



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad – 500 043

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

**OUTCOME BASED EDUCATION
WITH
CHOICE BASED CREDIT SYSTEM**

MASTER OF BUSINESS ADMINISTRATION

ACADEMIC REGULATIONS, COURSE CATALOGUE AND SYLLABI

(Based on AICTE Model Curriculum)

PG21

**MBA Regular Two Year Master Degree Program
(For the batches admitted from the academic year 2021- 2022)**

**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, and 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

VISION

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

MISSION

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

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

QUALITY POLICY

Our policy is to nurture and build diligent and dedicated community of engineers providing a professional and unprejudiced environment, thus justifying the purpose of teaching and satisfying the stake holders.

A team of well qualified and experienced professionals ensure quality education with its practical application in all areas of the Institute.

PROGRAM OUTCOMES (PO's)

- PO1: Managerial skills:** Apply knowledge of management theories and practices to solve business problems.
- PO2: Decision making skills:** Foster Analytical and critical thinking abilities for data-based decision making.
- PO3: Ethics:** Ability to develop value based leadership ability.
- PO4: Communication skills:** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- PO5: Leadership skills:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PO6: Entrepreneurial and Innovation skills:** Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.
- PO7: Strategic skills:** Analyze and formulate managerial strategies to sustain in dynamic global business environment.
- PO8: Technology skills:** Inculcate and develop technical skills to face the competitive world successfully.

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 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 Entrepreneurship 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 —PG21 and are binding on all the stakeholders.

Semester: It is a period of study consisting of 21 weeks of academic work equivalent to normally 90 working days. The odd semester starts usually in August/September and even semester in January/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 2021 - 22)

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

1. 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/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. MEDIUM OF INSTRUCTION:

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

3. 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. 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	MB
2	Marketing	
3	Human Resources	
4	Systems	
5	Entrepreneurship	

5. 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. 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. 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		
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		
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		
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		

7. 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 fulfill 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 the required number of 102 Credits (with CGPA ≥ 6.0).
- In the event of non-completion of project work and/or non-submission of the project report by the end of the fourth semester, the candidate shall re-register by paying the semester fee for the project. In such a case, the candidate will not be permitted to submit the report earlier than three months and not later than six months from the date of registration.

8. CURRICULUM AND COURSE STRUCTURE:

The curriculum shall comprise Core Courses, Elective Courses, Laboratory Courses, Seminars, Summer Internship, 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):** 1 credit for 2 practical hours per week.
- **Seminar:** 1 credit for 2 hours per week.
- **Summer Internship:** 2 credits for 4 hours per week.
- **Project Work:** 4 credits for 9 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	3/4	3/4
2	Professional elective	4	4
3	Open elective	3	3
3	Laboratory	2	1
4	Seminar	2	1
5	Summer Internship (Field work)	4	2
6	Main Project and Viva Voce	9	4

Course wise break-up to the total credits:

Total Theory Courses Core Courses (14+2) + Professional Electives (06) + Open Electives (02)	14@4 + +02@3 + 06@4 +02@3 credits	92
Laboratory Course	01@1 credit	01
Seminar(03)	03@1credit	03
Summer Internship (Field work) (01)	01@2credits	02
Project Work	01@4credits	04
TOTAL CREDITS		102

9. 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). Student's performance in a course shall be judged by taking into account the results of CIA and SEE together. Table-4 shows the typical distribution of weightage for CIA and SEE.

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 modules and each modules 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. CIA is conducted for a total of 30 marks, with 20 marks for Continuous Internal Examination (CIE), 05 marks for Assignment and 05 marks for Alternative Assessment Tool (AAT). **Two CIE Tests are Compulsory** and sum of the two tests, along with the scores obtained in the assignment / AAT shall be considered for computing the final CIA of a student in a given course.

The CIE Tests/Assignment /AAT shall be conducted by the course faculty with due approval from the HOD. Advance notification for the conduction of Assignment/AAT is mandatory and the responsibility lies with the concerned course faculty.

Table 4: Assessment pattern for Theory Courses

Component		Marks	Total Marks
CIA	Continuous Internal Examination – 1 (Mid-term)	10	30
	Continuous Internal Examination – 2 (End-term)	10	
	Assignments	5	
	Alternative Assessment Tool (AAT)	5	
SEE	Semester End Examination (SEE)	70	70
Total Marks			100

Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 9th and 17th week of the semester respectively for 10 marks each of 2 hours duration consisting of five descriptive type questions out of which four questions have to be answered. The valuation and verification of answer scripts of CIE exams shall be completed within a week after the conduct of the Examination.

Assignment:

To improve the writing skills in the course an assignment will be evaluated for 05 marks. One assignment has to submit at the end of the CIE2 for the questions provided by the each course coordinator in that semester. Assignments to be handed in as loose paper collection stapled together at the top left corner. The assignment should be presented as a professional report. It must consist of a cover sheet, content page, and should have an introduction, a body, a conclusion or recommendation, and a reference page.

Alternative Assessment Tool (AAT):

In order to encourage innovative methods while delivering a course, the faculty members are 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 includes, concept videos, course related term paper, management talks, paper presentations conducted by reputed organizations relevant to the course etc.**

However, it is mandatory for a faculty to obtain prior permission from the HOD and spell out the teaching/assessment pattern of the AAT prior to commencement of the classes.

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.

Seminar

There shall be separate seminar presentations on Business Communications, Personal Effectiveness and Summer Internship 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 institute.

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 candidates 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 seminar and project work and the respective committees are as shown below.

S No	Mode	Evaluation Committee	Marks
1	Semester End Examination (Open Seminar on Project followed by Viva-voce)	The External Evaluation Committee (EEC) comprising of External Examiner, HOD and supervisor wherein the HOD shall be the chairman of the committee.	70
2	Continuous evaluation	Internal Supervisor	30
3	Seminar	The Internal Evaluation Committee (IEC) comprising of Internal Examiner, HOD and any senior faculty in the department wherein the HOD shall be the chairman of the committee.	100

10. 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 75% 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 10% may be condoned by the College Academic Committee (CAC) on the recommendation of Head of the department if their attendance is between 75% 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.

11. 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.

12. 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.

13. 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 10 point grading system with the following letter grades as given below:

% of Marks Secured in a Course (Class Intervals)	Grade Points	Letter Grade (UGC Guidelines)
90% and above ($\geq 90\%$, $\leq 100\%$)	10	S (Superior)
Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$)	9	A+ (Excellent)
Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$)	8	A (Very Good)
Below 70% but not less than 60% ($\geq 60\%$, $< 70\%$)	7	B+ (Good)
Below 60% but not less than 50% ($\geq 50\%$, $< 60\%$)	6	B (Above Average)
Below 50% ($< 50\%$)	0	F (Fail)
Absent	0	AB (Absent)

- A student is deemed to have passed and acquired 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.
- 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. 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,

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

Where, C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course and n represent the number of courses in which a student ‘s’ is registered in the concerned semester.

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

Where, S_j is the SGPA of the j^{th} semester and C_j is the total number of credits up to the semester and m represent the number of semesters completed in which a student registered up to the semester. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

15. ILLUSTRATION OF COMPUTATION OF SGPA AND CGPA:

Illustration of calculation of SGPA:

Course Name	Credits	Letter Grade	Grade points	Credit Points (Credit x Grade)
Course 1	4	A	8	4 x 8 = 32
Course 2	4	S	10	4 x 10 = 40
Course 3	4	B	6	4 x 6 = 24
Course 4	3	B	6	3 x 6 = 18
Course 5	3	A+	9	3 x 9 = 27
Course 6	3	B	6	3 x 6 = 18
	21			159

Thus, $SGPA = 159 / 21 = 7.57$

Illustration of calculation of CGPA:

Semester 1	Semester 2	Semester 3	Semester 4
Credit: 24 SGPA: 7	Credit: 24 SGPA: 6	Credit: 24 SGPA: 6.5	Credit: 24 SGPA: 6

$$\text{Thus, CGPA} = \frac{24 \times 7 + 24 \times 6 + 24 \times 6.5 + 24 \times 6}{96} = 6.37$$

16. REVALUATION:

If the examinee is not satisfied with the marks awarded, he/she may apply for revaluation of answer book in prescribed format online within three (3) working days from the date of declaration of result of the examination or issue of the statement of marks, whichever is earlier. The revaluation facility shall be for theory papers only. The revaluation of answer book shall not be permitted in respect of the marks awarded to the scripts of practical examination / project work (including theory part) and in viva voce / oral / comprehensive examinations.

The re-evaluation will be done by a second independent examiner. The result after revaluation shall be as follows:

- The revaluation marks are considered only if the difference between the original award and award on revaluation is more than equal to 15% of 70 marks (11 marks).
- If the difference between the original award and the award on reevaluation is more than 20% (14 marks), a third evaluator is to be appointed and the average of two nearest awards (in the range of 15%) shall be considered.

17. 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 102 credits. A student, who fails to earn 102 credits within four consecutive academic years from the date of commencement of his first year first semester shall forfeit his / her admission stands cancelled.

18. AWARD OF DEGREE:

If a student who registers for all the specified courses as listed in the course catalogue, satisfies all the course requirements, and passes the examinations prescribed in the entire MBA Program, and secures the required number of 102 Credits (with CGPA ≥ 6.0), shall be declared to have 'QUALIFIED' for the award of the MBA Degree.

Classification of degree will be as follows:

Class Awarded	CGPA
First Class with Distinction	≥ 7.75
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

A student with final CGPA (at the end of the MBA Program) < 6.00 shall not be eligible for the Award of Degree.

19. 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.

20. 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.

21. 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.

22. 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.

23. 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.

24. 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 CATALOGUE - PG21

I SEMESTER

Course Code	Course Name	Category	Periods Per Week			Credits	Scheme of Examination Max. Marks		
			L	T	P		CIA	SEE	Total
THEORY									
CMBC01	Management and Organizational Behavior	Core	3	1	-	4	30	70	100
CMBC02	Accounting for Management	Core	3	1	-	4	30	70	100
CMBC03	Managerial Economics	Core	3	1	-	4	30	70	100
CMBC04	Business Law	Core	4	0	-	4	30	70	100
CMBC05	Statistics for Management	Core	4	0	-	4	30	70	100
CMBC06	Business Environment	Core	3	0	-	3	30	70	100
--	Open Elective – I	Elective	3	-	-	3	30	70	100
PRACTICAL / SEMINAR									
CMBC13	Technical Skills for Business Management Laboratory	Core	-	-	2	1	30	70	100
CMBC14	Business Communication and Soft Skills - Seminar	Core	-	-	2	1	30	70	100
TOTAL			23	03	04	28	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									
CMBC15	Human Resource Management	Core	3	1	-	4	30	70	100
CMBC16	Financial Management	Core	3	1	-	4	30	70	100
CMBC17	Marketing Management	Core	3	1	-	4	30	70	100
CMBC18	Entrepreneurship Development	Core	4	0	-	4	30	70	100
CMBC19	Management Information Systems	Core	3	0	-	3	30	70	100
CMBC20	Quantitative Analysis for Business Decisions	Core	4	0	-	4	30	70	100
--	Open Elective – II	Elective	3	0	-	3	30	70	100
PRACTICAL / SEMINAR									
CMBC27	Industry Analysis and Report Presentation – Seminar	Core	-	-	2	1	30	70	100
CMBC28	Personal Effectiveness – Seminar	Core	-	-	2	1	30	70	100
TOTAL			23	03	04	28	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									
CMBC29	Business Research Methods	Core	3	1	-	4	30	70	100
CMBC30	Production and Operation Management	Core	3	1	-	4	30	70	100
CMBC31	Business Analytics	Core	3	1	-	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
PRACTICAL / SEMINAR									
CMBC47	Summer Internship (Field work)	Core	-	-	4	2	30	70	100
TOTAL			21	03	04	26	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									
CMBC48	Strategic Management	Core	3	1	-	4	30	70	100
--	Professional Elective –IV	Elective	4	-	-	4	30	70	100
--	Professional Elective –V	Elective	4	-	-	4	30	70	100
--	Professional Elective –VI	Elective	4	-	-	4	30	70	100
PRACTICAL / SEMINAR									
CMBC64	Project Work and Viva Voce	Core	-	-	8	4	30	70	100
TOTAL			15	01	08	20	150	350	500

OPEN ELECTIVES			
I SEMESTER		II SEMESTER	
Course Code	Course Title	Course Code	Course Title
CMBC07	Intellectual Property Rights	CMBC21	Contemporary Management Practices
CMBC08	Waste and Energy Management	CMBC22	Psychology and Life
CMBC09	Indian Ethos and Business Ethics	CMBC23	Business Ethics and Corporate Governance
CMBC10	Indian Economy and Political Science	CMBC24	Disaster Management
CMBC11	Cross Cultural Management	CMBC25	Digital Technology
CMBC12	Project Management	CMBC26	Environmental Science

PROFESSIONAL ELECTIVES

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

III SEMESTER	
Group-I : MARKETING	
CMBC32	Product and Brand Management
CMBC33	Logistics and Supply Chain Management
CMBC34	Integrated Marketing Communication
Group –II : FINANCE	
CMBC35	Security Analysis and Portfolio Management
CMBC36	Strategic Management Accounting
CMBC37	Financial Institutions , Markets and Services
Group –III : HUMAN RESOURCE MANAGEMENT	
CMBC38	Training and Development
CMBC39	HR Metrics and Analysis
CMBC40	Strategic Human Resource Management
Group –IV: SYSTEMS	
CMBC41	Business Intelligence
CMBC42	Database Management Systems
CMBC43	Cloud Computing
Group –V : ENTREPRENEURSHIP	
CMBC44	Startup Management
CMBC45	Family Business Management
CMBC46	Creativity Innovation and Entrepreneurship
IV SEMESTER	
Group –VI : MARKETING	
CMBC49	Retailing Management
CMBC50	Consumer Behavior

CMBC51	International Marketing
Group –VII : FINANCE	
CMBC52	Financial Derivatives
CMBC53	Banking, Insurance and Risk Management
CMBC54	International Financial Management
Group –VIII : HUMAN RESOURCE MANAGEMENT	
CMBC55	Compensation and Reward Management
CMBC56	Management of Industrial Relations
CMBC57	International Human Resource Management
Group –IX : SYSTEMS	
CMBC58	Cyber Security
CMBC59	Data Mining, Warehousing and Visualization
CMBC60	Machine Learning and Artificial Intelligence
Group –X : ENTREPRENEURSHIP	
CMBC61	MSME Management
CMBC62	Entrepreneurial Finance and Marketing
CMBC63	Social Entrepreneurship

SYLLABUS

(I – IV SEMESTERS)

MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC01	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: 15	Practical Classes: Nil			Total Classes: 60			
OBJECTIVES: The course should enable the students to: I. Describe the critical management theories, principles and philosophies and how to apply them in business landscape. II. Discuss better utilization of human resources for different positions in the organization and also to monitor the resources. III. Understand the leadership traits and theorist anticipates the consequences of each leadership style. IV. Analyze individual and group behavior, and understand the implications of organizational behavior on the process of management. V. Evaluate group behavior in organizations, including communication, leadership, power and politics, conflict, and negotiations.								
UNIT-I	INTRODUCTION TO MANAGEMENT						Classes: 08	
Management- Definition, Nature, Purpose, Evolution of Management Thought-Scientific Management, Administrative Theory, Human Relations Approach, Hawthorne experiments, Behavioral Approach, Systems Theory. Managerial Roles, Managerial Levels, Managerial Skills, Functions of Management, Administration vs. Management, Contemporary Management Issues and Challenges.								
UNIT-II	PLANNING - ORGANIZING						Classes: 10	
Planning – Nature, Purpose, Process, Types of Plans, Management by Objectives (MBO). Decision Making – Types of Decisions, Decision Making Process, Decision Making under Certainty, Uncertainty and Risk. Organizing – Formal and Informal Organization, Process, Types of Organization structures, Line, Staff and Virtual concepts, Span of Management – Factors, Delegation of Authority, Decentralization.								
UNIT-III	LEADING AND CONTROLLING						Classes: 09	
Leadership - Leadership Behavior and Styles. Motivation- Early and Contemporary Theories of Motivation. Communication - Purpose, Process, Barriers in Communication, Overcoming barriers to communication. Controlling- Basic Control Process, Critical Control Points, Standards, and Benchmarking, Control as a Feedback System, Requirements for effective controls.								
UNIT-IV	ORGANIZATION BEHAVIOUR						Classes: 10	
Organization Behavior – Nature, Levels, Challenges. Individuals in Organizations - Personality and Ability. Big Five Model of Personality, Personality Traits, Ability - Cognitive Ability, Physical Ability, Emotional Intelligence, Group Dynamics and Teams- Types of Work Groups, Group Development, Characteristics of Work Groups, Effective Work Groups and Teams.								
UNIT-V	CONFLICT AND NEGOTIATIONS						Classes: 08	
Nature of Power and Politics, Sources of Individual Power, Functional and Divisional Power. Organizational Politics - The use of Power. Organizational Conflict - Sources, Pondy’s Model of Organizational Conflict, Negotiation: Resolving Conflict - Individual level conflict, Group level conflict and promoting Compromise.								
Text Books:								
1. John R Schermerhorn; Paul Davidson; Peter Woods; Aharon Factor, “Management”, Milton, QLD: John Wiley and Sons Australia, Ltd, 7 th Edition, 2020. 2. Gerald A Cole and Phil Kelly, “Management Theory and Practice”, Cengage Learning EMEA, 9 th Edition, 2020. 3. Chandan J S, “Management Theory and Practice”, Vikas Publishing House Pvt. Ltd, 1 st Edition, 2018. 4. Dr C B Guptha, “Management – Theory and Practice”, Sultan Chand & Sons, 16 th Edition, 2017. 5. Harold Koontz & Heinz Weihrich_ Essentials of Management _McGraw Hill Publication, 10 th Edition, New Delhi. 2015.								

6. AfsanehNahavandi, RobertB. Denhardt, JanetV. Denhardt, Maris P. Aristigueta, _Organizational Behavior _Sage Publications, 10 th Edition, 2015. 7. P Subbarao, “Management Theory & Practice: Text & Cases”, Himalaya Publishing House, 1 st Edition, 2014.
Reference Books:
1. Stephen P. Robbins, Timothy A.Judge, NeharikaVohra, “Organizational Behavior”, Pearson, 16 th Edition, 2017. 2. Laurie J. Mullins, “Management, and Organizational Behavior”, Pearson Publications, 9 th Edition, 2012. 3. Dr. Vandana Jain, “Management Theory and Practice”, IBH, 7 th Edition, 2012. 4. Ramesh B. Rudani, “Management and Organizational Behavior”, Tata McGraw hill, 8 th Edition, 2011. 5. RajeeshViswanathan, “Principles of Management Concepts and Cases”, Himalaya Publishing House (HPH), 10 th Edition, 2010.
Web References:
1. https://play.google.com/store/books/details/Knowledge_Flow_Principles_of_Management?id=PUTIDAAQBAJ 2. https://play.google.com/store/books/details/M_GOVINDARAJAN_Principles_of_Management?id=novpISVa5agC 3. https://play.google.com/store/books/details/J_S_Chandan_Principles_of_Management_WBUT_2nd_Edit?id=ZmZDDAAQBAJ 4. https://play.google.com/store/books/details/GUPTA_MEENAKSHI_Principles_of_MANAGEMENT?id=jHmY2oclfucC
E-Text Books:
1. https://www.amazon.in/Management-Theory-Practice-G-Cole/dp/1844800881 2. https://www.worldcat.org/title/autopoiesis-in-organization-theory-and-practice/oclc/794708761?referer=di&ht=Edition 3. https://www.worldcat.org/title/work-postmodernism-and-organization-a-critical-introduction/oclc/1058003392&referer=brief_results 4. https://www.researchgate.net/publication/349006226_MANAGEMENT_THEORY_AND_PRACTICE 5. https://www.worldcat.org/title/management-theory-and-practice-text-cases/oclc/896139825?referer=di&ht=Edition

ACCOUNTING FOR MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC02	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45		Tutorial Classes: 15		Practical Classes: Nil		Total Classes: 60		
OBJECTIVES: The course should enable the students to: I. Summarize the principles of accounting and utilization of financial information for decision making and forward planning for future. II. Understand financial statements for knowing earning capacity and financial position of the business concern with confidence III. Demonstrate the inventory valuation of different companies and make analysis of financial accounts. IV. Describe the significance of financial statements as means of business communication. V. Design and Use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.								
UNIT-I	INTRODUCTION TO ACCOUNTING						Classes: 08	
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.								
UNIT-II	THE ACCOUNTING PROCESS						Classes: 10	
Books of original record: journal and subsidiary books, ledger, trial balance, 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).								
UNIT-III	INVENTORY VALUATION						Classes: 09	
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).								
UNIT-IV	FINANCIAL ANALYSIS						Classes: 09	
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).								
UNIT-V	FINANCIAL STATEMENTS AND RATIO ANALYSIS						Classes: 09	
Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements; meaning, definitions, significance and limitations of ratio analysis; types of ratios like liquidity, leverage, solvency and profitability ratios (problems).								
Text Books:								
1. Paresh Shah, “Financial Accounting for Management”, Oxford University Press, 3 rd Edition, 2019.								

2. Prter& Norton, "Financial Accounting", Cengage publications, 9th Edition, 2017.
3. N.Ramachandran, "Financial Accounting and Analysis" Tata McGraw-Hill Publishing Limited, 3rd Edition, 2015.
4. S.N.Maheswari, "Financial Accounting", IBH Publications, 7th Edition, 2015.
5. Maheshwari S. N., and Maheshwari S. K., "Accounting for Management", Vikas Publishing House, 3rd Edition, 2014.
6. S Ramanathan, "Accounting for Management", Oxford University Press, 1st Edition, 2014.
7. Narayana Swamy, "Financial Accounting and Analysis" PHI Publications, 2nd Edition, 2012.
8. Narayana Swamy R, "Financial Accounting: A Management Perspective", Prentice Hall of India, Delhi, 4th Edition, 2011.
9. Jelsy Josheph Kuppapally, "Accounting for Managers", Prentice Hall of India, Delhi, 1st Edition, 2010.
10. S.P.Jain and K.L.Narang, "Financial Accounting" Kalyani Publishers, 10th revised Edition, 2010.
11. S.P.Jain and K.L.Narang, "Cost & Management Accounting", Kalyani Publishers, 10th revised Edition, 2010.
12. Shashi.K.Gupta and R.K.Sharma, "Advanced Management Accounting" Kalayani publishers, 2nd revised Edition, 2003.

Reference Books:

1. V.Rajasekharam "Financial Accounting and Analysis" Pearson Education, 13th Edition, 2012.
2. Ranjan Kumar Bai: "Financial Accounting and Analysis", S.Chand, 1st revised Edition, 2012.
3. S.N.Maheswari and S.K.Maheswari, "Financial Accounting", Vikas publications, 4th Edition, 2009.
4. Hanif and Mukarjee, "Financial Accounting", Tata McGraw Hill Ltd., 2nd Edition, 2011.
5. Tulsian P.C., "Financial Accounting", Pearson Education, Revised 1st Edition, 2013.

Web References:

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

E-Text Books:

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

MANAGERIAL ECONOMICS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC03	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: 15	Practical Classes: Nil			Total Classes: 60			
OBJECTIVES: The course should enable the students to: I. Understand the application of economic theory and methodology as 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 disciplines – business decision making process- The role of managerial economist- Basic economic principles – the concept of opportunity cost, Marginalism, Equi-marginalism, incremental concept, Time perspective, discounting principle, risk and uncertainty.								
UNIT-II	THOERY OF DEMAND AND SUPPLY						Classes:08	
Demand Analysis - demand function, law of demand, determinants of demand, types of demand. Elasticity of demand, types, Measurement and significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. Supply – Supply function, determinants of supply, law of supply, Elasticity of Supply.								
UNIT-III	PRODUCTION AND COST ANALYSIS						Classes:09	
Production function, Production function with one, two variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of scale - Innovations and global competitiveness. Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Break Even Analysis.								
UNIT-IV	MARKET STRUCTURES- PRICING AND OUTPUT DECISIONS						Classes:08	
Classification of Market Structures - Features - competitive situations - Price-Output determination under Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run.								
UNIT-V	PRICING STRATEGIES						Classes:10	
Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of multiple products, Transfer pricing, Pricing over Product Life Cycle. Theory of Firm - Managerial Theories and Behavioral Theories of firm. International Price Discrimination: Dumping, Effects of Dumping.								
Text Books: 1. TR Jain and Khanna OP, “Managerial Economics”, VK Global Publications Pvt Ltd,1 st Edition, 2020. 2. G Keat, Young K Y, Erfile E, Benarjee S, “Managerial Economics”, Pearson Education, 6 th Edition, 2017. 3. H L Ahuja, “Managerial Economics – Analysis of managerial Decision making”, S. Chand publications, New Delhi, 2 nd Edition, 2017.								

<ol style="list-style-type: none"> 4. P L Mehta – “Managerial Economics-Analysis, problems and Cases”, Sultan Chand & Sons, New Delhi, 2nd Edition, 2016. 5. Dwivedi D N, “Managerial Economics”, VikasPublishingHouse Pvt Ltd, 8th Edition, 2015. 6. R.L. Varshney & K.L. Maheshwari, “Managerial Economics”, Sultan Chand & Sons, New Delhi, 3rd Edition, 2014. 7. P.L Mehta, "Managerial Economics", Sultan Chand and Sons, 2nd Edition, 2014. 8. Dr. D.M. Mithani, “Managerial Economics”, Himalaya Publishing House, 1st Edition, 2010.
Reference Books:
<ol style="list-style-type: none"> 1. D M Mithani “ManagerialEconomics: Theory and Applications”, Himalaya Publication house, Hyderabad, 2ndEdition, 2016. 2. G S Guptha, “Managerial Economics”, Tata McGraw Hill Publications, New Delhi, 2nd Edition, 2017.
Web References:
<ol style="list-style-type: none"> 1. https://www.google.co.in/books/Edition/Managerial_Economics/9clcDwAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover 2. https://www.google.co.in/books/Edition/Managerial_Economics_8th_Edition/H7FDDAAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover 3. https://www.google.co.in/books/Edition/MANAGERIAL_ECONOMICS/Q53GDgAAQBAJ?hl=en&gbpv=1&dq=Managerial+Economics&printsec=frontcover
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.sxccal.edu/wp-content/uploads/2020/01/MBA-Accounting-Managers-1stYear.pdf 2. https://www.freebookcentre.net/business-books-download/Accounting-Tools-For-Business-Decision-Making.html 3. https://pingpdf.com/pdf-managerial-economics-by-t-r-jain-free-pdf-download.html 4. https://mrcet.com/downloads/MBA/Managerial%20Economics.pdf 5. https://www.academia.edu/34707649/Managerial_Economics_Textbook

BUSINESS LAW

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC04	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes:40	Tutorial Classes: 05	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Give orientation about Business law, Business functioning in Internal and External Environment. II. Introduce the students about law of contract, sales of goods act 1930. III. Give an overview on basic Legal Environment. IV. Familiarize with prevailing Legal Environment in India. V. Inculcate an understanding of the Sales Environment.								
UNIT-I	LAW OF CONTRACT - 1872						Classes:08	
Nature of contract; classification; Offer and Acceptance; Capacities of Parties to contract; Free consents; Consideration, Legality of object; Agreement declared void. -Performance of contract; Discharge of contract; Remedies for breach of contract. Special contracts: Indemnity and guarantee, Contract of Agency.								
UNIT-II	SALE OF GOODS ACT (1930)						Classes: 09	
Formation of Contracts of sale - goods and their classification; price - conditions and warranties – transfer of property in goods – performance of the contract of sale - Unpaid seller and his Rights – sale by auction – hire purchase agreement.								
UNIT-III	NEGOTIABLE INSTRUMENTS ACT (1881)						Classes: 10	
Definition of Negotiable Instruments – features – Promissory note; Bill of Exchange & cheque; Holder and holder in the due course. Crossing of a cheque, types of crossing; Negotiation; Dishonor and discharge of Negotiable Instrument.								
UNIT-IV	COMPANY and COMPETITIONACT						Classes:10	
Companies Act: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership- Competition Act 2002; an Overview of Competition Law in India, Important Definitions under the Competition Act, 2002.								
UNIT-V	INFORMATION TECHNOLOGYACTS						Classes:08	
Information Technology Act 2000: Digital Signature-Cyber Frauds, Cybercrime scenarios. Law of Information Technology (IT), scheme of IT act, digital signature attribution, acknowledgement and dispatch of electronics records-Regulation certifying authorities.								
Text Books: 1. N.D. Kapoor, Dr.Rajni Abbi, Bharat Bhushan, Rajiv Kapoor, “Business Law”, Sultan Chand & Sons (P) Ltd, 1 st Edition, 2019. 2. Richard A Mann, Barry S Roberts, “Business Law and the Regulation of Business”, Cengage Publications, 13 th Edition, 2018. 3. N.D. Kapoor, Dr. Rajni Abbi, Bharat Bhushan, Rajiv Kapoor, “Elements of Business Law”, Sultan Chand & Sons (P) Ltd, 1 st Edition, 2018. 4. K.R. Bulchandani, “Business Law for Management”, Himalaya Publishing House, India, 1 st Edition, 2017. 5. Ravinder Kumar, “Legal Aspects of Business”, Sengage Learning, 4 th Edition, 2016. 6. P.P.S.Gogna, ‘Company Law’, S.Chand, 9 th Edition, 2016.								

7. RSN Pillai, Bagavathi, "Legal Aspects of Business", S.Chand, 8th Edition, 2016.
8. AkhileshwarPathak, "Legal Aspects of Business", Tata McGraw Hill, 3rd Edition, 2011.
9. Nina Godbole&SunitBelapure, "Cyber Security", Wiley India, 2012.
10. Don Mayer, University of Miami, "Business Law and the Legal Environment", Saylor Foundation, 1st Edition, 2012.
11. RSN Pillai, Bagavathi, "Business Law", S.Chand, 4th Edition, 2013.

Reference Books:

1. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.
2. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers.
3. N.D.Kapoor, Mercantile Law, Sultan Chand Publishers.
4. Chaula and Garg, Mercantile Law, Kalyani Publishers
5. Francis Cherunillam, Business Environment, Himalaya Publishers.

Web References:

1. <https://www.pdfdrive.com/introduction-to-law-e28667799.html>
2. <https://www.pdfdrive.com/introduction-to-business-law-e187119724.html>

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1. <https://www.pdfdrive.com/business-law-e18720370.html>
2. <https://www.pdfdrive.com/business-law-an-introduction-e28723759.html>
3. <https://pingpdf.com/pdf-managerial-economics-by-t-r-jain-free-pdf-download.html>
4. <https://mrcet.com/downloads/MBA/Managerial%20Economics.pdf>
5. https://www.academia.edu/34707649/Managerial_Economics_Textbook

STATISTICS FOR MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC05	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 40	Tutorial Classes: 05	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: 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.								
UNIT-I	INTRODUCTION TO STATISTICS						Classes:08	
Functions of Statistics and Managerial Applications of Statistics, Relationship with other subjects. Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean. Range, Quartile deviation, Mean Deviation, Standard deviation and co- efficient of variation. Skewness: Karl Pearson’s co-efficient of skewness, Bowley’s co-efficient of skewness, Kelleys co-efficient of skewness, Kurtosis.								
UNIT-II	TABULATION OF UNIVARIATE						Classes:09	
Bi variate and multi variate data, data classification and tabulation, diagrammatic and graphical representation of data. One dimensional, two dimensional and three dimensional diagrams and graphs.								
UNIT-III	SMALL SAMPLE TESTS						Classes:08	
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.								
UNIT-IV	CORRELATION ANALYSIS						Classes:10	
Correlation Analysis: Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson’s coefficient of correlation, Spearman’s Rank correlation, concept of Multiple and partial Correlation, Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients.								
UNIT-V	TIME SERIES ANALYSIS						Classes: 10	
Components, Models of Time Series–Additive, Multiplicative and Mixed models, Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction, Characteristics and uses of index numbers, types of index numbers, un weighted price indexes, weighted price indexes, Tests of adequacy and consumer price indexes.								
Text Books:								
1. Gerald Keller, “Statistics for Management and Economics”, Cengage Learning, 11 th Edition, 2018. 2. Levin Richard (Author), H. Siddiqui Masood (Author), S. Rubin David (Author), Rastogi Sanjay (Author), “Statistics for Management”, Pearson Education, 8 th Edition, 2017. 3. P.C. Tulsian, Bharat Jhunjhnuwala, “Business Statistics”, S. Chand, 2016. 4. Levin R.I., Rubin S. David, “Statistics for Management”, Pearson, 7 th Edition, 2015. 5. Anderson, Sweeney, Williams, Cam, Cochran, “Statistics for Business Economics”, Cengage 12 th Edition, 2014.								

6. J. K Sharma, "Business Statistics", Vikas Publishing House, 4th Edition, 2015.
7. Beri, "Business Statistics", Tata McGraw Hill, 1st Edition, 2015.
8. Gupta S.C., "Fundamentals of Statistics", Himalaya Publishing House, 6th Edition, 2015.
9. Barry Render and Ralph M. Stair, "Quantitative Analysis for Management", Prentice Hall of India, 12th Edition, 2012.
10. P N Arora & S Arora, "Statistics and Management", Sulthan Chand & Son's Publishing, 5th Edition, 2003.

Reference Books:

1. Levine, Stephan, krehbiel, Berenson, "Statistics for Managers using Microsoft Excel", PHI, 1st Edition, 2015.
2. J. K Sharma, "Business Statistics", Pearson Publications, 2nd 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>
3. <https://www.sapnaonline.com/books/statistics-management-levin-richard-8177585843-9788177585841-academic>
4. <https://link.springer.com/book/10.1007/b101868>

BUSINESS ENVIRONMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC06	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 40	Tutorial Classes: 05	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Analyze the Macro environmental factors that influence the Business activities, role of Planning Commission and NITI Aayog in building Indian Economy. II. Understand the issues related to the Industrial Policy and Regulation and their Amendments. III. Analyze the Union Budget, Fiscal Policy, Monetary Policy and Banking system and its impact on Business Operations. IV. Understand the changes in various Economic Growth factors including National Income, Poverty measurement, Unemployment and Inflation and its influence on Indian Economy. V. Apply Trade, EXIM Policies and FEMA Act for Organization Stability and Sustainability.								
UNIT-I	INTRODUCTION TO BUSINESS ENVIRONMENT						Classes: 08	
Business Environment - Meaning, Nature, Scope and Importance, Environmental Factors - external and internal. Environmental analysis – scanning, monitoring, forecasting, assessing, Planning in India including Planning Commission- NITI Aayog, Made in India, Digital Economy.								
UNIT-II	DEVELOPMENT OF INDIAN ECONOMY						Classes: 09	
Economic Growth National Income - Concepts, Foreign Trade and Balance of Payment, Poverty in India, Unemployment in India, Inflation, Human Development Index, Rural Development - Schemes, Problems of Economic Growth.								
UNIT-III	INDUSTRIAL POLICIES						Classes: 09	
Five Year Planning- Industrial Policy 1991, New Industrial Policy, Start-ups, MSME, Small Scale Industries (SSI) - Industrial Finance - Foreign Direct Investment (FDI) - Modes - India's Inflow and Outflow.								
UNIT-IV	FISCAL AND MONETARY POLICIES						Classes:10	
Economic Policies Fiscal Policy- Latest Union Budget - Reforms Undertaken - Role of Government. Monetary Policy - Basic Concepts, Monetary Policy in the 21st Century - Banking Sector Reforms. Role of Regulatory Institutions in Indian Financial system - RBI and SEBI, Capital Market Institutions - Stock Indices- Derivatives Market - Global and Indian Scenario.								
UNIT-V	DOMESTIC AND INTERNATIONAL TRADE POLICY						Classes:09	
Domestic and International Trade Policy Evolution of International Financial System, Global Recession and Developing Economies: Policy Changes and Issues - Sector wise Trade Policies: Recent Developments GATT - WTO - Agreements and Implications. EXIM Policies and FEMA: India's New EXIM Policy - Legal Framework - Initiatives, FEMA - Indian Multinational Companies - Role in World Economy								
Text Books: 1. V.K. Puri and SK Mishra, "Indian Economy" Himalaya Publication House, 37 th Edition, 2019. 2. P Subba Rao, "International Business Text & Cases", Himalaya Publishing house, 2 nd Edition, 2016. 3. Cavusgil, S.T., Knight, G.Riesenberger, "International Business: The New Realities", J.R. Prentice Hall, 5 nd Edition, 2016. 4. Gaurav Datt and Ashawani Mahazan, - "Indian Economy", S. Chand Publishers, 7 th Edition, 2016. 5. Anant K Sundaram and J Stewart Black, "The International Business Environment", Prentice Hall								

<p>of India, New Delhi, 1st Edition, 2015.</p> <p>6. Pailwar V.K, “Business Environment”, Prentice Hall of India, 3rd Edition, 2014.</p> <p>7. V K Bhalla and S Shiva Ramu, “International Business”, Anmol Publications Private Ltd. New Delhi 110002 (India), 12th Edition, 2013.</p> <p>8. Justin Paul, “Business Environment Text and Cases”, Tata McGraw Hill Publishers, 3rd Edition, 2012.</p>
<p>Reference Books:</p>
<p>1. Francis Cherunillam, “Business Environment Text and Cases”, Himalaya Publication House, Hyderabad, 27th Edition, 2019.</p> <p>2. Ramesh Singh, “Indian Economy”, McGraw Hill Education private limited, Chennai, 11th Edition, 2019.</p>
<p>Web References:</p>
<p>1. http://ebooks.lpude.in/commerce/mcom/term_1/DCOM105_DCOM402_DMGT105_DMGT401_BUSINESS_ENVIRONMENT.pdf</p> <p>2. https://www.google.co.in/books/Edition/Business_Environment/xaHonZv5dfIC?hl=en&gbpv=1&dq=Business+environment&printsec=frontcover</p> <p>3. https://www.google.co.in/books/Edition/BUSINESS_ENVIRONMENT_3_e/k4nCCwAAQBAJ?hl=en&gbpv=1&dq=Business+environment&printsec=frontcover</p>
<p>E-Text Books:</p>
<p>1. https://www.pdfdrive.com/the-business-environment-e15342606.html</p> <p>2. https://www.pdfdrive.com/international-business-environment-e56594187.html</p> <p>3. https://www.pdfdrive.com/business-environment-entrepreneurship-the-institute-of-e9042612.html</p> <p>4. https://www.pdfdrive.com/indian-economy-e178348843.html</p> <p>5. https://www.google.co.in/books/Edition/Business_Law/QGbgkOKoeQ0C?hl=en</p> <p>6. https://docs.google.com/viewer?a=v&pid=sites&srcid=ZGVmYXVsdGRvbWFpbnxsaWI3YWYyZjgyfGd4OjdnZy1OTRiOGQ4NGJkODM</p> <p>7. https://www.ebooks.com/en-in/book/209720942/contract-law/andrew-stewart/</p> <p>8. https://www.ebooks.com/en-in/book/210232691/goode-and-mckendrick-on-commercial-law/roy-goode/</p>

INTELLECTUAL PROPERTY RIGHTS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC07	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Hours: 45			
OBJECTIVES: The course should enable the students to: I. Gain knowledge about 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, and 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, Contemporary issues in IPR.								
Text Books: 1. Abbe Brown, Smita Kheria, Jane Cornwell, and Marta Iljadica, “Contemporary Intellectual Property law and policy”, Oxford University Press, 5 th Edition, 2019. 2. Sreenivasulu N S, “Intellectual Property Law- Dynamic Interfaces”, Universal Law Publishing, 1 st Edition, 2017. 3. Dr WadehraB L, “Law Relating to Intellectual Property”, Universal Law Publishing, 5 th Edition 2016. 4. James Boyle and Jennifer Jenkins, “Intellectual Property: Law & the Information Society Cases and Materials”, James Boyle, Jennifer Jenkins, 5 th Edition, 2016. 5. Pandey Neeraj and Dharni Khushdeep, “Intellectual Property Rights”, Prentice Hall of India, 1 st Edition, 2014. 6. Deborah, E. Bouchoux, “Intellectual property right”, Cengage learning, 5 th Edition, 2008. 7. Prabuddhaganguli,” Intellectual property right - Unleashing the Knowledge Economy”, Tata								

<p>McGraw Hill Publishing Company Ltd, 7th Edition, 2009.</p> <p>8. Carlos M. Correa, "Intellectual property rights, The WTO and Developing countries", Zed books, 4th Edition, 2006.</p>
<p>Reference Books:</p>
<ol style="list-style-type: none"> 1. Caves, Frankel, Jones, "World Trade and Payments-An Introduction", Pearson Education, 4th Edition, 2015. 2. Carlos M. Correa, "Intellectual property rights, The WTO and Developing countries", Zedbooks. 3. Peter-Tobias stoll, Jan busche, Katrianarend, "WTO- Trade –related aspects of IPR", Library of Congress. 4. Surendra Bhandari, "World Trade Organization (WTO) and Developing Countries", Vikas Publishing House. 5. P. K. Vasudeva, "World Trade Organization: Implications on Indian Economy", Pearson Education, 2015. 6. P. Krishna Rao, WTO, "Text and cases", Excel Books, 2015.
<p>Web References:</p>
<ol style="list-style-type: none"> 1. http://www.ebooksdirectory.com 2. http://Campusguides.lib.utah.edu
<p>E-Text Books:</p>
<ol style="list-style-type: none"> 1. http://www.bookboon.com 2. http://www.freemagagement.com 3. http://www.emeraldinsight.com 4. https://www.bdu.ac.in/cells/ipr/docs/ipr-eng-ebook.pdf 5. https://upload.wikimedia.org/wikipedia/commons/f/f0/US_Copyright_Law.pdf 6. https://www.ebooks.com/en-in/book/96177914/transnational-intellectual-property-law/robert-p-merges/

WASTE AND ENERGY MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC08	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand 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 powerstation.								
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 nonlinear 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. Ram Chandra, “Environmental Waste Management”, CRC Press, 1 st Edition, 2020. 2. John Pichtel, “Waste management practices: municipal, hazardous, and industrial”, CRC Press, 2 nd Edition, 2014. 3. Lawrence K. Wang, Yung-Tse Hung, Nazih K. Shammass, “Handbook of advanced industrial and hazardous wastes treatment”, CRC Press, 3 rd Edition, 2010. 4. Sasikumar K and Sanoop Gopikrishna, “Solid Waste Management”, Prentice Hall India Learning Private Limited, 1 st Edition, 2009.								

5. William C. and Blackman Jr, “Basic Hazardous Waste Management”, CRC Press, 3 rd Edition, 2001. 6. W.R.Murphy and G.McKay Butter worth, “EnergyManagement”, Heinemann Publications, 3 rd Edition, 1999. 7. John .C. Andreas, “Energy Efficient Electric Motors”, Marcel Dekker Inc. Ltd, 2 nd Edition, 1995.
Reference Books:
1. Paul o’ Callaghan, “Energy management” Mc-Graw Hill Book Company, 1 st Edition,1998. 2. W.C.Turner,” Energy management hand book”, John Wiley and sons, 2 nd 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/energymanagement/lookhere.com 3. https://www.eolss.net/ebooklib/bookinfo/waste-management-minimisation.aspx 4. https://www.free-ebooks.net/sociology/Waste-Management 5. https://www.kobo.com/us/en/ebook/handbook-of-solid-waste-management

INDIAN ETHOS AND BUSINESS ETHICS

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC09	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the need for business ethics to ensure sustained business stability. II. Gain an enhanced understanding of following ethical rules and ethical constraints III. Improve analytical problem solving and ethical decision making skills. IV. Help the students to recognize legal and ethical issues when making business decisions.								
UNIT-I	INTRODUCTION TO INDIAN ETHOS						Classes:09	
History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible and Quran.								
UNIT-II	UNDERSTANDING VALUES IN BUSINESS						Classes:09	
Kautilya'sArthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture, Stress Management-Meditation for mental health, Yoga.								
UNIT-III	CONTEMPORARY APPROACHES TO INDIAN ETHOS						Classes:12	
Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership Qualities of Karta, Indian Systems of Learning - Gurukul System of Learning, Advantages- Disadvantages of Karma. Importance of Karma to Managers - Nish Kama Karma-Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection-Corporate Karma Leadership.								
UNIT-IV	UNDERSTANDING THE ETHICAL NEEDS						Classes:08	
Understanding the need for ethics, Ethical values, myths and ambiguity, ethical codes, Ethical Principles in Business; Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, and Kohlberg's six stages of moral development (CMD).								
UNIT-V	ETHICAL DILEMMA						Classes::07	
Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing HRM and international business.								
Text Books: 1. Kautilya'sArthashastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016. 2. N. M. Khandelwal, "Indian Ethos and Value for Management", Himalaya Publishing House, 1 st Edition, 2011. 3. Sankar, "Indian Ethos and Values in Management", Tata McGraw Hill Education, 1 st Edition, 2011. 4. Nandagopal R and Ajith Rn, "Indian Ethos and Values in Management", Tata McGraw Hill Education, 1 st Edition, 2010. 5. R. Nandagopal, "Indian Ethos & Values in Management", Tata McGraw Hill Education, 1 st Edition, 2010.								

6. Murthy, C.S.R. Business Ethics, Himalaya Publishing House, Mumbai, 2009.
7. Biswanath Ghosh, “Ethics in Management and Indian Ethos”, Vikas Publishing, 2nd Edition, 2006.
8. Narayana G., “The Responsible Leader: A Journey through Gita”, Ahmedabad, AMA 2000.

Reference Books:

1. Chakraborty S.K., “Management Transformation by Values”, New Delhi, Sage Publication, 1990.
2. Velasquez, “Business Ethics, Concepts & Cases”, 6th Edition, PHI, 2009.
3. Chakraborty, S.K., “Ethics in Management-Vedantic Approach”, New Delhi, Oxford India Ltd. 1995.

Web References:

1. <https://www.pdfdrive.com/indian-ethos-and-business-ethics-ver01-e34424691.html>
2. <https://www.pdfdrive.com/business-ethics-as-practice-ethics-as-the-everyday-business-of-business-e185421524.html>.

E-Text Books:

1. <https://www.pdfdrive.com/indian-ethos-and-management-e34424686.html>.
2. <https://www.pdfdrive.com/business-ethics-as-practice-ethics-as-the-everyday-business-of-business-e185421524.html>.
3. <https://pdfcoffee.com/indian-ethos-and-value-mbazadmdu-pdf-free.html>
4. <http://www.himpub.com/documents/Chapter2059.pdf>
5. <https://www.proquest.com/openview/0659629308ca7f1cf32c7ccd10afefe0/1?pq-origsite=gscholar&cbl=546310>
6. <https://himadri.cmsdu.org/documents/IndianEthos.pdf> .

INDIAN ECONOMY AND POLITICAL SCIENCE

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC10	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand 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 INDIAN ECONOMY						Classes:08	
Indian Economy,types of Economy, role of Agriculture in Indian Economy, Need for Food Security in India, Irrigation and Agricultural Input Pricing Policies in India, Rural Land Reforms policies in India, Agricultural Output Pricing Policies in India.								
UNIT-II	POLITICAL ECONOMY,EQUITY AND DISTRIBUTION						Classes:10	
Voting, Stability, Impossibility, Majority Rule, Alternatives to Majority Rule, Paradox of Voting,equity and distribution,optimality and Comparability, Social Optimality, Impossibility of Optimality,Nontax Redistribution, Aspects of Pareto Efficiency, Social Welfare Functions, Arrow’s Theorem, Interpersonal Comparability, Comparability and Social Welfare, Inequality and Poverty, Measuring Income, Equivalence Scales, Inequality Measurement, Inequality and Welfare, Poverty, Poverty Line, Poverty Measure .								
UNIT-III	POPULATION,LABOUR, EMPLOYEMENT, HUMAN DEVELOPMENT						Classes:09	
An analysis on recent population census, Theory of Demographic transition, Good and Bad effects of rising population in India, Family planning policy in India under five year plans, National Population Policy in recent years, Unemployment, Labour Reforms, Human Development and HDI								
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.								
UNIT-V	BASIC POLITICAL VALUES, RIGHTS AND IDEOLOGIES						Classes::08	
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.								
Text Books:								

<ol style="list-style-type: none"> 1. Dr. S.R MYNENI, "Political Science", ALLAHABAD LAW AGENCY, 1stEdition, 2021. 2. Michael G. Roskin, Robert L. Cord, "Political Science: An Introduction", Pearson Education, 14thEdition, 2019. 3. Timothy Taylor, Saint Paul, Minnesota, "Principles of Economics", Open Stax, 2ndEdition, 2017. 4. Craig H. Petersen. Cris Lewis and Sudhir K. Jain: "Managerial Economics", Pearson Education, 14th Edition 2012. 5. Geetika, "Managerial Economics", TMH, 2nd Edition, 2012. 6. Dominick Salvatore, "Managerial Economics", Oxford, 7th Edition, 2012. 7. Arora N D, "Political Science", McGraw Hill Education, 1st Edition, 2011. 8. Greg Ip Mohammad El Erian, "The Little Book of Economics: How the Economy Works in the Real World", Wiley, 1stEdition, 2010. 9. Ball, Terence and Dagger. Richard, "Political Ideologies and the Democratic Ideal", Longman, 4th Edition, 2003. 10. Bird, Colin, "An Introduction to Political Philosophy", Cambridge University Press, Cambridge, 3rd Edition, 2007. 11. Heywood, Andrew," Political Ideologies: An Introduction Palgrave Macmillan", Basingstoke, 2nd Edition, 2003.
Reference Books:
<ol style="list-style-type: none"> 1. G S Gupta, "Managerial Economics", TMH, 2ndEdition,2012. 2. D.M.Mithani, "Managerial Economics theory and applications", Himalaya Publishing House, 5thEdition, 2015. 3. Heywood, A, "Political Theory - An Introduction", Palgrave Basingstoke, 3rdEdition,2004. 4. Hoffman, John and Graham, Paul, "Introduction to Political Theory", Longman, Harlow, 2ndEdition,2006.
Web References:
<ol style="list-style-type: none"> 1. http://www.springer.com/gp/economics.com 2. http://www.en.wikipedia.org/wiki/list_of_plitical_science.html
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.search.gmx.net/abuteconomics/saveyourtime.com 2. http://www.archive.mu.ac.in/myweb_test/pliticalscience.com 3. https://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199793471.001.0001/oxfordhb-9780199793471 4. http://cart.ebalbharati.in/BalBooks/pdfs/1103020029.pdf 5. https://scholar.cu.edu.eg/?q=mmyoussif/files/subhendu_dutta_introduutory_economics_micro_andbookfi.org_.pdf 6. https://www.oxfordhandbooks.com/view/10.1093/oxfordhb/9780199845156.001.0001/oxfordhb-9780199845156

CROSS CULTURAL MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC11	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand the national cultural dimensions in the business and levels of culture. II. Emphasis cross culture team management business communications. III. Develop cultural relationship, 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. David C. Thomas Kerr Inkson, “Cross-Cultural Management”, Sage Publishing, 1 st Edition, 2021 2. Nigel Holden, Snezhina Michailova and Susanne Tietze, “The Routledge Companion to Cross-Cultural Management”, Routledge Publishing, 1 st Edition, 2018. 3. Henriett Primecz, Laurence Romani, Sonja Sackman, “Cross-Cultural Management in Practice”, Edward Elgar Publishing Ltd, 1 st Edition, 2012. 4. Veronica Velo, “Cross-Cultural Management”, Business Expert Press, 1 st Edition, 2011. 5. Marie-joelle Browaeys and Roger Price, “Understanding Cross-Cultural Management”, Pearson Publications, 3 rd Edition, 2015. 6. David C .Thomas, “Cross Cultural Management”, Sage Publications, 2 nd Edition, 2014. 7. Nigel Holdon, “Cross Cultural Management: Knowledge Management Perspective”, Prentice Hall, 1 st Edition, 2012.								

Reference Books:

1. Parissa Haghirian, "Multinational and Cross Cultural Management, Routledge Publications", Kindle Edition, 1st Edition, 2012.
2. Richard Mead, "International Management, Cross cultural Dimension", Blackwell publications, 3rd Edition, 2015.
3. Jerome Dumetz, "Cross Cultural Management Textbook", Paperback, Student Edition, 2012.

Web References:

1. <http://www.ebooksdirectory.com>
2. <http://Campusguides.lib.utah.edu>

E-Text Books:

1. <http://www.bookboon.com>
2. <http://www.freemagagement.com>
3. <http://www.emeraldinsight.com>
4. <https://www.pearson.de/berufsleben/unser-angebot/weiterbildung-karriere/understanding-cross-cultural-management-pdf-ebook-9781292204994>
5. <https://www.businessexpertpress.com/files/pdfs/10409930.pdf>

PROJECT MANAGEMENT

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC12	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. 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.								
UNIT-I	INTRODUCTION						Classes:08	
Project management, what is project management, why project management, project lifecycle, project management research in brief, project management today, organization strategy and structure and culture, forma of organization structure, stake holder management, organization culture, creating a culture for project management.								
UNIT-II	PROJECT PLANNING						Classes:10	
Project planning defining the project, approaches to project screening and selection, work break down structure, financial module, getting approval and compiling a project charter, setting up a monitoring and controlling process.								
UNIT-III	PROJECT EXECUTION						Classes:09	
Initiating the project, controlling and reporting project objectives, conducting project evaluation. Managing risk four stage process, risk management an integrated approach, cost management, creating a project budget.								
UNIT-IV	LEADING PROJECT TEAMS						Classes:10	
Building a project team, characteristics of a effective project team, achieving cross functional cooperation, virtual project teams, conflicts management, negotiations.								
UNIT-V	PERFORMANCE MEASUREMENT AND EVALUATION						Classes:08	
Project control cycles, monitoring project performances, earned value management, human factors in project evaluation and control, project termination, types of project terminations, project management and future current and future trends in project management.								
Text Books:								
1. Gray, Larson, “Project Management”, Tata McGraw Hill, 4 th Edition, 2015. 2. Jeffery K.Pinto, “Project Management”, Pearson Education, 4 th Edition, 2015. 3. Enzo Frigenti, “Project Management”, Kogan, 4 th Edition, 2015. 4. Project Management Institute, “A guide to the Project Management Body of Knowledge”, Project Management Institute, 5 th Edition, 2013. 5. Greg Horine, “Project Management Absolute Beginner's Guide”, QUE Publishing, 3 rd Edition, 2012. 6. Terry Schmidt, “Strategic Project Management Made Simple: Practical Tools for Leaders and Teams”, Wiley, 1 st Edition, 2009.								

7. Samuel J Mantel Jr, Jack R Meredith, “Project Management: A Managerial Approach”, John Wiley & Sons, 8 th Edition, 2008.
Reference Books:
1. R. Panneerselvam, P. Senthilkumar: “Project Management”, PHI, Revised 4 th Edition, 2015. 2. Thomas M.Cappels: “Financially Focused Project Management”, SPD, Revised 4 th Edition, 2008.
Web References:
1. http://home.hit.no/~hansha/documents/theses/projectmanagement.pdf 2. http://gurukpo.com/Content/MBA/Project%20Mngg..pdf
E-Text Books:
1. http://www.pondiuni.edu.in/sites/default/files/Project%20Managementt200813.pdf 2. http://www.adi.pt/docs/innoregio_pmanagement.pdf 3. http://index-of.co.uk/Project%20Management/Fundamentals%20of%20Project%20Management.pdf 4. https://book.akij.net/eBooks/2018/March/5abcc35b666f7/a%20guide%20to%20the%20project%20management%20body%20of%20knowledge%206e.pdf

TECHNICAL SKILLS FOR BUSINESS MANAGEMENT LABORATORY

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC13	Core	L	T	P	C	CIA	SEE	Total
		0	0	2	1	30	70	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 28			Total Classes: 28			
OBJECTIVES: The course should enable the students to: I. Understand the application of Statistical tools to Research Problem / Projects. II. Analyze and apply the statistical tools for decision making. III. Identify hands on experience in working with MS Excel for hypotheses testing. IV. Recognize different types of formulas and functions in MS Excel. V. Examine the results for better decision making.								
WEEK-1	INTRODUCTION TO STATISTICAL PACKAGES							
MS - EXCEL/SPSS: Introduction, uses, functions and features of Statistical Packages, Getting started with excel/SPSS.								
WEEK-2	HIGHLIGHTS AND MAIN FUNCTIONS							
Home, Insert, page layout, formulas, Data, review, view, add-inns, Using help function, Customizing the Quick Access Toolbar.								
WEEK-3	INTRODUCTION TO CREATING AND USING TEMPLATES							
Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data and Using the Right Mouse Click, Saving, Page Setup, and Printing, Using Headers and Footers.								
WEEK-4	BASICS OF WORKING WITH DATA							
Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.								
WEEK-5	USING AND FORMATTING TABLES							
Using and Formatting Tables, Basic Formulas and Use of Functions, Data Analysis Using Charts and Graphs, Managing, Inserting, and Copying Worksheets.								
WEEK-6	DATA FROM EXTERNAL SOURCES							
Securing the Document, Advanced Formulas and Functions, Worksheet Features, Data Analysis using Pivot Tables and Pivot Charts.								
WEEK-7	DATA ANALYSIS -I							
Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode.								
WEEK-8	MEASURE OF DISPERSION							
Variance, standard deviation, Coefficient of variation. Correlation, regression lines.								
WEEK-9	DATA ANALYSIS -II							
T-test, F-test, ANOVA one-way classification, chi square test, independence of attributes.								

WEEK-10	TIME SERIES
Forecasting Method of least squares, moving average method. Inference and discussion of results.	
WEEK-11	VARIOUS FORMATTING STYLES IN LaTeX-PART - I
Using LaTeX to create project certificate. Features to be covered: - Formatting Fonts in word, Drop Cap in word.	
WEEK-12	VARIOUS FORMATTING STYLES IN LaTeX-PART - II
Applying Text effects, Using Character Spacing, Borders and Colors, Inserting Header and Footer, Using Date and Time option in LaTeX.	
WEEK-13	GRAPHICS AND TABLES IN LaTeX-PART - I
Create LaTeX documents with images and image caption at centre alignment	
WEEK-14	GRAPHICS AND TABLES IN LaTeX-PART - II
Table with thick border and tablecaption with centre alignment, row height, and content with cell centre alignment.	
Text Books:	
1. Gross Debra, "Succeeding in Business with Microsoft Excel - 2013: A Problem Solving Approach", Cengage Learning, 1 st Edition, 2014. 2. Paul Mcfedries, "Excel 2013 Formulas and Functions", Pearson Education, 1 st Edition, 2013. 3. Dodge Mark, Stinson Craig, "Microsoft Excel 2013 Inside Out", Prentice Hall of India, 1 st Edition, 2013.	
Reference Books:	
1. Giridhar Joshi, "Management Information Systems", Oxford University Press, Revised 1 st Edition, 2013. 2. Lisa Miller, "MIS Cases: Decision Making with Application Software", Pearson Education, Revised 1 st Edition, 2011. 3. Guy Hart Davis, How to do everything with Microsoft Office Excel, Tata McGraw Hill, Revised 1 st Edition, 2010.	
Web References:	
1. http://www.abebooks.com/servlet/SearchResults?isbn.pdf . 2. http://www.amazon.in/Succeeding-Business-Microsoft-Excel-2013 3. http://ctan.org/pkg/bibtopic	
E-Text Books:	
1. http://www.chegg.com/textbooks/succeeding-in-business 2. http://www.cengage.com.au/product/title/succeeding-in . 3. http://www.amazon.com › ... › Computers & Technology ›Software 4. http://www books.google.com › ... › Desktop Applications ›Spreadsheets	

BUSINESS COMMUNICATION AND SOFT SKILLS - SEMINAR

I Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC14	Core	L	T	P	C	CIA	SEE	Total
		0	0	2	1	30	70	100
Contact Classes: Nil	Tutorials Classes: Nil	Practical Classes: 34			Total Classes: 34			
OBJECTIVES: The course should enable the students to: I. Develop skills for effective written business communication. II. Understand how to write project report. III. Understand how to write business letters and improve written communication. IV. About career building and different methods of job searching.								
UNIT-I	BUSINESS WRITING						Classes:08	
Introduction: importance of written business communication, direct and indirect approached to business messages, five main stages of writing business messages, practice exercises.								
UNIT-II	BUSINESS CORRESPONDENCE:						Classes: 08	
Introduction: business letter writing, effective business correspondence, common components of business letters, strategies for writing the body of a letter, kinds of business letters, writing effective memos, Practice exercises.								
UNIT-III	INSTRUCTIONS						Classes:10	
Introduction: written instructions, general warning, caution and danger, format in instructions. Oral instructions, Audience analysis, product instructions. Practice exercises.								
UNIT-IV	BUSINESS REPORTS AND PROPOSALS						Classes:09	
Introduction: Report presentation, steps in writing a routine business report, parts of a report, corporate reports, business proposals.								
UNIT-V	CAREERS AND RESUMES						Classes:10	
Introduction: career building, understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process, Write your resume to market yourself.								
Text Books:								
1. Meenakshi Raman and Prakash Singh, “Business Communication”, Oxford, 1 st Edition, 2012. 2. Lesikar, “Basic Business Communication”, TMH, 3 rd Edition, 2015.								
Reference Books:								
1. David Irwin, “Effective Business Communications”, Viva-Thorogood, 3 rd Edition, 2015. 2. Rajendra Pal, J S KorlahaHi, “Essentials of Business Communication”, Sultan Chand and Sons, 2 nd Edition, 2015.								
Web References:								

- | |
|---|
| <ol style="list-style-type: none">1. http://www.abahe.co.uk/Free-En-Resources/English-for-Managers-Business-Correspondance.pdf2. http://www.pc-freak.net/international_university_college_files/Business%20Communication.pdf |
| E-Text Books: |
| <ol style="list-style-type: none">1. https://open.umn.edu/opentextbooks/BookDetail.aspx?bookId=82. https://www.goodreads.com/shelf/show/business-communication |

HUMAN RESOURCE MANAGEMNT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC15	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45	Tutorials Classes: 15	Practical Classes: Nil			Total Classes: 60			
OBJECTIVES: The course should enable the students to: I. Identify and explain the role of human resource management in the effective management of organizations. II. Analyze the role of recruitment and selection in relation to the organization's business includes demonstrating the appropriate use of job descriptions, application forms and related staffing activities. III. Develop, analyze and apply basic training strategies and specifications for the delivery of training programs. IV. Understanding the administrative complexities of providing a full array of benefits to employees and the ways and means of delivering these benefits.								
UNIT-I	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT						Classes:10	
Nature, importance of HRM, objectives and functions HR as a source of competitive advantage, Equal opportunity and the Law, Human Resource Management and Analysis, Human Resource Planning and Human capital Analysis, agile HR.								
UNIT-II	RECRUITMENT AND SELECTION						Classes:10	
Hiring process and hiring decision, external and internal hiring, screening the candidates, Job analysis – critical incident technique, position analysis questionnaire, subject expert workshops, job analysis questionnaire.								
UNIT-III	TRAINING AND DEVELOPMENT						Classes:08	
Training and developing of employees, methods of training, performance management and appraisal. Methods and techniques of performance appraisal, managing employee retention, engagement, and careers.								
UNIT-IV	COMPENSATION AND REWARD MANAGEMENT						Classes: 08	
Establishing Strategic Pay Plans, components of Employee remuneration , Pay for Performance and Financial Incentives, Benefits and Services								
UNIT-V	EMPLOYEE RELATIONS						Classes: 09	
Ethics, Employee Relations, and Fair Treatment at Work, Labor Relations and Collective Bargaining, Employee welfare measures, Managing Global Human Resources, Managing Human Resources in Small and Entrepreneurial Firms, employee separation.								
Text Books: 1. V.S.P. Rao, “Human Resource Management”, Cengage Learning, 8 th Edition, 2019. 2. Raman Preet, “Future of Human Resource Management: Case Studies with Strategic Approach”, Cengage Learning, 5 th Edition, 2019. 3. K.Aswathappa, “Human Resource Management”, Mc Graw-Hill, 8 th Edition, 2017. 4. Gary Dessler, Biju Varkkey. “Human Resource Management”, Pearson, 4 th Edition, 2017. 5. Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy, “Human Resource Management”, Cengage Learning, 10 th Edition, 2016.								

6. Gary Dessler, Human Resource Management, Pearson Publications, 15th Edition, New Delhi, 2011.
7. Aryasri, A. V. V Raju, "Human Resources Management", Students Helpline Publishing House Private Limited, 2nd Edition, 2010.
8. R S. Dwivedi, Human Resource Management, Vikas publishing house, 2nd Edition, Bangalore, 2009.

Reference Books:

1. Venkata Raman C. S, Srivastava B. K, "Personnel Human Resource Management", Tata McGraw Hill, 2nd Edition, 2009.
2. Cynthia D. Fisher, Lyle F. Schoenfeld, "Human Resource Management", Wiley India Publishers, 3rd Edition, 2009.
3. Jyothi, "Human Resource Management", Pearson Education, 12th Edition, 2009.
4. R. Wayne Mondy, Robert M. Noe, "Human Resource Management", Pearson Education, 5th revised Edition, 2009.

Web References:

1. <https://play.google.com/books/reader?id=-NbrDQAAQBAJ&hl=en&pg=GBS.PT14>
2. <https://play.google.com/books/reader?id=QCkq8zyRPYC&hl=en&pg=GBS.PT26.w.5.0.49>
3. <https://play.google.com/books/reader?id=51G11zh2yp8C&hl=en&pg=GBS.PR13>
4. <https://play.google.com/books/reader?id=3tY8DgAAQBAJ&hl=en&pg=GBS.PA6>

E-Text Books:

1. <https://www.pdfdrive.com/human-resources-management-set-concepts-methodologies-tools-and-applications-human-resources-management-concepts-methodologies-tools-and-applications-e175226969.html>
2. <https://www.pdfdrive.com/human-resource-management-e5972245.html>
3. <https://www.pdfdrive.com/human-resource-management-e30956441.html>
4. <https://www.pdfdrive.com/human-resource-management-practice-yimgcom-e11037371.html>
5. <https://open.lib.umn.edu/humanresourcemanagement/>
6. https://primo.csu.edu.au/permalink/61CSU_INST/1hkg98a/alma991001683790402357
7. <https://www.freebookcentre.net/business-books-download/Human-Resource-Management-by-Kamaraj-College.html>

FINANCIAL MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC16	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45		Tutorials Classes: 15		Practical Classes: Nil		Total Classes: 60		
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 investment and dividend decisions 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	
Investmentdecisionprocess,developingcashflow,datafornewprojects,capitalbudgetingtechniques :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.								
UNIT-III	CAPITAL STRUCTURE DECISIONS						Classes:08	
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. Capital structure vs. financial structure: capitalization, financial leverage, operating leverage and composite leverage, earnings before interest and tax, Earning Per Share Analysis (problems).								
UNIT-IV	DIVIDENDDECISION						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.								
UNIT-V	WORKING CAPITALMANAGEMENT						Classes: 08	
Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. 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.								

Text Books:
<ol style="list-style-type: none"> 1. Chandra, Prasanna, “Fundamentals of Financial Management”, McGraw-Hill Education, 9th Edition, 2020. 2. Rajesh Kothari, “Financial Management a contemporary Approach”, Sage publications, 1st Edition, 2017. 3. Srivastava, “Financial Management”, Himalaya Publication House, Mumbai, 6th Edition, 2016. 4. Prasanna Chandra, “Financial Management Theory and Practice”, McGraw Hill, New Delhi, 9th Edition, 2015. 5. I.M. Pandey, “Financial Management”, Vikas Publishing House, New Delhi, 11th Edition, 2015. 6. Brigham, E. F. and Ehrhardt. M. C. “Financial Management Theory and Practice”, Cengage Learning, USA, 15th Edition, 2015. 7. I.M. Pandey, “Financial Management”, Vikas Publishing House Publications, 10th Edition, 2010. 8. Jonathan Berk, Peter DeMarzo and Ashok Thampy, “Financial Management”, Pearson Publications, 4th Edition, 2010.
Reference Books:
<ol style="list-style-type: none"> 1. Brigham, E. F. and Ehrhardt. M. C., “Financial Management Theory and Practice”, Thomson South- Western Publications, 10th Edition, 2006. 2. Vishwanath S. R., “Corporate Finance Theory and Practice”, Sage Publications, 2nd Edition, 2007. 3. Prasanna Chandra, “Financial Management Theory and Practice”, Tata McGraw Hill, 7th Edition, 2005. 4. Sudershana Reddy, “Financial Management”, HPH Publications, 6th Edition, 2010. 5. Rajiv Srivastava and Anil Misra, “Financial Management”, Oxford Higher Education Publications, 4th Edition, 2009.
Web References:
<ol style="list-style-type: none"> 1. http://qu.edu.iq/ade/wp-content/uploads/2016/02/financial_management_www.accfile.com_.pdf 2. http://bschool.nus.edu.sg/staffprofile/bizzwn/Financial_Mgt_2E.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.freebookcentre.net/Business/Finance-Books.html 2. http://www.icaew.com/en/library/library-collection/ebooks/financial-management 3. https://www.google.co.in/books/Edition/Financial_Management_Principles_and_Prac/sSzpPWDSapoC?hl=en&gbpv=1&dq=financial+management+e-books&printsec=frontcover 4. https://www.google.co.in/books/Edition/Financial_Management_Theory_Problems_and/r11jDwAAQBAJ?hl=en&gbpv=1&dq=financial+management+e-books&printsec=frontcover 5. https://drive.google.com/file/d/1pygRBdSzM1xRuNVEfrEY4Z2BwZX4olhE/view?showad=true

MARKETING MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC17	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45		Tutorials Classes: 15		Practical Classes: Nil		Total Classes: 60		
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 MARKETING AND MARKET RESEARCH						Classes:09	
Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, and Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems, Marketing Research & Ethics, International Marketing Research.								
UNIT-II	ANALYZING MARKETING OPPORTUNITIES CUSTOMER VALUE AND MARKETING MIX						Classes: 08	
Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development, New Service Development, Stages of Product/ Service innovation development, The process of adoption, Branding.								
UNIT-III	DESIGNING A CUSTOMER DRIVEN STRATEGY						Classes: 08	
Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting. Evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning, positioning maps, product positioning strategies.								
UNIT-IV	DISTRIBUTION DECISIONS, 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, Direct and online Marketing. 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 strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing.								

Text Books:
<ol style="list-style-type: none"> 1. Iacobucci, Dawn. "Marketing management", Cengage Learning, 6th Edition, 2021. 2. Park, Seohee. "Marketing Management", Vol. 3. Seohee Academy, 6th Edition, 2020. 3. Kotler, P., Armstrong, G., Agnihotri, P. K., and Haque, E. "Principles of Marketing: A South Asian Perspective", Pearson Education Prentice Hall of India, 17th Edition, 2018. 4. Philip Kotler, Gray Armstrong, "Principles of Marketing", Pearson Education, 15th Edition, 2016. 5. Lamb, Hair, Sharma, McDaniel, "Principles of Marketing", a South Asian Perspective Cengage Learning, 2016. 6. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, "Marketing", Oxford University Press, Asian Edition, 2015. 7. Arun Kumar & N. Meenakshi, "Marketing Management", Vikas, 2012 8. Rajan Saxena, "Marketing Management", Tata McGraw Hill, 3rd Edition, 2012. 9. Kenneth E Clow, Donald S Baack, "Cases in Marketing Management", Sage South Asia Edition, 2012.
Reference Books:
<ol style="list-style-type: none"> 1. Ramaswamy Namakumari, "Marketing Management", TMH, 5th Edition, 2013. 2. Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, "Principles of Marketing, South Asian perspective", Pearson Education, 13th Edition, 2012. 3. K. Karunakaran, "Marketing Management", Himalaya Publishing House, 2nd Edition, 2012. 4. Rajan Saxena, "Marketing Management", TMH, 4th Edition, 2013.
Web References:
<ol style="list-style-type: none"> 1. http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_mm.pdf 2. http://www.ddegjust.ac.in/studymaterial/pgdapr/pgdapr-105.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://dl.ueb.edu.vn/bitstream/1247/2250/1/Marketing_Management_-_Millenium_Edition.pdf 2. http://197.14.51.10:81/pmb/GESTION2/MARKETING/Fundamentals_of_Marketing.pdf 3. https://ipsedu.in/downloads/MBABooks/principles-of-marketing-philip-kotler.pdf 4. http://solr.bccampus.ca:8001/bcc/file/ddbe3343-9796-4801-a0cb-7af7b02e3191/1/Core%20Concepts%20of%20Marketing.pdf 5. https://htbiblio.yolasite.com/resources/Marketing%20Book.pdf

ENTREPRENEURSHIP DEVELOPMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC18	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. Describe the key factors and be able to apply the key entrepreneurial process – command and control, calculated risk-taking and opportunity recognition to business development								
II. Understand the function of the entrepreneur in the successful, commercial application of innovations in business landscape.								
III. Summarize the key resources required to develop an existing business such as ideas and finance, launch a new venture, or initiate a business enterprise.								
IV. Demonstrate an ability to engage in critical thinking by analyzing situations and constructing and selecting viable solutions to solve problems.								
UNIT-I	UNDERSTANDING ENTREPRENEURIAL MIND-SET						Classes: 08	
The revolution impact of entrepreneurship - The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs - Approaches to entrepreneurship - Process approach - Role of entrepreneurship in economic development - Twenty first century trends in entrepreneurship.								
UNIT-II	ENTREPRENEURIAL PERSONALITY						Classes: 10	
The individual entrepreneurial mind-set and Personality- The entrepreneurial journey - Stress and the entrepreneur - the entrepreneurial ego – Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior, Entrepreneurial competencies.								
UNIT-III	LAUNCHING ENTREPRENEURIAL VENTURES						Classes: 09	
Corporate Entrepreneurial Mind-set, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship Opportunities identification- Finding gaps in the market place – techniques for generating ideas. Entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures - Creating new ventures - Acquiring an Established entrepreneurial venture – Franchising - advantage and disadvantages of Franchising.								
UNIT-IV	LEGAL CHALLENGES&FEASIBILITY ANALYSIS						Classes: 10	
Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.								
UNIT-V	STRATEGIC PERSPECTIVES IN ENTREPRENEURSHIP						Classes: 08	
Strategic planning - Strategic actions- strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.								
Text Books:								
1. Sharma, Sangeeta. “Entrepreneurship development”, PHI Learning Pvt. Ltd., 7 th Edition, 2021.								
2. Akino, Susan. "SMEs and Entrepreneurship Development Determinants in Practice: Case of Uganda." Handbook of Research on Sustaining SMEs and Entrepreneurial Innovation in the Post-COVID-19 Era”, IGI Global, 5 th Edition, 2021.								
3. S.S.Khanka, “Entrepreneurship Development”, S. Chand Publications, 5 th Edition, 2015.								
4. Bruce R. Barringer/ R.Duane Ireland. “Entrepreneurship Successfully launching new ventures”. Pearson. 4 th Edition. 2015.								

5. S.S. Khanka “Entrepreneurial Development” S. Chand Company Ltd, 4 th Edition, 2012 6. D F Kuratko and T V Rao, “Entrepreneurship- A South-Asian Perspective”, Cengage Learning, 2012.
Reference Books:
1. Sangeeth Sharama, “Entrepreneurship Development”. PHI learning private limited, 2 nd Edition, 2013. 2. Poornima M Charantimath, “Entrepreneurship Development and Small Business Enterprises “, Pearson Publications, 2 nd Edition, 2012.
Web References:
1. https://play.google.com/books/reader?id=uUdLAgAAQBAJ&hl=en&pg=GBS.PR6 2. https://play.google.com/store/books/details?id=-RE8BAAAQBAJ 3. https://play.google.com/books/reader?id=HhI8BAAAQBAJ&hl=en&pg=GBS.PP1 4. https://play.google.com/books/reader?id=saRDDAAAQBAJ&hl=en&pg=GBS.PP1 5. https://play.google.com/books/reader?id=5PXgDAAAQBAJ&hl=en&pg=GBS.PP1
E-Text Books:
1. https://www.pdfdrive.com/entrepreneurship-development-directorate-of-distance-education-e7748053.html 2. https://www.pdfdrive.com/handbook-of-entrepreneurship-development-e42351443.html 3. https://www.pdfdrive.com/the-oxford-handbook-of-creativity-innovation-and-entrepreneurship-e157854663.html 4. https://www.pdfdrive.com/entrepreneurial-development-volume-1-the-entrepreneur-entrepreneurship-and-development-principles-programmes-and-policies-e162161182.html 5. https://www.pdfdrive.com/entrepreneurship-at-a-glance-2016-e186007102.html 6. https://www.macmillanlearning.co.uk/resources/sample-chapters/9781137430359_sample.pdf 7. http://www.untag-smd.ac.id/files/Perpustakaan_Digital_1/ENTREPRENEURSHIP%20Innovation%20and%20entrepreneurship.PDF 8. http://www.azshiksha.com/ebook/engineering/me/entrepreneurship_development_by_poornima_m_charantimath.php

MANAGEMENT INFORMATION SYSTEM

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC19	Core	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Gain the knowledge to increase the effectiveness and decision making process 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	TOOLS OF MANAGEMENT INFORMATION SYSTEM						Classes: 09	
System development models: Waterfall model, system development life cycle, v-model, computer-assisted and software engineering tools, prototype iterative model, evaluation & maintenance, alternative methods for building information systems, new approaches for system building in the digital firm era.								
Text Books: 1. Rainer, R. Kelly, and Brad Prince, “Introduction to information systems”, John Wiley & Sons, 4 th Edition, 2021. 2. Laudon & Laudon, “Management Information Systems”, Pearson, 12 th Edition, 2015. 3. Murthy, “Management Information System, Himalaya”, 9 th Edition, 2013. 4. S.A.Kelkar, Software Project Management-A Concise Study, PHI, 3 rd Edition, 2012. 5. James O'Brien & George Marakas, “Management Information Systems”, McGraw Hill, 10 th Edition, 2011. 6. David M. Kroenke, “Experiencing MIS”, Prentice Hall, 4 th Edition, 2011. 7. D P Goyal, Management Information Systems, Managerial Perspective, MacMillan, 3 rd Edition, 2010.								

Reference Books:
<ol style="list-style-type: none"> 1. Ken Laudon, Jane P. Laudon, Management Information Systems, Pearson education, 15th Edition, 2015. 2. Jennifer L Bayuk, Jason Healey, Paul Rohmeyer, Marcus H. Sachs, Jeffrey Schmidt, Joseph Weiss, Cyber security Policy Guidebook, Wiley, 1st Edition, 2012. 3. A K Gupta, Sharma “Management of Systems” Macmillan, 1st Edition, 2012.
Web References:
<ol style="list-style-type: none"> 1. http://www.ijcse.com/docs/IJCSE11-02-01-054.pdf 2. http://www.pitt.edu/~druzdel/psfiles/dss.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.scribd.com/doc/252519209/Decision-Support-Systems-and-Intelligent-Systems-7th-Edition-Free-eBook-Download 2. http://link.springer.com/book/10.1007%2F978-3-540-48713-5 3. https://www.jerrypost.com/Books/MISBook/Bookfiles5/Chapters/MISPost-Preface-500.pdf 4. https://www.researchgate.net/profile/Javed-Saani/publication/340647719_Management_Information_Systems/links/5eb7f7fe299bf1287f782bb5/Management-Information-Systems.pdf 5. https://repository.dinus.ac.id/docs/ajar/Kenneth_C.Laudon,Jane_P_.Laudon_Management_Information_Sysrem_13th_Edition_.pdf

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC20	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. 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	LINEAR PROGRAMMING						Classes:08	
Operation Research – Introduction, Models, Areas of Application. Linear Programming (L.P.): Mathematical Formulation of L.P. problem. Graphical Method and Special Cases: Alternative optimal solutions, Unbounded solutions, Infeasible solutions. Simplex Method – Concept of slack, surplus & artificial variables. Manual solutions of L.P.P. upto 3 iterations. Minimization & Maximization Problems.								
UNIT-II	ASSIGNMENT ANDTRANSPORTATON MODEL						Classes:08	
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 and travelling salesman problem. 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, various transportation Problems like unbalanced supply and demand and degeneracy.								
UNIT-III	NETWORK ANALYSIS						Classes:10	
Introductory concepts in network analysis: Programme Evaluation and Review Technique (PERT) / Critical Path Method (CPM) and their managerial applications; Computations in PERT networks finding earliest times, latest times and floats for events and activities. Probability considerations in PERT networks; Elementary PERT/ CPM – Cost Analysis, Time-cost tradeoff in network analysis.								
UNIT-IV	DECISION THEORY						Classes: 10	
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	QUEUEING THEORY						Classes: 09	
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. Stacho, Juraj. "Introduction to operations research", 10 th Edition, 2021. 2. Stevenson J. William, “Operations Management”, Tata McGraw-Hill, 13 th Edition, 2017 3. Barry Render, Ralph M. Stair, Jr., Michael E. Hanna, “Quantitative Analysis for Management”,								

<p>Pearson Education, 11th Edition, 2017.</p> <p>4. B Mahadevan, “Operations Management: Theory and Practice”, Pearson Education India, 3rd Edition, 2015.</p> <p>5. Anderson, Sweeney, Williams, Camm, Martin. “Quantitative Methods for Business”, 12th Edition, Cengage Learning, 2013.</p> <p>6. J.K. Sharma, “Operations Research-Theory and applications”, MacMillan, 5th Edition, 2013.</p> <p>7. R. Panneerselvam, "Operations Research", PHI, 3rd revised Edition, 2012.</p>
<p>Reference Books:</p>
<p>1. Anand Sharma, “Quantitative Techniques for Decision Making”, HPH, 1st Edition, 2010.</p> <p>2. Prem Kumar Gupta, “Introduction to Operations Research”, S.Chand, 5th Edition, 2012.</p> <p>3. K.L Schgel, “Quantitative Techniques and Statistics”, 3rd revised Edition, 2012.</p> <p>4. Hillier / Lieberman, "Introduction to operations research", TMH, 9th Edition, 2012.</p> <p>5. Hamdy A Taha, "Operations Research: An Introduction", Pearson, 9th Edition, 2013.</p>
<p>Web References:</p>
<p>1. http://web.itu.edu.tr/topcuil/ya/OR.pdf</p> <p>2. http://textofvideo.nptel.iitm.ac.in/112106134/lec1.pdf</p>
<p>E-Text Books:</p>
<p>1. https://www.goodreads.com/shelf/show/operations-research</p> <p>2. https://books.google.co.in/books/about/Operations_Research.html?id=P9h42uyE72YC</p> <p>3. https://www.bbau.ac.in/dept/UIET/EME-601%20Operation%20Research.pdf</p> <p>4. http://eprints.stiperdharmawacana.ac.id/51/1/%5BJohn_Buglear%5D_Quantitative_Methods_for_Business_%28BookFi%29.pdf</p> <p>5. https://www.scribd.com/document/441357778/N-D-Vohra-Quantitative-techniques-in-management-Tata-McGraw-Hill-2006-pdf</p>

CONTEMPRARY MANAGEMENT PRACTICES

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC21	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand 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 worklife.								
UNIT-I	HRM IN THE PRESENT ERA						Classes:08	
Meaning, importance and scope of employee engagement, models of employee engagement; Building blocks of employee engagement.								
UNIT-II	EMOTIONAL INTELLIGENCE						Classes:10	
Meaning and importance of emotional intelligence: Functions of emotional intelligence, Role of emotional intelligence in organizational effectiveness.								
UNIT-III	E-WORK						Classes:09	
Meaning and importance of E-work: The micro and macro levels of e-work. E-work and Indian scenario.								
UNIT-IV	MANAGING WORKFORCE DIVERSITY						Classes:10	
importance of workforce diversity in MNCs: Modes of managing work force diversity; Role of culture and the role of HR manager;								
UNIT-V	QUALITY OF WORK LIFE						Classes::08	
Meaning and importance of quality of work life: Human, technological and organizational approach to quality of work life; Quality work life in Indian contest:								
Text Books: 1. Wilkinson, Adrian, and Tony Dundon, “Contemporary human resource management: text and cases”, SAGE, 4 th Edition, 2021. 2. Griffin, Ricky. “Fundamentals of management”, Cengage Learning, 7 th Edition, 2021. 3. Prasad, L. M., “Principles and practice of management”, Sultan Chand & Sons, 6 th Edition, 2020. 4. Banfield, Paul, Rebecca Kay, and Dean Royles, “Introduction to Human Resource Management”, Oxford University Press, 7 th Edition, 2018. 5. Batiz-Lazo, Bernardo. "What is new in “a new history of management?", Journal of Management History, 8 th Edition, 2018. 6. Mirza Saiyaddin, “Contemporary issues in HRM”, Himalaya Publishing House, 3 rd Edition, 2013								
Reference Books: 1. Paul G.R. Jones; J. M. George, “Contemporary Management” TATA McGraw Hill, 2 nd Edition, 2010.								
Web References: 1. http://www.sanfoundry.cm/best.reference-books.com 2. http://www.managementhelp.org/management/theories.html								

E-Text Books:

1. <http://www.bayt.com/en/specialities/q/33147/whatare.com>
2. <http://www.semesteratsea.org/spring2017.com>
3. <https://www.heimkaup.is/contemporary-management>
4. <https://www.e-elgar.com/shop/gbp/contemporary-issues-in-management-9781783470006.html>
5. <https://kydopasaci.epaperiesnovel.icu/contemporary-challenges-in-management-book-12917ch.php#>

3.

PSYCHOLOGY AND LIFE

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC22	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Recognize 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. Weiten, Wayne. "Psychology: Themes and variations". Cengage Learning, 6 th Edition, 2021. 2. Martin, G. Neil. "The Psychology of Comedy", Routledge, 8 th Edition, 2021. 3. Best, Rachel. "Introductory Psychology-14080-PSYC 1010-J", 6 th Edition, 2021. 4. McKenna, Eugene. "Business psychology and organizational behavior", Routledge, 5 th Edition, 2020. 5. DeWall, C. Nathan, and David G. Myers. "Psychology in Everyday Life", Worth, 4 th Edition, 2016.								

6. Lilienfeld, Scott, et al. "Psychology: From inquiry to understanding", Vol. 2. Pearson Higher Education AU, 7th Edition, 2014.
7. Bell, P.A., Greene, T. C., Fisher, J.D., and Baum A. "Environmental Psychology", Wadsworth Group/ Thomson Learning, 10 Davis Drive Belmont CA, U.S.A. 5th Edition, 2011.
8. Atkinson et al., Hilgard's, "Introduction to Psychology", Harcourt Brace, 13th Edition, 1985.

Reference Books:

1. Sahakian, William, S. Ed. History of Psychology, F.E. Peacock, Publishers, Inc. Itasca, Illinois, 1981.
2. Charles G. Morris, Albert Anthony Maisto, Ann Levine, "Psychology: An Introduction", 1980.

Web References:

1. http://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf
2. https://www.ivcc.edu/uploadedFiles/_faculty/_dockins/PSY_chapter1.pdf

E-Text Books:

1. <http://www.blackwellpublishing.com/intropsych/pdf/chapter15.pdf>
2. http://college.cengage.com/psychology/sue/abnormal/8e/instructors/sue_irm.pdf
3. https://ocw.mit.edu/ans7870/9/9.00SC/MIT9_00SCF11_text.pdf
4. <http://psyc604.stasson.org/Myers.pdf>
5. https://books.google.co.in/books?hl=en&lr=&id=fcirDwAAQBAJ&oi=fnd&pg=PA1&dq=Psychology+and+Life&ots=G369Xz8x6i&sig=hjIFH99JSI29H8YEXym65GUFMTQ&redir_esc=y#v=onepage&q=Psychology%20and%20Life&f=false

BUSINESS ETHICS AND CORPORATE GOVERNANCE

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC23	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES: The course should enable the students to: I. Understand the growing importance of corporate Governance in Indian and global context. II. Discuss need for Business ethics and corporate Governance in India III. Explain Codes and committees in corporate Governance. IV. Demonstrate role of board in corporate Governance V. Summarize stakeholder perspective of corporate Governance.								
UNIT-I	BUSINESS ETHICS THE CHANGING ENVIRONMENT						Classes: 08	
Business Ethics-introduction, Levels of Business Ethics-Five Myths about Business Ethics, stages of Moral development Kohlberg's study-carol Gilligan's Theory-Principles of Ethics.								
UNIT-II	PROFESSIONAL ETHICS						Classes: 10	
Introduction to Professional Ethics- Ethics in production and product management-Ethics of marketing professionals-Ethics in HRM-Ethics of finance and accounting professionals-Ethics of advertisement-Ethics of media reporting-Ethics of healthcare services.								
UNIT-III	CORPORATE GOVERNANCE						Classes: 09	
Introduction to Corporate Governance - Major corporate Governance failures- Need for corporate Governance - corporate Governance in India. Theories of Corporate Governance - Agency theory, stewardship theory, and stakeholder theory – Convergence- Problems of Governance in companies.								
UNIT-IV	ROLE OF BOARD						Classes: 10	
Functions of the Board, structure of the board, role of the board, role, duties and responsibilities of directors, types of directors, board as a learning organization, leveraging good Governance for competitive advantage. Conflicts of interest, remedial actions. Governance Ratings - merits and demerits.								
UNIT-V	CORPORATE SOCIAL RESPONSIBILITY						Classes: 08	
Definition, models for implementation of CSR, scope of CSR, steps to attain CSR, Core - BCSD India, ethics and social responsibility of business, social responsibility and Indian corporations, CSR as a business strategy for sustainable development.								
Text Books: 1. Mulej, Matjaž, Grażyna O'Sullivan, and Tjaša Štrukelj, eds. "Social Responsibility and Corporate Governance", Palgrave Macmillan, 8 th Edition, 2021. 2. DA Silveira, Alexandre Di Miceli. "Corporate governance and ethical culture: Do boards matter" Review of Managerial Science, 4 th Edition, 2021. 3. Sateesh Kumar, "Corporate Governance", Oxford University Press, 3 rd Edition, 2015. 4. C. Fernando: "Business Ethics and Corporate Governance", Pearson, 2 nd Edition, 2018. 5. Christine A. Mallin, Corporate Governance, Oxford University Press, South Asia Edition, 4 th Edition, 2016. 6. Khanka, S.S., 1.Christine A. Mallin, "Corporate Governance, Oxford University Press", 4 th Edition, 2016. 7. Christine A. Mallin, "Corporate Governance", Oxford University Press, 4 th Edition, 2016. 8. Sharma, J.P., "Corporate Governance, "Business Ethics & CSR", Ane Books Pvt Ltd, New								

Delhi, 7 th Edition, 2015.
Reference Books:
<ol style="list-style-type: none"> 1. Bob Tricker, Corporate Governance Principles, Policies and Practices, Oxford University Press, 2015. 2. Sateesh Kumar, “Corporate Governance”, Oxford University Press, 2015. 3. N. Balasubramanian, Corporate Governance and Stewardship, TMH, 2012. 4. A. C. Fernando, Corporate Governance, Principles, Policies and Practices, Pearson, 2012. 5. SK Mandal, “Ethics in Business and Corporate Governance”, TMH, 2012. 6. C.S.V. Murthy “Business Ethics”, Himalaya Publishing House, 2012.
Web References:
<ol style="list-style-type: none"> 1. ICSI and Taxmann Publication: “Corporate Governance”. 2. A.C. Fernando: “Corporate Governance: Principles, Policies and Practices”. 3. InderjitDube: “Corporate Governance”. 4. SanjivAggarwal: “Corporate Governance: Concepts and Dimensions”. 5. P.V. Sharma and S. Rajani: “Corporate Governance: Contemporary Issues and Challenges”. 6. John Caver: “Board Leadership”.
E-Text Books:
<ol style="list-style-type: none"> 1. https://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf 2. http://www.himpub.com/documents/Chapter2975.pdf 3. http://ebooks.lpude.in/management/mba/term_3/DMGT301_DMGT503_CORPORATE_GOVERNANCE_AND_ETHICS.pdf 4. https://www.elgaronline.com/view/9781849803717.xml 5. https://www.booktopia.com.au/business-ethics-corporate-governance-dynamics-in-zimbabwe-mufaro-gunduza/ebook/1230004366645.html 6. file:///C:/Users/somen/Downloads/CIMA%20-%20C05%20Fundamentals%20of%20Ethics,%20Corporate%20Governance%20and%20Business%20Law_%20Study%20Text%20(%20PDFDrive%20).pdf

DISASTER MANAGEMENT

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC24	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes: 45	Tutorial Classes: Nil	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: The course should enable the students to: I. Understand 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	TYPES, TRENDS, CAUSES, CONSEQUENCES AND CONTROL OF DISASTERS						Classes: 08	
Geological Disasters (earthquakes, landslides, tsunami, mining); Hydro-Meteorological Disasters (floods, cyclones, lightning, thunder-storms, hail storms, avalanches, droughts, cold and heat waves); Biological Disasters (epidemics, pest attacks, forest fire); Technological Disasters (chemical, industrial, radiological, nuclear) and Manmade Disasters (building collapse, rural and urban fire, road and rail accidents, nuclear, radiological, chemicals and biological disasters); Global Disaster Trends – Emerging Risks of Disasters – Climate Change and Urban Disasters.								
UNIT-II	DISASTER MANAGEMENT CYCLE AND FRAMEWORK						Classes:10	
Disaster Management Cycle – Paradigm Shift in Disaster Management Pre-Disaster – Risk Assessment and Analysis, Risk Mapping, Prevention and Mitigation of Disasters, Early Warning System; Preparedness, Capacity Development; Awareness During Disaster – Evacuation – Disaster Communication – Search and Rescue – Emergency Operation Centre – Incident Command System – Relief and Rehabilitation – Post-disaster – Damage and Needs Assessment, Restoration of Critical Infrastructure – Early Recovery – Reconstruction and Redevelopment.								
UNIT-III	INTERNATIONAL DISASTER MANAGEMENT EXPERIENCE						Classes:09	
International Disaster Management Experience: International disaster management efforts during Spanish Flu (1918), Tsunamis (2004) and COVID (2019). The Cuban Model of Hurricane Risk Management. Japan’s Emergency Management and response System. Bangladesh multi-hazard risk reduction Model. Critical analysis of International disaster management experience- identifying gaps and best practices.								
UNIT-IV	DISASTER ADMINISTRATION						Classes:10	
Disaster Administration: United Nations and its Disaster Management Mechanism UNDP, UNDRR, WHO. Disaster Administration in India: Disaster Management Authority at National, State and District levels; Allied governmental bodies, institutions and mechanisms/resources for Disaster Management; State and National Disaster Mitigation Funds. Gaps in Disaster Policy and Administration								
UNIT-V	APPLICATIONS OF SCIENCE AND TECHNOLOGY FOR DISASTER MANAGEMENT						Classes:08	
Geo-informatics in Disaster Management (RS, GIS, GPS and RS) Disaster Communication System (Early Warning and Its Dissemination) Land Use Planning and Development Regulations Disaster								

Safe Designs and Constructions Structural and Non Structural Mitigation of Disasters S&T Institutions for Disaster Management in India.
Text Books:
<ol style="list-style-type: none"> 1. Rivera, Jason D., ed. "Disaster and Emergency Management Methods: Social Science Approaches in Application", Routledge, 8thEdition, 2021. 2. Kapoor, Mukesh. "Disaster management", Saurabh Publishing House, 6thEdition, 2020. 3. Elvas, Luís B., "Disaster Management in Smart Cities", Smart Cities, 4thEdition, 2021. 4. D.R Khullar, "Environment & Disaster Management", 3rdEdition, 2021. 5. Brebbia, C. A., ed. "Disaster Management", WIT Press, 6thEdition, 2018. 6. Frumkin, Howard, ed. "Environmental health: from global to local", John Wiley & Sons, 11thEdition, 2016. 7. Encyclopedia of Disasters – Environmental Catastrophes and Human Tragedies, Vol. 1 & 2, Angus M. Gunn, Greenwood Press, 2008. 8. Encyclopedia of disaster management, Vol I, II and III. Disaster management policy and administration, S L Goyal, Deep & Deep, New Delhi, 2006.
Reference Books:
<ol style="list-style-type: none"> 1. Manual on natural disaster management in India, M C Gupta, NIDM, New Delhi 2. R K Bhandani, "An overview on natural & man-made disasters and their reduction", CSIR, New Delhi 3. World Disasters Report, International Federation of Red Cross and Red Crescent, Switzerland, 2009. 4. Coppola D P, "Introduction to International Disaster Management", Elsevier Science (B/H), London, 2007. 5. Disasters in India Studies of grim reality, Anu Kapur & others, 2005, 283 pages, Rawat Publishers, Jaipur 6. Management of Natural Disasters in developing countries, H.N. Srivastava & G.D. Gupta, Daya Publishers, Delhi, 2006, 201 pages 7. H. K. Gupta (Ed) Disaster Management, Universities Press, 2ndEdition, 2003. 8. R. B. Singh (Ed) Disaster Management, Rawat Publication, 1stEdition, 2000.
Web References:
<ol style="list-style-type: none"> 1. http://ndmindia.nic.in/disaster_management_in_india_09052017.pdf 2. http://epdfiles.engr.wisc.edu/dmcweb/AA02AimandScopeofDisasterManagement.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.iare.ac.in/sites/default/files/lecture_notes/dm%20notes.pdf 2. http://www.cbse.nic.in/natural%20hazards%20&%20disaster%20management.pdf 3. http://196.223.158.148/bitstream/handle/123456789/619/Improving%20Disaster%20Management.pdf?sequence=1&isAllowed=y 4. https://books.google.co.in/books?hl=en&lr=&id=s6oxEraQWWwC&oi=fnd&pg=PP1&dq=disaster+MANAGEMENT&ots=tTefaw793r&sig=2SXMNkQHRieKKXn4dLFRg0ljkQY&redir_esc=y#v=onepage&q=disaster%20MANAGEMENT&f=false 5. https://www.mdpi.com/2624-6511/4/2/42

DIGITAL TECHNOLOGY

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC25	Elective	L	T	P	C	CIA	SEE	Total
		3	-	-	3	30	70	100
Contact Classes:45		Tutorial Classes: Nil		Practical Classes: Nil		Total Classes: 45		
OBJECTIVES:								
The course should enable the students to:								
I. Improve the Students Skills in Digital Enterprise and learn the Process of drafting various business correspondences.								
II. Understand the development of Digital Enterprise Transformation.								
III. Enable the Students to understand the importance of Digital								
IV. Discuss the technologies in enterprises and its functioning.								
UNIT-I	INTRODUCTION TO ENTERPRISE						Classes: 08	
Building Digital Capabilities - Digital Mastery, Creating compelling Customer experience, exploiting the power of Core Operations, Reinventing Business Models. Domains of Digital Transformation: Customers, Competition, Data, Innovation and Value.								
UNIT-II	DIGITAL ENTERPRISE TRANSFORMATION						Classes: 10	
Building Leadership Capabilities, Crafting your Digital Vision, Engaging the Organization at Scale, Governing the Transformation, Building Technology Leadership Capabilities. Business benefits of Reference Architectures, Design Patterns and Structures. Role of Context awareness in Interactive Digital experiences, Key Architectural considerations, Conceptual Model for Context - Aware Experiences.								
UNIT-III	LEADERSHIP PERPECTIVE						Classes: 09	
A Leader’s playbook for Digital Transformation: Framing the Digital challenge, Focusing Investment.								
Mobilizing the Organization, Sustaining the Digital Transformation. Build Platforms not just Products.								
UNIT-IV	AUTONOMOUS IT SYSTEMS						Classes: 10	
Autonomous IT’S Systems: Introduction, Reference Architecture, and Maturity Model for Autonomous IT System, Design Patterns. Turn Data into Assets, Innovate by Rapid Experimentation.								
UNIT-V	ENTERPRISE IOT						Classes: 10	
Enterprise IoT: Overview, Phenomenon of Internet connectivity, Phases of IoT evolution, Approach to Enterprise IoT, Reference Architecture for Enterprise IoT, Maturity Model for Enterprise IoT.								
1. Case: Connected Mines								
2. Case: Enterprise IoT Asset Management								
Text Books:								
1. Amitabh P. Mishra, Ashish Ranjan, "A Modern Play book of Digital Transformation", Sage Publishers, 7 th Edition, 2019.								
2. Tony Saldhanda, “Why Digital Transformations Fail: The Surprising Disciplines of How to Take Off and Stay Ahead”, Brett Koehler Publishers, 6 th Edition, 2019.								
3. Srikanth Narasimhan, Jagadish Chundury. “Enterprise Digitization Patterns Designing, Building and Deploying Enterprise Digital Solutions”, Notion Press, 8 th Edition, 2018.								

4. DavidL. Rogers, “The Digital Transformation Playbook Rethink your business for the Digital Age”, Columbia Business School, 5 th Edition, 2016. 5. George Westerman, Dider Bonnet, Andrew McAfee. “Leading Digital Turning Technology into Business Transformation”, Harvard Business Review, 10 th Edition, 2014.
Reference Books:
1. Amitabh P. Mishra, Ashish Ranjan, "A Modern Play book of Digital Transformation", Sage Publishers, 2019. 2. Srikanth Narasimhan, Jagadish Chundury, “Enterprise Digitization Patterns Designing, Building and Deploying Enterprise Digital Solutions”, Notion Press, 2018. 3. Peter Weill, Stephanie L. Woerner, "What's your Digital Business Model", Harvard Business Review, 2018. 4. Lindsay Herbert, "Digital Transformation Build your Organization's Future for the Innovation Age", Bloomsbury Publishers, 2017. 5. David L. Rogers, “The Digital Transformation Playbook Rethink your business for the Digital Age”, Columbia Business School, 2016. 6. George Westerman, Dider Bonnet, Andrew McAfee “Leading Digital Turning Technology into Business Transformation”, Harvard Business Review, 2014.
Web References:
1. https://www.igi-global.com/chapter/the-changes-brought-by-digital-technology-to-cognitive-learning/264577
E-Text Books:
1. https://www.igi-global.com/book/digital-technology-advancements-knowledge-management/257158 2. https://books.google.co.in/books/about/Digital_Technology.html?id=My7Zr0aP2L8C&redir_esc=y

ENVIRONMENTAL SCIENCE

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC26	Elective	L	T	P	C	CIA	SEE	Total
		4	-	-	2	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, and 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.								
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:								
UNIT-V	ENVIRONMENTAL POLICY, LEGISLATION AND EIA						Classes:08	
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.								
Text Books:								
1. Sinha, Deepika. "Principles of Environmental Science and Technology", 6 th Edition, 2021. 2. Kraft, Michael E. "Environmental policy and politics", Routledge, 2021. 3. Magnus, B., Davidson, D.J. (Eds). "Environment and Society: Concepts and Challenges								

<p>(Palgrave Studies in Environmental Sociology and Policy)”, Palgrave Macmillan, 2018.</p> <p>4. Poonia, M. P., and S. C. Sharma. “Environmental Studies”, Khanna Publishing, 7th Edition, 2017.</p> <p>5. Miller, G. Tyler, and Scott Spoolman. “Environmental Science”, Cengage Learning, 9th Edition, 2015.</p> <p>6. Richard T. Wright, “Environmental Science: towards a sustainable future “, PHL Learning Private Ltd. New Delhi, Revised 1st Edition, 2008.</p> <p>7. Gilbert M. Masters and Wendell P. Ela, “Environmental Engineering and Science”, PHI Learning Pvt. Ltd, Revised 1st Edition, 2008.</p>
Reference Books:
<p>1. Daniel B. Botkin and Edward A. Keller, “Environmental Science “, Wiley INDIA, 9th Edition, 2010.</p> <p>2. Environmental Studies by Anubha Kaushik, New age international publishers, 4th Edition, 2010.</p> <p>3. Dr. M. Anji Reddy, “Text book of Environmental Science and Technology”, BS Publications, 4th Edition, 2007.</p>
Web References:
<p>1. http://mft.info/core/uploads/sites/32/2016/04/ENVIRONMENTAL-SCIENCE.pdf</p> <p>2. http://collegesat.du.ac.in/UG/Envinromental%20Studies_ebook.pdf</p>
E-Text Books:
<p>1. http://www.ed.gov.nl.ca/edu/k12/curriculum/documents/science/highschool/ES3205_student_text_chapter_1.pdf</p> <p>2. https://www.taylorfrancis.com/books/mono/10.4324/9780203974988/environmental-management-geoff-wilson-raymond-bryant</p> <p>3. https://open.umn.edu/opentextbooks/textbooks/562</p> <p>4. https://www.textbooks.com/Environmental-Science-16th-Edition/9781337569613/G-Tyler-Miller-and-Scott-Spoolman.php?CSID=2CUAZAZWO3J3SMTTCAUCTSOB</p>

INDUSTRY ANALYSIS REPORT PRESENTATION

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC27	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 nd Edition, 2012. 2. Erich A. Helfert, “Financial Analysis Tools and Techniques: A Guide for Managers”, TMH, 1 st Edition, 2014.								
Reference Books:								
1. Robert M. Grant, “Contemporary Strategy Analysis: Text and Cases”, Wiley Publications, 9 th Edition, 2016. 2. John Tennent, “Guide to Financial Management”, Hard cover, Profile books, 2 nd Edition, 2009. 3. Sarngadharan M. and Kumar S. Rajitha, “Financial Analysis for Management Decisions”, PHI, 2 nd Edition, 2010.								
Web References								
1. http://www.4newideas.com/pdf/Sample%20Market%20Research.pdf 2. http://www.managementdecisionsinc.com/images/PDF/Market%20Analysis%20Report%20(Example%20Research).pdf								
E-Text Books:								
1. http://www.marketresearch.com/Technology-Media-c1599/Media-c92/E-Books-c1761/ 2. http://www.financewalk.com/2011/industry-analysis/								

PERSONAL EFFECTIVENESS

II Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC28	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: I. Understand the fear of public speaking and feel confident about them. 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 st Edition, 2014. 2. Sherfeild, “Developing Soft skills”, Pearson Education, 1 st Edition, 2013.								
Reference Books: 1. Murphy: Effective Business Communication, 7/e, TMH, 2013. 2. Colin BEARD: Experiential Learning, Kogan Page, 2013.								
Web References: 1. http://www.snehamumbai.org/documents/Personal%20Effectiveness.pdf 2. http://www.advalue-project.eu/content_files/EN/33/AdValue_Personal_Effectiveness_EN.pdf								
E-Text Books: 1. https://www.amazon.com/Journey-Personal-Effectiveness-Bjorn-Ulgenes-ebook/dp/B013U28DIA 2. http://www.pearsoned.co.uk/bookshop/detail.asp?item=100000000593181								

BUSINESS RESEARCH METHODS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC29	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45	Tutorials Classes: 15	Practical Classes: Nil			Total Classes: 60			
OBJECTIVES: The course should enable the students to: I. Understand research orientation and acquaint with fundamentals of research methods. II. Describe the overall process of designing a research study from its inception to report. III. Distinguish between purpose statement, research question or hypothesis and research objective. IV. Apply a range of quantitative and qualitative research techniques to business management problems. V. Demonstrate knowledge and understanding of data analysis and interpretation in relation to research process								
UNIT-I	INTRODUCTION TO RESEARCH						Classes:10	
Nature and Importance of Research-Role of Business Research-Aims of social research- Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Research Design.								
UNIT-II	DATA COLLECTION						Classes:10	
Primary data and Secondary data -Tools and Techniques of Collecting Data. Methods of Collecting Data Determination of sample size and sampling procedures and techniques - Personal Interviews- Telephone Interviews - Principles of good interview - Designing of Questionnaire - Self-administered questionnaires -the nature of field work management.								
UNIT-III	DATA ANALYSIS						Classes:09	
Survey Research and Data Analysis: Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale. Data processing - Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report								
UNIT-IV	TESTING OF HYPOTHESIS						Classes: 08	
Tests of Hypothesis - Introduction to Null hypothesis Vs. Alternative hypothesis, Parametric Vs. Nonparametric tests - Procedure for testing of hypothesis - Tests of significance for small samples – Application - T-test - Chi Square test.								
UNIT-V	DATA ANALYSIS AND TECHNIQUES						Classes: 08	
Univariate and Bivariate Analysis - Tests of differences - T-test for comparing two means and test for comparing two proportions - Nature of multivariate analysis - Classifying Multivariate Techniques -Analysis of Dependence - Analysis of Interdependence and ANOVA for Complex Experimental Designs.(Using SPSS)								
Text Books: 1. C R Kothari and Gaurav Garg, “Research Methodology –Methods and Techniques” New Age international publishers, 8 th Edition, 2019. 2. Donald R Cooper and Pamela S Schindler,” Business Research Methods”, 12th Ed, TMH, 2018. 3. Deepak Chawla and Neena Sondhi “Research Methodology - Concepts and Cases”, Vikas Publications, 2018. 4. Naval Bajpai, “Business Research Methods”, Pearson Publications, 2 nd Edition, 2017.								

5. Deepak Chawla, Neena Sondhi, "Research Methodology Concepts", Vikas Publications, 2nd Edition, 2016.
6. William G. Zikmund Et al., "Business Research Methods", Cengage Learning, 2016.
7. Wilkinson & Bhandarkar: "Methodology and Techniques of Social Research", 2016
8. Prahalad Mishra, "Business Research Methods", Oxford University Press, 2015.
9. Ranjit Kumar, "Research Methodology", 2nd Edition, Pearson publications, New Delhi, 2012.

Reference Books:

1. Research Methodology- Concept and cases "Deepak Chawla & Neena Sodhi, Vikas publishing House, Second Edition.
2. Business Research Methods "Donald R. Cooper Pamela S. Schindler J.K. Sharma 12th Edition, McGraw-Hill Education, New Delhi.
3. Business Research Methods and Statistics using SPSS" Robert P Burns Richard Burns" Sage Publications, Loss Angels.

Web References:

1. <https://play.google.com/books/reader?id=WK05AwAAQBAJ&hl=en&pg=GBS.PT56>
2. <https://play.google.com/books/reader?id=bKqEDwAAQBAJ&hl=en&pg=GBS.PT10>
3. <https://play.google.com/books/reader?id=pBeBAAAQBAJ&hl=en&pg=GBS.PR7.w.18.9.11>
4. <https://play.google.com/books/reader?id=335ZDwAAQBAJ&hl=en&pg=GBS.PT19.w.4.0.130>
5. <https://play.google.com/books/reader?id=CxhBDwAAQBAJ&hl=en&pg=GBS.PP20>
6. https://play.google.com/store/books/details/K_N_Krishnaswamy_Management_Research_Methodology_I?id=iuGy9Jg6WvIC

E-Text Books:

1. https://www.academia.edu/43821533/Research_Methodology_by_C_R_Kothari
2. <http://bookboon.com/en/statistics-and-mathematics-ebooks>
3. <http://www.ebay.com/bhp/statistics-for-managers-using-microsoft-excel>

PRODUCTION AND OPERATION MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC30	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45	Tutorials Classes: 15	Practical Classes: Nil			Total Classes: 60			
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:10		
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:10		
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:09		
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, and 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: 08		
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 vendorrating , determinants of vendor rating, concept of waste management.								
UNIT-V	STORES MANAGEMENT					Classes: 08		
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:								

<ol style="list-style-type: none"> 1. Jay Heizer, Barry Render, Chuck Munson, “Operations Management”, 12th Edition, Pearson, 2020. 2. Stevenson J. William, “Operations Management”, 13th Edition, Tata McGraw Hill, 2017. 3. Jay Heizer, Barry Render, “Operations Management”, 11th Edition, 2016. 4. B Mahadevan, “Operations Management: Theory and Practice”, Pearson Education India, 3rd Edition, 2015. 5. K Aswathappa, K ShridharaBhat, “Production and Operations Management”, Himalaya Publishing 6. House Pvt. Ltd, 2nd Edition 2015. 7. Panneerselvam R, “Production and Operations Management”, Prentice Hall India Learning Private Limited, 3rd Edition, 2012. 8. Mahadevan. B, “Operations Management”, Pearson Education, Revised 2nd Edition, 2010. 9. Stevenson J. William, “Operations Management”, Tata McGraw Hill, 9th Edition, 2009. 10. James R Evans, David A. Collier, “Operations Management”, Cengage Learning, 3rd Edition, 2007.
Reference Books:
<ol style="list-style-type: none"> 1. Aswathappa K. and SridharaBhat, “Production and Operations Management”, HPH, 2nd Edition, 2010. 2. Ray Wild, “Operations Management, Thomson Learning, 1st Edition, 2003. 3. Kanishka Bedi, “Production and Operations Management”, Oxford University Press, 2nd Edition, 2007. 4. Upendra Kachru, “Production and Operations Management”, Excel Books, 2nd Edition, 2010.
Web References:
<ol style="list-style-type: none"> 1. http://tn.upi.edu/pdf/Operations_Management.pdf 2. https://notendur.hi.is/~kth93/3.20.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://ebooks.cambridge.org/ebook.jsf?bid=CBO9781139150002 2. http://www.ebook777.com/operations-management-11th-Edition/

BUSINESS ANALYTICS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC31	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 45	Tutorial Classes: 15	Practical Classes: Nil			Total Classes: 60			
OBJECTIVES:								
The course should enable the students to:								
I. Understand the handling Data and business analytical tools that can be used for Decision-making in an Organization.								
II. Familiarize students on data warehousing concepts, data mining techniques.								
III. Understand relationships between the underlying Business Processes of an Organization.								
IV. Provide knowledge on Prescriptive Analytics and its types, and the various applications of business analytics on different domains.								
UNIT-I	INTRODUCTION TO BUSINESS ANALYTICS						Classes: 08	
Introduction to Analytics, Data Science, Big Data, Applications of Analytics in different Domains, Business Analytics - Challenges from Outside and Within, BASP (Business Analytics Success Pillars) framework, Analyst's Role in the BA Model - Three Requirements the Analyst Must Meet.								
UNIT-II	DESCRIPTIVE ANALYSTICS						Classes: 10	
Data Warehousing - Introduction, Characteristics, Data Marts, Meta Data, Data Warehouse Architecture, Data Extraction, Transformation and Load Processes in a Data Warehouse Business Reporting and Business Performance Measurement and Visual Analytics.								
UNIT-III	PREDICTIVE ANALYTICS						Classes: 09	
Data Mining - Introduction, Characteristics, and Data Mining Process. Text Mining - Introduction, Text Analytics, Applications and Sentiment Analytics and Applications.								
Web Mining - Introduction, Web Analytics.								
UNIT-IV	PRESPECTIVE ANALYTICS						Classes: 10	
Prescriptive Analytics - Introduction, Prescriptive Models - Simulation, Heuristic, Automated Decision Systems and Expert Systems, Knowledge Management.								
UNIT-V	FUTURE OF BIG DATA						Classes: 08	
Big Data: Definition. Big Data Technologies - Hadoop, R, Python, Machine Learning and Artificial Intelligence. Data Scientist, Applications of Analytics in different Domains. Fundamentals of Marketing Analytics, Finance Analytics, HR - Analytics and Supply Chain Analytics.								
Text Books:								
1. U.DineshKumar, "BusinessAnalytics", Wiley, 2017.								
2. Laursen, Thorlund, "Business Analytics for Managers", Wiley, 2 nd Edition, 2017.								
3. Sahil Raj, "Business Analytics", Cengage Learning, 3 rd Edition, 2015								
4. Albright, Winston, "Business Analytics - Data Analysis and Decision Making", Cengage Learning, 5 th Edition, 2015.								
5. Jac Fitz, Mattox II, "Predictive Analytics for Human Resources", Wiley, 3 rd Edition, 2015								
6. RameshSharada, DursunDelen, EfraimTurban, "BusinessIntelligenceandAnalytics", Pearson, 10 th Edition, 2014.								
7. Jean Paul Isson, Jesse S. Harriot, "Win with Advanced Business Analytics", Wiley, 1 st Edition, 2012.								
8. Gert H.N. Laursen, JesperThorlund, "Business Analytics for Managers", John Wiley and Sons,								

Inc.2010.
Reference Books:
1. Artun, Levin, “Predictive Marketing”, Wiley, 2 nd Edition, 2015.
2. RNPrasad, Seema Acharya, “Fundamentals of Business Analytics”, Wiley,2011.
Web References:
1. https://www.pdfdrive.com/business-analytics-for-managers-taking-business-intelligence-beyond-reporting-e167628994.html
E-Text Books:
1. https://www.pdfdrive.com/business-intelligence-and-analytics-e56416503.html

PRODUCT AND BRAND MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC32	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.								
Text Books: 1. Tapan K. Panda," Product and Brand Management", Oxford University Press, 1 st Edition, 2016. 2. Keller/Parameswaran, "Strategic Brand Management", Pearson Education India, 4 th Edition, 2015. 3. Isaac Jacob Kevin Lane Keller, M G Parameswaran," Strategic Brand Management", India Pushup Store, 2014. 4. Harsh V Verma," Brand Management Text and Cases", Pillappa, 1 st Edition, 2012.								

5. Kirti Dutta, Brand Management: Principles and Practices, Oxford University Press, 2012. 6. Ulrich K T, AnithaGoyal, “Product Design and Development”, Tata McGraw Hill, 3 rd Edition, 2010. 7. U C Mathur, “Product and Brand management”, Excel Books, New Delhi, 6 th Edition, 2009. 8. Pessemier Edgar, “Product Management”, John Wiley and Sons, 2 nd Edition, 1982.
Reference Books:
1. Richard Elliott, “Strategic Brand management”, Oxford press, 6 th Edition, 2007. 2. Philip Kotler and Keller, “Marketing Management”, Pearson, 12 th Edition, 2012. 3. Dr. Anandan, “Product Management”, Tata McGraw Hill, 8 th Edition, 2010.
Web References:
1. https://www.studynama.com/community/threads/338-Brand-management-pdf-lecture-notes-ebook-download-for-mba-students . 2. http://www.kvimis.co.in/sites/kvimis.co.in/files/ebook_attachments/Keller%20Strategic%20Brand%20Management.pdf .
E-Text Books:
1. https://www.scribd.com/doc/17045977/product-and-brand-management-a-concise-note-on-everything-about-product-and-brand-management . 2. http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%204th%20semester%20ebook%20materials/dmgt508_product_and_brand_management.pdf .

LOGISTICS AND SUPPLY CHAIN MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC33	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 fundamentals of Logistics and Supply Chain Management (L&SCM) including its role in an organization and in integrating firms in a supply chain. II. Understand the various concepts in LSCM like coordination, planning for uncertainty, supply contracts, logistics management, outsourcing and procurement management. III. Apply various analytical methods and tools so that students are able to measure and evaluate various facets of supply chain performance. IV. Understand practices in SCM that differentiate successful firms from others. V. Understand the challenges in SCM through a real industry project.								
UNIT-I	LOGISTICS AND COMPETITIVE STRATEGY						Classes: 09	
Competitive Advantage – Gaining Competitive Advantage Through Logistics-Integrated Supply Chains–Competitive Performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus Areas in Supply Chain Management- Customer Service and Retention- Basic Service Capability Value Added Services.								
UNIT-II	MEASURING LOGISTICS COSTS AND PERFORMANCE						Classes: 09	
The Concept of Total Cost Analysis – Principles of Logistics Costing – Logistics and the Bottom-Line – Impact of Logistics on Shareholder Value - Customer Profitability Analysis – Direct Product Profitability – Cost Drivers and Activity-Based Costing.								
UNIT-III	LOGISTICS AND SUPPLY CHAIN RELATIONSHIPS						Classes:09	
Benchmarking the Logistics Process and SCM Operations – Mapping the Supply Chain Processes – Supplier and Distributor Benchmarking – Setting Benchmarking Priorities – Identifying Logistics. Performance Indicators – Channel Structure – Economics of Distribution – Channel Relationships – Logistics Service Alliances.								
UNIT-IV	SOURCING, TRANSPORTING AND PRICING PRODUCTS						Classes:09	
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: 09	
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. Judy Dickens, “Supply Chain Planning and Execution”, 1 st Edition, Will ford Press, 2019.								

<ol style="list-style-type: none"> 2. Richard B Chase, Ravi Shankar and FRobert Jacobs, “Operations and Supply Chain Management”, McGraw Hill Education, 15th Edition, 2018 3. K. Shridhara Bhat, “Logistics and Supply Chain Management”, Himalaya Publishing House, 1st Edition, 2016. 4. Sunil Chopra, Peter Meindl and D.V.Karla, “Supply Chain Management, Strategy, Planning and Operations”, Pearson education, 6th Edition, 2016. 5. Shah, J, “Supply Chain management, Text and Cases”, Pearson Education, 2nd Edition, 2016. 6. Donald J. Bowersox and David J.Closs: Logistical Management the Integrated Supply Chain Process, TMH, 2011. 7. Edward J Bradi, John J Coyle: A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
Reference Books:
<ol style="list-style-type: none"> 1. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, Pearson Education, New Delhi, 2013. 2. Rahul V Altekhar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009.
Web References:
<ol style="list-style-type: none"> 1. https://www.pdfdrive.com/logistics-supply-chain-management-e33568995.html 2. https://www.pdfdrive.com/quantitative-approaches-in-logistics-and-supply-chain-management-proceedings-of-the-8th-workshop-on-logistics-and-supply-chain-management-berkeley-california-october-3rd-and-4th-2013-e157863749.html
E-Text Books:
<ol style="list-style-type: none"> 1. http://www.freemagagement.com 2. http://www.emeraldinsight.com

INTEGRATED MARKETING COMMUNICATION

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC34	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. Seema Gupta, Digital Marketing, McGraw Hill, 1 st Edition 2018. 2. Jerome M.Juska, “Integrated Marketing Communications- Advertising and Promotion in a Digital World”, out ledge, 2017. 3. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, Cengage, 9 th Edition 2016 4. Dutta, Kirti, Integrated Marketing Communication, Oxford University Press, 1 st Edition 2016. 5. Michael Miller, “B2B Digital Marketing”, Pearson, 1 st Edition, 2014. 6. Krutishah, Alan D’Souza, "Advertising and promotions", IMC Perspective, TMH, 1 st Edition, 2012.								

<ol style="list-style-type: none"> 7. Jaishri Jethwaney, Shruthi Jain, "Advertising Management", Oxford, 2nd Edition, 2012. 8. George E Belch, Michael A Belch, Keyoorpuravi, "Advertising and Promotions", An Integrated Marketing Communications perspective, TMH, 2nd Edition, 2015. 9. Philip J. Kitchen, Patrick de Pelsmacker, "Integrated Marketing Communications", Psychology Press, 1st Edition, 2000.
Reference Books:
<ol style="list-style-type: none"> 1. Semenile, Allen, O Guinn, Kaufmann, "Advertising and Promotions", An Integrated brand approach, engage, 6th Edition, 2012. 2. SHH Kazmi, SatishK. Batra, "Advertising and Sales Promotions", Excel Books, 3rd Edition, 2011. 3. Terence A. Shimp, "Integrated Marketing communication Advertising and Promotion", Engage Learning, 8th Edition, 2012.
Web References:
<ol style="list-style-type: none"> 1. http://lib.dtc.ac.th/ebook/businessadministration/5183.pdf 2. http://www.johnstockmyer.com/enmu/452ch1.pdf
E-text books:
<ol style="list-style-type: none"> 1. https://www.amazon.com/integrated-marketing-communication creative implementation-ebook/dp/b00lwkkka4 2. http://www.tandfebooks.com/doi/book/10.4324/9780203553916

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC35	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. Familiarize the participants with the stock markets of India 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. Understanding of the changing domestic and global investment scenario in general and Indian capital market and operations of stock exchanges.								
IV. Provide an in-depth knowledge of the theory and practice of portfolio management.								
UNIT-I	INVESTMENT AND SECURITY ANALYSIS						Classes: 09	
Investment environment in India, overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process, Security analysis: fundamental analysis, technical analysis, efficient market hypothesis.								
UNIT-II	PORTFOLIO ANALYSIS						Classes: 08	
The returns and risks from investing Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model capital asset pricing model, arbitrage pricing theory.								
UNIT-III	BOND ANALYSIS AND VALUATION AND MANAGEMENT						Classes: 10	
Types of bonds, interest rates, term structure of interest rates, measuring bond yields, yield to maturity, yield to call, yield to maturity, holding period return.								
Bond pricing theorems, bond duration, active and passive bond management strategies, bond immunization, bond volatility, bond convexity.								
UNIT-IV	EQUITY VALUATION AND DERIVATIVES						Classes: 08	
Equity analysis and valuation, balance sheet analysis equity valuation models, intrinsic value and market price, the p/e ratio and earnings multiplier approach, price/book value, price/ sales ratio, economic value added , overview of derivatives markets, option markets, option strategies and option valuation forward and future markets, strategies, stock index future, interest rate futures, swaps contracts.								
UNIT-V	MUTUAL FUNDS						Classes: 10	
Types of mutual funds schemes, structure, net asset value, risk and return, performance evaluation models Sharpe model, trey nor model, Jensen model, fame’s decomposition. Trends in Indian mutual funds.								
Text Books:								
1. Donald E. Fischer, Ronald .J.Jordan & A K Pradhan , “Security Analysis and Portfolio Management”, Pearson Education, 7 th Edition, 2018.								
2. Prasanna Chandra, “Investment Analysis and Portfolio Management”, McGraw Hill India, 5 th Edition, 2017.								
3. Charles P.Jones, “Investments Principles and Concepts”, Wiley India Edition. 12 th Edition, 2016.								

4. Shalini Talwar, “Security Analysis and Portfolio Management”, Cengage Learning, 2016. 5. V.K.Bhalla, “Investment Management”, S.Chand Publications, 17 th Edition, 2016. 6. William. Sharpe, Gordon j Alexander and Jeffery V Bailey, "Fundamentals of Investments", Prentice Hall, 2 nd Edition, 2012. 7. Reilly, Brown, "Analysis of Investment and Management of Portfolios", Cengage, 1 st Edition, 2012.
Reference Books:
1. ZVI Bodie, AlexKane, Alan J Marcus, "Investments", TMH, 3 rd Edition, 2012. 2. Donald E Fischer, Ronald J Jordan," Security Analysis and Portfolio Management", 6 th Edition, 2012. 3. Prasanna Chandra, “Investment Analysis and Portfolio Management”, TMH, 4 th Edition, 2012. 4. PunithavathiPandian, "Security Analysis and Portfolio Management", Vikas Publishing House, 2 nd Edition, 2012. 5. M. Ranganatham, R. Madhumathi, "Security Analysis and Portfolio Management", 2 nd Edition, 2012.
Web References:
1. http://164.100.133.129:81/econtent/Uploads/Security_Analysis_&_Portfolio_Management.pdf 2. http://www.ucipfg.com/Repositorio/MATI/MATI-08/BLOQUE-ACADEMICO/Unidad-4/lecturas/4.pdf
E-Text Books:
1. http://www.ddegjust.ac.in/studymaterial/mba/fm-304.pdf 2. https://www.amazon.in/Security-Analysis-Portfolio-Management-Kevin-ebook/dp/B00K7YGOZ4

STRATEGIC MANAGEMENT ACCOUNTING

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC36	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.								
UNIT-V	STANDARD COSTING						Classes: 09	
Standard cost and standard costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing analysis of variance, material variance, labor variance, Sales and Profit variance(problems), case studies.								

Text Books:
<ol style="list-style-type: none"> 1. Dr. K.M.Bansal, Anjali Agarwal, “Strategic Financial Management”, Taxmann, 4th Edition, August 2021. 2. Vassili Joannidès de Lautour, Strategic Management Accounting, Springer Nature, 2019. 3. Wing Sun Li, Strategic Management Accounting, Springer Verlag, Singapore, 2017 4. Dr.Kamatam Srinivas, “Strategic Management Accounting”, Himalaya Publishing, 1st Edition, 2016. 5. S.P.Jain and K.L.Narang, “Cost and Management Accounting”, Kalyani Publishers, 7th Edition, 2014. 6. Hansen Mowen, “Cost and Management Accounting and Control”, Thompson Publications, 5th Edition, 2012. 7. M.N.Arora, “Cost Accounting”, Himalaya Publishing House, 1st Revised Edition, 2010. 8. M.E. ThukaramRao, “Management and Cost Accounting”, New Age International Publisher, 1st Edition, 2007. 9. M.N.Arora, “Cost & Management Accounting”, Himalaya Publishing House, 1st Edition, 2004. 10. S.K.Gupta and R.K.Shama, “Advanced Management Accounting”, Kalyani Publishers, 2nd Revised Edition, 2003.
Reference Books:
<ol style="list-style-type: none"> 1. Hansen Mowen, “Cost and Management Accounting and Control”, Thompson Publications, 5th Edition, 2012 2. MN Arora, “Cost Accounting”, Vikas Publications, 2nd Edition, 2012. 3. Collin Drury, “Management and Cost Accounting”, Cengage Publications, 8th Edition, 2012. 4. Ravi.M.Kishore, “Management and Cost Accounting”, Taxmann publications, 4th Edition, 2012.
Web References:
<ol style="list-style-type: none"> 1. http://www.icsi.in/Study%20Material%20Executive/Executive%20Programme-2013/COST%20AND%20MANAGEMENT%20ACCOUNTING%20(MODULE%20I%20PART%202).pdf. 2. https://www.cengagebrain.co.nz/content/9781408049044.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.free-ebooks.net/ebook/Cost-and-Management-Accounting 2. http://www.freebookcentre.net/Business/Accounting-Books.html

FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBC37	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/s buy decisions. Hire purchase concept and features, legal and tax framework, 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	INVESTMENT BANKING						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:
<ol style="list-style-type: none"> 1. Sandeep Goel, “Financial Markets, Institutions and services”, PHI Learning, 2018. 2. Kumar Vinod, Gupta Atul, Kaur Manmeet, “Financial Markets Institutions & Financial Services”, Taxman’s, 2017 Edition, July, 2017. 3. Padmalatha Suresh & Justin Paul, “Management of Banking & Financial Services”, 3rd Edition. Pearson Education, 2016. 4. M Y Khan, “Financial Services”, McGraw Hill Education (India), 8th Edition, 2015. 5. Peter.S.Rose & Sylvia. C. Hudgins, “Bank Management & Financial Services’, 8th Edition, Tata McGraw Hill, 2014. 6. Meir Kohn, “Financial Institutions and Markets” Oxford University Press, 2nd Edition, 2009. 7. Khan. M.Y, “Financial Services”, Tata McGraw-Hill, Pvt. Ltd., New Delhi, 5th Edition, 2010. 8. Gordon and Natarajan, “Financial Markets and Services”, Himalaya publishing House, Mumbai, 7th Edition, 2009.
Reference Books:
<ol style="list-style-type: none"> 1. Vasant Desai, “Financial Markets and Financial Services”, Himalaya publishing House, Mumbai, 1st Edition, 2009. 2. Punithavathy Pandian, “Financial Services and Markets”, Vikas Publishing House, 3rd Edition, 2009. 3. Mishkin. F.S. and Eakins. S.G., “Financial Markets and Institutions”, Pearson Education, 5th Edition, 2006. 4. Harold L Vogel, “Financial Markets Bubble and Crashes”, Cambridge, 1st Edition, 2009.
Web References:
<ol style="list-style-type: none"> 1. https://www.scribd.com/document/184434634/45790874-mba-3-sem-finance-notes-bangalore-university. 2. http://www.slideshare.net/venkykk/fifm-2013-final-financial-institutions-and-notes-as-per-bput-syllabus-for-mba-2nd.
E-Text books:
<ol style="list-style-type: none"> 1. http://iimsnepal.com/download/e%20book%20materials/mba%20ebook%20material/mba%203rd%20semester%20ebook%20materials/dmgt512_financial_institutions_and_services.pdf. 2. http://www.ddegjust.ac.in/studymaterial/mba/fm-404.pdf.

TRAINING AND DEVELOPMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC38	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: 1. Evaluate the differences between on the job and off the job training methods and its procedure. II. Conduct a needs assessment to determine whether and what kind of training is necessary. III. Determine and discuss how and under what circumstances training can help organizations gain a strategic advantage. IV. Understand the employee socialization process.								
UNIT-I	INTRODUCTION TO TRAINING						Classes:09	
Introduction – Concept – Training Process- Significance- Models of Training- Systematic Model- Transitional Model- Systems approach to training, Trends in training, career opportunities in training. Training in various sectors including Banking, BPO, IT, Training Issues resulting from External & Internal Environment.								
UNIT-II	TRAINING METHODS						Classes:08	
Indoor training methods: On-the-job Training-Job Instruction Technique- - Coaching-Off –the –job methods- Straight Lectures-Discussion Methods- Demonstrations- Games and Simulations- - Case studies- Role play- Behavior Modeling- Audio Visual Enhancements to Training-Static and Dynamic Media- Outdoor training methods- field games-leadership exercises.								
UNIT-III	TRAINING ORGANIZATIONS& ASSESMENTS						Classes:10	
Training Centers in organizations- Role of external agency in T&D- Training as consultancy – Evolving Training Policy–On-the-job training- Off-the-job training-Training budget and schedules/calendar. Training Needs Assessment (TNA) – Definition and purposes – Components of Needs assessment- Advantages- Competency modeling – Organization Analysis – Team Work for Conducting Training Needs Analysis- selection of Trainees.								
UNIT-IV	E-LEARNING AND EVALUATION OF T&D PROGRAMME						Classes:10	
E-learning methods- Computer Based Training(CBT) –programmed Instruction- Intelligent Tutoring Systems- Interactive Multimedia- Virtual Reality Monitoring and evaluation of training programme- Conceptual model of training – Effectiveness –Evaluation criteria-Kirkpatrick model.								
UNIT-V	DESIGN OF TRAINING PROGRAMME						Classes:08	
Course content design – Trainer skill development - Facilities design- Trainee design –Resistance in Training- Motivation of Trainee: Goal setting- Pre-training communication –Use of ice breakers to stimulate interest, succession planning.								
Text Books								
1. Dr.Rubee Singh, “Training & Development” Crescent Publishing Corporation,2020 2. Raymond A Noe, AmitabhDeo Kodwani, “Employee Training and Development” McGraw Hill, 2018. 3. Radha Raj, “Training and Development”, 1 st Edition, Nirali Prakashan, 2017. 4. Elaine Biech, “Training & Development for Dummies”, Dummies; 1 st Edition, 2015 5. Dipak Kumar Bhattacharyya, “Training and Development: Theories and Applications”, Sage Publications, 2015.								

7. Jean Barbazette, "Training Needs Assessment: Methods, Tools, and Techniques" Wiley, 2014 8. P. Nick Blanchard, James W. Thacker, A. Anand Ram, "Effective Training", Pearson Education, 4 th Edition 2012. 9. Raymond A Noe, Amitabh DeKodwani, "Employee Training and Development", McGraw-Hill, 3 rd Edition .2012. 10. Employee Training and Development, Raymond A.Noel, TMH, 2009.
Reference books
1. B.Rathan Reddy, "Effective Human Resource Training and development Strategy", Himalaya, 2009. 2. Donald L. Kirkpatrick and James D.Kirkpatrick, "Evaluating Training programs", Tata McGraw Hill, 2009.
Web References:
2. https://www.pdfdrive.com/employee-training-development-5th-Edition-e163863603.html 3. https://www.pdfdrive.com/training-and-development-and-employee-performance-in-district-assemblies-e117414389.html
E-Text Books:
1. http://trainingstation.walkme.com/5-best-employee-training-books/ 2. https://www.free-books.net/ebook/Human-Resources-Management-Course 3. http://www.e-booksdirectory.com/listing.php?category=439

HR METRICS AND ANALYSIS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC39	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 theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting. II. Develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyses and interpret HR data to support decision making. III. Apply benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management. IV. Employ appropriate software to record, maintain, retrieve and analyze human resources information (e.g., staffing, skills, performance ratings and compensation information). V. Describe quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.								
UNIT-I	INTRODUCTION TO HR ANALYTICS						Classes:09	
HR Analytics-Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:211 Model.								
UNIT-II	DIVERSITY ANALYSIS						Classes:08	
Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.								
UNIT-III	RECRUITMENT AND SELECTION ANALYTICS						Classes:10	
Evaluating Reliability and validity of selection models, Finding out selection bias. Predicting the performance and turnover.								
UNIT-IV	PERFORMANCE ANALYSIS						Classes:10	
Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions.								
UNIT-V	MONITORING IMPACT OF INTERVENTIONS						Classes:08	
Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis.								
Text Books								
1. Michael J. Walsh, “HR Analytics Essentials”, Vibrant Publishers, Jan, 2021. 2. Bharti Motwani, “HR Analytics:Application and Design”, Wiley Publisher, June 2021. 3. Poonam Kaushal, Sakshi Vashisht, “HR Metrics and Analytics”, Walnut Publication, 2020. 4. Jac FITZ-ENZ, “The NEW HR Analytics”, HarperCollins Focus Publisher, 2018. 5. Dipak Kumar Bhattachar, “ HR Analytics”, Sage Publications India Private, May 2017 6. Edwards Martin R, Edwards Kirsten, “Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Publishers, ISBN-0749473924, 2016. 7. Fitz-enzJac, “The new HR analytics: predicting the economic value of your company’s human capital investments”, AMACOM, ISBN-13: 978-0-8144-1643-3, 2010. 8. Fitz-enzJac, Mattox II John. “Predictive Analytics for Human Resources”. Wiley. ISBN-								

1118940709, 2014.
Reference books
<ol style="list-style-type: none"> 1. Sundmark, Lyndon “Doing HR Analytics: Handbook with R examples. First Edition, Lyndon Sundmark publication, USA. 2. Ramesh Soundrrajan, Kul deep Singh, “Winning on HR Analytics “First Edition, Sage publications. 3. Pratush Banerjee, Jatin Pandey, Manish Guptha, “Practical Applications of HR Analytics” First Edition, Sage publications.
Web References:
<ol style="list-style-type: none"> 1. https://play.google.com/books/reader?id=pUCPwDG8Qj8C&hl=en&pg=GBS.PR8 2. https://play.google.com/books/reader?id=EXiJDwAAQBAJ&hl=en&pg=GBS.PR11 3. https://play.google.com/books/reader?id=BTxwDQAAQBAJ&hl=en&pg=GBS.PT26.w.0.0.252
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.pdfdrive.com/predictive-hr-analytics-mastering-the-hr-metric-e188006190.html 2. https://www.pdfdrive.com/hr-metrics-and-workforce-analytics-e20835652.html

STRATEGIC HUMAN RESOURCE MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC40	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. Describe the main differentiating features and characteristics of the strategic human resource management paradigm towards the firm performance. II. Illustrate the key aspects of investment patterns towards the development of resources and forecasting the human resources needs of an organization. III. Able to design strategic pay plans that are cost effective, that increase productivity of the work force, and comply with the legal framework. IV. Evaluate the strategic international human resource management issues and cope up with the strategies with respect to global strategic alliances.								
UNIT-I	INTRODUCTION TO STRATEGIC HRM						Classes: 10	
Strategic Role of HRM, Planning and Implementing Strategic HR Policies, HR Strategies to Increase Industry Performance.								
UNIT-II	INVESTMENT PERSPECTIVES OF HR						Classes:10	
Investment Consideration, Investments in Training and Development, Investment Practices for Improved Retention, Investments in Job Security Work Courses, Non-Traditional Investment Approaches.								
UNIT-III	MANAGING STRATEGIC ORGANISATION						Classes:05	
Managing Strategic Skills of Organizational Renewal, Managing Change and Instituting Talent Quality Management (TQM) Programs. Creating Team based Organizations, HR and Business Process Resourcing (BPR), Flexible work Arrangement.								
UNIT-IV	ESTABLISHING STRATEGIC PLANS						Classes:10	
Establishing Strategic Pay Plans, Determining Periods, Establishing Periods, Pricing Managerial and Professional Jobs, Compensation Trends, Objectives of International Compensation management, Approaches to International Compensation and benefits, Issues Related to Double Taxation and Cases.								
UNIT-V	GLOBAL HRM						Classes:10	
Managing Global HR and Internationalization of Business, Improving International Assignments through Selections, Training and Maintaining International Employee, Developing International Staff and Multinational Teams, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers and Human Resource Outsourcing.								
Text Books:								
1. Dr.Shalaka Parker, Mrs.Viral S. Ahire, “Strategic Human Resource Management”, 1 st Edition, Nirali Prakashan, 2020. 2. Ekta Sharma, “Strategic Human Resource Management and Development”, Pearson Education, August, 2019. 3. Feza Tabassum Azmi, “Strategic Human Resource management”, Cambridge University Press, May 2019. 4. Gary Dessler, Biju Varrkey, “Human Resource Management”. Pearson Education. 2017.								

5. Mathur, SP, “Strategic Human Resource Management”, 1 st Edition, New Age International (P) Ltd Publishers, 2015.
Reference Books:
<ol style="list-style-type: none"> 1. Anuradha Sharma, AradhanaKhandekar, “Strategic Human Resource Management- Indian perspective” First Edition, Sage publications, New Delhi. 2. Anand Das Guptha “Strategic Human Resource Management –Formulating and implementing HR strategies for competitive advantage”. First Edition, Routledge – Taylor and Francis Group. USA. 3. Peter Boxall and John Purcell,” Strategy and Human Resource Management “Fourth Edition, Palgrave publications USA. 4. H.R. Appanniah. Vijay Kumar. “Strategic Human Resource Management”, Second Edition, Himalaya Publication House, Bangalore. 5. P. Subba Rao, “Strategic Human Resource Management” Second Edition, Himalaya Publication House, Bangalore. 6. Michael Armstrong,” Strategic Human Resource Management” Third Edition, Kogan page publishers.
Web References:
<ol style="list-style-type: none"> 1. https://play.google.com/books/reader?id=mM8oCwAAQBAJ&hl=en&pg=GBS.PR7 2. https://play.google.com/books/reader?id=Dtm_DgAAQBAJ&hl=en&pg=GBS.PR11 3. https://play.google.com/books/reader?id=MNfYDwAAQBAJ&hl=en&pg=GBS.PT5.w.2.29.4.0.4 4. https://play.google.com/books/reader?id=z9RjDwAAQBAJ&hl=en&pg=GBS.PT8
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.pdfdrive.com/strategic-human-resource-management-e15459785.html 2. https://www.pdfdrive.com/strategic-human-resource-management-e6137887.html 3. https://www.pdfdrive.com/strategic-human-resource-management-a-guide-to-action-e18644941

BUSINESS INTELLIGENCE

III Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBC41	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. U.Dinesh Kumar, “Business Analytics”, Wiley, 2017. 2. Laursen, Thorlund, “Business Analytics for Managers”, Wiley, 2 nd Edition, 2017. 3. Sahil Raj, “Business Analytics”, Cengage Learning, 3 rd Edition, 2015. 4. Albright, Winston, “Business Analytics - Data Analysis and Decision Making”, Cengage Learning, 5 th Edition, 2015. 5. Jac Fitz, Mattox II, “Predictive Analytics for Human Resources”, Wiley, 3 rd Edition, 2015. 6. Efraim Turban et al. “Business Intelligence”, Pearson Education, 2 nd Edition, 2012. 7. David Loshin “Business Intelligence”, Elsevier, 2 nd Edition, 2012. 8. Rajiv Sabherwal “Business Intelligence” Wiley Publications, 2 nd Edition, 2012.								

Reference Books:
<ol style="list-style-type: none"> 1. Philo Janus, StaciaMisner, “Building Integrated Business Intelligence Solutions with SQL Server”, TMH, 1st Edition, 2011. 2. Nina God bole and Sunlit Belpre, “Cyber Security”, Wiley India, 2nd Edition, 2012.
Web References:
<ol style="list-style-type: none"> 1. http://www.redbooks.ibm.com/redbooks/pdfs/sg245415.pdf 2. http://www.win.tue.nl/~mpechen/courses/TIES443/handouts/lecture02.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. http://bookboon.com/en/making-the-most-of-big-data-ebookFreemanagementebooks.com 2. http://download.101com.com/tdwi/ww24/whatworks24digitalEdition.pdf

DATABASE MANGEMENT SYSTEMS

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC42	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 modeling 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:								
1. Jeff Hoffer, V.Ramesh, Heikki Topi, “Modern Database Management”, Pearson, August, 2019. 2. Wilfried Lemahieu, Seppe Vanden Broucke, Bart Baesens, “Principles of Database Management”, Cambridge Univeristy Press, July 2018. 3. Carlos Coronel, Steven Morris, “Database Systems: Design, Implementation, & Management”, 13 th Edition, Cengage Learning, Jan, 2018. 4. Mukesh Changra Negi, “Fundamental of Database Management System”, BPB, 1 st Edition, Jan, 2019. 5. R.S.Negi, “Database Management System”, Astha Publishers & Distributors , Jan, 2014 6. Abraham Silberschatz, Henry F. Korth, S. Sudarshan, "Database System Concepts", McGraw Hill, 4 th Edition, 2002.								

Reference Books:

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

Web References:

1. https://www.youtube.com/results?search_query=DBMS+onlune+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>

CLOUD COMPUTING

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC43	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. Impart the basics of cloud computing for business management. II. Illustrate and explore the benefits of cloud storage and its applications, usage by managers. III. Explore cloud computing driven real time systems.								
UNIT-I	INTRODUCTION TO CLOUD COMPUTING						Classes: 08	
Evolution -Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud.								
UNIT-II	CLOUD SERVICES APPLICATIONS						Classes: 10	
Cloud Delivery Models- Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management –Event Management – CRM. Cloud Service Development tools - Word Processing, Databases, Storing and File Sharing on Cloud.								
UNIT-III	CLOUD COMPUTING FOR MANAGERS						Classes: 09	
Centralizing Email Communications – Collaborating on Schedules - To-Do Lists, Contact Lists. Online Community development, Online collaboration tools for Projects, Cloud Computing for Business.								
UNIT-IV	CLOUD MANAGEMENT						Classes: 10	
Privacy and its relation to Cloud-based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, End-User Access to the Cloud Computing, Legal and Ethical dimensions, Cloud Pricing Models..								
UNIT-V	VIRTUAL OFFICE MANAGEMENT						Classes: 08	
Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and .Wikis, IBM, Amazon Ec2, Google Apps for Business.								
Text Books: 1. Rastogi Surbhi, “Cloud Simplified”, BPB Publication, 2021. 2. John R.Vacca, “Cloud Computing Security foundations and challenges”, CRC Press, Nov, 2020. 3. Frederic Magoules, Jie Pan, and Fei Teng, “Cloud Computing Data-Intensive Computing and Scheduling”, Crc Press, 1 st Edition 2018.								
Reference Books: 1. Igor Fyanberg, Hui-LanLu, Dorskuler, “Cloud Computing business Trends and Technologies”, Wiley Publishers, 2016. 2. Ignor Faynberg, Hui-Lan Li, Dor Skuler, “Cloud Computing”, Wiley-Blackwell, 1 st Edition, Dec 2015.								

Web References:
<ol style="list-style-type: none">1. https://www.pdfdrive.com/cloud-security-a-comprehensive-guide-to-secure-cloud-computing-e16098716.html2. https://www.pdfdrive.com/secure-cloud-computing-e26598533.html
E-Text Books:
<ol style="list-style-type: none">1. http://www.e-booksdirectory.com/details.php?ebook=101662. http://www.e-booksdirectory.com/details.php?ebook=7400re

STARTUP MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC44	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.								
Text Books: 1. Jimmy Jain. “Design Thinking for Startups”, Notion Press Publisher, Jan, 2018. 2. Steven Fisher, Ja-nae’ Duane, “The Startup Equation -A Visual Guidebook for Building Your Startup”, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016. 3. Donald F Kuratko, Jeffrey S. Hornsby, “New Venture Management: The Entrepreneur’s Road Map”, 2e, Routledge, 2017. 4. Pushkar Aurangabadkar, Supriya Singh, “Startup and New Management”, Nirali Prakashan, 1 st Edition, 2017. 5. Kathleen R Allen,” Launching New Ventures, An Entrepreneurial Approach”, Cengage Learning, 5 th Edition, 2016.								

6. Anjan Raichaudhuri, “Managing New Ventures Concepts and Cases”, Prentice Hall International, 4 th Edition, 2010.
7. S. R. Bhowmik & M. Bhowmik, “Entrepreneurship”, New Age International, 5 th Edition, 2007.
Reference Books:
1. Vijay Sathe, Corporate Entrepreneurship, Cambridge, 1 st Edition, 2009.
Web References:
1. https://www.inc.com/encyclopedia/business-information-sources.html
2. https://www.investopedia.com/terms/s/startup.asp
E-Text Books:
1. https://en.wikipedia.org/wiki/Startup_company
2. https://msdn.microsoft.com/en-us/library/hh708954.aspx
3. https://clarity.fm/startupadvice

FAMILY BUSINESS MANAGEMENT

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC45	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 generates 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. Keep Hunt, “The Family Business”, Graphic Arts Books, April, 2021. 2. Josh Baron, Rob Lachenauer, “Harvard Business Review Family Business Handbook”, Harvard Business Review Press, Jan 2021. 3. Thomas Zellweger, “Managing the family business”, Edward Elgar Publishing Ltd, April, 2017.								

4. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 3 rd Edition, 2015. 5. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 7 th Edition, 2015. 6. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 4 th Edition, 2010. 7. Sudipt Dutta, Family Business in India, Sage Publications, 5 th Edition, 1997.
Reference Books:
1. John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 3 rd Edition, 2011. 2. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 4 th Edition, 2010.
Web References:
1. 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 2. https://www.encyclopedia.com/reference/encyclopedias-almanacs.../family-business

CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC46	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, and 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. H. James Harrington, Creativity, Innovation, and Entrepreneurship: The Only Way to Renew Your Organization”, Taylor& Francis Inc., 2018.								
2. U.Jerinabi, P.Santhi, “Creativity, Innovation and Entrepreneurship”, allied Publisher Ltd, May 2016.								
3. Dr.Kalpana Maheshwari, “Creativity & Innovation”, Indra Publishing House, 2016.								
4. Urvashi Makkar, Rinku Sanjeev, Sunayana Jain, “Innovation & Creativity Management”, Bharti Publications, 1 st Edition, 2015.								
5. Vinnie Jauhari, Sudanshu Bhushan,” Innovation Management, Oxford Higher Education”, 7 th								

<p>Edition, 2014.</p> <ol style="list-style-type: none"> 6. C. S. G. Krishnamacharyulu, R. Lalitha, “Innovation Management “, Himalaya Publishing House, 4thEdition,2010. 7. Pradip N Khandwalla, “Lifelong Creativity, An Unending Quest”, Tata McGraw Hill, 5thEdition, 2004. 8. A.Dale Timpe, “Creativity”, Jaico Publishing House, 3rdEdition, 2003.
<p>Reference Books:</p>
<ol style="list-style-type: none"> 1. Brian Clegg, Paul Birch,” Creativity”, Kogan Page, 7th Edition, 2009. 2. P. N. Rastogi, “Managing Creativity for Corporate Excellence”, Macmillan publishers, 4th Edition, 2009.
<p>Web References:</p>
<ol style="list-style-type: none"> 1. www.open.edu/openlearn/money.../creativity...innovation/content-section---references 2. www.fpspi.org/pdf/InnovCreativity.pdf
<p>E-Text Books:</p>
<ol style="list-style-type: none"> 1. https://books.google.co.in/books?isbn=8184248024 2. https://www.researchgate.net/.../200746590_Entrepreneurial_Creativity_and_Innovation.

SUMMER INTERNSHIP (FIELD WORK) AND SEMINAR

III Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC47	Core	L	T	P	C	CIA	SEE	Total
		-	-	4	2	30	70	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 40			Total Classes: 40			
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 pursuingMBA. 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 andvillages 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.								

STRATEGIC MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC48	Core	L	T	P	C	CIA	SEE	Total
		3	1	-	4	30	70	100
Contact Classes: 40	Tutorial Classes: 05	Practical Classes: Nil			Total Classes: 45			
OBJECTIVES: 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. Apply skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.								
UNIT-I	INTRODUCTION TO STRATEGIC MANAGEMENT						Classes: 08	
Introduction to Strategic Management, Purpose of Business, Crafting and Executing Strategies, Strategic Intent, Developing Strategic Model, Choices of Strategy, Strategic Capability and Core competencies of Business, Phases of Strategic management, Strategic Decision Making.								
UNIT-II	STRATEGIC ANALYSIS AND FORMULATION						Classes: 10	
Environmental Scanning, SWOT & PESTEL Framework, Different Tools and Techniques for analyzing Strategies, Porters Five Force Framework, Organic Model of Strategic Planning, Real-time Strategy Planning, Strategic Formulation, Competitive Analysis, Strategy Development Processes.								
UNIT-III	STRATEGIES FOR BUSINESS						Classes: 08	
Types of Strategies- Offensive, Defensive, Exit and Entry barriers, Industry Life Cycle States and Strategies, Tailoring Strategy for Leaders. Challengers, Followers, weak and crisis Businesses The Five Generic Competitive Strategies, Red and Blue Ocean Strategies, Grand Strategies.								
UNIT-IV	STRATEGIC IMPLEMENTATION						Classes: 10	
Impact and Issues of Culture, leadership, Resource Allocation, Staffing, Directing and Organizational Values on Strategic Implementation, Operationalizing and Institutionalizing strategy, Strategies for competing in International Markets, Managing Conflicts, Managing Strategic Change.								
UNIT-V	STRATEGIC EVALUATION AND CONTROL						Classes: 09	
Strategic Evaluation, The Balanced Scorecard, Measuring Performance, Strategic control-Types, Strategic Information System, Issues in Managing Technology, Strategic issues in Entrepreneurial Ventures, small Businesses, Not-for-Profit Organizations, Sustainability and Sustainable Development.								
Text Books: 1. Azhar Kazmi, Adela Kazmi “Strategic management”, 5 th Edition, in 2021. 2. Fred R David,” Strategic Management: A Competitive Advantage Approach, Concepts and								

<p>Cases,” 17th Edition, “Francis Marion University” in 2019</p> <ol style="list-style-type: none"> 3. Pearson paper back “Strategic management concepts: A Competitive Advantage Approach”, 16th Edition, in 30-07-2018. 4. W. Cham Kim, Renee Mauborgne, “The Blue Ocean Strategy”, Harvard Business Review Press “, 2017. 5. P.Subba Rao “Business policy and strategic management” ,2ndEdition .Hyderabad, Himalaya publishing house.” in 2015. 6. Abdulrahman Al-Aali, Abbas Ali, “Strategic Management: Concepts and Cases”, Pearson Publication, 1st Arab World Edition, 2011. 7. Bowman EH, Singh H.,” Overview of Corporate Restructuring: trends and consequences. In Corporate Restructuring”, McGraw-Hill, 1st Edition, 1990. 8. Bleeke J, Ernst D, “Collaborating to Compete: Using Strategic Alliances and Acquisitions in the Global Marketplace”, John Wiley & Sons Publications, 1st Edition, 1993.
<p>Reference Books:</p> <ol style="list-style-type: none"> 1. Allaire, Y., and M. E. Firsirotu, “Theories of organizational culture” Prentice Hall, 1st Edition, 1999. 2. Albrecht, K, “Brain Power: Learning to Improve Your Thinking Skills” Simon and Schuster Publications, 1st Edition, 1980. 3. Allen, R.W, ‘Organizational politics: tactics and characteristics of its actors” 1st California Management Review, 1979.
<p>Web References:</p> <ol style="list-style-type: none"> 1. https://play.google.com/store/audiobooks/details/Introbooks_Team_Introduction_to_Strategic_Manageme?id=AQAAAEcseWU52M 2. https://bookboon.com/en/genesis-of-strategic-management-ebook 3. https://bookboon.com/en/principles-of-strategic-management-ebook
<p>E-Text Books:</p> <ol style="list-style-type: none"> 1. https://www.amazon.in/dp/B07VM7HLKS/ref=cm_sw_r_apan_glt_MSVMJJGPN721CSN5Y4HK. 2. https://www.amazon.in/dp/B06XKTVGZD/ref=cm_sw_r_apan_glt_BSSVY978TCTNBPGH31A0?_encoding=UTF8&psc=1. 3. https://pressbooks.lib.vt.edu/strategicmanagement.

RETAILING MANGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBC49	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	
Objectivesofbuying,organizationbuying,retailingbuyingbehavior,modelsofbuyingbehavior,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, e-tailing.								

Text Books:
<ol style="list-style-type: none"> 1. Prof. Long Yáng “Retail Management“ 8th Edition, 2021 2. Dr.V. Chitra, Dr.V. Mahalakshmi, “Retail management “in 2021. 3. Swapna Pradhan “Retail management Text and Cases”, 6th Edition, in July 2020. 4. Gibson “Retail management “, 5th Edition in September 2017. 5. Michael Levy, Barton A. Weitz, AjayPandit, “Retailing Management”, Tata McGraw-Hill Education, 8th Edition, 2017. 6. Lusch, Dunne, Carver, “Introduction to Retailing”, Cengage Learning, 7th Edition, 2015. 7. Piyush Kumar Sinha, Dwarika Prasad Uniyal, “Managing Retailing”, Oxford, 2nd Edition, 2012. 8. Suja Nair, “Retail Management”, Himalaya Publication House, 5th Edition, 2012. 9. Michael Levy, “Retail Management”, Pearson, 6th Edition, 2008.
Reference Books:
<ol style="list-style-type: none"> 1. SwapnaPradhan,” Retail Management-Text and Cases”, TMH, 5th Edition, 2015. 2. Dr. Harjit Singh, “Retail Management a Global Perspective text and cases”, Chand, 3rd Edition, 2011. 3. Aditya Prakash Tripathi, Noopur Agrawal, “Fundamentals of Retailing” (text and cases), Himalaya Publication House, 1st Edition, 2009.
Web References:
<ol style="list-style-type: none"> 1. http://catalogue.pearsoned.ca/assets/hip/ca/hip_ca_pearsonhighered/samplechapter/0131203017.pdf 2. http://www.pondiuni.edu.in/storage/dde/downloads/markiii_rm.pdf
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.welingkaronline.org/autoptlibrary/librarynotices/retailmanagement.pdf 2. https://www.amazon.in/dp/B07DX3P3H6/ref=cm_sw_r_apan_glt_90BT0TMXYS6VHR2ES9AD 3. https://www.amazon.in/dp/B00HJMKIMC/ref=cm_sw_r_apan_glt_CQ9AT2T1GB1VDVBD8ER 4. https://ebooks.lpude.in/management/mba/term_3/DMGT550_RETAIL_MANAGEMENT.pdf

CONSUMER BEHAVIOR

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBC50	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. Loudon, L. D., & Albert, J. Della Bitta, "Consumer Behaviour", Tata McGraw Hill" 4 th Edition, 2017. 2. Sheath and Mittal, "Consumer Behaviour Thompson learning", in 2015. 3. Solomon, M. R. "Consumer Behaviour: buying, having, and being," 11 th Edition, "Pearson Education India", in 2015. 4. Kumar Dinesh, "Consumer Behaviour" 1 st Edition, "Oxford publication" in 2015. 5. Schiffman and Kannik," Consumer Behaviour" 11 th Edition," Pearson Edition" in2015. 6. David L. Loudon and Albert J.DellaBitta, "Consumer Behaviour", TMH, 4 th Edition, 2011. 7. S. Ramesh Kumar, "Cases in Consumer Behaviour", Pearson, 1 st Edition, 2011. 8. Suja R Nair, "Consumer Behaviour in Indian perspective", HPH, 2 nd Edition, 2015. 9. Ramneek kapoor, N.Namdi O Madichie, "Consumer Behavior", TMH, 1 st Edition, 2012. 10. Michael R.Solomon, "Consumer Behaviour", PHI, 10 th Edition, 2010. 11. RamanujMajumdar, "Consumer Behaviour", PHI, 1 st Edition, 2011.								

Reference Books:

1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition.
2. Kenneth C. Laudon, Carol Guercio Traver, "E-commerce-Business", Technology, Pearson, Low Price Edition.
3. Bharat Bhasker, "Electronic Commerce Framework, Technologies and Applications", Tata McGraw Hill, 3rd Edition, 2011.

Web References:

1. https://d1.islamhouse.com/data/en/ih_books/single/en_Consumer_Behavior.pdf
2. <http://www.ijcrar.com/vol-2-9/Pinki%20Rani.pdf>

E-Text Books:

1. http://www.pondiuni.edu.in/storage/dde/downloads/markiii_cb.pdf
2. <http://nptel.ac.in/courses/110105029/pdf%20sahany/Module-1-1.pdf>

INTERNATIONAL MARKETING

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC51	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 the importance of World Trade, Features, Opportunities and Challenges in International Marketing II. Analyze International Trade and its barriers, trade in Goods & Services and International Trade Agreements. III. Evaluate the drivers of Global Consumers and Influences of the Global Consumer. IV. Develop the Cultural and International Negotiations, E-Marketing channels organization & controlling of the global marketing programme.								
UNIT-I	INTRODUCTION TO INTERNATIONAL MARKETING						Classes: 10	
Environment and Sustainability, Scope, Importance of World Trade, Features, Opportunities and Challenges in International Marketing, Comparison of Domestic with International Marketing, Stages of International Marketing, Motivating Factors of International Marketing, Internationalization – Reasons and Strategies.								
UNIT-II	GLOBAL ENVIRONMENTAL DRIVERS						Classes: 11	
WTO and Globalization: Issues, Types, Political, Economic, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers, trade in Goods & Services, International Trade Agreements.								
UNIT-III	GLOBAL CUSTOMERS						Classes: 10	
Drivers of Global Consumers, Influences of the Global Consumer: Role of Culture, Elements, Social Factors, Situational Factors, Industrial Buyer, Government Buyer, International Marketing Research: Opportunity Analysis, Market Selection, Assessing Market Size and Sales Potential, Government Policies of Target Markets, SWOT Analysis of Target Markets, Global Market Entry Modes – Strategies, Problems and Challenges.								
UNIT-IV	GLOBAL MARKETING						Classes: 07	
Globalization Drivers: Market, Cost, Environmental, Competitive Factors, International Marketing Mix, Developing the Global Marketing Program, Segmentation of product & services, Marketing channels and Distribution Promotion Strategies, Pricing strategies: Factors influencing Pricing Decisions, Concept of International Product Life Cycle.								
UNIT-V	IMPLEMENTING GLOBAL MARKETING STRATEGIES						Classes: 07	
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.								
Text Books:								

<ol style="list-style-type: none"> 1. Philip Cateora and John Graham and Mary Gilly and Bruce Money “International Marketing” 18th Edition, in 2020. 2. Vern Terpstra, James Foley and Ravi Sarathy “International Marketing” 11th Edition, in 2019. 3. Michael R. Czinkota, Ilkka A. Ronkainen, “International Marketing”, Cengage publications, 10th Edition, 2017 4. Philip R. Cateora, John Graham and Mary C. Gilly “International Marketing”, 17th Edition, 2016. 5. Justin Paul, Ramneek Kapoor “International Marketing” in 23rd April 2015. 6. Donald Brady, “Essentials of International Marketing”, 2015. 7. Justin Paul, Ramneek Kapoor, “International Marketing”: Text and Cases, TMH, 2nd Edition, 2012. 8. Philip R. Cateora John L Graham Prashant Salwan, “International Marketing”, TMH, 13th Edition, 2011
Reference Books:
<ol style="list-style-type: none"> 1. Svend Hollensen, Madhumita Benerjee, “Global Marketing” , Pearson, 4th Edition, 2010 2. Rajagopal “International Marketing”, Vikas, 2nd Edition, 2011. 3. P.K. Vasudeva, “International Marketing”, Excel Books, 4th Edition, 2012. 4. Kiefer Lee, Steve Carter-Global Marketing Management, Oxford, 3rd Edition, 2011.
Web References:
<ol style="list-style-type: none"> 1. http://www.marketingteacher.com 2. http://www.ebsglobal.net/EBS/media/EBS/pdf
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<ol style="list-style-type: none"> 1. https://www.sloanreview.mit.edu/article/theinternet.com 2. http://www.books.google.co.in/books/about/international 3. https://www.amazon.in/dp/B01IKK44YO/ref=cm_sw_r_apan_glt_WMVWYE44DMXP1FRXM117. 4. https://www.amazon.in/dp/B07JFKW8S4/ref=cm_sw_r_apan_glt_PP9B0YKQVK1FSDZT2M5F 5. https://www.kobo.com/us/en/ebook/international-marketing-19

FINANCIAL DERIVATIVES

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC52	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. Neil C. Schofield “Commodity Derivatives markets and applications” in 2021. 2. C. Hull John. “Fundamentals of Futures and Options Markets“, in 1st January 2018. 3. Patrick Boyle “Trending and pricing Financial Derivatives: A Guide to Futures, Options, and Swaps”, in 17 December 2018. 4. Wiley Finance “Derivatives Essentials: An Introduction to Forwards, Futures, Options and Swaps” In September 2016. 5. Dubinsky, Miller,” Derivatives Valuations and Risk Management”, Oxford, 1 st Edition, 2012. 6. Don M. Chance, Robert Brooks,” Derivatives and Risk Management Basic”, Cengage Learning, 9 th Edition, 2012.								

Reference Books:
<ol style="list-style-type: none"> 1. Sundaram Das,” Derivatives Principles and Practice”, McGraw Hill, 1st Edition, 2012. 2. John C Hull, “Options, Futures and Other Derivatives”, Pearson Education, 8th Edition, 2012. 3. Robert A Strong, “Derivatives an Introduction”, Thomson, 1st Edition, 2012. 4. Gupta,” Financial Derivatives”, PHI, 1st Edition, 2012.
Web References:
<ol style="list-style-type: none"> 1. https://bookboon.com/en/derivative-markets-an-introduction-ebook 2. https://en.wikipedia.org/wiki/Book:Financial_Derivatives
E-Text Books:
<ol style="list-style-type: none"> 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 4. https://www.amazon.in/dp/B01FFRTZW6/ref=cm_sw_r_apan_glt_T3GT8DYS9DPTKE0H5T. 5. https://www.amazon.in/dp/B00K7YG27O/ref=cm_sw_r_apan_glt_FJ3Z3G106SD6GWZH0Y. 6. https://ebooks.lpude.in/commerce/mcom/term_4/DCOM510_FINANCIAL_DERIVATIVES.Pdf

BANKING INSURANCE AND RISK MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC53	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 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.								
Text Books: 1. Scott Harrington Gregory Niehaus “Risk Management and Insurance “, July 2017. 2. Mohan Prakash N.R. “Banking, Risk & Insurance Management “in 2016. 3. Prof .Roy “Banking and risk management “in 2016. 4. R.K.Mishra, Inder Sekhar Yadav “Risk Management in Banking, Insurance and Financial Services “, in 2015. 5. Varshney, P.N, “Banking Law and Practice”, Sultan Chand and Sons, 25 th Revised Edition, 2014. 6. Reddy K S and Rao R N, “Banking and Insurance”, Paramount publishers, 9 th Edition, 2013. 7. Mark S. Dorfman, “Risk Management and Insurance”, Pearson Publications, 9 th Edition, 2009.								

Reference Books:

1. Scott E. Harrington Gregory R. Nchanus,” Risk Management and Insurance”, TMH, 2nd Edition, 2009.
2. George E. Rejda, “Principles of risk Management and Insurance”, Pearson Education Publications, 9th Edition, 2009.
3. G. Koteswar, “Risk Management Insurance and Derivatives”, Himalaya Publications, 5th Edition, 2008.

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1. <http://www.ebooksdirectory.com>
2. <http://Campusguides.lib.utah.edu>

E-Text Books:

1. <http://www.bookboon.com>
2. <http://www.freemagagement.com>
3. <http://www.emeraldinsight.com>
4. https://www.amazon.in/dp/B005TGXITA/ref=cm_sw_r_apan_glt_545V2ND0FSEN42JB5BAP.
5. <https://www.kobo.com/us/en/ebook/risk-management-and-regulation-in-banking>.
6. <https://www.kobo.com/us/en/ebook/risk-management-and-financial-institutions-5>.

INTERNATIONAL FINANCIAL MANAGEMENT

Semester: IV MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC54	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, and 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.								
UNIT-V	ASSET-LIABILITY MANAGEMENT						Classes: 09	
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, and recent amendments in EXIM policy, regulations and guidelines.								
Text Books: 1. P G Apte, Sanjeevan Kapshe, "International Financial management", 8 th Edition, 2020. 2. Thummuluri Siddaiah, "International Financial Management an Analytical Framework", 3 rd Edition, 2018.								

3. Apte “International Financial Management”, 8 th Edition, 2017. 4. Bahuguna Pallavi, “International Financial Management”, 8 th Edition, 2016. 5. Cheol S. Eun “International Financial Management”, 27-7-2017. 6. Jeff Madura, “International Corporate Management,” Cengage Learning, 2 nd Edition, 2012. 7. Alan C. Shapiro, “Multinational Financial Management”, John Wiley publications, 5 th Edition, 2012. 8. S. Eun Choel and Risnick Bruce,” International Financial Management”, TMH, 4 th Edition, 2012.
Reference Books:
1. Sharan. V, “International Financial Management” PHI Publications, 5 th Edition, 2012. 2. P. G. Apte, “International Financial Management”, TMH publications, 3 rd Edition, 2012. 3. Madhu Vij,” International Financial Management”, Excel Publications, 4 th Edition, 2012.
Web References:
1. https://en.wikipedia.org/.../Journal_of_International_Financial_Management_and_Accounting . 1467-646X web. 2. https://www.cengage.co.in/.../finance/international-financial-management/international-financial-management .
E-Text Books:
1. https://www.indiaclass.com/financial-management-reference-books . 2. https://www.loc.gov/rr/business/BERA/issue7/finance.html . 3. https://www.amazon.in/dp/B00K7YG378/ref=cm_sw_r_apan_glt_D3CPTZ93T5W5TFD9CWPY?_encoding=UTF8&psc=1 . 4. https://www.amazon.in/dp/B00K7YG378/ref=cm_sw_r_apan_glt_D3CPTZ93T5W5TFD9CWPY?_encoding=UTF8&psc=1 . 5. https://www.amazon.in/dp/B00K7YG378/ref=cm_sw_r_apan_glt_D3CPTZ93T5W5TFD9CWPY?_encoding=UTF8&psc=1 .

COMPENSATION AND REWARD MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBC55	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 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. Dr. Vinay Ojha” Compensation and Reward Management “7 th Edition, 2019. 2. Pradip Kumar Das “Compensation and Reward Management”, “Himalaya publishing house “, in 2019. 3. George Milkovich,” Compensation and Reward Management” “McGraw-Hill Higher Education,”2019. 4. Sharma RC “Compensation and Reward Management” in 2017. 5. Ojha Vinay “Compensation and Reward Management,” in 2016. 6. Richard.i. Henderson, “Compensation Management in a Knowledge Based World “, Prentice-hall, 1 st Edition, 2001. 7. Edwarde.e. Lawler,” Rewarding excellence (pay strategies for the new economy)”,								

Prentice-hall, 1 st Edition, 2004.
8. B D Singh, ‘‘Compensation and Reward Management’’, Sterling Publishers (P) Ltd, Kindle Edition, 2001.
Reference Books:
<ol style="list-style-type: none"> 1. Thomas. P.Plannery, David, ‘‘People Performance and Pay’’, Free Press, 1stEdition, 2002. 2. Michael Armstrong, ‘‘Hand book of Reward Management’’, Crust Publishing House, 2nd Edition, 2003. 3. Joseph.J. Martocchio, ‘‘Strategic Compensation - A Human Resource Management Approach’’, Prentice Hall, 4thEdition, 2005.
Web References:
<ol style="list-style-type: none"> 1. https://www.scribd.com/doc/94052058/human-resource-management-notes 2. www.studynama.com › ... › mba/pgdmhr lecture notes, ebooks andhandouts
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.studynama.com/community/threads/348-compensation-management-pdf-notes-ebook-download-for-mba-hr-students 2. http://www.eiilmuniversity.co.in/downloads/compensation-management.pdf. 3. https://www.amazon.in/dp/B0082BYR8U/ref=cm_sw_r_apan_glt_ZNQ8DCMHCC5RRF0GYW8Z. 4. https://www.amazon.in/dp/B00AQKYRRQ/ref=cm_sw_r_apan_glt_5JDG8ADGJ1DH81KHBZXW. 5. https://www.amazon.in/dp/B00AQKYRRQ/ref=cm_sw_r_apan_glt_5JDG8ADGJ1DH81KHBZXW.

MANAGEMENT OF INDUSTRIAL RELATIONS

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC56	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. 770, 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 ESI ACT						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). ESI Act-1948 and latest amendment and provisions.								
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 andunions working as partners (p.no. 738, C.B.Mamoria).								
Text Books: 1. C. Karthikeyan "Industrial Relations: Concepts, Developments, Advancements and Applications" in 2019. 2. Parul Gupta "Industrial Relations and Labor Laws for Managers" 4 th Edition, 2019. 3. CS. Venkataramana&Manoranjani Dal "Industrial Relations", 5 th Edition, 2017 4. Suresh Muke, Vijay Dhole, Sunil Goud "Industrial Relations" in 2016. 5. Sarma.A.M, "Industrial Relations" 6 th Edition, in 2016. 6. Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations", Himalaya Publishing House, 14 th Edition, 2012. 7. C.B.Mamoria, VSP Rao "personnel management- text & cases", Himalaya Publishers 15 th								

Edition, 2012.
8. J.A.Kulkarni, AshaPachpande, Sandeep Pachpande, “Case studies in a Management”, Pearson, 10 th Edition, 2011.
Reference Books:
1. Padhi, “Labour and Industrial Relations” PHI, 8 th Edition, 2012. 2. Arun Monappa, Ranjeet Nambudiri, Selvaraj, “Industrial Relations and Labour Laws”, TMH, 5 th Edition, 2012. 3. RatnaSen, “Industrial Relations-Text and Cases “Macmillan Publishers, 10 th Edition, 2011.
Web References:
1. https://www.uk.ask.com/management/references/try_it 2. https://www.shodhganga.intlibnet.ac.in/bitstream/10603/463/46313/8
E-Text Books:
1. https://www.pondiuni.edu.in/storage/dde/download/hrmiii_irm.pdf . 2. https://www.eh.wikipedia.org/wiki/industries_relations . 3. https://www.amazon.in/dp/B01IKJXUZO/ref=cm_sw_r_apan_glt_YJ7H2PW59S368A7SG0AY . 4. https://www.amazon.in/dp/B073TZDYGM/ref=cm_sw_r_apan_glt_BGR1Q4EKH3MTGGH5FWJ3?_encoding=UTF8&psc=1 . 5. https://www.amazon.in/dp/B01GV07V2W/ref=cm_sw_r_apan_glt_0E7TVC9EMNTD0TKH48HP?_encoding=UTF8&psc=1 .

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC57	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: a. Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM b. Outline, and illustrate the enduring global contexts of International HRM in business landscape in competitive scenario. c. Distinguish staffing international operations for sustained global growth, recruiting and selecting staff for international assignments. d. Evaluate, interpret issues of international training, development and compensation in international context of expatriates. V. Analyze the International Industrial Relation issues and performance management								
UNIT-I	INTERNATIONAL HUMAN RESOURCE MANAGEMENT MODELS						Classes:09	
Harvard Model, 5Ps Model of HRM, Social and culture and context of HRM, managing culture diversity, strategies for managing workforce diversity, IHRM over view. Organizational structure and HRM.								
UNIT-II	INTERNATIONAL HUMAN RESOURCE PLANNING & RECRUITMENT AND SELECTION						Classes:08	
International Division of Labor, Global Human Resource Planning, Issues in Supply of International Human Resources, Why Do MNCs Require Different Categories of Employees, Recruitment, Selection.								
UNIT-III	PERFORMANCE MANAGEMENT, TRAINING AND DEVELOPMENT						Classes:10	
Challenges of International Performance Management, Areas to be Appraised, Organizational Role Expectations, Methods of performance appraisal.								
Introduction, Why Global Training? Training methods, Areas of Global Training and Development.								
UNIT-IV	COMPENSATION AND BENEFITS						Classes:10	
Complexities in International Compensation Management, Objectives of International Compensation Management, Factors that Affect International Compensation, Components/Structure of International Compensation Package, Executive Compensation, Approaches to International Compensation Management								
UNIT-V	INTERNATIONAL INDUSTRIAL RELATIONS						Classes:08	
Three Actors of Industrial Relations , Trade Unions , Concerns of Trade Unions in Multinational Companies, Collective Negotiations, Disputes or Conflicts, Quality Circles and Participative Management, Shifts in Global Business, Shifts in Human Resource Management, Shifts in Industrial Relations								
Text Books								
1. Tarique, T&F/Routledge, “International Human Resource Management”, 5 th Edition, 2020. 2. Kandula Srinivas R, “International Human Resource Management”, 2 nd Edition, 2018. 3. Peter J. Dowling Marion Festing, Allen D. Engle, “International Human Resource Management “, 3 rd Edition, 2017.								

Reference Books

1. P.L. Rao “International Human Resource Management” Excel Books, first Edition, New Delhi.
2. K. Aswathappa & Sadhna Dash, “International Human Resource Management”, Second Edition, McGraw hill Publication, New Delhi.
3. Tony Edwards “International Human resource Management “Pearson publication, New Delhi, 4th Edition.
4. P. Subba Rao, International Human Resource Management, second Edition, Himalaya publishing house, New Delhi.
5. Peter J.Dowling & Marion Festing, “International Human Resource Management “, 2nd Edition, Cengage publishing, New Delhi.

Web References:

1. <https://play.google.com/books/reader?id=9eTSAwAAQBAJ&hl=en&pg=GBS.PT1>
2. <https://play.google.com/books/reader?id=3phMDwAAQBAJ&hl=en&pg=GBS.PR5>
3. <https://play.google.com/books/reader?id=j-zcDgAAQBAJ&hl=en&pg=GBS.PR4>
4. <https://play.google.com/books/reader?id=0cwgAQAAQBAJ&hl=en&pg=GBS.PA20.w.1.0.76>
5. <https://play.google.com/books/reader?id=1CxUDwAAQBAJ&hl=en&pg=GBS.PT54.w.1.0.58>
6. <https://play.google.com/books/reader?id=4rw3DgAAQBAJ&hl=en&pg=GBS.PR14>

E-Text Books:

1. https://www.amazon.in/dp/b001g0obfs/ref=cm_sw_r_apan_glt_mwanfyddehpcqzqm fj3v
2. https://www.amazon.in/dp/b00aoonezk/ref=cm_sw_r_apan_glt_54q17wa19n9qry85p1ka.
3. https://www.amazon.in/dp/b008iiqv dq/ref=cm_sw_r_apan_glt_ngvg4htr4tk2egb8b2c0?_encoding=utf8&psc=1.
4. <https://www.pdfdrive.com/5-international-human-resources-management-e27035115.html>
5. <https://www.pdfdrive.com/international-human-resources-management-e25138235.html>
6. <https://www.pdfdrive.com/international-human-resource-management-e187081028.html>
7. <https://www.pdfdrive.com/international-human-resource-management-3rd-Edition-global-hrm-e188991034.html>

CYBER SECURITY

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC58	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. Dr Mansur Hasib, “Cybersecurity Leadership: Powering the Modern Organization “, 2021. 2. Matthew Hickey, “Hands on Hacking: Become an Expert at Next Gen Penetration Testing”, 4 th Edition, 2020. 3. Kim Crawley, “8 Steps to Better Security a Simple Cyber Resilience Guide for Business” in 2020. 4. Paul D. Williams, Matt McDonald “Introduction to Security Studies”, 3 rd Edition, 2018. 5. Kuan-Ching Li, Brij B. Gupta, Dharma P. Agrawal “Systems”, in 2018. 6. Nina Godbole and Sunit Belapure, Cyber Security, Wiley India, 3 rd Edition, 2012. 7. Harish Chander, Cyber Laws and IT protection, PHI learning pvt.ltd, 3 rd Edition, 2012. 8. Dhiren R Patel, Information security theory and practice, PHI learning Pvt ltd, 4 th Edition, 2010.								

Reference Books:
<ol style="list-style-type: none"> 1. MS.M.K.Geetha and Ms. Swapne Raman” Cyber Crimes and Fraud Management” MacMillan, 2012. 2. Pankaj Agrawal, “Information Security and Cyber Laws (Acme Learning)”, Excel, 2015. 3. Vivek Sood, “Cyber Law Simplified”, TMH, 2012.
Web References:
<ol style="list-style-type: none"> 1. https://www.goo.gl/gBUrvc 2. https://www.goo.gl/9Nahvr
E-Text Books:
<ol style="list-style-type: none"> 1. https://ccdcoe.org/publications/books/NationalCyberSecurityFrameworkManual.pdf 2. https://transition.fcc.gov/cyber/cyberplanner.pdf 3. https://www.amazon.in/dp/B07YG4QSZR/ref=cm_sw_r_apan_glt_2FGRNQAE4AEV5JQRB7?_encoding=UTF8&psc=1. 4. https://www.amazon.in/dp/B084RH7JNC/ref=cm_sw_r_apan_glt_XSZ2G0M4SF8VE5G45NN5?_encoding=UTF8&psc=1.

BUSINESS DATA MINING, WAREHOUSE AND VISULIZATION

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC59	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. Familiarize the students to understand the concepts of Data Mining and Preprocessing of Data.								
II. Provide insights on Association Rule Mining and Clustering.								
III. Demonstrate the application of Logistic Regression and Sentiment Analytics to solve Business Problems.								
UNIT-I	INTRODUCTION TO DATA MINING, WAREHOUSE AND VISULIZATION						Classes: 08	
Data Mining; Kinds of data that can be mined-Database Data, Data Warehouses, Transactional Data, Other Kinds of Data; Major Issues in Data Mining-Mining Methodology, User Interaction, Efficiency and Scalability, Diversity of Database Types, Data Mining and Society.								
UNIT-II	DATA PRE-PROCESSING						Classes: 10	
Data Preprocessing: An Overview-Reasons to process the data, Major Tasks in Data Preprocessing; Data Cleaning-Missing Values, Noisy Data, Data Cleaning as a Process; Data Reduction-Principal Component Analysis, Histograms, Clustering, Sampling, Data Cube Aggregation; Data Transformation and Data Discretization-Data Transformation by Normalization, Discretization by Binning, Discretization by Histogram Analysis. Case Study: Handling Missing Values in Melbourne Housing Price Data.								
UNIT-III	MANAGING WAREHOUSE EFFICIENCY						Classes: 09	
Order picking - Picking methods-pick path - Measuring Warehouse Efficiency - Warehouse Workforce design and development - cross docking. Warehousing Operations: warehousing operations- inbound process, outbound processes, Functions of Warehouse- break-bulk, cross docking, order mixing, Risk management.								
UNIT-IV	CLASSIFICATION PROBLEMS – I-LOGISTICS REGRESSION						Classes: 10	
Overview of Classification; Binary Logistic Regression; Classification-Encoding Categorical Features, Building Logistic Regression Model, Printing Model Summary, Predicting on Test Data; Measuring Accuracies-Creating Confusion Matrix, Receiver Operating Characteristic (ROC) and Area Under the Curve; Finding Optimal Classification Cut-off -Youden’s Index and Cost-Based Approach. Case Study: Predicting Employee Attrition on HR Attrition Dataset.								
UNIT-V	DATA VISUALISATION FOR BUSINESS						Classes: 08	
Introduction to Data Visualization for businesses, Visualization of Numerical and Non-Numerical Data Creation of Dashboards using IT Tools, Business Activity Monitoring through Dashboard.								
Text Books:								
1. Ikvinderpal “Data Mining & Warehousing”, 1 st Edition, 2020.								
2. Max Bramer and Springer “Principles of Data Mining 2020” 8 th Edition, 2020.								
3. Szabo, Gungar Polatkan, Oscar Boykin, Chalkiopoulous, “Social Media Data Mining and Analytics”, 3 rd Edition. Wiley, 2019.								
4. Pang-Ning Tan, “Introduction to Data Mining, Global Edition”, 4 th Edition, May 2019.								
5. Ian H. Witten, Eibe Frank, Mark A. Hall, Christopher J. Pal, “Data Mining: Practical Machine Learning Tools and Techniques”, 4 th Edition. Elsevier, 2017.								
6. Megan Squire, “Mastering Data Mining with Python –Find patterns hidden in your data”, 1 st Edition. PACKT Publishing, 2016.								

7. Charu C. Aggarwal, “Data Mining and Warehousing”, 3 rd Edition, 2016. 8. Khushboo Saxena Sandeep Saxena Akash Saxena, “Data Mining and Warehousing”, BPB Publications, 3 rd Edition, 2015. 9. Florin Gorunescu, “Data Mining: Concepts, Models and Techniques”, Vol 12, Springer, 2011.
Reference Books:
1. Luis Torgo, “Data Mining with R: Learning with Case Studies”, CRC Press, 2 nd Edition, 2011. 2. Jiawei Han, Jian Pei, Micheline Kamber, “Data Mining: Concepts and Techniques”, Elsevier, 3 rd Edition, 2010. 3. Joseph B. Pigus, “Data Mining with Neural Networks”, 2 nd Edition, TMH, 2017. 4. Robert Layton, “Learning Data Mining with Python”, 2 nd Edition, PACKT Publishing, 2015. 5. Xin-She Yang, “Introduction to Algorithms for Data Mining and ML”, 1 st Edition, Academic Press, 2019. 6. Boris Kovalerchuk, Evgeni Vityaev, “Data Mining in Finance”, 3 rd Edition, Kluwer Academic Publishers, 2010. 7. Dinesh K. “Business Analytics: The Science of Data - Driven Decision Making”. 1 st Edition, Wiley, 2009. 8. Yau, N., “Visualize This: The Flowing Data Guide to Design, Visualization, and Statistics”. John Wiley & Sons.
Web References:
1. https://www.amazon.in/dp/B07YG4QSZR/ref=cm_sw_r_apan_glt_2FGRNQAE4BE4AEV5JQRB7?_encoding=UTF8&pvc=1
E-Text Books:
1. https://www.amazon.in/dp/B00UVBJSAQ/ref=cm_sw_r_apan_glt_1Y1H0P2MRK1KM0SFG1AJ?_encoding=UTF8&pvc=1 . 2. https://www.amazon.in/dp/B075GB7FT5/ref=cm_sw_r_apan_glt_G8RNA0P6W9YSQZ2N0P16?_encoding=UTF8&pvc=1 .

MACHINE LEARNING AND ARTIFICIAL INTELLIGENCE

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC60	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 various Machine Learning Algorithms. II. Familiarize various Classification Techniques and Recommender Systems. III. Promote the students acquainted with the concepts of different searching techniques of AI systems.								
UNIT-I	MACHINE LEARNING						Classes: 08	
What is Machine Learning; Types of Machine Learning Algorithms-Supervised, Unsupervised and Reinforcement Learning. Supervised Learning-K Nearest Neighbors, Random Forest and Boosting Case Study: Predicting Employee Churn Using KNN, RF and Boosting.								
UNIT-II	RECOMMENDER SYSTEMS USING MACHINE LEARNING						Classes: 10	
User Based Similarity-Calculating Cosine Similarity Between Users, Filtering Similar Users, Challenges with User Based Similarity. Item Based Similarity-Calculating Cosine Similarity between Movies, Finding Most Similar Movies. Matrix Factorization.								
UNIT-III	DECISION TREE CLASSIFICATION						Classes: 09	
Introduction to Decision Tree; Building Decision Tree Classifier using Gini Criteria; Measuring Test Accuracy; Displaying the Tree; Building Decision Tree Classifier using Entropy Criteria; Finding Optimal Criteria; Maximum Depth of the Tree and Benefits and Disadvantages of Decision Tree Case Study: Applying Decision Tree Classification on German Credit Data.								
UNIT-IV	ARTIFICIAL INTELLIGENCE						Classes: 10	
Introduction-Meaning and Foundations of AI, History of AI. Intelligent Agents-Agents and Environments, Concept of Rationality, Nature of Environments, The Structure of Agents, AI: The present and Future. Problem Solving-I: Solving Problems by Searching-Problem Solving Agents, Searching for Solutions, Uninformed Search Strategies, Informed Search Strategies, Heuristic Functions.								
UNIT-V	PROBLEM SOLVING						Classes: 08	
Beyond Classical Search-Local Search Algorithms and Optimization Problems, Beyond Classical Search, Adversarial Search, Constraint Satisfaction Problems, Chabot –Introduction, Characteristics and its importance.								
Text Books: 1. Sergio’s Theodoratos, Elsevier “Machine Learning A Bayesian and Optimization Perspective “, 1 st Edition, 2020. 2. Dr. Dheeraj Mehrotra “Basics of Artificial Intelligence & Machine Learning “, 3 rd Edition, 2019. 3. Wei- Meng Lee, “Python Machine Learning”, Weily, 3 rd Edition, 2019. 4. David L. Poole, Alan K. Mackworth “Artificial Intelligence”, 2 nd Edition, 2018. 5. Steven W Knox, JOHN WILEY “Machine Learning a Concise Introduction “, 4 th Edition, 2018. 6. Richard E. Neapolitan, Taylor &Francis “Artificial Intelligence with an Introduction to Machine Learning” 2 nd Edition, 2018. 7. Rich, Knight, Nair, “Artificial Intelligence”, Tata McGraw Hill, 3 rd Edition, 2017. 8. Tom M. Mitchell, “Machine Learning”, McGraw Hill, 4 th Edition, 2017. 9. Russell, Norvig, “Artificial Intelligence: A Modern Approach”, Pearson Education, 2 nd Edition, 2015.								

Reference Books:
<ol style="list-style-type: none"> 1. Paul Deitel, Harvy Deitel, “Python for Programmers- with introductory AI Case Studies”, 1stEdition, Pearson Education, 2019. 2. Puneet Mathur, “Machine Learning Applications Using Python: Cases Studies from Healthcare, Retail, and Finance”, 1stEdition, Apress, 2019. 3. Joshua Eckroth, “Python AI Projects for Beginners”, 1stEdition, Packt Publishers, 2018. 4. Shalev-Shwartz, Ben-David, “Understanding ML from Theory to Algorithms”, 1stEdition, Cambridge University Press, 2014. 5. Stephen Marsland, Machine Learning - An Algorithmic Perspective, 2ndEdition, CRC Press, 2014. 6. Saroj Kaushik, “Artificial Intelligence”, 1stEdition, Cengage Learning India.
Web References:
<ol style="list-style-type: none"> 1. https://www.amazon.in/dp/B00LPGBV60/ref=cm_sw_r_apan_glt_MS59JPFTKSCVQMhFG9PF. 2. https://www.amazon.in/dp/B07F63RMSW/ref=cm_sw_r_apan_glt_1TZMKKBJ2RDBMZY2J2SX.
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.amazon.in/dp/B00LPGBV60/ref=cm_sw_r_apan_glt_MS59JPFTKSCVQMhFG9PF

MSME MANAGEMENT

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC61	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, and 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. Rajeev Babel “Treatise on Micro Small and Medium Enterprises” 2 nd Edition, 2021. 2. Taxman “MSME Ready Reckoner Professional Book”, 2 nd Edition, 2021. 3. CA Kamal Garg, Bharat “Handbook on Micro Small and Medium Enterprises”, 3 rd Edition, 2020. 4. Krishnan L Ratha. “Small and Medium Enterprises under Globalization Challenges and Opportunities “, 1st Edition, 2017. 5. Mohinder Singh “Management of Micro, Small and Medium Enterprises (MSME'S) In India “, 2 nd Edition, 2015. 6. Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 3 rd Edition, 2003.								

7. Poornima M Charanthimath, “Entrepreneurship Development Small Business Enterprises”, Pearson, 5 th Edition, 2006.
Reference Books:
1. Suman Kalyan Chaudhury, “Micro Small and Medium Enterprises in India Hardcover”, Raj Publications, 2 nd Edition, 2013.
2. Aneet Monika Agarwal, “Small and Medium Enterprises in Transitional Economies” challenges and opportunities”, DEEP and DEEP Publications, 4 th Edition, 2015.
Web References:
1. https://msme.gov.in/sites/default/files/Sch-vol1-151214.pdf-.sri.pdf
2. ww.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
3. https://www.amazon.in/dp/B089ZCQ4KB/ref=cm_sw_r_apan_glt_7WZFTXTWT7V77TS8JGV_R
4. https://www.amazon.in/dp/B089YSNHP2/ref=cm_sw_r_apan_glt_DYY28P0BYB9QTE8Z7XS4
5. https://www.amazon.in/dp/B08J45L49D/ref=cm_sw_r_apan_glt_6CXF7J4SQ9Q0TZH14R0H

ENTREPRENEURIAL FINANCE AND MARKETING

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC62	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 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 century trends 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	ENTREPRENEURIAL MARKETING AND GROWTH						Classes: 10	
Meaning, characteristics, functions, marketing challenges, marketing mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting, Concept of enterprise growth, forms, types, structures of organizational growth, Gazelles and Mice, growth objectives – operative and strategic targets, growth analysis.								
UNIT-V	ENTREPRENEURIAL MARKET DEVELOPMENT STRATEGIES						Classes: 09	
Positioning, segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.								
Text Books:								
1. Kent Billingsley “Entrepreneur to Millionaire: How to Build a Highly Profitable, Fast-Growth Company and Become Embarrassingly Rich Doing It”, 2 nd Edition, 2021. 2. Mirdul Amin Sarkar “Entrepreneurship in Independent Market Research & Strategic Digital Marketing “, 3 rd Edition, 2020. 3. Ronald W Melicher, “Entrepreneurial Finance” 4 th Edition, 2019. 4. Jeffrey R. Cornwall David O Vang “Entrepreneurial Financial Management: An Applied Approach “, 4 th Edition, 2019. 5. Gary Vaynerchuk, “One Entrepreneur's Take on Leadership, Social Media and Self Awareness”, 2 nd Edition, 2016. 6. DF Kuratko and TV Rao, “Entrepreneurship-A South- Asian Perspective”, Cengage Learning, 1 st Edition, 2012. 7. Gordon and Natarajan, “Entrepreneurship Development” Himalaya, 1 st Edition, 2008.								

8. Coulter, “Entrepreneurship in Action”, PHI, 2nd Edition, 2009.
9. S.S. Khanka, “Entrepreneurial Development”, S. Chand and Co. Ltd, 1st Edition, 2007.

Reference Books:

1. Vasanth Desai, “Dynamics of Entrepreneurial Development and Management”, HPH Millenium, 1st Edition, 2007.
2. P.NarayanaReddy, “Entrepreneurship Development–Text and Cases”, Cengage Learning, 1st 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>
3. https://www.amazon.in/dp/B00QITGLEG/ref=cm_sw_r_apan_glt_322YCBBS0RS8E7N9CZRC.
4. https://www.amazon.in/dp/B086Z93CWG/ref=cm_sw_r_apan_glt_XBZBMFSMMQ886K6EFYA4.

SOCIAL ENTREPRENEURSHIP

IV Semester: MBA								
Course Code	Category	Hours / Week			Credits	Maximum Marks		
CMBC63	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 knowledge about The Social Entrepreneurship II. Help students to develop “a Social entrepreneurial imagination and to bring out the practice of Social Entrepreneurship in India.								
UNIT-I	INTRODUCTION TO ENTREPRENEUR AND ENTREPRENEURSHIP						Classes: 08	
Meaning and definition Entrepreneur, Entrepreneurship. Types of Entrepreneurs –Social entrepreneur, Serial entrepreneur, Life style entrepreneur. Types of Entrepreneurship –creative entrepreneurship, inclusive entrepreneurship, knowledge entrepreneurship. Entrepreneurial characteristics: Inspiration, creativity, direct action, courage and fortitude. Characteristics of entrepreneur: innovate, introduces new technologies, catalyst, creative, generating opportunity for profit or reward. Entrepreneurship development in India. Scope of entrepreneur development. Concepts of Value Creation.								
UNIT-II	SOCIAL ENTREPRENEUR,ENTREPRENEURSHIP AND ENTERPRISES						Classes: 10	
Meaning, definition of Social entrepreneur, social entrepreneurship, social enterprises. Characteristics of Social Entrepreneurship - pursuit of new opportunities and exploration of hidden resources to serve that missions, decision- making power not based on capital ownership, participatory and collaborative nature involving various stake holders, change opportunities lying in the hands of every individual. Characteristics of Social Entrepreneur- social catalysts, socially aware, opportunity seeking, innovative, resourceful, accountable. Differences between Business and Social entrepreneur, Entrepreneurship and Social Entrepreneur ship. Social Entrepreneurship in developing countries and in India.								
UNIT-III	THE SOCIAL ENTREPRENEURSHIP PROCESS						Classes: 09	
The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity) frame work, The Case Model, The Social Entrepreneurship Frame work. Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector. 7 Qualities and Skills of Social Entrepreneur - Entrepreneurial, innovative, transformatory, leadership, storytelling, people, visionary opportunities, alliance building, questions and doubts, accountability, missing skills, succession, scale.								
UNIT-IV	SOCIAL ENTREPRENEURSHIP IN PRACTICE						Classes: 10	
Bangladesh Rural Advancement Committee (BRAC), The Grameen Bank (GB), The Self Employment Women’s Association (SEWA), Aravind Eye Hospital, Barefoot College, Bhartia Samruddhi Investment & Consulting Services (BASIX), Narayana Hrudayalaya Institute of Medical Sciences, Technology Informatics Design Endeavour (TIDE). Boundaries of Social Entrepreneurship – Social service provision, Social activism.								
UNIT-V	ETHICAL ENTREPRENEURSHIP AND CHALLENGES IN SOCIAL ENTREPRENEURSHIP						Classes: 08	
Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics. Entrepreneur and customer, Entrepreneur and employee, Entrepreneur and Government. Challenges in Social Entrepreneurship.								

Text Books:
<ol style="list-style-type: none"> 1. Robert A. Philips Margret Bonefiel Ritesh Sharma, “Social entrepreneurship, the next big business opportunity” Global Vision Publishing House, New Delhi, 2nd Edition, 2011. 2. Mel Young, “Social Entrepreneurship: A New Way of Thinking about Business”, 2nd Edition 2021. 3. Kickul, Thomas S. Lyons, Taylor and Francis, “Understanding Social Entrepreneurship the Relentless Pursuit of Mission in an Ever Changing World”, 3rd Edition, in 2020. 4. David Bornstein, Susan Davis, “Social Entrepreneurship: What Everyone Needs to Know” Oxford University Press, 5th Edition, 2019. 5. Beugre, Taylor & Francis “Social Entrepreneurship “, 4th Edition, 2016. 6. S.S.Khanka, “Entrepreneurship in India, perspective and practice”, Akansha publishing house, New Delhi, 2009.
Reference Books:
<ol style="list-style-type: none"> 1. Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2012. 2. Vasanth Desai, Entrepreneurial development, Himalaya Publishing House, 2008. 3. Bornstein, David, how to change the world: social entrepreneurs and the power of new ideas New York, NY: oxford university press, 2004. 4. Dees, j. Gregory, “the meaning of social entrepreneurship” center for the advancement, 2007. 5. Martin, roger and Osberg, sally, “social entrepreneurship: the case for definition”, Stanford social innovation review. 2008.
Web References:
<ol style="list-style-type: none"> 1. https://www.amazon.in/Social-Entrepreneurship-Sustainable-Development.
E-Text Books:
<ol style="list-style-type: none"> 1. https://www.amazon.in/dp/B006QV7ZRI/ref=cm_sw_r_apan_glt_3K966HJ31FHHNF0ANFME.

MAIN PROJECT AND VIVA VOCE

IV Semester: MBA								
Course Code	Category	Hours / Week			Credit	Maximum Marks		
CMBC64	Core	L	T	P	C	CIA	SEE	Total
		-	-	9	4	30	70	100
Contact Classes: Nil	Tutorial Classes: Nil	Practical Classes: 45			Total Classes: 45			
OBJECTIVES:								
The course should enable the students to:								
<div>I. Integrating the knowledge gained in courses studied in project by exploring and proposing solutions for current societal and managerial problems.</div> <div>II. Develop applicability abilities, professional content, and needed skills in critical thinking, teamwork, peer evaluation, and communications.</div> <div>III. Inculcate affordable quality education in par with the industrial expectations.</div>								
INTRODUCTION								
In its effort towards contribution of knowledge generation and dissemination the program is expected to								
<div>1. Enhance employability by upgrading their professional and managerial skills</div> <div>2. Nurture creativity and entrepreneurship by gaining business acumen through case studies</div> <div>3. Educate how to communicate and negotiate effectively to achieve organizational and individual goals.</div> <div>4. Instill sensitivity among the students to become thought provoking leaders to face the challenges of a dynamically unstable environment.</div> <div>5. Sensitize them to understand ethical issues and dilemmas that businesses often face.</div>								
REPORT								
A detailed report of the project and observation should be submitted.								

FREQUENTLY ASKED QUESTIONS AND ANSWERS ABOUT AUTONOMY

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

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

2 Shall IARE award its own Degrees?

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

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

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

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

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

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

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

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

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

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

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

8 Can IARE have its own Convocation?

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

9 Can IARE give a provisional degree certificate?

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

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

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

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

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

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

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

13 Why Credit based Grade System?

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

14 What exactly is a Credit based Grade System?

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

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

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

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

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

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

Where, C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course and I represent the number of courses in which a student registered in the concerned semester. SGPA is rounded to two decimal places.

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

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

$$CGPA = \frac{\sum_{j=1}^n (C_j S_j)}{\sum_{j=1}^n C_j}$$

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 JNTUniversity?

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 practical 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 inconnection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Controller of Examinations/Additional Controller of Examinations/any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the COE or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the COE or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the Institute premises or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all semester end examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that

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



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad - 500 043

UNDERTAKING BY STUDENT/PARENT

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

I, Mr./Ms. -----joining I semester for the academic year 2021-2022 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 PG21 academic rules and regulations, syllabus copy and hence, I shall abide by all the rules specified init.

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 Mobile Number