edition, 2000. 2. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom, “Database System Implementation”, Pearson Education, 2 <sup>nd</sup> Edition, 2001.		
<b>Web References:</b>		
1. <a href="http://www.kbmanage.com/concept/data-warehousing">http://www.kbmanage.com/concept/data-warehousing</a> and data-mining 2. <a href="http://www.tutorialspoint.com/data-mining/data-mining-tutorials.pdf">http://www.tutorialspoint.com/data-mining/data-mining-tutorials.pdf</a>		
<b>E-Text Books:</b>		
1. <a href="http://www.del.unipd.it/-caprs/s/MATERIALE/DWDMO495.pdf">http://www.del.unipd.it/-caprs/s/MATERIALE/DWDMO495.pdf</a> 2. <a href="http://www.wileyindia.com/data-warehousing-data-mining.html">http://www.wileyindia.com/data-warehousing-data-mining.html</a>		

## ENTREPRENEURIAL FINANCE

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB68	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 principles of entrepreneurial finance and role of entrepreneurial finance. II. Know the evaluation procedure of operating and financial performance by using ratio analysis.. III. Provide the knowledge on implicit and explicit financial capital costs, financial markets, determining the cost of debt capital, investment risk. IV. Understand the professional venture capital, venture investing cycle, determining the fund objectives and policies.								
UNIT-I	FINANCE FOR ENTREPRENEURS						Classes: 09	
Principles of entrepreneurial finance, role of entrepreneurial finance, the successful venture life cycle, finance through venture lifecycle, life cycle approach for teaching, entrepreneurial finance. Developing business idea, business model. Screening venture opportunities: Pricing / Profitability considerations, financial, harvest Considerations. Financial Plans and projections.								
UNIT-II	ORGANIZING AND OPERATING THE VENTURE						Classes: 09	
Financing a new venture, seed, startup and first round financing sources. Financial boot strapping, business angel funding, first round financing opportunities. Preparing and using financial statements: Obtaining and recording the resources to start and build a new venture, asset and liabilities and owners equity in business, sale expenses and profits internal operating schedules, statement of cash flows, operating break even analysis. Evaluating operating and financial performance using ratio analysis.								
UNIT-III	FINANCIAL PLANNING						Classes: 12	
Financial planning throughout the venture’s life cycle, short term cash planning tools, projected monthly financial statements.  Types and costs of financial capital: Implicit and explicit financial capital costs, financial markets, determining the cost of debt capital, investment risk, estimating the cost of equity capital, weighted average cost of capital.								
UNIT-IV	VENTURE VALUATION						Classes:08	
Valuing early stage ventures, venture worth, basic mechanics of valuation, develop the projected financial statements for a discounted cash flow valuation, accounting Vs equity valuation cash Flow. Venture capital valuation methods: Basic venture capital valuation method, earnings multiplier, and discounted dividends.								



<b>UNIT-V</b>	<b>FINANCING FOR THE GROWING VENTURE</b>	<b>Classes: 07</b>
Professional venture capital, venture investing cycle, determining the fund objectives and policies, organizing the new fund, soliciting investments in the new fund, capital call, conducting due diligence and actively investing, arranging harvest or liquidation, other financing alternatives: Facilitators, consultants and intermediaries, banking and financial institutions, foreign investors, state and central government financing programmes. Receivables lending and factoring, mortgage lending, venture leasing.		
<b>Text Books:</b>		
1. Leach/ Melicher, “Entrepreneurial Finance”, 5 <sup>th</sup> Edition, 2015. 2. Steven Rogers, “Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur”, Tata McGraw Hill, 3 <sup>rd</sup> Edition, 2014. 3. Douglas Cumming, “Entrepreneurial Finance”, Oxford University Press, 4 <sup>th</sup> Edition, 2012.		
<b>Reference Books:</b>		
1. M J Alhabeeb,” Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business”, Wiley, 4 <sup>th</sup> Edition, 2015. 2. Philip J. Adelman, Alan M. Marks,” Entrepreneurial Finance”, Pearson, 5 <sup>th</sup> Edition, 2011.		
<b>Web References:</b>		
1. <a href="https://www.amazon.de/Entrepreneurial-Finance-Richard-L-Smith/dp/0471230723">https://www.amazon.de/Entrepreneurial-Finance-Richard-L-Smith/dp/0471230723</a> 2. <a href="https://www.amazon.com/Entrepreneurial-Finance-Richard-L-Smith/.../0471322873">https://www.amazon.com/Entrepreneurial-Finance-Richard-L-Smith/.../0471322873</a>		
<b>E-Text Books:</b>		
1. <a href="https://books.google.co.in/books?isbn=1305968352">https://books.google.co.in/books?isbn=1305968352</a> 2. <a href="https://www.tandfonline.com/doi/abs/10.1080/13691066.2016.1259733">https://www.tandfonline.com/doi/abs/10.1080/13691066.2016.1259733</a>		

## ENTREPRENEURIAL MARKETING

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB69	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
<b>OBJECTIVES:</b> 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	INTRODUCTION TO ENTREPRENEURIAL MARKETING						Classes: 09	
Meaning, characteristics, functions, marketing challenges, marketing mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.								
UNIT-II	ENTERPRISE GROWTH						Classes: 09	
Concept of enterprise growth, forms, types, structures of organizational growth, Gazelles and Mice, growth objectives – operative and strategic targets, growth analysis , portfolio analysis, ERRC grid, SWOT analysis, and raising entrepreneurial finance.								
UNIT-III	GROWTH STRATEGIES AND MODELS						Classes: 12	
Growth Strategies, concept and forms, internal, external, and co operative growth strategies. Growth models, life cycle and phase model, integrated life-cycle model (evolutionary).  greiner's growth model (revolutionary), and complexity management (process) model.								
UNIT-IV	ENTREPRENEURIAL MARKET DEVELOPMENT STRATEGIES						Classes:08	
Positioning, segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.								
UNIT-V	ENTREPRENEURIAL MARKETING TOOLS						Classes: 07	
Concept, guerrilla marketing, ambush / free ride marketing. Tools of entrepreneurial marketing , Buzz, Social Media, Viral Marketing.								
Text Books:								
1. Edwin J. Nijssen, “Entrepreneurial Marketing an Effectual Approach”, Routledge, 2 <sup>nd</sup> Edition, 2017.								

2. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.
3. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing: Global Perspectives, Emerald Group Publishing, 2013.

#### **Reference Books:**

1. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
2. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organizations, Palgrave Macmillan, 2016.
3. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies With Growth Ambitions, Garant Publishers, 2015.

#### **Web References:**

1. [https://www.researchgate.net/.../287490612\\_Entrepreneurial\\_Marketing\\_in\\_Online\\_B](https://www.researchgate.net/.../287490612_Entrepreneurial_Marketing_in_Online_B).
2. [https://www.researchgate.net/.../264834375\\_Entrepreneurial\\_marketing\\_over\\_the\\_internet](https://www.researchgate.net/.../264834375_Entrepreneurial_marketing_over_the_internet).

#### **E-Text Books:**

1. [www.loc.gov/rr/business/guide/guide2/get.html](http://www.loc.gov/rr/business/guide/guide2/get.html)
2. <https://www.emeraldinsight.com/doi/abs/10.1108/14715201011090602>

## CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB70	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 creative cerebration, creative Personality and motivation, creative Environment, creative technology.								
II. Know the structuring of ill, defined problems, creative problem solving-models of creative problem solving mechanisms of divergent thinking.								
III. Provide the knowledge on creative intelligence abilities, a model of creative intelligence, convergent thinking ability, traits congenial to creativity.								
IV. Design systems approach to innovation, innovation in the context of emerging economies, organizational factors affecting innovation at the firm level.								
UNIT-I	THE CREATIVITY PHENOMENON						Classes: 08	
Creative cerebration, creative Personality and motivation, creative Environment, creative technology, creativity training, puzzles of creativity, spiritual and social roots of creativity, essence, elaborative and expressive creativities, quality of creativity, existential, entrepreneurial and empowerment creativities criteria for evaluating creativity, credible evaluation, improving the quality of our creativity.								
UNIT-II	MASTERING CREATIVE PROBLEM SOLVING:						Classes: 09	
Structuring of ill, defined problems, creative problem solving-models of creative problem solving mechanisms of divergent thinking, useful mechanisms of convergent thinking, techniques of creativity problem solving.								
UNIT-III	CREATIVE INTELLIGENCE						Classes: 09	
Creative intelligence abilities , A model of creative intelligence, convergent thinking ability, traits congenial to creativity, creative personality and forms of creativity, motivation and creativity.								
Blocks to creativity, fears and disabilities, strategies for unblocking-,energy for your creativity, designing creativogenic environment.								
UNIT-IV	INNOVATION MANAGEMENT						Classes: 09	
Concept of innovation, levels of innovation, incremental Vs radical innovation, inbound and outbound ideation- open and other innovative ideation methods, theories of outsourcing new product development: Transaction cost, resource based, resource dependence, knowledge based theories.								
UNIT-V	MICRO AND MACRO PERSPECTIVES OF INNOVATION						Classes: 10	

Systems approach to innovation, innovation in the context of emerging economies, organizational factors affecting innovation at the firm level, leadership and Innovations, open innovation, innovation framework, innovations developed by open technology communities.

#### **Text Books:**

1. Pradip N Khandwalla, “Lifelong Creativity, An Unending Quest”, Tata McGraw Hill, 5<sup>th</sup> Edition, 2004.
2. Vinnie Jauhari, Sudanshu Bhushan,” Innovation Management, Oxford Higher Education”, 7<sup>th</sup> Edition, 2014.
3. C. S. G. Krishnamacharyulu, R. Lalitha, “Innovation Management “, Himalaya Publishing House, 4<sup>th</sup> Edition, 2010.
4. A.Dale Timpe, “Creativity”, Jaico Publishing House, 3<sup>rd</sup> Edition, 2003.

#### **Reference Books:**

1. Brian Clegg, Paul Birch,” Creativity”, Kogan Page, 7<sup>th</sup> Edition, 2009.
2. P. N. Rastogi, “Managing Creativity for Corporate Excellence”, Macmillan publishers, 4<sup>th</sup> Edition, 2009.

#### **Web References:**

1. [www.open.edu/openlearn/money.../creativity...innovation/content-section---references](http://www.open.edu/openlearn/money.../creativity...innovation/content-section---references)
2. [https://www.researchgate.net/.../200746590\\_Entrepreneurial\\_Creativity\\_and\\_Innovation](https://www.researchgate.net/.../200746590_Entrepreneurial_Creativity_and_Innovation).

#### **E-Text Books:**

1. <https://books.google.co.in/books?isbn=8184248024>
2. [www.fpspi.org/pdf/InnovCreativity.pdf](http://www.fpspi.org/pdf/InnovCreativity.pdf)

## ENTREPRENEURIAL DEVELOPMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBB71	Core	L	T	P	C	CIA	SEE	Total
		4	-	-	4	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 evolution of entrepreneurship approaches to entrepreneurship process approach								
II. Develop and execute the individual entrepreneurial mind set and personality.								
III. Enumerate the entrepreneurship methods to initiate ventures creating new ventures.								
IV. Understand the strategic planning strategic actions and strategic positioning business stabilization.								
UNIT-I	UNDERSTANDING ENTREPRENEURIAL MINDSET						Classes: 08	
The Revolution impact of entrepreneurship, the evolution of entrepreneurship approaches to entrepreneurship process approach, twenty first centaury 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. DF Kuratko and TV Rao , “Entrepreneurship-A South- Asian Perspective”, Cengage Learning, 1 <sup>st</sup> Edition, 2012.								
2. Gordon and Natarajan , “Entrepreneurship Development” Himalaya , 1 <sup>st</sup> Edition, 2008.								
3. Coulter, “Entrepreneurship in Action”, PHI, 2 <sup>nd</sup> Edition, 2009.								
4. S.S. Khanka, “Entrepreneurial Development”, S. Chand and Co. Ltd, 1 <sup>st</sup> Edition, 2007.								

**Reference Books:**

1. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, HPH Millenium, 1<sup>st</sup> Edition, 2007.
2. P. Narayana Reddy, “Entrepreneurship Development – Text and Cases”, Cengage Learning, 1<sup>st</sup> Edition, 2007.

**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>

## SUCCESS STORY OF AN ENTREPRENEUR

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBB72	Core	L	T	P	C	CIA	SEE	Total
		-	-	2	1`	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. Emphasize the 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.								
Text Books:								
1. DF Kuratko and TV Rao ,“Entrepreneurship-A South- Asian Perspective“, Cengage Learning, 1 <sup>st</sup> Edition, 2012.								
2. Gordon and Natarajan, “Entrepreneurship Development” Himalaya Publishing House, 1 <sup>st</sup> Edition, 2008.								
3. Coulter, “Entrepreneurship in Action”, PHI, 2 <sup>nd</sup> Edition, 2009.								
4. S.S. Khanka, “Entrepreneurial Development”, S.Chand and Co. Ltd, 1 <sup>st</sup> Edition, 2007.								
Reference Books:								
1. Raj Shankar, “Entrepreneurship Theory and Practice”, TMH, 1 <sup>st</sup> Edition, 2012.								
2. A G Krishnamurthy, Dhirubhaism, “Success Story of an Entrepreneur” TMH, 1 <sup>st</sup> Edition, 2011.								
Web References:								
1. <a href="http://www.freebookcentre.net/business-books-download/entrepreneurial-development.html">http://www.freebookcentre.net/business-books-download/entrepreneurial-development.html</a>								
2. <a href="http://depintegraluniversity.in/userfiles/entrepreneurship%20development.pdf">http://depintegraluniversity.in/userfiles/entrepreneurship%20development.pdf</a>								
E-Text Books:								
1. <a href="http://bookboon.com/en/entrepreneurship-ebooks">http://bookboon.com/en/entrepreneurship-ebooks</a>								
2. <a href="http://pdf-directory.org/ebook.php?id=rejjanenzvyc">http://pdf-directory.org/ebook.php?id=rejjanenzvyc</a>								



## VISION AND MISSION OF THE INSTITUTE

### Vision

To excel in management education and research by nurturing the youth to become global management leaders.

### Mission

We intend to empower the capabilities of the young managers to face various challenges in the global community by raising their acquired skills and knowledge.

In pursuit of excellence, we provide training and development activities, cultivate research skills, enhance entrepreneurship abilities and offer employability in multi-domain business organizations.

### MBA - PROGRAM OUTCOMES (POs)

**PO-1: Managerial skills:** Apply knowledge of management theories and practices to solve business problems.

**PO-2: Decision making skills:** An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution.

**PO-3: Ethics:** Ability to develop value based leadership ability.

**PO-4: Communication skills:** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

**PO-5: Leadership skills:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

**PO-6: Entrepreneurial and Innovation skills:** Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.

**PO-7: Strategic skills:** Analyze and formulate managerial strategies to sustain in dynamic global business environment.

**PO-8: Technology skills:** Inculcate and develop technical skills to face the competitive world successfully.

## **OBJECTIVES OF DEPARTMENT**

### **DEPARTMENT OF MANAGEMENT STUDIES**

#### **PROGRAM EDUCATIONAL OBJECTIVES (PEO'S)**

**A graduate of the MBA Program should:**

- PEO – I:** To impart adequate knowledge of management theories and concepts to enhance research and learning for continuous growth and development.
- PEO – II:** To provide the learners with exposure to solve business situations using management tools, to analyze and create newer opportunities in industry.
- PEO – III:** To achieve appropriate communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship.
- PEO – IV:** To demonstrate the ability to maintain knowledge of emerging technologies to address the critical needs of the seamless strategic business operations.

## **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.

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

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 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.	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.
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 / III Semester for the academic year 2018-2019 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 - R18 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**