

## **VISION**

To evolve into a premier engineering institute in the country by continuously enhancing the range of our competencies, expanding the gamut of our activities and extending the frontiers of our operations.

## **MISSION**

Synergizing knowledge, technology and human resource, we impart the best quality education in Technology and Management. In the process, we make education more objective so that the efficiency for employability increases on a continued basis.

## **ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT (AUTONOMOUS)**

Approved by AICTE, Accredited by NBA & NAAC, Recognized under 2(f)12(b) of UGC  
Permanently Affiliated to JNTUK, Kakinada.  
K.Kotturu, Tekkali, Srikakulam-532201, Andhra Pradesh

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### **Academic Regulations for MBA (Regular) 2016**

**(For the students admitted into first year from the academic year 2016-2017)**

(Effective for the students admitted into first year from the academic year 2016-2017)

The MBA Degree of the Aditya Institute of Technology and Management (AITAM), Tekkali shall be conferred on candidates who are admitted to the program and fulfill all the requirements for the award of the Degree:

### **1.0 ELIGIBILITY FOR ADMISSIONS**

Admission to the above programme shall be made subject to the eligibility, qualifications and specialization prescribed by the University from time to time. Admissions shall be made on the basis of merit rank obtained by the qualifying candidate at ICET examination subject to reservations prescribed by the Government of Andhra Pradesh from time to time.

## 2.0 AWARD OF MBA DEGREE

2.1 A Student shall be declared eligible for the award of MBA degree, if he pursues a course of study and completes it successfully for not less than two academic years and not more than four academic years.

2.2 A Student, who fails to fulfill all the academic requirements for the award of the degree within FOUR academic years from the year of their admission, shall forfeit his/her seat in MBA course.

## 3.0 ATTENDANCE

3.1 A candidate shall be deemed to have eligibility to write end semester examinations if he has put in a minimum of 75% of attendance in aggregate of all the subjects.

3.2 Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the College Academic Committee consisting of Principal , Head of the Department and two senior faculty member.

3.3 Condonation of shortage attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.

3.4 Shortage of attendance below 65% shall in no case be condoned.

3.5 A candidate shall not be promoted to the next semester unless he fulfills the attendance requirements of the precious semester.

3.6 A stipulated fee should be payable towards the condonation of shortage of attendance.

## 4.0 EVALUATION

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks on the basis of the Internal Evaluation and End Examination.

4.1 **External Evaluation** : for the theory subjects **60** marks shall be awarded based on the performance in the End Examination. There shall be Semester End examination with 180 minutes duration consisting of eight questions out of which five questions to be answered.

**Internal Evaluation:** Out of **40** Internal marks 30 marks are assigned for subject exam, and 5 marks for subject assignmengts and 5 **marks** for Seminar. The internal evaluation for 30 marks shall be made based on the average of the marks secured in the two mid term examination conducted, one in the middle of the semsester and the other immediately after the completion of class instruction. Each mid term examination shall be conducted with duration of 120 minutes and question paper shall contain 4 questions. The students should answer all the four questions.

4.2 For **practical subjects**, 60 marks shall be awarded based on the performance in the End Semester Examinations, 40 marks shall be awarded based on the internal

Examination at the end of the Semester in the lab Categorized as follows:-

- Internal Exam                      20 Marks
- Day to Day Evaluation              20 Marks

4.3 A candidate shall be deemed to have secured the minimum academic requirements in a subject if he secures a minimum of 40% of marks in the End Examination and a minimum aggregate of 50% of the total marks in the End Semester Examination and Internal Evaluation taken together.

4.4 A Candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are less than 50% and he has failed in the end examination. In such case candidate must reregister for the subject(s) and secure required minimum attendance. Attendance in the re-registered subject(s) has to be calculated separately to become eligible to write the end examination in the re-registered subject(s).

The attendance of re-registered subject(s) shall be calculated separately to decided upon the eligibility for writing the end examination in those subject(s). In the event of taking another chance, the internal marks and end examination marks obtained in the previous attempt are nullified. At a given time a candidate is permitted to re-register for a maximum of two subject(s) in addition to the subjects of a regular semester.

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

4.6 The viva-voce examination shall be conducted at the end of the fourth semester end examinations.

4.7 Laboratory examination for MBA course must be conducted with two Examiners, one of them being Laboratory Class Teacher and second examiner shall be external examiner from outside the college.

#### 4/8 PRE-PLACEMENT TRAINING

- Pre-placement training is one among the compulsory courses and does not carry any grade point.
- Evaluation of Pre-placement training will be conducted on all the modules.
- Pre-placement training shall be evaluated for 75 marks, on the basis of end (internal) examination.  
There is no external examination
- A candidate shall be declared to have passed in Pre-Placement training courses if he/she secures a minimum of 50% aggregate marks.

### 5.0 EVALUATION OF PROJECT WORK

5.1 A Project Review Committee (PRC) of the MBA Department is to be constituted with Principal as chairperson, Head of the Department and two other senior faculty members of the department offering MBA.

5.2 Registration of Project work: A Candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to II semester.

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

5.4 A student has to undergo practical training for a period of 6 weeks in a Corporate Enterprise after the Second Semester/Summer vacations. In training period, the candidates should work on a specific problem in the Management area. At the end of practical training, the student should submit a certificate obtained from

the organization. The student should prepare a Project Report under the supervision of a guide from the faculty of management of the concerned college. However, the students who prepare Project Report in the area of systems can also work under the guidance of Faculty member from Computer Science Department.

5.5 Three copies of Project dissertation certified by the Project supervisor shall be submitted to the Department.

5.6 The Chairman BOS, Department of MBA will prepare the list of qualified teachers to be examiners, project guides and other similar evaluators, will place before board and pass on the approved list to the concern authority to execute such works.

5.7 The project report shall be adjudicated by one examiner selected from outside the College. The Department will submit a 5-member panel who are eminent in that field of study to the Principal. A summer project study will carry 100 marks of which 40 marks shall be reserved for internal assessment and the remaining 60 marks for Viva-Voce to be conducted by external examiner from the outside college.

The project study will be evaluated on the basis of the following parameters

<b>Internal Assessment (Before PRC of the Department)</b>	<b>40 Marks</b>
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Internal Assessment will be done on following points

- |                                      |          |
|--------------------------------------|----------|
| • Understanding the relevance        | 5 Marks  |
| • scope and dimension of the project | 5 Marks  |
| • Methodology                        | 5 Marks  |
| • Quality of Analysis and Results    | 5 Marks  |
| • Interpretations and Conclusions    | 10 Marks |
| • Presentation                       | 5 Marks  |
| • Report                             | 5 marks  |

**External Assessment**

<b>Viva- Voce</b>	<b>60 Marks</b>
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<b>Total</b>	<b>100 Marks</b>
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5.8 The viva-voce examination of the project report shall be conducted by a board consisting of the External examiner (See section 5.7), the Head of the Department and Supervisor. The Candidate should have to secure minimum 40% marks in External assessment of Project viva-voce. Head of the Department shall coordinate and make arrangements for the conduct of viva-voce examination.

5.9 If the candidate fails to secure minimum 40% of marks in project and viva-voce, the candidate will retake the viva-voce examination after three months. If he fails to get minimum marks at the second viva-voce

examination, he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure minimum marks again, the project shall be summarily rejected.

If the candidate fails to secure minimum 50% of (internal and external) marks in Theory subjects he/she has to re-appear supplementary examination.

## **6.0 AWARD OF DEGREE AND CLASS**

A candidate shall be eligible for the award of MBA degree if he satisfies the minimum academic requirements in every subject and in his project thesis/dissertation and viva-voce.

### **Method of Awarding Letter Grades and Grade Points for a Course.**

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

**Table: Grading System for MBA. Programme**

Course	Grade Points	Letter Grade
95-100%	10	O
85-<95%	9	A+
75-<85%	8	A
65-<75%	7	B <sub>+</sub>
55-<65%	6	B
50-<55%	5	P
< 50%	0	F (Fail)

### **6.1 Calculation of Semester Grade Points Average (SGPA)\* for semester**

The performance of each student at the end of the each semester is indicated in terms of SGPA. The SGPA is calculated as below:

$$\text{SGPA} = \frac{\Sigma(\text{CR} \times \text{GP})}{\Sigma \text{CR}} \quad (\text{for all courses passed in semester})$$

Where CR = Credits of a Course, GP = Grade points awarded for a course

\*SGPA is calculated for the candidates who passed all the courses in that semester.

### **6.2 Calculation of Cumulative Grade Points Average (CGPA) and Award of Division for Entire Programme.**

The CGPA is calculated as below:

$$\text{CGPA} = \frac{\Sigma(\text{CR} \times \text{GP})}{\Sigma \text{CR}} \quad (\text{For entire programme})$$

Where CR = Credits of a course GP = Grade points awarded for a course

Table: Award of Divisions

CGPA	DIVISION
$\geq 7.5$	First Class with distinction
$\geq 6.5$ and $< 7.5$	First Class
$\geq 5.5$ and $6.5$	Second Class
$\geq 5.0$ and $< 5.5$	Pass Class
$< 5.0$	Fail

## 7.0 WITHHOLDING OF RESULTS

If the candidate has not paid any dues to the Institution or if any case of indiscipline is pending against him/her, the result of the candidate will be withheld and he/she will not be allowed into the next semester. The issue of degree is liable to be withheld in such cases.

## 8.0 TRANSITORY REGULATIONS

Candidates who have discontinued or have been detained for want of attendance or who have failed after having undergone the course are eligible for admission to the same or equivalent subjects as and when subjects are offered.

## 9.0 GENERAL

9.1 The academic regulations should be read as a whole for purpose of any interpretation.

9.2 In case of any doubt of ambiguity in the interpretation of the above rules, the decision of the BOG is final.

9.3 The Institution may change or amend the academic regulations and syllabus at any time and the changes and amendments made shall be applicable to all the students with effect from the date notified by the Institution.

9.4 Wherever the word he, him or his occur, it will also include she, her and hers.

9.5 There shall be transfers within the affiliated colleges of Jawaharlal Nehru

Technological University, Kakinada as per Government of A.P. and University norms

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT**  
**K. Kotturu, TEKKALI-532201, Srikakulam Dist. A.P.**

**Course Structure**  
**Department of MBA**

**Semester-I**

<b>Subject Code</b>	<b>Title</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal marks</b>	<b>External Marks</b>	<b>Subject Total</b>
16MBA1001	Management perspectives and organizational behavior	4	-	4	40	60	100
16MBA1002	Managerial Economics	4	-	4	40	60	100
16MBA1003	Financial Accounting and Analysis	4	-	4	40	60	100
16MBA1004	Business Communication	4	-	4	40	60	100
16MBA1005	Business Environment	4	-	4	40	60	100
16MBA1006	Quantitative Techniques for Business Decisions	4	-	4	40	60	100
16MBA1007	IT lab-I	-	4	2	40	60	100
16MBA1008	Organisational Communication skills Lab	-	4	2	40	60	100
	<b>Total</b>	<b>24</b>	<b>8</b>	<b>28</b>	<b>320</b>	<b>480</b>	<b>800</b>

**L- Lectures**

**P-Practicals**

**C- Credit**

## Semester-II

Subject Code	Title	L	P	C	Internal marks	External Marks	Subject Total
16MBA2001	Financial Management	4	-	4	40	60	100
16MBA2002	Marketing Management	4	-	4	40	60	100
16MBA2003	Human Resource Management	4	-	4	40	60	100
16MBA2004	Production and Operations Management	4	-	4	40	60	100
16MBA2005	Legal Aspects of Business	4	-	4	40	60	100
16MBA2006	Business Research Methods	4	-	4	40	60	100
16MBA2007	IT Lab II	-	4	2	40	60	100
16MBA2008	Company and Industry Analysis	-	4	2	40	60	100
	<b>Total</b>	<b>24</b>	<b>8</b>	<b>28</b>	<b>320</b>	<b>480</b>	<b>800</b>

**L- Lectures**  
**P-Practicals**  
**C- Credit**



### Semester-III

Subject Code	Title	L	P	C	Internal Marks	External Marks	Subject Total
16MBA3001	Strategic Management	4	-	4	40	60	100
16MBA3002	Cost and Management Accounting	4	-	4	40	60	100
16MBA3003	Management Information Systems	4	-	4	40	60	100
<b>ELECTIVE</b>	Choose any two of the following electives from each specialization in the beginning of the third semester						
	<b>Marketing</b>						
16MBA3004	1.Consumer Behavior and customer relationship management	4	-	4	40	60	100
16MBA3005	2. Advertising and Brand Management	<b>4</b>	-	4	40	60	100
	<b>Finance</b>						
16MBA3006	1.Investment Management	<b>4</b>	-	4	40	60	100
16MBA3007	2.Financial Institutions and Services	<b>4</b>	-	4	40	60	100
	<b>HRM</b>						
16MBA3008	1.Strategic Human Resource Management	4	-	4	40	60	100
16MBA3009	2.Management of Industrial Relations	4	-	4	40	60	100
	<b>Banking &amp; Insurance</b>						
16MBA3010	1.Risk Management	4	-	4	40	60	100
16MBA3011	2.Insurance Laws	4	-	4	40	60	100
	<b>Systems</b>			4			
16MBA3012	1.Data Warehousing and Data Mining	4	-	4	40	60	100
16MBA3013	2.E-Commerce.	4	-	4	40	60	100
16MBA3014	Pre-Placement Training		4	2			
	<b>Total</b>	<b>28</b>	<b>4</b>	<b>30</b>	<b>280</b>	<b>420</b>	<b>700</b>
	<b>L- Lectures P-Practical C- Credit</b>						

## Semester-IV

Subject Code	Title	L	P	C	Internal Marks	External Marks	Subject Total
16MBA4001	Business Ethics and Corporate Governance	4	-	4	40	60	100
16MBA4002	Entrepreneurial Development	4	-	4	40	60	100
16MBA4003	Logistics & Supply Chain Management	4	-	4	40	60	100
	<b>choose any Two of the following electives from each specialization in the beginning of the fourth semester</b>						
Elective	<b>Marketing</b>						
16MBA4004	3.International Marketing	4	-	4	40	60	100
16MBA4005	4.Retail Management and Service Marketing	4	-	4	40	60	100
	<b>Finance</b>						
16MBA4006	3.International Financial Management	4	-	4	40	60	100
16MBA4007	4.Financial Risk Management	4	-	4	40	60	100
	<b>HRM</b>						
16MBA4008	3.Global Human Resource Management	4	-	4	40	60	100
16MBA4009	4.Performance Management	4	-	4	40	60	100
	<b>Banking &amp; Insurance</b>						
16MBA4010	3.Banking Laws	4	-	4	40	60	100
16MBA4011	4.Claims Management	4	-	4	40	60	100
	<b>Systems</b>						
16MBA4012	3.Systems Audit	4	-	4	40	60	100
16MBA4013	4.Decision Support Systems	4	-	4	40	60	100
16MBA4014	Project	-	6	6	40	60	100
	<b>Total</b>	<b>28</b>	<b>6</b>	<b>34</b>	<b>320</b>	<b>480</b>	<b>800</b>

**L- Lectures**  
**P-Practicals**  
**C- Credit**

The elective papers will be offered in the areas of Marketing, Finance, and Human Resources, (HR), Banking & Insurance (B&I) and Systems. The students should choose any Two of the following elective areas in the beginning of the third semester of MBA. Specialization will be offered with minimum of 20 students. Dual Specialization is provided with respect to selection of Two Elective Papers from each third & Fourth semester by all the students from the following areas

### **Marketing**

16MBA3004	I. Consumer Behavior and customer relationship management
16MBA3005	II. Advertising and Brand Management
16MBA4004	III. International Marketing
16MBA4005	IV. Service Marketing

### **Finance**

16MBA3006	I. Investment Management
16MBA3007	II. Financial Institutions and Services
16MBA4006	III. International Financial Management
16MBA4007	IV. Financial Risk Management

### **HRM**

16MBA3008	I. Strategic Human Resource Management
16MBA3009	II. Management of Industrial Relations
16MBA4008	III. Global Human Resource Management
16MBA4009	IV. Performance Management

### **Banking & Insurance**

16MBA3010	I. Risk Management
16MBA3011	II. Insurance Laws
16MBA4010	III. Banking Laws
16MBA4011	IV. Claims Management

### **Systems**

16MBA3012	I. Data Warehousing and Data Mining
16MBA3013	II. E - Commerce.
16MBA4012	III. Systems Audit
16MBA4013	IV. Decision Support Systems

# MANAGEMENT PERSPECTIVES AND ORGANIZATIONAL BEHAVIOR

**SUBJECT CODE: 16MBA1001**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of management concepts with a focus on Management functions and its implications on Organizations.
- To enable students understanding the importance of planning, organizing, staffing, directing and controlling.
- To instill the abilities of motivation, communication and leadership.
- To craft the students understanding the concept and applications of organizational behavior

## OUTCOMES:

- Helps the student to learn how to practice Management concepts and functions.
- Facilitates the students to gain practical knowledge in Decision Making, Delegation of Authority, decentralisation and departmentation.
- Enables the students to become skilled at how to manage the conflicts and improve the negotiation skills.
- Helps the students to learn the practices of organizational behavior
- Emphasizes on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

### UNIT -1.

- Nature of Management– definitions, scope and importance – managerial roles and functions–development of management thought - approaches to management - Managing for competitive advantage - the Challenges of Management .

### • UNIT -II.

- Planning: Nature and principles of planning - The Planning Process-MBO. Decision-making: role significance-process-modern approaches under uncertainty. Coordination-principles.

### UNIT -III

- Nature of organizing - principles – organization levels – types - and span of management- Organizational design and structure, approaches–delegation of authority - centralization and decentralization of authority and responsibility.
- Controlling- Nature and importance – process – feedback system – Requirement for effective control – control techniques.

### UNIT -IV

- Organizational behavior: Nature and scope – linkages with other social sciences - Individual perspective – Perception and process- Values, Attitudes- Learning and learning theories– Personality, types and models
- Transactional Analysis -Johari window -Approaches to Organizational behaviour - Models of Organizational Behavior - Organizational culture and development.

### **UNIT -V**

- Motivation – theories - Leadership – approaches to leadership – leadership behaviour and styles – leadership skills – leadership in cross-cultural environment – women and corporate leadership –Group dynamics – group formation and development -conflict management and negotiation skills.

### **UNIT-VI**

- Organizational culture and effectiveness: Definition – creating organizational culture- approaches to organizational culture – learning of organizational culture – measurement of organizational culture – organizational effectiveness – nature and importance.

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

### **REFERENCES**

1. L.M.Prasad: “**Principles and Practice of Management**”, Sultan Chand & Sons, New Delhi, 2015.
2. William, Tripathy: “**MGMT (including instructor recourses)**”, Cengage Learning, New Delhi, 2016
- 3 Dr.P.Subba Rao and Prof. N.Sambasiva Rao:”**Management and Organizational Behaviour - (Text and Cases)**”, Himalaya Publishing House, Mumbai
- 4 Griffin, Moorhead: “Managing Organisational Behaviour”, Cengage Learning, New Delhi.2016.
- 5 Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
- 6 Mullins, Laurie: “**Management and Organisational Behaviour**”, Pearson Education, New Delhi, 2016
- 7 Jennifer M.George and Gareth R. Jones: “**Understanding and Managing Organizational Behavior**”, Pearson Education, New Delhi, 2009.
- 8 Meenakshi Gupta: “**Principles of Management**”, PHI Private Limited, New Delhi, 2009.
- 9 J S Chandan: “**Management Theory and Practice**”, Vikas Publishing House Limited, 2009
- 10 Anil Bhat, Arya Kumar: “**Management**”, Oxford University, New Delhi, 2008.
- 11 Jai B.P.Sinha: “**Culture and Organizational Behaviour**”, Sage Publication India Private Limited, New Delhi, 2008.
- 12 K.Aswathappa: “**Organizational Behaviour-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008,
- 16 Pareek Udai: “**Understanding Organizational Behaviour**”, Oxford University Press, New Delhi,

# MANAGERIAL ECONOMICS

**SUBJECT CODE: 16MBA1002**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of Managerial Economics.
- To apply the principles of economics within a managerial decision-making process.
- To analyze demand theory and its applications in making business decisions.
- To gain an overall understanding of the production and cost theories for managing unanticipated risks.
- To gain a complete conceptual and practical understanding over market, pricing and profit management.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

## OUTCOMES:

- Help Students to learn the overview of Managerial Economics.
- Help Students' to understand the Principles of Demand and its practical Applications.
- Familiarize Students' with cost-output relationship in the short run and long run.
- Enable Students to understand Price-Output determination in Perfect competition
- Familiarize Students' with Profit Theories and its practical applications
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.

**Unit I- Introduction to Managerial Economics:** Managerial Economics – Characteristics and Scope - Economic theories applied in business decisions Relationship with other areas in Economics, - The Role of a Managerial Economist - The Responsibility of a Managerial Economist

**Unit II Theory of Demand: Meaning of Demand Analysis – Types of Demand –** determinants of Demand - Law of Demand- shift in demand – Extension and Contraction of Demand Elasticity of demand, Price Elasticity – Income Elasticity – Cross Elasticity – Advertisement and Promotional Elasticity - significance of Elasticity of Demand – Measurement of Price Elasticity of Demand – Demand Forecasting, Types of Demand forecasting Demand forecasting techniques. Criteria of a good Demand forecasting method. Supply Analysis – The Law of Supply.

**Unit III Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run.

**Unit IV Production Analysis:** Production function, Managerial uses of Production - Cobb-Douglas –Laws of Production - Laws of Variable proportion - Returns to Scale - Economies of scale - Diseconomies of scale Isoquant- Optimum Combination of Inputs Isocosts.

**Unit V- Market Structure, Pricing:** Features and Types of different Markets - Price-Output determination in Perfect competition and Monopoly. Monopolistic competition - Oligopoly and Kinked Demand. Pricing – Objectives of Pricing - Pricing methods in practice – Guidelines in Price fixing

**Unit VI- Profit Management:** Profit-Theories of profit including – Profit Policies – Aims of Profit Policy.

**Note:** Relevant Case Studies need to be discussed in each unit.

**Text Books:**

1. Thomas P.C. : “**Managerial Economics**” (1<sup>ST</sup> edition 1997, reprinted 2005) Kalyani Publishers, New Delhi, 2005.
2. Varshney, R.L and Maheswari, K L: “**Managerial Economics**” (19th edition) Sultan Chand and Sons, New Delhi, 2005.

**References:**

1. Narayan Nadar. E & Vijayan.S “**Managerial Economics**”, (2<sup>nd</sup> edition) PHI Private Limited, New Delhi, 2012.
2. Mithani D M: “**Managerial Economics**”, (5<sup>th</sup> revised and enlarged edition) Himalaya Publishing House, Mumbai, 2009.
3. Kaushal.T.L. “**Managerial Economics**”, (4<sup>th</sup> revised edition) Kalyani, Publishers, New Delhi, 2016.
4. P.L.Mehta: “**Managerial Economics**”, (14<sup>th</sup> edition) Pearson Education, 2008.
5. Siddiqui S A, Siddiqui A S: “**Managerial Economics and Financial Analysis**”, (4<sup>th</sup> edition) New Age International Publishers, New Delhi, 2008.

# FINANCIAL ACCOUNTING AND ANALYSIS

**SUBJECT CODE: 16MBA1003**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of financial accounting and analysis.
- The objective of this course is to provide the basic knowledge of book keeping and accounting.
- To enable the student's to understand the Financial Statements, depreciation, methods, Inventory valuation, issue of shares, forfeiture, re-issue, Amalgamation, absorption, reconstruction.
- To make analyzing Financial Accounts of a Company.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case studies.

## OUTCOMES:

- Understand the basic knowledge of bookkeeping and accounting.
- Learn the accounting cycle, final accounts preparation.
- Learn depreciation methods, inventory valuation.
- Understand issue of shares, forfeiture, re-issue, Amalgamation, absorption, reconstruction.
- Understand financial statement analysis.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

## UNIT-I

Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), Accounting Standards issued by Institute of Chartered Accountants of India.

## UNIT-II

The Accounting Process: Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.



### **UNIT-III**

Valuation of fixed assets: Tangible vs Intangible assets, depreciation of fixed assets and methods of depreciation. Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.

### **UNIT-IV**

Issue of Shares and Debentures: Entries for Issue of shares, forfeiture - Issue of shares at Discount and premium. Alteration of share capital and reduction of share capital, Classification and Issue and Redemption of Debentures:

### **UNIT-V**

Accounting for Amalgamation, Absorption and Reconstruction: Accounting treatment in the books of transferor and transferee. Simple problems.

### **UNIT-VI**

Financial Analysis: Statement of Changes in Working Capital, Funds flow and cash flow statement – Analysis and interpretation of financial statement from investor and company point of view – analysis through different ratios – Du Pont Chart.

**Note:** Compulsory. Relevant cases have to be discussed in each unit

### **TEXT BOOKS:**

1. **Dhanesh k. Khatri, Financial Accounting and Analysis, Tata mcGrahill Publications, New Delhi, 2012.**
2. Maheshwari S N, Mahehwari S K: —Financial Accounting —, Vikas Publishing House Private Limited, New Delhi, 2016.

### **REFERENCES BOOKS:**

1. Asish K. Bhattacharyya: —**Essentials of Financial Accounting**, PHI Private Limited, New Delhi, 2012.
2. Paresh Shah: —**Basic Financial Accounting for Management**, Oxford University Press, New Delhi, 2016.
3. Robert N Anthony, David F Hawkins, Kenneth A Merchant: —**Accounting** Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
4. Stice & Stice: —**Financial Accounting Reporting and Analysis**, Cengage Learning, New Delhi, 2012.

5. Subhash Sharma, Vithal M P: —**Financial Accounting for Management**, MacMillan India Limited, New Delhi, 2008.
6. Kaustubh Arvind Sontakke: —**Financial Accounting**, Himalaya Publishing House, New Delhi, 2012.
7. Belverd E. Needles, Marian Powers: —**Financial Accounting**, Biztantra, New Delhi, 2012.
8. Ashok Banerjee: —**Financial Accounting**, Excel Books, New Delhi, 2012.
9. Ambarish Gupta: —**Financial Accounting for Management**, Pearson Education, New Delhi, 2012.
10. Varma K K: —**Financial Accounting and Analysis**, Excel Books, New Delhi, 2012.
11. B.K. Banerjee - **Financial Accounting** – Prentice Hall of India Pvt. Ltd., New Delhi, 2012.
12. Prasantha Athma: —**Financial Accounting**, Himalaya Publishing House, New Delhi, 2015.

## **BUSINESS COMMUNICATION**

**SUBJECT CODE: 16MBA1004**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of Organizational Communication.
- To compare and contrast major theories of organizational communication.
- Identify and analyze functions and structure of organizational communication, including verbal, nonverbal, formal, informal, and communication networks.
- To understand routine correspondence in organizational communication.
- To understand the contextual application of motivation theories.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

### **OUTCOMES:**

- Help students to learn the overview of Organizational Communication
- Helps in improvement of the behavioral, listening, perceiving skills in organizational context.
- Application of major theories of communication in organizations from three perspectives: traditional, interpretive, and critical.
- Able to criticize past and current practices involving organizational culture, technology, diversity, and leadership in organizations.
- Analyze both internal and external organizational communication trends.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

### **UNIT-I**

Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication - Oral Communication - Visual Communication, Audio Visual Communication – Silence-Developing Listening Skills – Improving Nonverbal communication skills

### **UNIT-II**

Managing Organization Communication – formal and Informal Communication - Intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory.

### **UNIT-III**

Important Parameters in Communication. The Cross Cultural Dimensions of Business Communication. Ethical & Legal Issues in Business Communication .Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press

Releases. Media Mix, Public Relations, Newsletters. Negotiation Process & its Management. Employer-employee communication. Problems and challenges.

#### **UNIT-IV**

Managing Motivation to Influence Interpersonal Communication- Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

#### **UNIT-V**

Business Writing Skills- Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephone Communication – Use of Technology in Business

#### **UNIT-VI**

Communication. Report Writing – Meaning and Significance: Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report –Proposals. Formal Reports. Presentation skills – techniques of presentation – types of presentation –Video Conferencing and formats – interview – formal and informal – interview techniques– Communication etiquettes.

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

#### **REFERENCES:**

1. Lesikar et al (2009). Business Communication: Making Connections in a Digital World Tata McGraw Hill Publishing Company
2. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
3. Kuberudu B and Srinivasa Krishna K: “*Business Communication and Soft Skills*”, Excel Books, 2008.
4. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi
5. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
6. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
7. SathyaSwaroopDebasish, Bhagaban Das” “*Business*
8. R.K.Madhukar: “*Business Communication*”, Vikas Publishing House, New Delhi, 2012.
9. Kelly M Quintanilla, Shawn T.Wahl:”*Business and Professional Communication*”, SAGE, New Delhi, 2012.
10. Sangita Mehta, NeetyKaushish: “*Business Communication*”, University Science Press, New Delhi, 2010.
11. Anjali Ghanekar: “*Business Communication Skills*”, Everest Publishing House, New Delhi, 202011

## **BUSINESS ENVIRONMENT**

**SUBJECT CODE: 16MBA1005**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of Business Environment.
- To apply the economic practices for business decision-making process.
- To analyze economic plans and its applications in making business decisions.
- To gain an overall understanding of the Industrial policies and economic plans for managing unanticipated risks.
- To gain a complete conceptual and practical understanding over environment.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

### **OUTCOMES:**

- Help Students to learn the overview of Business Environment.
- Help Students' to understand the practices of National and Global Environment.
- Familiarize Students' with Industrial Policies, Economics Plans.
- Enable Students to understand Global competition and challenges.
- Familiarize Students' with Trade mechanism and practical applications
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.

Unit-I Business Environment: Components and Significance – Economic Scope – Cultural, Political, Technological and External Factors Influencing Business Environment – Dimensions of International Business Environment – Challenges.

Unit-II: Structure of Indian Economy ; Economic systems- Economic plans with reference to last three plans, public, private joint and cooperative sectors.

Unit-III: Industrial Policy of the Government - Policy Resolutions of 1956 and Amendments, 1991 Industrial Policy and Economic Policy, Monetary and fiscal policy, Niti Ayog.

Unit-IV Indian Companies -Competitiveness, Changes and Challenges, Sustainable Development, Ethics in Business- Competition Act 2002 - Emerging Trends in Indian Business Environment.

Unit – V: International Trade Theories, Balance of Payments – Concepts, Disequilibrium in BOP: Methods of Correction - Trade Barriers and Trade Strategy. World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Euro Currency.

Unit – VI: Globalisation: International Economic Integration, International Trading Blocks – Their Objectives; WTO Objectives, Organisation Structure and Functioning – WTO and India.

#### Suggested Books:

1. Chidambaram, Indian Business Environment, Vikas, New Delhi
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi.
4. Pandey G.N., Environmental Management, Vikas Publishing House.
5. Sundaram& Black, International Business Environment – The Text and Cases, Prentice Hall of India.
6. Ghosh PK., Business Environment, Sultan Chand & Sons, New Delhi
7. Daniel John D and Redebough, Lee. H., International Business, Addison Wesley India
8. Saleem, Business Environment, Pearson, New Delhi.
9. Bhalla, V.K., & S. Sivaramu, International Business Environment and Business, Annual Publications

# QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

**SUBJECT CODE: 13MBA1006**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To make the students familiar with principles and techniques of optimization and their applications in decision-making and also to make the students familiar with sampling techniques of Probability and Statistics and their applications in P.G courses.
- To develop this course introduces fundamental concepts and techniques for analyzing risk and formulating sound decisions in uncertain environments.
- To introduce the study of decision theory is enriched by game theory, competitive analysis, and multi-criteria decision-making.
- To make the queuing theory and inventory management are also examined.

## OUTCOMES:

- Learn the course combines mathematical concepts and the use of software in an integrated way.
- Clearly identify an otherwise unstructured business problem and its components.
- Employ effective techniques for addressing the major challenges presented.
- Provide a solution to the decision process.
- Develop this course is intended to provide students with basic knowledge of analyzing data using Various statistical techniques whose final goal is to enable better reporting for decision Making.be discussed in each unit.

## UNIT -I

Basic Statistical Techniques: Measures of Central Tendency – Measures of Dispersion - Probability Distributions- Binomial, Poisson, Normal Distributions.

## UNIT -II

### Theory of Estimation & Testing of Hypothesis

Point Estimation – Interval Estimation –Confidence Interval for parameter in normal population –concept of hypothesis - errors in testing of hypothesis – Large sample tests (mean-proportion tests)-student t-Test(single mean& difference of means)- Chi-Square test for independence of Attributes

## UNIT -III

### Correlation & Regression

Concept of correlation–types of correlation-scatter diagram-Karl-Pearson correlation coefficient method and its properties-Regression-Linear regression and its properties-non-linear regression-curve fitting.

#### **UNIT -IV**

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements In the Simplex Tableau

#### **UNIT -V**

Transportation & Game theory: Definition and application of the transportation model, solution of the transportation problem, Game Theory:Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of games without Saddle point – Algebraic, matrix and arithmetic methods.

#### **UNIT-VI**

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

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

#### **3. REFERENCES**

4. 1. N.D.Vohra: “*Quantitative Techniques in Management*”, Tata-
5. McGraw Hill Private Limited, New Delhi, 2011.
6. 2. J. K. Sharma, “*Operations Research: Theory and Applications*”,
7. Macmillan Gupta S.P: “*Statistical Methods*”, S. Chand and Sons,
8. New Delhi,
9. 3. Anand Sharma: “*Quantitative Techniques for Business decision*
- 10.*Making*”, Himalaya Publishers, New Delhi,2012;
- 11.4. D P Apte: “*Operation Research and Quantitative Techniques*”,
- 12.Excel Publication, New Delhi, 2013
- 13.5. Hamdy, A.Taha: “*Operations Research: An Introduction*”,



## **INFORMATION TECHNOLOGY LAB-I**

**SUBJECT CODE: 16MBA1007**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>-</b>	<b>-</b>	<b>4</b>	<b>2</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of Information Technology. Concepts & its applications to Business management.
- To explain in detail about MS-Office and its variant MS word,Excel,Power point
- To develop better understanding of DBMS RDBMs concepts and their applications to business
- To bridge the gap between theories and practice by discussing and practicing relevant applications in daily lifes and business.

### **OUTCOMES:**

- Help Students to learn the Overview of Information Technology.
- Demonstrate proficiency in Microsoft Office and Windows File Management, as well as digital literacy.
- Help students to learn applications of spread sheet in daily life and businesses.
- Help students to learn applications of database management concepts.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by hands on experience the IT Lab.

### **SYLLABUS:**

#### **UNIT-I Fundamentals of Computers:**

CPU, Computer Memory and Mass storage devices, Input Technologies, Output Technologies, Application and System Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters, Process of Software Development, Operating Systems- Functions of Operating Systems, Types of Operating Systems.

#### **UNIT-II : Software Packages:**

MS Word-Mail Merge, MS Excel-Formulae, Graphs, Basis Statistical Formulae, MS PowerPoint- Creating Effectiveness presentations.

#### **UNIT-III EXCEL Lessons:**

1. Customizing the Quick Access Toolbar. Creating and Using Templates.
2. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special. Formatting Data and Using the Right Mouse Click. Saving, Page Setup, and Printing.
3. Using Headers and Footers.
4. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
5. Data from External Sources. Using and Formatting Tables.
6. Basic Formulas and Use of Functions. Data Analysis Using Charts and Graphs.

Managing, Inserting, and Copying Worksheets. Securing the Excel Document (Protect Cells and Workbook).

#### **UNIT-IV DESCRIPTIVE STATISTICS –MS EXCEL:**

Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation.

#### **UNIT- V Database Management Systems :**

Concept of files, file management; organization and types of Access, Drawbacks in file based system. Database; types of Database, components of a Database system. DBMS, components of DBMS; DBMS language, Advantage and limitations of Database, Database models, Advanced Database: Distributed, Object oriented Database, Multimedia Database systems, Mobile Databases.

#### **UNIT-VI SQL:**

Queries and sub queries - Data queries - Basics - computations - group by - multiple tables - sub queries -joins - SQL- testing queries.

#### **Recommended Books**

- Coxet all- 2007 Microsoft Office System Step-by- Step, First Edition, PHI.
- David Whigam-Business Data Analysis Using Excel, First Edition, Oxford University Press..Mc. Fadden, Database Management Systems, Additions Wisely
- Peter: Databases, Tata Mc.Graw Hill Ltd

# Organisational Communication skills Lab

**SUBJECT CODE: 16MBA1008**

L	T	P	C	INT	EXT
-	-	4	2	40	60

## OBJECTIVES:

- To develop the English language communication skills.
- The language lab focuses computer-aided multi-media instruction and language acquisition to achieve the following targets:
- To expose the students to a variety of self-instructional, learner-friendly modes of language learning.
- To help the students cultivate the habit of reading passages from the computer monitor, thus providing them with the required facility to face computer-based competitive exams such GRE, TOEFL, GMAT etc.
- To enable them to learn better pronunciation through stress on word accent, intonation, and rhythm.

## OUTCOMES:

- Help Students to learn how to speak and write good English.
- To train them to use language effectively to face interviews, group discussions, public speaking.
- To initiate them into greater use of the computer in resume preparation, report writing, format-making etc.
- However, depending upon the available of infrastructure and budget, the above targets can also be achieved by procuring the minimum required equipment suggested for the establishment of Conventional Lab the details of which are given below. The lab should cater to the needs of the students to build up their confidence to help them develop leadership qualities through their communicative competence.

1. Introduction to Phonetics, Introduction to Vowels and Consonants and associated Phonetic symbols, . Introduction to Accent, Intonation and Rhythm.
2. Verbal and Non Verbal communication, Barriers to effective communication – Written communication.
3. Presentations, Types of presentation – participation in meetings – chairing sessions.
4. Situational Dialogues/Role Play.
5. Debate
6. Public Speaking.
7. Group Discussions
8. Formal and Informal Interviews – Interviewing in different settings and for different purposes- Resume preparation.
9. Business Writing Etiquette: Agenda and Minutes- notices and circulars- Memos- Reports- Business Letter writing.
10. E – correspondence

**Text Books and Software for Lab classes :**

1. Essentials of Business communication, Rajendra Pal, Sultan Chand and sons, Oxford Advanced Learner's Compass, 7th Edition
2. Language in Use, Foundation Books Pvt Ltd
3. Learning to Speak English - 4 CDs, Microsoft Encarta
4. Murphy's English Grammar, Cambridge

# FINANCIAL MANAGEMENT

**SUBJECT CODE: 16MBA2001**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of Financial Management.
- To provide the necessary basic financial tools for the students.
- To understand the short term and long term finance needs of the organization.
- To understand the practices for dividend decisions and debt management.
- To understand the applications of financial planning with reference to the current asset management.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case studies.

## OUTCOMES:

- Help Students to learn the overview of Financial Management.
- Understand the time value of money.
- Develop problem solving and prompt decision making for long term projects.
- Define and describe the process and the practice of financial planning.
- Student can able to understand effective credit management.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

## UNIT-I

The Finance Function – Objective: Profit or Wealth Maximization and EPS Maximization, An overview of Managerial Finance functions- Time value of money, present value, future value of money and the basic valuation models.

## UNIT-II

Cost of Capital: Concept and measurement of cost of capital, Debt vs.Equity, Different types of Cost of Capital, Importance of cost of capital in capital budgeting decisions Investment decisions: Nature of Capital Budgeting decisions - techniques of capital budgeting: Pay back method, Average rate of return and Time-Adjusted methods: IRR and NPV, profitability index, and excess present value index. Advanced problems and cases in capital budgeting.

## UNIT-III

- Capital structure Decisions: Capital structure vs financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure theories.

## **UNIT-IV**

Dividend Decisions: Dividends and value of the firm - Relevance of dividends, the 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, Employee stock option and Sweat Equity, Walter Model and Gordon Model.

## **UNIT-V**

Working Capital Management, components of working capital, gross vs. net working capital, determinants of working capital needs the operating cycle approach. Planning of working capital, .Financing of working capital through Bank finance and Trade Credit.

## **UNIT-VI**

Management of current assets –I: Management of cash,– Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives. Management of receivables - Management of inventory – credit policies.

**Note:** Relevant Case Studies need to be discussed in each unit.

### **TEXT BOOKS:**

1. I.M Pandey: “**Financial Management**”, (11<sup>th</sup> edition), Vikas Publishing, 2015.
2. M.Y Khan, P K Jain: “**Financial Management-Text and Problems**”, (6th edition)Tata McGraw Hill, New Delhi. 2012.
3. G.Sudharsan Reddy: “**Financial Management**”, (1<sup>st</sup> edition), Himalaya Publication, 2015.

### **REFERENCES:**

1. Srivatsav, RM: “**Financial Management**”,(2<sup>nd</sup> edition) Himalaya Publishing House, Mumbai,2015.
2. Pradeep Kumar Sinha: “**Financial Management Tools and Techniques**”, (1<sup>st</sup> edition) Excel Books, New Delhi,2012.
3. S.N. Maheswari: “**Financial Management**”, (16<sup>th</sup> edition) Vikas Publishers, New Delhi, 2012.
4. CA.C. Rama Gopal: “**Financial Management**”, (1<sup>st</sup> edition) New Age International Publisher, New Delhi, 2012.
4. Sudhindra Bhat: “**Financial Management Principles and Practice**”, (2 edition) Excel Books, New Delhi, 2012.
5. Pradeep Kumar Sinha: “**Financial Management Tools and Techniques**”, (1<sup>st</sup> edition) Excel Books, New Delhi.
6. P.V.Kulkarni, B.G.Satya Prasad “Financial Management” , Himalaya publishing House,Mumbai (2015).

## MARKETING MANAGEMENT

**SUBJECT CODE: 16MBA2002**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of Marketing Management.
- Provide a framework within which students will be able to study theories on Marketing Management.
- Provide them with tools to understand the framework within which today's marketers create successful marketing programs for their Brands.

Provide them a brief understanding on retail management.

- To bridge the gap between theories and practice by discussing and analyzing relevant case studies.

### OUTCOMES:

- Students will be able to learn the overview of Marketing Management.
- Students will be able to develop a sound knowledge of conventional marketing ideas, and of the theories on which these theories are based.
- Students will be able to develop practices in defining and working out integrated marketing and communication strategies.
- The students can able to act autonomously in planning, implementing and reflecting at a professional level, on the development and use of marketing strategies to address organizational problems.
- Students will be able to emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

### UNIT-I

**Introduction to Marketing:** Needs, Wants, Demands, Products, Exchange, Transactions, Market- Marketing Concept, Production Concept, Product Concept, Sales Concept, Societal Marketing Concept-Marketing Mix-Indian Marketing Environment- Role and Functions of Marketing Department-Emerging dimensions and marketing Trends in India.

## **UNIT-II**

**Market Research:** Marketing Information system, Concepts of Demand, Market research – Forecasting and Measurement – Market data analysis.

## **UNIT-III**

**Product Management:** Market Segmentation and Targeting– Positioning strategies – Identification of Market segments - marketing strategies- Product Life Cycle, Product mix and line – Branding classification. New Product Development - Market Testing-Commercialization.

## **UNIT-IV**

**Pricing Strategy:** Objectives-Methods and processes of pricing- Factors influencing the pricing-Adopting price- Initiating the price cuts-Imitating price increases- Responding to Competitor's price changes.

## **UNIT-V**

**Distribution Strategy:** Sales Techniques for Consumer/Industrial clientele-Channel Function and Flows-Channel Levels-Channel Management Decisions - The growth and trends in Wholesaling - Sales force Management.

## **UNIT-VI**

**Promotion Decisions:** Communication Process-Promotion mix – advertising, personal selling, sales promotion, publicity and public relations-Determining advertising budget-Copy designing and testing-Media selection-Advertising effectiveness-Sales promotion – Tools and techniques-Sales force structure- Integrated Marketing communication.



**Note:** Relevant Case Studies need to be discussed in each unit.

**TEXT BOOKS:**

1. Phillip Kotler & Kevin Lane Keller (2014). Marketing Management (15<sup>th</sup> Edition). Pearson Education.
2. Dr. K.Karunakaran (2010). Marketing Management-Texts and Cases in Indian Context (2<sup>nd</sup> Edition). Himalaya Publishing House.
3. M.Govindarajan (2009). Marketing Management-Concepts, Cases, Challenges & Trends (2<sup>nd</sup> Edition). PHI Learning Private Limited.
4. Rajan Saxena (2009). Marketing Management (4th Edition). Tata Mc.Graw Hill.
5. Tapan K. Panda (2008)-Reprint. Marketing Management-Texts & Cases (2<sup>nd</sup> Edition). Excel Books.

**REFERENCES:**

1. David L. Kurtz & Louis E. Boone (2013). Contemporary Marketing (16<sup>th</sup> Edition). South-Western College Publication.
2. Neeru Kapoor (2013). Principles of Marketing. PHI Learning India Private Limited.
3. Adrian Palmer (2009). Introduction to Marketing-Theory & Practice (2<sup>nd</sup> Edition). Cengage Learning.
4. Michael R. Czinkota & Masaaki Kotabe (2007). Marketing Management (2<sup>nd</sup> Edition). Thomson Learning.
5. S.H.H. Kazmi (2007). Marketing Management-Text and Cases (1<sup>st</sup> Edition). Excel Books.

# HUMAN RESOURCE MANAGEMENT

**SUBJECT CODE: 16MBA2003**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of Human Resource Management
- To effectively manage and plan key human resource functions within organizations
- To examine current issues, trends, HR practices, and processes in HRM
- To contribute to employee performance management and organizational effectiveness
- To make aware of human resource challenges and Problem-solving
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

## OUTCOMES:

- Help Students to learn Definition, Nature and Scope and total concept of HRM.
- Help Students to understand the Principles of HRM and its practical Applications.
- Enable Students to understand duties & responsibilities of the manager.
- Enable Students to understand and implement Manpower planning, uses, benefits, problems and limitations.
- Help Students to understand ‘the compensation and benefits administration’ along with importance of performance, Industrial Relations, Trade Unions and resolution of disputes.
- Enables to understand functions in HR department and different style of organizations.

## UNIT -I

HRM: Significance - Definition and Functions – evolution of HRM- Principles  
- Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organisational strategy - HRM at global perspective- challenges – cross-cultural problems – emerging trends in HRM.

## UNIT –II

Investment perspectives of HRM: HR Planning –demand and supply forecasting - Recruitment and Selection- sources of recruitment - Tests and Interview Techniques - Training and Development – methods and

techniques– training evaluation - retention - Job Analysis – job description and specifications, Unique Job Identification. Management development - HRD concepts – mechanisms – career planning and counseling.

### **UNIT -III**

Performance Evaluation: importance – methods – traditional and modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

### **UNIT -IV**

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies-Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures .

### **UNIT -V**

Managing Industrial Relations- Trade Unions- Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms.

### **UNIT -VI**

Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress. HR accounting and auditing: Nature and significance –problems – HR audit - process – HRIS .

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

### **REFERENCES**

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “*Human Resource Management and Industrial Relations*”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy:”*Human Resource Management: A south-Asian Perspective*”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “*Human Resource Management*”, Excel Books, New Delhi, 2010
6. Muller\_Camen. Croucher and Leigh: “*Human Resource Management- A Case Study Approach*”, JAICO Publishing, Delhi.
7. S.Seetharaman, B.Venkateswara Prasad: “*Human Resource Management*”, SCITECH Publication (India) Limited, Hyderabad, 2009.
8. Gary Dessler, BijuVrkkey: “*Human Resource Management*”, Pearson Education, New Delhi, 2011

9. Uday Kumar Haldar: “***Human Resource Development***”, Oxford University Press, New Delhi, 2012.
10. Narendar Singh:”***Human Resource Management***”, Universities Press (India) Private Limited, Hyderabad, 2011.
11. B.B.Mahapatro:”***Human Resource Management***”, New Age International Publishers, New Delhi, 2011
12. R.S.Dwivedi: “***Human Relations and Organisational Behaviour***”, MacMillan Business Books, New Delhi, 2013.

# PRODUCTION & OPERATIONS MANAGEMENT

**SUBJECT CODE: 16MBA2004**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of production and operations management.
- To explain mass, process, batch and job order production systems.
- To make an understanding of the role of LOB, Group technology and production planning and control and Inventory management.
- To explain productivity and its improving techniques, work study, method study and time study.
- To develop better understanding of Quality control, Total Quality Management, control charts.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case studies.

## OUTCOMES:

- Help Students to learn the Overview of Production and Operations Management.
- Familiarize Students with Production planning and control in different production systems.
- Help Students to understand the concept of productivity, Work Study, Method Study and Work Sampling.
- Enable Students to understand the concepts of EOQ and other inventory control techniques.
- Enable Students to understand Quality Standards ,ISO 9000, Six Sigma etc. and Quality control, Total Quality Management, and compute control charts.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

## UNIT-I

**Introduction:** Nature and scope of Production and Operations Management (POM), Historical Development, Production Function, difference between manufacturing and service, types of production systems, POM scenario Today.

## **UNIT-II**

**Facilities planning:** Product and process selection, Location and Layout facilities. Manufacturing process Technology, CAD,CAM & CIM, Flexible Manufacturing System, Group Technology, Business Process Reengineering.

## **UNIT-III**

**Aggregate Planning:** Aggregate planning process, Preparation of aggregate demand Forecast, Strategies for aggregate planning. Inventory Management- Material Requirement Planning (MRP), EOQ, Inventory control techniques.

## **UNIT-IV**

**Scheduling:** Scheduling In Job, Shop Type Production- Shop-Loading, Assignment and Sequencing. Scheduling In Mass, Continuous Production- Line balancing (LOB), Methods of Production Control.

## **UNIT-V**

**Productivity :** Concept of Productivity, types of Productivity, Total Productivity Model. Work Study- Method study, Work measurement, Work Sampling, Job Design . Value analysis, Total Productive Maintenance.

## **UNIT-VI**

**Quality Management:** Inspection and quality Control, Economics of Quality Assurance, Acceptance Sampling, Theory of Control Charts, Control charts for variables and control charts for attributes- Total Quality Management-ISO 9000 series standards, Six Sigma, Quality circles.

**Note:** Relevant Case Studies need to be discussed in each unit.

## **TEXT Books:**

1. Adam, EE & Ebert RJ production and Operations Management 6th ed. New Delhi, Prentice hall of India 1995.
2. SN Chary: “**Production and Operations Management**”, Tata McGraw Hill, New Delhi, 2008.
3. R. Panneeselvam: “**Production and Operations Management**“, PHI Learning Private Limited, New Delhi, 2009.
4. B.S.Goel:” **Production and Operations Management**”, A Pragati Edition, Meerut, 2009

## **References:**

- 1.Elwood S.Buffa and Rakesh K.Sarin: “**Modern Production/Operations Management**”,  
India, New Delhi, 2008.
- 2.Amrine Harold T.etc Manufacturing Organisation and Management, Englewood Cliffs, New Jersey, Prentice HallInc.199
- 3 Aswathappa K: “**Production and Operation Management**”, Himalaya Publishing House, Mumbai.
- 4.Chase, Aquilano, Jacobs: “**Operations Management for Competitive Advantage**”, Tata McGraw Hill, New Delhi, 2007

## LEGAL ASPECTS OF BUSINESS

**SUBJECT CODE:** 16MBA2005

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of Legal aspects of Business Environment.
- To acquaint students with business laws affecting the operation of business enterprises in India.
- To provide an understanding of contract law and its applications in Business.
- To familiarize the student regarding aspects of indemnity and guarantee and agency in all business transactions.
- To familiarize the students to know about the sales of goods and negotiable instrument act.
- To provide an idea about the formation of company, its resolutions and impact of company law of India.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies and Court judgments.

### OUTCOMES:

- Help Students to learn the Overview of Contract Law of India.
- Familiarize Students with an idea on indemnity, guarantee and surety in business domain.
- Help Students to understand the concept of agency law.
- Enable Students to understand the concepts of Sales of Goods Act, 1930.
- Help Students to understand the concept of Negotiable Instruments Act, 1881.
- Familiarize Students with an idea of Company Law, 1956 and 2013.



- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

**UNIT I Importance of Business Law:** The Indian Contracts Act, 1872, Nature of the Act and Classification of Contracts, Essentials of a Valid Contract, Offer and Acceptance, Capacity, Consideration, Free Consent, Legality of Object, Performance of Contract, Discharge of Contract, Breach of Contract and Remedies, Quasi Contracts.

**UNIT II Special Contracts of Indemnity & Guarantee:** Contracts of Indemnity, Meaning and Nature, Right of Indemnity Holder and Indemnifier, Contracts of Guarantee, Meaning, Nature and Features, Types of Guarantee, Various types of Guarantee, Surety and Co-surety, Rights and Liabilities, Discharge of surety from his liability.

**UNIT III Rights of Agency in Business:** Agency Meaning, Agent and Principal, Creation of Agency, Classification of Agents, Relationship between Principal and Agent, Agent's authority, Revocation and Renunciation, Rights, Duties and Liabilities of Agent and Principal, Termination of Agency.

**UNIT IV Sales of Goods Act 1940:** Introduction to Sale of Goods Act, Distinction between Sale and Agreement to Sell, Conditions and Warranties, Performance of Contract of Sale, Transfer of Ownership, Rights of an Unpaid Seller.

**UNIT V Negotiable Instruments Act, 1881:** Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange & Cheque and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.

**UNIT VI Companies Act 2013:** Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

**Note:** Relevant Case Studies need to be discussed in each unit.

**Text Books:**

1. N. D. Kapoor , Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 31/e, 2009
2. Gulshan, S. S, Business Law, Excel Publications, New Delhi, 3/e, 2009 (reprint)

**References:**

1. K.R.Bulchandani, Business Law for Management, Himalaya Publishing, Mumbai, 5/e, 2008
2. Ravindra Kumar, Legal Aspects of Business, Cengage learning, New Delhi, 2/e, 2009
3. Akhilesh Pathak, Legal Aspects of Business, Tata McGraw Hill, New Delhi, 3/e, 2009
4. Satish B Mathur, Business Law, Tata Mc graw Hill, New Delhi, 1/e, 2009
5. P.K.Padhi, Legal Aspects of Business, PHI, 2013

## **BUSINESS RESEARCH METHODS**

**SUBJECT CODE: 16MBA2006**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of Business Research Methods.
- To have a general understanding of statistics applicable to business
- To provide insight into the application of modern analytical tools and techniques for the purpose of management decision making.
- To make Students gaining the knowledge in Preparing a research plan
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

### **OUTCOMES:**

- Help students to learn an overview of Business Research Methods.
- Conduct a preliminary literature review of the concepts comprising the research questions
- Set out the main elements of a potential research instrument for testing the hypotheses, including a critical and comparative analysis of the proposed instrument
- Understand how to classify , interpret and present data
- Prepare a mini-dissertation research proposal / a research plan
- Emphasize on developing analytical skills , presentation skills and problem solving skills by discussing relevant case studies in the class room.

### **UNIT -I**

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research –Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

### **UNIT-II**

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Non-random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

### **UNIT-III**

Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation

## **UNIT -IV**

Statistical Inference: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application.

## **UNIT -V**

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

## **UNIT -VI**

**SPSS and Report Presentation:** Use of Statistical Package for Social Sciences, report writing - Mechanics of report writing, preliminary pages, main body and appendices including bibliography, oral presentation, diagrammatic and graphical presentation of data. Preparation and Presentation of Research Report.

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

## **TEXT BOOKS:**

1. C.R. Kothari: “**Research Methodology**”, Wishwa Prakashan, 2009, 2<sup>nd</sup> Edition.
2. Panneerselvam R: “**Research Methodology**”, PHI Learning Private Limited, New Delhi, 2009, 3<sup>rd</sup> Edition.
3. Willam G.Zikmund: “**Business Research Methods**”, Cengage Learning, New Delhi, 2006, 9<sup>th</sup> Edition.
4. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009, 2<sup>nd</sup> Edition.

## **REFERENCES:**

1. Battacharya, DK: “**Research Methodology**”, Excel Books, New Delhi, 2<sup>nd</sup> Edition..
2. Alan Bryman, Emma Bell: “**Business Research Methods**”, Oxford University Press, New Delhi, 2008, 2<sup>nd</sup> Edition.
3. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata MCGraw Hill, New Delhi, 12<sup>th</sup> Edition.
4. CR Kothari: “**Research Methodology Methods and Techniques**”, New Age International Publishers, New Delhi, 2009, 2<sup>nd</sup> Edition.
5. Ajai S.Gaur and Sanjaya S.Gaur: “**Statistical Methods for Practice and Research**”, Sage Publications, New Delhi, 2007, 1<sup>st</sup> Edition

## INFORMATION TECHNOLOGY LAB-II

**SUBJECT CODE: 16MBA2007**

L	T	P	C	INT	EXT
-	-	4	2	40	60

### OBJECTIVES:

- To understand concepts & its applications in Business decision.
- To explain in detail about MS project and mathematical simulations from statistics.
- To develop better understandings of techniques quality management by using computers.
- To explain and demonstrate SQL & PLSQL concepts applications.
- To bridge the gap between theories and practice by discussing and practicing relevant applications in daily lives and business.
- To explain and demonstrate online training systems SEBI links.

### OUTCOMES:

- Help Students to learn the Overview of Information Technology.
- Demonstrate proficiency in Microsoft project and its applications in project Management as digital literacy.
- Help students to learn applications of MS project mathematical simulations.
- Help students to learn how to prepare charts, flow diagrams for six sigma, learning management etc.
- Help students to participate online trading on different products of SEBI & other financial institutions.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by hands on experience on IT Lab.

### COURSE DETAILS:

#### MS Project:

**Unit I. Getting Started with Microsoft Project:** Managing your Projects with Microsoft Project, Starting Microsoft Project, Exploring Views, Exploring Reports, Creating a New Project Plan, Setting Networking Days, Entering Project Properties.

**Unit II. Getting a Task List:** Entering Tasks, Project Management Focus; Defining the Right Tasks for the Right Deliverable, Estimating Durations, Project Management Focus; How do you come up with Accurate Task Durations, Entering a Milestone, Organizing Tasks into Phases, Project Management Focus: Top-Down and Bottom-up Planning, Linking Tasks, Documenting Tasks.

**Unit III. Setting Up Resources;** Setting Up people Resources, Setting up equipment Resources, Setting up Material Resources, Entering Resource Pay Rates, Project

management Focus: Getting Resource Cost Information, Adjustment Working Time for Individual Resources, Documenting Resources.

**Unit IV. Assigning Resources to Tasks:** Assigning Resources to Tasks, Assigning Additional Resources to a Task, Project management Focus: When should Effort Driven Scheduling Apply, Assigning Material Resources to Tasks.

## **Research Methodology & SPSS**

### **Unit V.**

**Assignment 1:** Learning the Basics of SPSS.

**Assignment 2:** Looking at Frequency Distributions and Descriptive Statistics.

**Assignment 3:** Presenting Data in Graphical Form, Correlation Regression

**Assignment 4:** Testing Research Hypotheses for Two Independent Samples.

**Assignment 5:** Testing Research Hypotheses about Two Related Samples.

### **Unit VI.**

**Assignment 6:** Comparing Independent Samples with One-way ANOVA.

**Assignment 7:** comparing related Samples with One-way ANOVA.

**Assignment 8:** Measuring the Simple Relationship between Two Variables.

**Assignment 9:** Describing the Linear Relationship between Two Variables.

**Assignment 10:** Assessing the Association between Two Categorical Variables.

## **ERP: Open Source Software**

**Recommended Books :** 1. Microsoft Office Project 2007, Marmel, Wiley

### **Recommended Books:**

1. Ready, Set, GO! A Student Guide to SPSS, Thomas Pavkov, Kent Pierce, TMH.
2. SPSS for Windows step by step, George & Mallery, Pearson
3. Data Analysis with SPSS, Carver and Nash, Cengage.

## INDUSTRY AND COMPANY ANALYSIS

**SUBJECT CODE: 16MBA2008**

L	T	P	C	INT	EXT
-	-	4	2	40	60

Industry survey analysis consists of the conditional participation of students in various industries physically as well as online and finding out the productive with observation and interaction.

The objective of the course is to equip students to gain ample knowledge of the following areas:

- Overall functioning of the different industries with reference to the performance and challenges of that industry.
- Interaction with the practical managers working in the industry to attain fruitful knowledge how differentiated the practical work is from theory.
- Coverage of live challenges and problems occurred in different industry and supplement the solutions.
- Conduction of surveys and formulation of live case studies.
- Comparison of Industry and company analysis and preparation of report.

# STRATEGIC MANAGEMENT

**SUBJECT CODE: 16MBA3001**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of Strategic Management concepts, research and theories.
- To develop better understanding of the present and future Environment and analyse them to develop the best strategy.
- To develop an understanding of types of strategies, formulation of corporate, business and functional strategies by strategic choice.
- To develop better understanding of strategy implementation in different situations including strategic leadership, resource allocation and balance score card.
- To discuss on strategy evaluation and control by using qualitative & quantitative criteria and Strategic Information System.

## OUTCOMES:

- To sharpen students abilities to think critically, logically and strategically
- To help them learning to diagnose situations from a strategic perspective and practice SWOT analysis
- To develop analytical and decision making skills to implement the chosen strategy.
- To bridge the gap between theory & practice by developing an understanding of when and how to apply the earlier learned topics on marketing, finance, HRM, and production management.
- Identify the strategic problems of a firm and develop ethical solutions to those problems.
- Emphasizing on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

## UNIT-I

**Introduction:** Concepts in Strategic Management , Strategic management as a Process – Developing a strategic vision, Mission, Objectives, Policies-Factors that shape a company's strategy.

## UNIT-II

**Environmental Scanning:** External Environment Analysis, Internal Environment Analysis—SWOT Analysis—Industry and Competitive Analysis, value chain analysis.



### **UNIT-III**

**Strategy Formulation:** Types of Strategies. Exit and Entry Barriers-Formulation of strategy at corporate, business and functional levels. - Tailoring strategy to fit specific industry. Strategic Analysis and choice: Tools and techniques-Porter's five force model, BCG Matrix, GE Model.

### **UNIT-IV**

**Restructuring and Diversification Strategies :** - types of diversification strategies, the concept of core competence, strategy and competitive advantage. Turnaround strategy, Strategies for Mergers, Acquisitions, Takeovers and joint Ventures. strategies for competing in Globalizing markets and internet economy- Management of strategic Change.

### **UNIT-V**

**Strategy Implementation:** Strategy and structure. Strategy and Leadership, Strategy and culture connection –Organizational values and their impact on strategy. Resource Allocation. strategy Leadership and style –Role of Top-Level managers-Key strategic Leadership Actions-Determining strategic Directions -Developing Human Capital and Social Capital –Balanced Scorecard.

### **UNIT-VI**

**Strategy Evaluation and Control:-** strategic control process, Measuring Performance using qualitative and quantitative criteria. Benchmarking ,role of the strategist, problems in measuring performance—strategic information systems – strategic surveillance audit.

**Note:** Relevant Case Studies need to be discussed in each unit.

#### **TEXT BOOKS:**

1. Strategic Management and Business Policy: 3rd Edition Azhar Kazmi Tata McGraw - Hill Education (2008)
2. Strategic Management: The Indian Context R. Srinivasan, PHI Learning (2010)
3. Strategic Management (Paperback) Alpana Trehan ,Dreamtech Press (2010)
4. Strategic Management : Text and Cases 3 Edition (Paperback) Alan Eisner, G.T. Lumpkin, Gregory Dess ,Tata McGraw - Hill Education (2009)

#### **REFERENCES:**

1. Concepts in Strategic Management and Business Policy. Thomas L. Wheelen, J David Hunger. Eighth Edition (2003), Pearson Education
2. Strategic Management - Anand Prakash ,Sonali Publications (2012)
3. Strategic Management : Concepts And Cases (Paperback) Phadtare ,PHI LEARNING PVT LTD (RS) (2010)
4. Strategic Management (Paperback) N. Chandrasekaran, P. S. Ananthanarayanan, Oxford University Press (2011)

# **COST AND MANAGEMENT ACCOUNTING**

**SUBJECT CODE: 16MBA3002**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

## **OBJECTIVES**

- To develop an understanding of Cost and Management Accounting.
- To Use the four steps of activity-based management to reduce costs and increase customer value.
- To Identify opportunities for cost reduction by undertaking value analysis.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

## **OUTCOMES**

- Help Students to learn the overview of Cost and Management Account
- Demonstrate an understanding of the various types of costs which a business incurs
- Understand the significance of calculating the break-even point
- Select activity-based performance measures to manage cost, time and other sources of customer value;
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

## **UNIT – I**

**INTRODUCTION:** Management accounting vs. Cost accounting vs. financial accounting, role of accounting Information in planning and control. The management process and accounting cost analysis and control- direct and indirect expenses

## **UNIT – II**

**Overheads:** Allocation and appointment of overheads, calculation of machine hour rate. An introduction to activity based costing and life cycle costing.

## **UNIT - III**

**COSTING FOR SPECIFIC INDUSTRIES:** Unit costing, job costing, cost sheet and tender and process costing and their variants, Treatment of normal losses and abnormal losses, inter process profits, costing for by products and equivalent production.

## **UNIT – IV**

**MARGINAL COSTING:** 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 sellings prices

Make or buy decision, 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 BEP for various business problems.

## **UNIT - V**

**BUDGETARY CONTROL:** Budget, budgetary control, Steps in budgetary control, Flexible budget, different types of budgets, sales budget, cash budget, production budget, master budget,

performance budgets, material vs. purchase budgets, zero based budgeting. An introduction to cost audit and management audit.

## **UNIT - VI**

**STANDARD COSTING:** 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, labour variance, sales and profit variance. Interfirm comparison.

**Note: Relevant Case Studies need to be discussed in each unit.**

### **TEXT BOOKS:**

S.P. Jain, K.L. Narang, Cost Accounts, 2012, Kalyani Publishers, New Delhi.

### **REFERENCE S:**

- 1. P.Periasamy, A text book of Financial Cost and Management Accounting, 2014, Himalaya Publishing.**
2. Colin Drury (2012), Management and Cost Accounting, 6<sup>th</sup> Edition, 2012 Cengage, India.
3. *M.Y. Khan, P.K. Jain* Cost Accounting Theory and Practice, 5<sup>th</sup> Edition, 2012 *Tata Mc Graw Hill*, New Delhi.
4. Babatosh Bannerjee, Cost Accounting Theory and Practice, 12<sup>th</sup> edition, Prentice Hall of India, New Delhi, India.
5. Asish K. Bhattacharya, Cost Accounting for Business Managers, 1<sup>st</sup> Edition, 2012 Elsevier.
6. V.K. Saxena & C.D. Vashist, Advanced Cost and Management Accounting (Text) (Vol – 1 & 2), 6<sup>th</sup> Edition Sultan Chand & Sons
- 7. M.N.Arora, Cost and Management Accounting, 2015, Himalaya Publishing.**

## MANAGEMENT OF INFORMATION SYSTEMS (MIS)

**SUBJECT CODE:** 16MBA3003

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To gain knowledge on formulation and implementation best practices on technology management policies by managers
- To develop any organization in a sustainable manner by the usage tools of technology and strategy in an effective manner.
- To identify the crucial indicators related to process management and channels of technology flow for the development of the organization.
- To identify and implement the innovation factor in every process for enhancing cutting-edge performance by the organizations.

### OUTCOMES:

- Help Students to learn the overview of Management Information Systems.
- Students will able to adapt an experiential learning perspective in the stream of information technology.
- Students will be able to create and expand an interface between human intelligence systems to an artificial intelligence system.
- Students will be able to act autonomously in planning, implementing and reflecting at a professional level, on the development and use of technology to address organizational problems.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

## **UNIT 1: Management Information Systems**

Information and System Concepts- Structure and Classification of MIS- Information system as an Enabler- Information System Framework-Importance of MIS -Management Information systems-Concept- Nature and Scope of MIS-Structure of MIS-MIS Classification- Types of Information-Information Quality-Dimensions of Information-Systems-Kinds of Systems- System Related Concepts- Elements of a-System-Human as an Information Processing System- changing concepts of IS-IS as an Enabler.

## **UNIT 2: Basics of Computer system**

A computer System-Computer Hardware Classification-Computer Software- Programming Languages - Database Management- Introduction-Database Hierarchy- The Traditional Approach-Databases- The Modern Approach-Database Structure-Database Management System-Types of Database Structures or Data Models- Advances in Database Technology.

## **UNIT 3: Telecommunications and Networks**

Telecommunications-Types of Signals-communication Channel-Characteristics of Communication Channels-Communications Hardware-Communication Networks-computer Networks in India-Applications of Communication.

## **UNIT 4: E-Business and E-Commerce**

Introduction-Cross- Functional Enterprise Information system- E-Commerce-Decision-Making and Decision-Support Systems-Decision-Making: A Concept-Simon's Model of Decision-Making-Types of Decisions-Methods for Choosing among Alternatives- Decision- Making and MIS-Decision support Systems-A Framework-Characteristics and Capabilities of DSS-System Development Approaches-System Development Stages-System Development Approaches- Systems Analysis and Design Systems Analysis-Introduction-requirement Determination-Strategies for Requirement Determination- Structured Analysis Tools Systems Design- Design Objectives- conceptual Design-Design Methods-Detailed System Design.

## **UNIT 5: Implementation, Maintenance, Evaluation and Security of IS**

Implementation Process-Hardware and Software selection-System Maintenance-Evaluation of MIS-IS Security-Protecting Information System IS Controls-Information System Planning- Planning Terminology-The Nolan Stage Model-The four-Stage Model of IS Planning-Methodology Selection-Information Resource Management (IRM)-Organization Structure and Location of MIS.

## **UNIT 6: Managing Global Information Systems**

Global IT Management-Cultural, political and geo-economics challenges-Global business/IT applications-Business Intelligence-Global systems development -Decision Support Systems-Business Expert Systems-Artificial Intelligence-Enterprise Business Systems-CRM-E-Commerce-ERP-The business backbone-SCM-The business network

### **TEXT BOOKS:**

1. Management Information systems, Managerial Perspectives, D.P.Goyal, Macmillan Publishers India Ltd.

### **REFERENCES:**

1. Management Information systems, Conceptual foundations, structure and development, 2/e, Gordon Davis, Margrethe H. Olson, TMH.
3. Management Information systems, Mahadeo Jaiswal, Monika Mital, Oxford Higher Education.
4. Management Information systems, 9/e, James A O'Brien, George M Marakas, Ramesh Behl, TMH.
5. Management Information systems, The manager's view, Robert Schultheis, Mary sumner, TMH.
6. Managing Information Technology, 6/e, Carol V. Brown, Daniel W. DeHayes, Jeffrey A. Hoffer, Martin, E. Wainright, and William C. Perkins. 2008, PHI
7. Information Technology for Management: Transforming Organizations in the Digital Economy, Turban, Efraim, Ephraim McLean, and James Wetherbe. 2007, John Wiley & Sons.
8. [\*Information Technology for Management\*](#) (Global Text Project edition, c2009), by Henry C. Lucas (PDF at Global Text Project)
9. [\*Information Systems Foundations: Constructing and Criticising\*](#) (2005), ed. by Dennis N. Hart and Shirley Diane Gregor (multiple formats with commentary at ANU E Press)
10. [\*Information Systems: A Manager's Guide to Harnessing Technology \(derived from Creative Commons licensed edition published by Flat World Knowledge, ca. 2010\)\*](#), by John Gallaughier (PDF at saylor.org)

## **CONSUMER BEHAVIOUR & CUSTOMER RELATIONSHIP MANAGEMENT**

**SUBJECT CODE: 16MBA3004**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of Consumer Behaviour.
- To provide an integrative psychological framework and appropriate tools for analyzing consumers.
- To emphasize a cross-cultural perspective that considers how consumer behaviour varies around the world.
- To introduce a holistic perspective that integrates our own consumption approaches and experiences with theoretical and conceptual models of consumer behavior.
- To have a knowledge of the legal framework with relation to the consumers and multifaceted side of CRM.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

### **OUTCOMES:**

- Students will be able to learn the overview of Consumer Behaviour and Customer Relationship Management.
- Students will be able to acquire an understanding of the psychological processes that underlie the effectiveness of marketing strategy in terms of impact on consumer behavior.
- Students will be able to do critical assessment of current and future metrics, research technologies and research data output with relation to CRM.
- Students will be able to emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

## **UNIT-I**

**Introduction to Consumer Behaviour:** Understanding consumers and market segments-Evolution of consumer behavior-consumer analysis and business strategy-Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model, Famiy Decision Making Model, Sheth Industrial Buyer Behaviour Model.

## **UNIT-II**

**Psychological Foundations of Consumer Behavior:** Consumer Motivation-Perception, Personality and Behavior-Learning and Behavior Modification-Information Processing, Memory Organization and Function-Attitude Formation and Attitude Change-Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification-Reference Groups and Family-Personal influence.

## **UNIT-III**

**Communication and Consumer Behaviour:** Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement-Pre-purchase Processes-Post Purchase processes- Consumption and evaluation-Brand Loyalty and Repeat Purchase Behaviour.

## **UNIT-IV**

**Relationship Marketing:** The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues- Consumer Protection Act 1986- Central consumer protection council, state consumer protection councils-consumer disputes redressal agencies-consumer disputes redressal forum-National Consumer Disputes redressal Commission

## **UNIT-V**

**Customer Relationship Management (CRM) Fundamentals:** Theoretical Perspectives-Evolution of relationship marketing-CRM cycle-Success factors in CRM- CRM Comprehension- CRM Implementation.



## **UNIT –VI**

**Customer Relationship Management (CRM)-Technology Dimensions :**e –CRM-Features , Advantages – Voice Portals – Web Phones – Virtual Customer Representative – Customer Relationship Portals – CRM Important Softwares.

**Note:** Relevant Case Studies need to be discussed in each unit.

### **TEXT BOOKS:**

1. Dr. Ajay Kumar & Kamal Singh (2013). Consumer Behaviour and Marketing Communication- An Indian Perspective (1<sup>st</sup> Edition). Dreamtech Press.
2. Delbert I. Hawkins & David L. Mothersbaugh (2012). Consumer Behaviour-Building Marketing Strategy (12<sup>th</sup> Edition). Tata McGraw Hill.
3. Ramanuj Majumdar (2010). Consumer Behaviour – Insights from Indian Market. PHI Learning India Private Limited.
4. Jay D. Lindquist & M. Joseph Sirgy (2009-Reprint). Shopper, Buyer and Consumer Behaviour-Theory and Marketing Applications (2<sup>nd</sup> Edition). Biztantra.
5. Leon G. Schiffman & Leglie Lazar Kanuk (2008). Consumer Behaviour (9<sup>th</sup> Edition). Pearson Education.

### **REFERENCES:**

1. Michael R. Solomon (2009). Consumer Behaviour-Buying, Having & Being (8<sup>th</sup> Edition). Pearson Education.
2. S. Ramesh Kumar (2008). Conceptual Issues in Consumer Behaviour-The Indian Context (1<sup>st</sup> Edition). Pearson Education.
3. Roger D. Blackwell, Paul W. Minlard & James F. Engel (2006). Consumer Behaviour(10<sup>th</sup> Edition). Thomson South Western.
4. K. K. Srivastava & Sujata Khandai (2006). Consumer Behaviour in Indian context (1<sup>st</sup> Edition). Galgotia Publishing Company.
5. Loudon & Della Bitta (2002). Consumer Behaviour-Concepts & Applications (4<sup>th</sup> Edition). Tata McGraw Hill.

# ADVERTISEMENT AND BRAND MANAGEMENT

**SUBJECT CODE: 16MBA3005**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To make students gaining the knowledge on advertising and brand management.
- To assist Students to gain knowledge on advertising agencies and their skills& services
- To contribute to Students gaining knowledge on Advertisement budgets. Advertisement media and various media strategies, Visual layout, art work and production copy.
- To Help Students to gain knowledge on branding strategies

## OUTCOMES:

- To Aid students to put on the practical disclosure on advertising management in a developing economy.
- To adjoin some practical assignments with reference to the making of advertisements in different Medias for better understanding of the concept.
- To help students to gain knowledge on advertising management in various industries
- To help Students to evaluate how Advertisement effectiveness and measurements are deliberated by the companies
- To enable Students to learn practically Brand equity, Brand Extensions,. Brand Revitalization and Elimination and Brand valuation.
- To enable Students to prepare and solve cases so as to bridge the gap between theory and practicability.

## UNIT-I

Introduction to Advertising Management :- Advertising - Publicity - Public Relations- **Advertising classification & current issues** - Theories of Advertising - The Starch Model AIDA - The DAGMAR Model - Theory of Cognitive Dissonance - Functions of Advertising - Consumer Expectation of Advertising. Advertising in Historical Context – Role of Media and Brand Building.

## UNIT-II

Advertising Agency—structure & Processes-Types of Advertising Agencies - Agency relationships – Public Relations.

Major Media buying companies in India - Pitch Process - strategy & planning Process in advertising campaigns-Elements in a marketing plan - The Planning Cycle - Internal and external processes and tasks for an ad team-Common methods of setting ad budget - Consumer Behavior & Advertising Research

### **UNIT-III.**

Media strategy & planning -Media Characteristics-Media Brief - Media Plan and Media Strategy -Sources of Media Information-Target Audience objectives -Media Terms - Media Weight Theories - Timing Strategies-Media Innovations - Digital media & advertising- Rural advertising in India- globalization in Indian advertising

### **UNIT-IV**

Creative strategy & creative development - Idea generation -Creative brief- Creating an Appeal- Creativity: layout & production -The key personnel in the Layout department - Various steps in the layout - Elements in a layout-Typography - Criteria for selecting type -Creative Approvals Process-

### **UNIT-V**

Branding and marketing communications- Brand strategies-Managing brand architecture- Brands over time- Brands in a borderless world

### **UNIT-VI**

Brand equity - Researching for brand equity- Measuring brand equity  
Consumer behaviour and brand buying decisions - Brand positioning  
Branding and the marketing program - E-branding - building the brand online

**Note:** Relevant Case Studies need to be discussed in each unit.

### **TEXT BOOKS**

1. Jethwaney Jaishri and Jain Shruti, Advertising Management, Oxford University Press 2nd Edition, November 2012
2. Dutta Kirti, Brand Management: Principles and Practices, Oxford University Press 2nd Edition, January 2012
3. S.A.Chunawalla: Foundations of Advertising,. Himalaya Publishing House, New Delhi,2010
4. Kazmi, SHH and Batra .K. Satish Advertising and Sales Promotion, 3<sup>rd</sup> Edition, Excel Books, New Delhi, 2010

### **REFERENCES**

1. Elliott Richard: Strategic Brand Management, Oxford University Press, New Delhi, 2008
2. Keller Kevin Lane Strategic Brand Management Building, Measuring, and Managing Brand, 4<sup>th</sup> Edition, Global Edition, Pearson, New York 2016.
3. Percy Larry: Strategic Advertising Management, Oxford University Press, New Delhi, 2009
4. Shimp: Advertising and Promotion, Cengage Learning, New Delhi, 2008
5. Shah, Alan D Souza: Advertising and Promotion, TMH, New Delhi, 2009
6. Lane Ronald, Advertising Procedure, Pearson Education, New Delhi, 2008
7. Gupta, S.L. Brand Management, Himalaya Publishing House, New Delhi, 2010
8. Moorthy YLR, Brand Management, Vakas Publishing House, New Delhi, 2009

# INVESTMENT MANAGEMENT

**SUBJECT CODE: 16MBA3006**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of investment management.
- To improve decision making skills in management of investment through better understanding of modern theories on portfolio management and functioning of capital markets
- To get better return on portfolio with lesser risk
- To enlighten the students with the Concepts and Practical applications of investment Management
- To make students to understand investment decision rules
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

## OUTCOMES :

- Help students to learn an overview of investment Management
- Analyze the major investment instruments.
- Explain the the roles and workings of the securities markets locally and abroad.
- Evaluate the factors influencing investment decisions.
- Apply basic portfolio theory to managing investment portfolios.
- Apply portfolio and capital market theories in investment analysis and decisions in a practical setting.
- Evaluate and design appropriate portfolio management strategies to meet investors' objectives and needs.
- Emphasize on developing analytical skills , presentation skills and problem solving skills by discussing relevant case studies in the class room.

## UNIT -I

Investments: Definition of investment, Investment Decision Process; Sources of investment information; Real investment vs. financial investment, Investment vs. Speculation; Factors to be considered in investment decision: Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation.

## UNIT -II

The concept and measurement of realized return and expected return. Ex-ante and ex-post returns. Measurement of risk-range. Risk-return trade-off. Risk premium and risk aversion. Approaches to investment analysis-Fundamental and Technical Analysis; Efficient Market Hypothesis.

### UNIT –III

Fixed Income Securities - Analysis, Valuation and Management Features and types of debt instruments, Bond indenture, factors affecting bond yield. Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Valuation of compulsorily/optionally convertible bonds, Valuation of deep discount bonds. Bond duration, Macaulay's duration and modified Macaulay's duration. Bond immunization, active and passive bond portfolio management strategies.

### UNIT-IV

Common Stocks - Analysis and Valuation: Basic Features of Common Stock, Approaches to valuation-Balance sheet model, dividend capitalization models; earnings capitalization models; Price-Earnings multiplier approach and capital asset pricing model, Free Cash flow model, relative valuation using comparables-P/E,P/BV, P/S; Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

### UNIT –V

Portfolio Theory: Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line (CML), Security Market line (SML). Capital asset pricing model (CAPM): over-pricing and under-pricing securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing, Equilibrium risk-return relations. A synthesis of CAPM and APT.

### UNIT -VI

Mutual Funds and Portfolio Evaluation: Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India. Performance measures- Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

### REFERENCES

1. Prasanna Chandra, "Investment Analysis and Portfolio Management", TMH, New Delhi, 2016
2. Preeti Singh, "Investment Management", Himalaya Publishing House. New Delhi.
3. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House, New Delhi.
4. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI,
5. Reilly, Brown: "Analysis of Investments and Management of Portfolios", Cengage Learning, New Delhi, 2016
6. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed.

7. Francis. J.C. & Taylor, R.W., "Theory and Problems of Investments". Schaum's Outline Series, TMH, New Delhi,
8. Peter L. Bernstein and Aswath Damodaran, "Investment Management", Wiley Frontiers in Finance.
9. Shashi and Rosy: "Security Analysis and Portfolio Management Investment Management", Kalyani Publishers, New Delhi 3rd ed.
10. Dhanesh Khatri, "Investment Management and Security Analysis;Text and Cases", Macmillan Publishers. New Delhi, 2011
11. Sudhindra Bhat, "Security Analysis and Portfolio Management", Excel Books.
12. V.K.Bhalla: "Fundamentals of Investment Management", S.Chand, New Delhi, 2016

## FINANCIAL INSTITUTIONS AND SERVICES

**SUBJECT CODE: 16MBA3007**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of financial institutions and services.
- To understand about Financial system its role
- To analyze Mutual fund services in india.
- To gain an overall understanding of the Merchant Banking its operations.
- To gain a complete conceptual framework of demat services and understanding over market mechanism.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

### OUTCOMES:

- Help Students to learn the overview of financial institutions and services.
- Help Students' to understand the stock exchange operations and roles.
- Familiarize Students' with merchant banking mechanism and problems.
- Enable Students to understand credit rating mechanism.
- Familiarize Students' with demat services and its companies.
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.

UNIT – I : Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT – II: Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India.

UNIT – III: Merchant Banking –Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT – IV: Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing.

UNIT – V: Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring – Factoring in the Indian Context.

UNIT – VI : Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

Suggested Books:

1. I.M. Bhole, Financial Institutions and market, Tata McGraw Hill Limited, New Delhi, 2005
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai.
3. Vasant Desai, Indian financial system, Himalaya Publisher.
4. Benton E.G., Financial Intermediaries An introduction.
5. Edminister R. D, Financial Institution, Markets and Management.
6. Verma J.C A manual of Merchant Banking.
7. West Lake. M, Factoring.
8. N. Vinaykan, A Profile of Indian Capital Mark
9. Khan, M.Y – Indian Financial System, Tat McGraw Hill Publishing Company Limited, New Delhi, 2004.
10. RBI, Report on Trends and Progress of Banking in India, various issues, Mumbai



## **STRATEGIC HUMAN RESOURCE MANAGEMENT**

**SUBJECT CODE: 16MBA3008**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of Strategic Human Resource Management.
- To develop an understanding on the role of HRM and the investment perspective of strategic human resource management
- To make an understanding of the organization development and change management.
- To develop an understanding of Strategic pay plans and Compensation trends.
- To develop better understanding of Global Human Resource Management and issues related to it.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

### **OUTCOMES:**

- Help Students to learn the Overview of Strategic Human Resource Management.
- Familiarize Students with Investment perspectives of Human Resource.
- Help Students to Manage Strategic Organizational Renewal, Managing Change and OD.
- Enable Students to understand the concepts of Establishing Strategic pay plans, Determining periods and Establishing periods
- Enable Students to understand Managing Global Human Resources and the Internationalization of Business and Multinational, Global, and Transnational Strategies.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

**UNIT-I Concept on Strategic HRM:** Strategic role of HRM, Planning and Implementing Strategic HR policies, HR Strategies to increase firm performance.

**UNIT-II Investment perspectives of HR:** Investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Non-traditional investment Approaches, Employee Return on Investment .

**UNIT-III Managing Strategic Organizational renewal:** Managing change and OD, instituting TQM Programmes, Creating Team based Organisations, HR and BPR, Flexible work arrangement.

**UNIT-IV Establishing Strategic pay plans:** Determining periods, Establishing periods, Pricing Managerial and professional jobs, Compensation trends, Objectives of international Compensation, Approaches to international Compensation, Issues related to double taxation.

**UNIT-V Managing Global Human Resources:** HR and the internationalization of business, improving international Assignments through selections, Training and maintaining international Employees, Developing international Staff and Multinational Teams.

**UNIT-VI Multinational, Global, and Transnational Strategies:** Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities, Repatriation Process.

**Note:** Relevant Case Studies need to be discussed in each unit.

#### **TEXT BOOKS:**

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 3/e, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 7/e, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 1/e, 2001.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2/e, 2002

#### **REFERENCES:**

1. Catherine Truss, David Mankin and Clare Kelliher; Strategic Human Resource Management, OUP Oxford; 1/e (Jan 2012).
2. Randall S. Schuler and Susan E. Jackson; Strategic Human Resource Management, Wiley, 2/e, 2007
3. Lynda Gratton; Strategic Human Resource Management: Corporate Rhetoric and Human Reality, Oxford University Press, 1999.
4. Graeme Salaman, John Storey and Jon Billsberry; Strategic Human Resource Management: Theory and Practice, SAGE, 2005.

## MANAGEMENT OF INDUSTRIAL RELATIONS

**SUBJECT CODE: 16MBA3009**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of Management of Industrial Relations.
- To familiarize the students with the issues and machinery related to industrial relations practices.
- To provide students fundamental knowledge on Industrial Relations Law in India.
- To develop an understanding of Union-Management Relations.
- To develop better understanding of Labor Welfare and Social Security, Discipline and Grievance Managements, Emerging Industrial Relations Scenario.
- To bridge the gap between theories and practice by discussing and analyzing relevant case studies.

### OUTCOMES:

- Students will be able to learn the overview of Industrial Relations Management.
- Students will be able to familiarize with Economic, Social and Political environments.
- Students will be able to understand the concept of Union-Management Relations
- Students will be able to appreciate and analyze the concepts of Labor Welfare and Social Security Acts.
- Students will be able to appreciate Discipline and Grievance Management Procedures followed in the industry.
- Students will be able to comprehend the Emerging Industrial Relations Scenario aligned with ILO.
- Students will be able to emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

## **UNIT-I**

**Introduction to Industrial Relations :** Concept-Objectives-Background of Industrial Relations in India- Evolution and Growth of Industrial Relations in India –Problems and Issues-Influencing factors of IR in enterprise and the consequences-Globalization-New Economic Policy-Wider approaches to industrial relations.

## **UNIT-II**

**Economic, Social and Political environments-** Employment Structure- Social Partnership - Labour Market-Bipartism – Tripartism- Social dialogue.

## **UNIT-III**

**Union-Management Relations :** Definition and objectives -Growth of Trade Unions in India-The Trade Unions Act, 1926 and Legal framework- Registration- Structure and Management of Employees Trade Unions - Union Recognition-Employers' Associations- Union Problems- Trade Unions Role in shaping IR in India- Workers' Participation in Management in India- Shop floor, Plant Level, Board Level- Conditions for success of WPM- Collective Bargaining-Concepts-Characteristics-Promotion of peace.

## **UNIT-IV**

**Labour Welfare and Social Security :** Workers' Welfare in Indian Scenario- Social Security-Concept- Social Security in India, Health and Occupational Safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to Social Security – Workers' education objectives - Rewarding - Role of CBWE; Wage and Salary Administration- Essentials- Minimum wage- Fair wage- Living Wage--Real wage- Incentives and fringe benefits- Issues and Constraints in Wage Determination in India.

## **UNIT –V**

**Discipline and Grievance Managements:** Industrial Discipline- Standing Orders- Code of Discipline-Causes of Grievances – Grievance Redressal - Industrial Disputes: Meaning, nature and scope of industrial disputes - Causes and Consequences of Industrial Disputes – Conciliation, Arbitration and Adjudication procedures for Settlement of Disputes –Prevention and Settlement of Industrial Disputes in India.

## **UNIT -VI**

**Emerging Industrial Relations Scenario:** Industrial Relations and Technological Change-Adjustment Processes and Voluntary Retirement Schemes-International Labor Organization (ILO) - Objectives, Structure and Policy framework - International Dimensions of Industrial Relations-Future Direction of Industrial Relations.

**Note:** Relevant Case Studies need to be discussed in each unit.

### **TEXT BOOKS:**

1. Piyali Ghosh & Shefali Nandan (2015). Industrial Relations and Labour Laws (1<sup>st</sup> Edition). Tata Mc.Graw Hill.
2. C.B.Mamoria, Satish Mamoria & S.V.Gankar (2012). Dynamics of Industrial Relations (15<sup>th</sup> Edition). Himalaya Publishing House.
3. P.R.N.Sinha, Indu Bala Sinha, Shekhar Sinha & Seema Priyadarshini (2012). Industrial Relations, Trade Unions and Labour Legislation (2<sup>nd</sup> Edition). Pearson Education.
4. P.K. Padhi (2012). Labour and Industrial Laws (2<sup>nd</sup> Edition). Prentice Hall of India.
5. C.S Venkataratnam (2007). Industrial Relations (1<sup>st</sup> Edition). , Oxford University Press.

### **REFERENCES:**

1. E.I. Ravindranath (2013). Industrial Relations in India-A Practitioner's Handbook (1<sup>st</sup> Edition). Tata McGraw Hill Higher Education.
2. Arun Monappa, Ranjeet Nambudiri & Patturaja Selvaraj (2012). Industrial Relations and Labour Laws (2<sup>nd</sup> Edition). Tata McGraw Hill Higher Education.
3. Ratna Seth (2003). Industrial Relations in India-Shifting Paradigms.
4. J.R. Niland (1994). The Future of Industrial Relations. Sage Publications.
5. B.R. Virmani (1988). Participative Management vs. Collective Bargaining. Vision Books.

## RISK MANAGEMENT

**SUBJECT CODE: 16MBA3010**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of Risk Management.
- To study risk management and insurance decisions in personal financial planning,
- To understand the applications to insurance for life, health, disability, property and liability risks, as well as annuities, group insurance, and long term care.
- To comprehend key insurance terminology and contract features.
- To evaluate client insurance and risk management needs.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

### OUTCOMES:

- Help Students to learn the overview of Risk Management.
- Identify and explain features of private and public insurance available to meet each identified need.
- Demonstrate the ability to appropriately select from available products to meet clients' needs.
- Integrate the tax implications into insurance decisions.
- Incorporate employee benefits into financial planning recommendations.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

### UNIT - I

Definition of Risk, Risk Management Classifications of risks and attitudes toward risk. **The Nature of Risk: Losses and Opportunities** Risk Management for Enterprises and Individuals

Various Kinds of Risks- **Pure versus Speculative Risk Exposures** **Diversifiable and Non diversifiable Risks Enterprise Risks** Financial Risks and Non-Financial Risks, Process of Risk Management, Identification, Quantification, Mitigation or Control, Monitoring and Reviewing

### UNIT - II

Credit Risk- Transaction Risk, Portfolio Risk measuring risk and uncertainty **Risk Measurement and Metrics Quantification of Uncertainty via Probability Models** **Measures of Outcome Value: Severity of Loss and Managing Market Risk: Today and Tomorrow Value of Gain**

### **UNIT - III**

**Risk Attitudes and Expected Utility Theory Demand for Hedging** Market Risk- Interest Rate Risk, Liquidity Risk, Forex Risk

**UNIT -IV Evolving Risk Management: Fundamental Tool** Operating Risk Systematic Risk, Risk based Supervision of Banks, Objectives, Process.

### **UNIT –V**

Fundamentals Of Risk Management, Including The Definition Of Risk And Roles Of Risk In Decision-Making

### **UNIT – VI**

Topics include derivatives, forwards, futures, swaps and options, and insurance-linked securities. Strategic Decisions Group's "How Can Enterprise Risk Management and Business Strategies."

**Note:** Relevant Case Studies need to be discussed in each unit.

### **TEXT BOOKS:**

1. Mark. S. Dorfman. Introduction to Risk Management. 11<sup>th</sup> Edition Pearson Education
2. George E. Rejda's ,11<sup>th</sup> Edition Pearson Education: Principles of Risk Management and Insurance
3. George E. Rejda and McNamara ,12<sup>th</sup> Edition Pearson Education: Principles of Risk Management and Insurance

### **REFERENCES:**

1. **Bodie, Kane, and Marcus's Investments, McGraw-Hill: 9th edition.**
2. Scott Harrington, (2009), Risk Management and Insurance, 12<sup>th</sup> Edition Pearson Education, New Delhi.
3. Michael Crouhy, Dan Galai, Robert Mark 9<sup>th</sup> Edition Pearson Education: The Essentials of Risk Management

# INSURANCE LAWS

**SUBJECT CODE: 16MBA3011**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of Insurance Laws.
- To provide knowledge and understanding of the laws which form the background to the operation of insurance,
- To understand the system within which these laws operate and
- To learn the ability to apply knowledge and skills to simple situations.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

## OUTCOMES:

- Help Students to learn the overview of Insurance Laws.
- Understand basic legal concepts and general principles of law;
- Gain knowledge and understanding of the laws relevant to insurance;
- Gain knowledge and understanding of the system which applies these laws; and
- Develop an analytical approach to the application of knowledge and skills to simple problems.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

**Unit I:** Introduction: Nature- Definition- History of Insurance- History and development of Insurance in India- Insurance Act, 1938- (main sections) Insurance Regulatory Authority Act, 1999: Its role and functions.

**UNIT II:** Legal Framework of Insurance Business in India-Insurance Sector Reforms- Laws Carry Insurance, Important sections of Insurance. Contracts.

**UNIT III:** Contract of Insurance: Classification of contract of Insurance- Nature of various Insurance Contracts- Parties there to- Principles of good faith – non disclosure – Misrepresentation in Insurance Contract- Insurable Interest- Premium: Definition- method of payment, days of grace, forfeiture, return of premium, Mortality; The risk – Meaning and scope of risk, Causa Proxima, Assignment of the subject matter.

**Unit IV:** Insurance Act-1938, LIC Act 1956, General Insurance Business-1972. IRDA Act-1999 Life Insurance: Nature and scope of Life Insurance- Kinds of Life Insurance. The policy and formation of a life insurance contract- Event insured against Life Insurance contract- Circumstance affecting the risk- Amount recoverable under the Life Policy

**Unit V:** Motor Vehicle Act-1939 & 1988, Marine Insurance Act.1963.

**Unit VI:** Liability Laws & Insurance-Workman Compensation Act-1923, Public Liability Insurance Act.-1999-Unit V: Indian Stamp Act.-Consumer Protection Act-1986-Employee State Insurance Act- 1985-Lok Adalat.

**Note:** Relevant Case Studies need to be discussed in each unit



**TEXT BOOKS:**

1. Dr. Mamta Chaturvedi, Modern Insurance Law, 3<sup>rd</sup> Edition 2011, Jain Book Agency, New Delhi
2. C.L. Tyagi, Madhu Tyagi, Insurance Laws, and Practice – Jain Book Agency, New Delhi
3. Rajiv jain and B.P.Bhargava - Insurance Law and Practice, Jain Book Agency, New Delhi
4. B.S.Bodla, M.C.Garg & K.P.Singh INSURANCE - Fundamentals, Environment and Procedures 2003 (Paperback)

**REFERENCES:**

1. Insurance Act, 1938.
2. The Marine Insurance Act, 1963.
3. General Insurance (Business) (Nationalization) Act,
4. The Life Insurance Corporation Act, 1956.
5. Motor Vehicle Act, 1988.
6. Insurance Law Manual with IRDA's Guidelines, 16<sup>th</sup> Edition 2016, Taxmann

# DATA WAREHOUSING AND DATA MINING

**SUBJECT CODE: 16MBA3012**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of Data Warehousing and Data Mining.
- To understand the basic implications of data mining which will range from statistics to database, with a focus on analysis of large data sets.
- To study the methodology of engineering legacy databases for data ware housing and data mining to derive business rules for decision support systems.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

## OUTCOMES:

- Help students to learn the overview of Data Warehousing and Data Mining.
- Demonstrate the knowledge gained through solving problems particularly in the time of project so that project inception of data processing and analysis kind of work is transformed to better in elaboration and implementation phase during department level presentation. ( PO\_A,C)
- Use of data mining tools during Projects to build reliable products, the current demand of the industry. (PO\_D)
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

## UNIT-I

**Managing Data-** Individual Data Management, Organizational Data Management, Components of Organizational Memory, Evaluation of Database Technology

## UNIT-II

**File-Oriented Systems-** Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

## UNIT-III

**Database Systems in the Organizations-** Data Sharing and Data Bases - Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning - The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLC)-**Risks and Costs of Database:** Organizational Conflicts - Development Project Failures - System Failure - Overhead costs - Need for Sophisticated Personnel - Separating Physical and Logical Data Representation - Client / Server Data Base Architecture, Three-Level Data Base Architecture

## UNIT-IV

**Data warehousing Introduction-**What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts.-**The Data warehouse Data Base** -Context of Data warehouse Data Base, Data Base Structures - Organizing Relational Data warehouse - Multi-Dimensional Data Structures - Choosing a Structure, Getting Data into the Data warehouse - Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data - Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.

## UNIT-V

**Analyzing the Contexts of the Data warehouse-** Active Analysis, User Queries - OLAP, OLAP Software Architecture - Web Based OLAP, General OLAP Product Characteristics, Automated Analysis - Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.

## **UNIT-VI**

**Constructing A Data warehouse System-** Stages of the Project - The Planning Stage  
- Justifying the Data warehouse - Obtaining User Buy-in - Overcoming Resistance to the Data warehouse-Developing a Project Plan, Data warehousing Design Approaches  
- The Architecture Stage - The Data warehouse Data Base - The Analysis Architecture  
- Data warehouse Hard Ware.

**Note:** Relevant Case Studies need to be discussed in each unit

### **TEXT BOOKS:**

1. McLaren & McLaren: Data Warehousing and Data Mining, Tata McGraw-Hill, New Delhi, 2003.
2. Alex Berson, Stephen Smith & Kurt Thearling: Building Data Mining Applications for CRM,TMH, 2004. Richard T Watson: Data Management Data Bases and Organisations, 3/E John Wiley & Sons, Inc.-2002.
3. Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, Tata McGraw-Hill, New Delhi, 2003.

### **REFERENCES:**

1. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI - 2000 NewDelhi.
  2. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation,Pearson Education, 2001.
  3. Efrem G Mallach: Decision Support and Data Warehouse Systems, Tata McGraw-Hill, New Delhi, 2003.
  - | 4. Michael J. A. Berry, Gordon S. Linoff, Mastering Data Mining, John Wiley and Sons,  
• | Inc. - 2000.
  5. Marakas : Modern Data Warehousing, Minning, and Visualization Core Concepts Pearson Education 2002.
- Dunham: Data Mining : Introductory and Advance Topics, Pearson Education.

## **E-COMMERCE**

**SUBJECT CODE: 16MBA3013**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of E-Commerce.
- To gain an understanding of the theories and concepts underlying e-commerce.
- To apply e-commerce theory and concepts to what e-marketers are doing in "the real world".
- To improve familiarity with current challenges and issues in e-commerce.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

### **OUTCOMES:**

- Help students to learn the overview of E-Commerce.
- Understand the process of setting up an interactive web site, displaying product catalogue, deploying shopping carts, handling credit card transaction.
- Students will be able to evaluate the information needs and requirements of a business entity wishing to adhere to ecommerce paradigm.
- Students will be aware of security issues and of technologies designed to ensure secure transactions.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

### **UNIT-I**

**Introduction to e-Commerce-Framework, Architecture, Benefits and Impact of e-Commerce, The Anatomy of e-Commerce applications, e-Commerce Consumer applications, e-Commerce Organisation Applications, e-commerce in India, Prospects of e-commerce.**

## **UNIT-II**

**Network Infrastructure** in India, ISP and services in India, commerce & Internet. **for e-commerce**-Intranet, Extranet, & Internet, Internet Backbone OSI Model, Standards & Overview of TCP/IP, Internet Security, e-

## **UNIT-III**

**E-commerce Models**-Business-to-Business-Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government-**e-Advertising & Marketing**-The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.

## **UNIT-IV**

**Electronic Payment Systems**-Introduction to Payment Systems, On-Line Payment Systems, Pre-Paid e-Payment System, Post-Paid e-Payment System, Requirements Metrics of a Payment System-**Electronic Data Exchange**-EDI- Definitions & Applications, Standardisation and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI.

## **UNIT-V**

**E-Security**-Securing the Business on Internet- Security Policy, Procedures and Practices, Transaction Security, Cryptology, Digital Signatures, Security Protocols for Web Commerce.

## **UNIT-VI**

**e-CRM**- CRM, what is e-CRM, it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India.

**Note:** Relevant Case Studies need to be discussed in each unit.

**TEXT BOOKS:**

1. H. M. Deitel, P. J. Deitel, A. B. Goldberg, Internet & World Wide Web, Pearson Education Kalakotia, Whinston, Frontiers of Electronic Commerce, Pearson Education.
2. David Whiteley: E-Commerce- Strategy technologies and Applications, Tata Mac-Graw Hill, New Delhi, 2000.
3. C.S.V.Murthy: E-Commerce-Concepts, Models & Strategies, Himalaya Publishing house, Mumbai, 2003.

**REFERENCES:**

1. Jeffrey F.Rayport & Bernard J.Jaworski: Introduction to E-commerce, TMH, 2003. Kalakota & Winston: Frontiers of E-commerce, Pearson Education, Mumbai, 2002.
2. Kamalesh K Bajaj & Debjani Nag: E-Commerce, the Cutting Edge of Business- Tata McGraw-Hill, New Delhi, 2002.
3. Bharat Bhaskar: Electronic Commerce,Tata Mc-Graw-Hill, New Delhi, 2003. Perry: E-Commerce, Thomson Publications, New Delhi,2003.
4. Elias M.Awad: Electronic Commerce,Prentice-Hall India, New Delhi,.2002.

## PRE-PLACEMENT TRAINING

**SUBJECT CODE: 16MBA3014**

L	T	P	C	INT	EXT
-	-	4	2		

### 42 Hours Program

- ☐ 12 Hours **Aptitude Training**
- + ☐ 12Hours **IQ, EQ & Bussiness communicative English.**
- + ☐ **12 Hours** Soft Skills Training
- + ☐ **06 Hours** Interview Specific Enhanced Training

### **APTITUDE & Reasoning** (12 hours)

General aptitude & Reasoning:

- Basic Mathematics
- Problems Solving(Numbers, Digits, Fractions, Ages)
- Time and work
- Time and Distance
- Partnership
- Number Series, Letter Series, Coding and Decoding
- Ratio and Proportion
- Simple & Compound Interest
- Percentage, Profit and Loss
  - Puzzle test, Blood Realations.

### **IQ, EQ & Bussiness communicative English.** (12 hours)

- Bussiness communicative English.
- Domain Skills Training.
- Emotions - understanding and handling them
- Learning and knowledge acquisition
- Importance of relationships
- Inter- personal relationships
- Freedom of expression
- Introspection

### **SOFT SKILLS** (12 hours)

- Group discussion Techniques- Mock Sessions, Types, Overview, Corporate Understanding



- Interview Skills Training - Mock Sessions, Strategies, Practice, Corporate Understanding
- Resume Building Methods , Practical Approach
- Training on Presentation Skills, Team Dynamics, Approach to Handle Crisis (Management Way)
- Competency Mapping on Individual Skill Sets
- Corporate Culture (cross cultural issues, grooming, and etiquette)
- Body language and self-confidence, Public Speaking, Content Building
- Team and Time Management Activities

### **INTERVIEW SPECIFIC ENHANCED TRAINING**

- Methodology of Tackling Interview Question
- Types of Interview Question
- FAQs during Interview
- Evaluation of Answers
- Feedback on the Answers

### **RECRUITING SIMULATION**

- ☐ Mock Recruitment Sessions
- ☐ Analytical Reasoning Round
- ☐ Group Discussion Round
- ☐ Interview Tackling

The Workshop Includes - Training, Mentoring, Competency Analysis, and Materials, Mock Tests, Company Papers, Final and Individual Evaluation, Individual Grading and Feedback

### **FINAL EVALUATION AND ASSESSMENT**

- Individual Evaluation conducted on all the above topics and modules
- Score Card & HR Evaluation Form copies shared with the institute.
  - Every Participating Student has to complete all the modules to be eligible for receiving the “Training Certificate” which will be graded.

**ATTENDANCE** : 95% attendance is mandatory for availing job opportunities

# **BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**SUBJECT CODE: 16MBA4001**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

## **OBJECTIVES**

- To develop an understanding of Corporate Governance and Business Ethics.
- To understand the concept of business ethics and its relevance to India and globe.
- To explain Marketing ethics, corporate governance and its implications to business.
- To develop better understanding of corporate social responsibility in today business.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

## **OUTCOMES**

- To Help Students to learn the overview of Corporate Governance and Business Ethics.
- To Promote understanding of the importance, for business and the community, of ethical conduct;
- To Provide the skills with which to recognise and resolve ethical issues in business;
- To enhance awareness and critical self-examination of one's own values, and to appreciate the relevance of personal values in the business/workplace setting.
- To Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

## **UNIT - I**

Nature and Scope of Business Ethics – Introduction and Scope of Business – Religion & Ethics –Type of Ethics– Personal Ethics – Emotional Honesty – Virtue of Humility- Tips to promote Happiness by an Individual- Karma Yoga Proactive- Purity of Mind - Characteristics of Business Ethics- Myths and Sources – Factors Influencing Business Ethics- Importance of Business Ethics- Arguments against Business Ethics- Arguments for Business Ethics- Importance of Business Ethics.

## **UNIT - II**

Theories of Business Ethics – Teleological Theories – Deontological Theories – Cognitive Moral Development. Ethical Decision Making – Need for Ethics in Framing Business Decisions- Factors influencing Perception- Eight Steps in Ethical Decision Making – Challenges in Ethical Decision Making - Role of Ethics in Decision Making. – Major Indian Scams – Whistle Blowing.

## **UNIT - III**

**Ethical Aspects of Financial Management** - Objectives of Financial Management – Money Laundering – Insider Trading – Churning – Insurance Frauds – Bank Frauds.

**Ethical Aspects of Marketing Management** – Present Marketing Environment- Consumerism – Advertisement Ethics – Consumer Privacy- Due Care - Theory Social Cost Theory.

**Ethical Aspects of Human Resource Management** – Reward Systems – Discrimination – Sexual Harassment at work place.

**Mass Communication and Ethics** - Television

#### **UNIT - IV**

**Corporate Social Responsibilities**- Introduction – Arguments against Social Responsibility - Arguments for Social Responsibility – A note on Corporate Citizenship – Various Dimensions of Social Responsibility – Areas of Social Responsibility of Business.

#### **UNIT -V**

**Agents and Institutions in Corporate Governance:** Rights and Privileges of-Shareholders- Investors' Problems – Other stakeholders-Board of Directors- Role of Auditors- Duties and – responsibilities of Auditors.

#### **UNIT -VI**

**Corporate Governance:** An overview – Principles of Corporate Governance- Issues involved in Corporate Governance- Model of Corporate Governance in India- CII recommendations on Corporate Governance – Land marks in emergence of Governance OECD Principles- Sarbanes-Oxley Act2002 — Various Committee Reports on Corporate Governance

**Note: Relevant Case Studies need to be discussed in each unit.**

#### **TEXT BOOKS**

1. Prabakaran .S Business Ethics and Corporate Governance., 6th edition 2008, Excell Books, Hyderabad
2. Albuquerque, Daniel Business Ethics, 2010, 1<sup>st</sup> Edition. Oxford, University Press, New Delhi
3. Balachandran . V and Chandrasekharan. V., Corporate Governance, Ethics and Social Responsibility 2<sup>nd</sup> Edition, Prentice Hall Of India, New Delhi.
4. Manual.G. Velasquez, Business Ethics Concepts and Cases, 6<sup>th</sup> Edition Prentice Hall Of India, New Delhi
5. Murthy C.S.V., Business Ethics and Corporate Governance., 2<sup>nd</sup> Edition 2010, Himalaya Publishing House , Hyderabad

#### **REFERENCES:**

1. Ferrell O.C. Peterson Robert A, Business Ethics: New Challenges For Business Schools And Corporate Leaders
2. S.K. Chakraborty, The Management and Ethics Omnibus, Oxford University Press, New Delhi.
3. R.C. SEKHAR, Ethical Choices in Business, 2<sup>ND</sup> Edition, Response Publications, a division of Sage Publications, Private Limited, New Delhi.

## ENTREPRENEURIAL DEVELOPMENT

**SUBJECT CODE: 16MBA4002**

L	T	P	C	INT	EXT
4	-	-	4	40	60

**OBJECTIVE:** The objective of this course is to expose the students to the subject of entrepreneurial development, so as to prepare them to establish a new enterprise and effectively manage the enterprise.

**OUTCOME:**

1. Understand the concept of Entrepreneurship and demonstrate the ability to provide a self analysis on Entrepreneurship qualities in the context of an Entrepreneurial career.
2. Understanding Entrepreneurship Development programmes in INDIA and contents for training for Entrepreneurial competencies.
3. Create appropriate business model and develop well presented business plan that is feasible for the student.
4. Understanding how to manage effectively the selected business.

**Unit 1 : Entrepreneur and Entrepreneurship :**

Nature and Scope of Business. Concept of Entrepreneur, characteristics of an Entrepreneur, distinguish between an Entrepreneur and manager, functions of an Entrepreneur, types of Entrepreneurs, Intrapreneur. Concept of Entrepreneurship, women entrepreneurship and Rural entrepreneurship. Role of Entrepreneurship in Economic development. Ethics and social responsibility of an entrepreneur. Future of Entrepreneurship in India.

**Unit 2 : Entrepreneurship Development in India :**

Nature and development of Entrepreneurship in India - emergence of entrepreneurial class in India, Environmental factors effecting entrepreneurship, local mobility of Entrepreneurs, development of women Entrepreneurship, problems and remedies of women Entrepreneurship. Entrepreneurship Development programme (EDP) - need and objectives of EDPs ,Designing Appropriate training programme to include course contents, phases and evaluation of EDPs for existing and new entrepreneurs . Institutions for EDP - NIESBUD, EDII, NAYE,TCOs, MSMEDI,DICs, commercial Banks, Universities and Engineering colleges..

**Unit 3 : Creating and starting the venture :**

Types of start ups. Meaning of a project. Project Identification- Sources of new Ideas, methods of generating ideas, creative problem solving, opportunity recognition. Project selection - meaning of project report(business plan), Formulation of a project report, project appraisal by economic analysis, financial Analysis, market analysis, technical Feasibility, managerial competence. Project implementation. preparation of sample project report of any one product and service. Steps to start an MSME.

**Unit 4 : Government and Institutional support to Entrepreneurs:**

MSME Development Act-2006. AP Industrial policy (2015-20), incentives and subsidies, industrial estates, Technology Incubation Centre, Business Incubation Centre, National Skill Development Corporation, AP Skill Development Corporation. Institutional finance – sources of long term and short term capital including Venture capital. Role of IDBI, SIDBI, APIIC, NSIC, APSFC, APITCO, EXIM Bank and commercial Banks.

#### **Unit5 :e-Entrepreneurship:**

Concept of e- Entrepreneur. Difference between Entrepreneurship and e-Entrepreneurship. Purpose of Creating e- Entrepreneur. Essence of e-Entrepreneurship. e –business Ventures in different sectors. Role of information technology in MSMEs. Problems and prospects of e-Entrepreneurs in INDIA.

#### **Unit 6: Managing the venture:**

Types of Ownership. Concepts of working capital management, Marketing management, Human Resource management and TQM. Problems and prospects of MSME in India. Profile of entrepreneurs.

#### **Text Books:**

1. H.Nandan: Fundamentals of Entrepreneurship, PHI Learning, New Delhi, 2009
2. S.S.Khanka: Entrepreneurial Development, S.Chand & Company Ltd New Delhi 2009
3. Dr.C.B.Gupta and Dr.S.S.Khanka Entrepreneurship and Small Business Management: Sultan Chand & Sons:,2010
4. Narayana Reddy: Entrepreneurship, Cengage learning, New Delhi, 2010
5. Rajeev Roy: Entrepreneurship, Oxford university press, New delhi,2010
6. Vasat Desai: The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 2011

#### **References:**

1. Robert D Hisrich, Michel P Peters, Dean A Sheperd: Entrepreneurship, Tata Mc Graw Hill Education Private ltd.
2. Hisrich: Entrepreneurship, TMH, New Delhi,2009
3. Prasanna Chandra: Projects, TMH, New Delhi.
4. K.Nagarajan: Project Management, New Age International, New Delhi,2010

# LOGISTICS & SUPPLY CHAIN MANAGEMENT

**SUBJECT CODE: 16MBA4003**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of Logistics & Supply Chain Management.
- To provide students with the ability to analyze the principles of logistics and the way in which the management of the supply chain can lead to competitive advantage.
- To provide students a critical awareness of the individual elements of the supply chain process and to apply the principles of logistics management practice within the current business environment.
- To enable students to apply knowledge of the functional components within logistics to the interrelationships in the integrated supply chain.
- Develops a working knowledge of best practices in supply chain management.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

## OUTCOMES:

- Students will be able to learn the overview of Logistics & Supply Chain Management.
- Students will be able to transform themselves from a theoretical learning perspective to an experiential learning perspective in the arena of Logistics & Supply Chain Management.
- Students will be able to synthesize the management issues involved in logistics decision making at contemporary scenario of business.
- Students will be able to evaluate the strategic issues in logistics and supply chain management.
- Students will be able to analyze the key aspects of logistics by integrating the inbound and outbound logistics in global context.
- Students will be able to emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in classroom.

## UNIT-I

**Logistics and Competitive strategy:** Competitive advantage – Gaining Competitive advantage through logistics – The Mission of Logistics Management - Integrated supply chains –Supply Chain and Competitive performance - The changing logistics environment - Models in Logistics Management - Focus areas in Supply Chain Management-The marketing and logistics interface – Customer service and customer retention – Service-driven logistics systems-Customer satisfaction and success – Time based logistics.

## **UNIT-II**

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

## **UNIT-III**

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

## **UNIT-IV**

**Sourcing, Transporting and Pricing Products:** Sourcing decisions in supply chain – transportation in the supply chain – transportation infrastructure – suppliers of transport services– basic transportation economics and pricing – transportation documentation - pricing and revenue management in the supply chain.

## **UNIT-V**

**Coordination and Technology in Supply Chain:** Lack of coordination and Bullwhip Effect-Impact of lack of coordination. - Role of IT in the supply chain – Internal supply chain management - Supply chain IT in practice – Information technology and the supply chain.

## **UNIT-VI**

**Managing Global Logistics and Global Supply Chains:** Logistics in a global economy –views of Global Logistics- global operating levels – The global supply chains Global supply chain business processes –Global Strategy–Global alliances –Issues and Challenges in Global supply Chain Management.

**Note:** Relevant Case Studies need to be discussed in each unit

### **TEXT BOOKS:**

1. Michael H. Hugos (2011). Essentials of Supply Chain Management (3<sup>rd</sup> Edition). Wiley.
2. Martin Christopher (2011). Logistics & Supply Chain Management (4<sup>th</sup> Edition). FT Press.
3. R.P. Mohanty & S.G.Deshmukh (2010). Logistics & Supply Chain Management- Theory & Practice (1<sup>st</sup> Edition). Biztantra Publications.
4. John J. Coyle, C. John Langley, Brian J. Gibson, Robert A. Novack, & Edward J. Bardi (2010)-Reprint. A Logistics Approach Supply Chain Management (1<sup>st</sup> Edition). Cengage Learning.
5. K.Sridhar Bhatt (2009). Logistics & Supply Chain Management (1<sup>st</sup> Edition).Himalaya Publishing House.

### **REFERENCES:**

1. Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero & James L. Patterson (2015). Purchasing and Supply Chain Management (6<sup>th</sup> Edition). South-Western College Publishing.
2. Donald Bowersox, David Closs & M. Bixby Cooper (2015). Logistics Management and Strategy-Competing through the Supply Chain (5<sup>th</sup> Edition). Prentice Hall.



3. Alan Harrison, Remko Van Hoek & Heather Skipworth (2012). Supply Chain Logistics Management (4<sup>th</sup> Edition). McGraw-Hill Education.
4. Shoshanah Cohen & Joseph Roussel (2013). Strategic Supply Chain Management-The Five Core Disciplines for Top Performance (2<sup>nd</sup> Edition). Tata-McGraw-Hill Education.
5. Rahul V.Altekar (2009). Logistics & Supply Chain Management-Concepts & Cases (6<sup>th</sup> Edition). PHI Learning Private Limited.

## INTERNATIONAL MARKETING

**SUBJECT CODE: 16MBA4004**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### Objectives:

- To develop an understanding on the concept of International Marketing.
- To develop an understanding on nature, scope and benefits of International Marketing.
- To make an understanding of International market environment.
- To develop an understanding on International Marketing Research.
- To develop better understanding of pricing, promotion and distribution in International Marketing.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies on international markets.

### OutComes:

- Help Students to learn the overview of International Marketing.
- Help Students' to understand the International Market Environment.
- Familiarize Students' with International market research.
- Enable Students to understand the International product and brand management.
- Familiarize Students' with International distribution strategies.
- Familiarize the students with the concept of pricing and promotion strategies of International market.
- Emphasizing on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

**UNIT I Introduction to International Marketing:** Definition, Nature, scope and significance of International Marketing, International Dimensions of Marketing, Domestic v/s International Marketing, Process of Internationalization, Benefits of International Marketing.

**UNIT II International Market Environment:** International environment, International Social & cultural Environment, the political, legal environment and regulatory environment, Technological Environment, Business Customs in International Market, International market segmentation and targeting.

**UNIT III International Market Opportunities & Research:** International Marketing Research, Marketing Information Sources, Marketing Information System, Market Analysis Foreign Market Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances, Acquisitions Franchising, Assembly Operations, Management Contracts, Turnkey Operations, Free Trade Zones, Entry Strategies of Indian Firms.

**UNIT IV International Product and Brand Management:** Product Design and Standardization, Developing an International Product Line, Foreign Product Diversification, International Packaging, International Warranties and Services, International product positioning, Product saturation Levels in global Market, International product life cycle, Geographic Expansion–Strategic, Alternatives, New products in International Marketing, Product and culture, International Branding Decisions.

**UNIT V Logistics and Distribution in International Market:** Distribution channels concept –Distribution Structures, Distribution Patterns, Challenges in Managing an international Distribution Strategy, Selecting Foreign Country Market intermediaries, Management of physical distribution of goods.

**UNIT VI Pricing and Promotion for international Markets:** International Pricing Strategy, Role of Pricing, Price Standardization, Pricing Decisions, Price Distortion, Transfer Pricing, Counter Trade, Terms of Sale, Methods of Financing and means of Payment, Export Marketing: Export Policy Decisions of a firm, EXIM policy of India, Export costing and pricing, Export procedures, Global Advertising.

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

**TEXT BOOKS:**

1. Czinkota, International Marketing, Cengage Learning, New Delhi, 7/e, 2009
2. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
3. R.Srinivasan, International Marketing, Prentice-Hall of India Pvt. Ltd., 3/e, 2010

**REFERENCES:**

1. Jeffrey Edmund Curry, International Marketing, University Science Press, New Delhi, 9/e, 2010
2. Kotabe, Peloso, International Marketing, Wiley India, New Delhi, 2020
3. Jean Pierre Jeannet, Global Marketing Strategies, Jaico Publishing House, New Delhi, 2001
4. Sunil Gupta, International Marketing, Kalyani Publishers, New Delhi, 2/e, 2009
5. Raja Gopal, International Marketing, Vikas Publishing House, New Delhi, 4/e, 2009
6. U.C Mathur, International Marketing Management, Sage Publications, New Delhi, 1/e 2008
7. Sak Onkvisit, International Marketing, Routledge Publications, New Delhi, 4/e, 2009

## **RETAIL MANAGEMENT AND SERVICE MARKETING**

**SUBJECT CODE: 16MBA4005**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of Modern Retailing Concepts and Retailing Trends.
- To acquaint students with concept and developments of retailing in India and World.
- To familiarize the students to know about delivery process of retailing.
- To develop an understanding on the concept of Service Marketing.
- To make students gaining the knowledge and skills related to the area of service marketing.
- To develop understanding on service pricing, promises and distribution of various service sectors.
- To bridge the gap between theories and practice by discussing and analyzing relevant case studies.

### **OUTCOMES:**

- Help Students to learn the Overview retail management of India and the World.
- Familiarize Students with an idea on retail strategy and retail formats.
- Enable Students to understand the concepts of delivery process of retailing.
- Help students to learn the overview of Service Marketing.
- Enable Students to understand the pricing strategies of service marketing.
- Familiarize Students' with planning and managing of delivery of strategies in service marketing.
- Emphasizing on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

**UNIT I Introduction to Retail Management:** Meaning of Retail & 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, FDI retailing, Rural marketing, ethics in retailing.

**UNIT II Retail Strategy:** Market strategy, Retail format and target market, Building sustainable competitive advantage, Growth strategies, Strategic retail planning process, Types of Retail, location opportunities, selection of location and site analysis, financial strategy, strategic profit model, setting and measuring performance objectives.

**UNIT III Delivering Value through Retail Functions:** Classification of formats, ownership-based, store based, non-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 Understanding Services Marketing:** Basic concepts on Services, Essential of Services Marketing, Role of Services in Modern Economy, Service and Technology, Characteristics, Services Marketing Mix, The process of market segmentation, selecting the Appropriate Customer Portfolio, Creating and maintaining valued relations, Customer loyalty, positioning, Value addition, New service development. Gaps model of Service Quality.

**UNIT V Pricing Strategies:** Service pricing, Establishing monetary pricing objectives, Foundations of pricing objectives, Pricing and Demand, Putting service pricing strategies into practice.

**UNIT VI Planning and Managing Service Delivery:** Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity, Integrated services marketing communications..

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

**TEXT BOOKS:**

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.

2. Dunne: “Introduction to Retailing”, Cengage Learning, New Delhi.
3. Valarie A Zeithmal & Mary Jo Bitner, Services Marketing, TMH, New Delhi, 3/e,2004
4. Christopher Lovelock, Services Marketing, Pearson Education, 7/e,2004

## **REFERENCES**

1. Sheikh and Kaneez Fatima, “Retail Management”, Himalaya Publishing House, Mumbai, 2012
2. 2. A.J. Lamba:”The Art of Retailing”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. Swapna Pradhan, “Retail management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
4. Swartz & Iacobucci, Handbook of Services Marketing & Management, Sage Publications, 2000
5. Hoffman & Bateson, Services Marketing, Thomson, 2007.
6. Peter Mudie and Angela Pirrie, Services Marketing, 3/e, Elsevier, 2006.
7. C Bhattacharjee,Services Marketing, Excel, 2006
8. . S M Jha, Services Marketing, Himalaya Publishing House, Mumbai, 3/e, 2007

## INTERNATIONAL FINANCIAL MANAGEMENT

**SUBJECT CODE: 16MBA4006**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of International financial management.
- The objective of this course is to provide students with a broad view of International monetary system.
- To understand and enable a Global member to do business in a Global Setting
- To bridge the gap between theory and practice by discussing and analyzing relevant Case studies.

### OUTCOMES:

- Understand the international financial management and International monetary system.
- Describe how foreign exchange rate markets work, various exchange rate theories, currency features & Options.
- To Understand International short term & long term asset-liability management.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

The pre requisite to the course is Financial Accounting & Analysis & Financial Management.

**Discounting and Statistical tables need be provided to students for examination.**

## **UNIT-I**

**International Financial Management:** An overview, Importance, nature and scope, Theories of International business, International Business Methods, Recent changes and challenges in IFM. International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP.

## **UNIT-II**

**International Monetary System:** Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

## **UNIT-III**

**Foreign Exchange Market:** Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations, process of arbitrage, speculation in the forward market. 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:** Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. International arbitrage and interest rate parity. Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect.

## **UNIT-V**

**Long term Asset –Liability Management:** Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Financing: Equity, Bond financing, parallel loans.

## **UNIT-VI**

**Short-term Asset–Liability Management:** International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

**Note:** Relevant Case Studies need to be discussed in each unit.



## **TEXT BOOKS:**

1. Jeff Madura, International Corporate Management, 8<sup>th</sup> edition, Cengage Publications, 2012.

## **REFERENCES BOOKS:**

1. Alan C. Shapiro, Multinational Financial Management, 7/e, John Wiley, 2012.
2. S. Eun Choel and Risnick Bruce, International Financial Management, 3/e Tata McGraw Hill, 2012.
3. Madhu Vij, International Financial Management, second edition, Excel Books, 2012.
4. Maurice D. Levi, International Finance, 3<sup>rd</sup> edition, Tata Mc Graw-Hill, New Delhi, 2012.
5. Michael Melvin, International Money and Finance 7/e Pearson Education, 2012.
6. Reid W. Click & Joshva D. Coval, The theory and practice of International Financial Management. Prentice Hall India, 2012.
7. Vyuptakesh Sharan: International Financial Management, PHI Learning, New Delhi, 2012.
8. Thomas J O' Brien: International Finance, Oxford University Press, New Delhi, 2012.
9. Shailaja G: International Finance, Universities Press(India) Pvt. Ltd., Hyderabad, 2012.
10. R.M. Srivastava: Multinational Financial Management, Excel Books, New Delhi, 2012.
11. V.A. Avadhani: International Financial Management, Himalaya Publishing House, New Delhi, 2012.
12. P.G. Apte, International Financial Management, 4/e Tata McGraw-Hill, New Delhi, 2012.
16. P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2012.
17. Pradeep Kumar Sinha: International Financial Management, Himalaya Publishing House, New Delhi, 2015.

## FINANCIAL RISK MANAGEMENT

**SUBJECT CODE: 16MBA4007**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of Financial Risk Management.
- To enlighten the students with the Concepts and Practical applications of Financial Risk Management.
- To have knowledge in the financial derivatives
- To find out the importance of Risk Management Process
- To evaluate various financial derivatives and their relevance in the real world economy.
- To find out the role of Derivative securities to manage risk and to exploit opportunities to enhance returns
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

### OUTCOMES:

- Help students to learn an overview of Financial Risk Management.
- Describe and analyse the global and domestic financial Risk faced by investors.
- Understand and apply different Financial Derivatives.
- Explain different financial derivatives and critique their relevance in the real world economy.
- Summarise and critique the importance of financial risk
- Making and Selecting a portfolio under uncertain environment.
- Emphasize on developing Techniques and Tools of Risk Management by discussing relevant case studies in the class room.

### UNIT –I

Introduction to Risk Management: Concept, nature and scope of risk. Possible risk events and risk indicators. Risk Management Process: prerequisites and fundamentals misconceptions of risk. Types of risk: Product market risk and capital market risk. An integrated approach to corporate risk management and methods. Comprehensive view of Risk in Financial Institutions. Risk reporting process—internal and external.

## UNIT-II

Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR. Non-Insurance methods of Risk management vs. Risk avoidance, Loss Control, Risk retention and Risk transfer. Asset-Liability Management (ALM) evolution and RBI guidelines. Capital adequacy ratio Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

## UNIT-III

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

## UNIT-IV

Forward contracts: Definition, features and pay-off profile of Forward contract, Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk- limitations of Forward contract. Futures contracts: Definition of future contracts. clearing house, margin requirements, marking to the market. valuation of futures contracts. Risk management with Futures contracts—the hedge ratio and the portfolio approach to a risk—minimizing hedge.

## UNIT-V

Techniques and Tools of Risk Management: SWAPS; Definition, types of swaps. Interest rate swaps, Currency swaps. Mechanics of Interest rate swaps .Using Interest rate Swaps to lower borrowing costs, hedge against risk of rising and falling interest rates. Valuation of interest rate Swaps. Pricing of Interest rate swaps at origination and valuing of Interest rate swaps after origination. Currency Swaps: Types of Currency Swaps. Valuation of currency swaps Pricing of currency swap at origination and valuing of currency swap after origination.

## UNIT -VI

Techniques and Tools of Risk Management: Options; Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Option premium, intrinsic value and time value of options. Pricing of call and put options at expiration and before expiration. Options on stock indices and currencies. The Binominal option pricing model (BOPM): assumptions - single and two period models Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

## REFERENCES

1. O.P. Agarwal “Financial Derivatives and Risk Management” Himalaya Publication, New Delhi.2012
2. Dun and Bradstreet: “Financial Risk Management”, TMH, Delhi. 2011

3. Paul Hopkins, Kogan Page: "Fundamentals of Risk Management", Institute of Risk Management. 2010,
4. Jayanth Rama Varma: "Derivatives and Risk Management", TMH, 2012
5. Rajiv Srivastava: "Derivatives Valuation and Risk Management", Oxford University Press. 2012
6. Jean-Philippe Bouchaud and Mark Potters: "Theory of Financial Risk and Derivative Pricing", Cambridge press 2013
7. John C. Hull & Sankarshan Basu, "Options, Futures and Other Derivatives", Pearson Education.
8. Taxmann: "Theory and Practice of Treasury and Risk Management in Banks", Indian Institute of Banking and Finance, March 2006,
9. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, 2012
10. Don M Chance, Robert Brooks: "An Introduction to Derivates and Risk Management", Cengage Learnings, 2013.
11. Dr. Vidyadhar Bhate: "Risk Management" Everest Publishing House, New Delhi, 2009
12. Dhanesh Kumar Khatri: "Derivatives and Risk Management" MacMillon, 2012

# GLOBAL HUMAN RESOURCE MANAGEMENT

**SUBJECT CODE: 16MBA4008**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop and understanding of Global Human resource Management
- To effectively Manage and plan key Human resource functions in Global Organizations
- To examine current issues, Trends, HR Practices to develop global organizations
- To provide opportunities to develop cultural intelligence
- The ability to communicate effectively and confidently on multinational companies
- To bring the gap between theory and Practices by discussing and analyzing relevant case studies

## OUTCOMES:

- Demonstrate across a broad knowledge of HRM strategies, Policies and practices across a range of cultural and nations.
- Understand and identify the differences between the intentional and domestic dimension of the operational aspects of HRM including recruitment and selection, training and development, payment systems, performance management and industrial relations.
- Demonstrate and understanding of the management of expatriate employees and the problems that confront expatriate management
- To analysis, apply and reflect on international HRM activates in relation to global ethical issues in the work place
- Enhance their critical thinking theorizing and synthesizing abilities and apply them to problem solving in the field of managing people internationally and domestically.

## UNIT -I

Introduction- A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic role of International HRM

## UNIT -II

Global HRPlanning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

### **UNIT -III**

Managing International Assignments: Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for women - Problems.

### **UNIT -IV**

Cross Culture Management: Importance – Concepts and issues – theories considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

### **UNIT -V**

Compensation Management: Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

### **UNIT-VI**

Globalization Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity

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

### **REFERENCES:**

1. Peter Dowling: “International Human Resource Management”, Cengage Learning, 2012
2. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
3. Nilanjan Sen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
4. Tony Edwards :”International Human Resource Management”, Pearson Education, New Delhi, 2012
5. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
6. Charles M Vance: “Managing a Global Work Force”, PHI Learning, New Delhi, 2009
7. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.
8. S.C.Gupta: “International Human Resource Management Text and Cases”, MacMillan, New Delhi, 2012
9. Dave Ulrich, Jon Younger: “Global HR”, TMH, New Delhi, 2013

## PERFORMANCE MANAGEMENT

**SUBJECT CODE: 16MBA4009**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop and understanding of Performance Management.
- To effectively Manage and plan Performance Management System.
- To enlighten performance based compensation for organizational employees.
- To understand the effectiveness of the tools and techniques related to Performance Management.
- To bridge the gap between theory and practice by discussing and analyzing relevant case study.

### OUTCOMES:

- Students will be able to learn the overview of Performance Management.
- Students will be able to explore the horizon of performance management and linkage with Human Resource Department.
- Students will be able to articulate the importance of performance management linked with HR department.
- Students will be able to integrate performance management for Career Advancement and Organizational Development.
- Students will be able to appraise the methods and tools for performance management.
- Students will be able to develop performance appraisal methods aligned with the HR Department.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

## **UNIT –I**

**Performance Management Introduction** – Definition, concepts and scope – Foundations of Performance Management - Performance appraisal Vs performance management – performance management Vs Human resource management - process for managing performance. Performance management skills – High Performing Teams: Building and leading High performing teams.

## **UNIT – II**

**Performance Appraisal as Management Tools:** Importance- Traditions and Modern Techniques-Balanced Score Card (BSC) – Multilayer Assessment and feedback system-(360 Degree Performance Appraisal) - Merit Rating – MBO - BARS- Assessment centre, Bell Curve, Halo Effect.

## **UNIT – III**

**Appraising for Recognition & Reward:** Purpose of Appraising –appraisal system design– Implementing the appraisal system.

## **UNIT – IV**

**Performance Management Planning:** Importance-Methods- process and barriers. Goal Setting- - Competency mapping- Career Development

## **UNIT – V**

**Performance Monitoring and Counseling:** Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving engendering trust- Role efficiency- Mentoring and it's importance - Coaching- Counseling and Monitoring- Concepts and Skills

## **UNIT – VI**

**Performance Management System:** objectives – Functions- Performance Management Cycle- Competency based Performance Management Systems- Reward based Performance Management Systems- E-performance – Performance audit.

**Note:** Relevant Case Studies need to be discussed in each unit.



**TEXT BOOKS:**

1. Michael Armstrong & Angela Baron (2007). Performance Management- A Strategic & Integrated approach to achieve success .Jaico Publishing House.
2. Herman Aguinis (2007). Performance Management. Pearson Education.
3. Dewakar Goel (2010). Performance Appraisal & Compensation Management-A Modern Approach. PHI Learning.
4. R.K. Sahu (2007). Performance Management System (1<sup>st</sup> Edition). Excel Books.
5. A.S. Kohli & T. Deb (2008). Performance Management. OXFORD University Press.

**REFERENCES:**

1. Michael Armstrong (2007). Performance Management- Key Strategies & Practical Guidelines (3<sup>rd</sup> Edition). Kogan Page India Pvt. Limited.
2. T.V.Rao (2004). Performance Management & Appraisal Systems-HR Tools for global competitiveness. Response Books.
3. Prem Chadha (2003). Performance Management- It's about Performing, not just Appraising. MacMillan Publishers.

## **BANKING LAWS**

**SUBJECT CODE: 16MBA4010**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
<b>4</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>40</b>	<b>60</b>

### **OBJECTIVES:**

- To develop an understanding of Banking Laws.
- To Demonstrate an understanding of the framework of regulation of banking in India
- To Engage critically with the debate regarding the theoretical basis of banking regulation;
- To Analyse and apply Indian banking law relating to banker-customer relations;
- To Carry out independent research in the fields of both banking regulation and banking law using both library-based and electronic Resources
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

### **OUTCOMES**

- Help Students to learn the overview of Banking Laws.
- Recognise and explain the basis of general law that affects banks, particularly contract law
- Demonstrate an understanding of the bank-customer relationship
- Distinguish between the legal structures of the various types of retail and business Customers.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

#### **Unit-I**

Banking Laws and Regulation: Evolution of Banking Institution Banking systems – Branch banking versus Unit Banking and other banking systems – Deposit Banking versus Commercial banking – Industrial banking versus Development Banking – – Com. Bank, Co-op. Banks,

#### **Unit-II**

Commercial bank functions – Creation of credit by Commercial banks – Stature and functions of a Central Bank – Methods of Credit control – Quantitative and qualitative methods. Negotiable Instruments Act.-1981

### **Unit-III**

Definition of banker and customer – Relationship between banker and customer – Obligation to honour cheques – Banker's lien – Opening of Accounts – Special types of customers – Precautions to be taken – Types of Deposits – Bank Pass Book.

### **Unit-IV**

Origin of the Act- Business of Banking Company, Capital requirements, Management, Branch Licensing policy, Inspections of Banking Companies, Winding up and amalgamation of Banking companies. Banking System in India

### **Unit-V**

The Banking Companies acquisition and transfer of undertakings act 1960 and 1980 state Bank of India act 1955 State Bank of India associates Banks act 1959, Banking reforms as per Narasimha Committee 1 and 2, Foreign Banks, OH and New Generation Private Sector Banks, Banking Schemes SAFRES.

### **Unit-VI**

Cheques – Essentials of a valid cheques – Crossing, Marking and Endorsement of cheques – Holder & Holder in due course – Payment of cheques – Statutory protection to paying banker – Refusal of payment cheques – Collection of cheques – Statutory protection to the collecting banker.

**Note:** Relevant Case Studies need to be discussed in each unit.

### **TEXT BOOKS:**

- 1) S.N. Maheshwari and S.K. Maheswari, Banking law and Practice, 16<sup>th</sup> Edition, 2010, Jain Books and Publishers, New Delhi.
- 2) K.C. Sekhar and Laksmi Sekhar, 20<sup>th</sup> edition, 2011, Banking law and Practice, Jain Books and Publishers, New Delhi.
- 3) Laws, Relating to Banking & Insurance –OP Agrawal (HPH)
- 4) Banking Theory, Law & Practice – 20<sup>th</sup> Edition 2010 Gordon & Natrajan. (HPH).
- 5) Sundharam and Varshney, 18<sup>th</sup> edition, 2011. Banking theory Law & Practice, Sultan Chand & Sons., New Delhi.

### **REFERENCES**

1. Banking Regulation Act, 1949.RBI Manual
2. Report of the Narasihmam committee on Banking Sector Reforms 1998.
3. Reserve Bank of India, Report on Currency and Finance 2003-2004.

## CLAIMS MANAGEMENT

**SUBJECT CODE: 16MBA4011**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To develop an understanding of Claims Management.
- Establish a logical claims management process which will ensure claims are identified, Managed and agreed within the restrictions imposed by any agreement or contract.
- Identify Where the contract or agreement provides little or no guidance regarding claims,
- To discuss what options are available,
- When these options should be implemented.
- To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

### OUTCOMES:

- Help Students to learn the overview of Claims Management.
- Identify information that is required to properly substantiate and justify entitlement.
- How that information should be presented
- What methods of evaluation are available and when it would be appropriate to use them.
- Emphasize on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

### Unit-I

Management of Risks: R of Risk Management, Sources of Risk, Risk Identification, Principles and Process of Risk Management

### Unit-II

Marine Claims Management: Kinds of Marine Losses, Notice to abandonment, effect of abandonment, actual total loss - US - Constructive total loss-average loss Vs particular loss claim document, rights of insurer on payments

### Unit-III

Claims of Fix Policies: Various types of fixed policies, payment of claims, average clause, rights of insurer

### Unit-IV

Motor Vehicle Insurance claims: Classification of motor vehicles, Kinds of Policies, Procedure for settlement of claims,

### Unit-V

Miscellaneous claim settlement: Health insurance, Mediclaim settlement of claims, property insurance claim settlements, cattle insurance, risk settlement, national agricultural insurance Schemes, settlement of claims

## **Unit-VI**

Rating and Premium computation for various Liability covers Including Industrial/non-Industrial Public Liability Risks. Additional Covers and extensions.

**Note:** Relevant Case Studies need to be discussed in each unit.

### **TEXT BOOKS:**

1. George E. Rejda's ,11<sup>th</sup> Edition Pearson Education: Principles of Risk Management and Insurance
2. Mark. S. Dorfman. Introduction to Risk Management. 11<sup>th</sup> Edition Pearson Education
3. E. R.Hardy Ivamy - General Principles of Insurance Law,
4. ICFAI Publications Claim Management Vol. 1& 2.

### **REFERENCES**

1. Scott Harrington, (2009), Risk Management and Insurance, 12<sup>th</sup> Edition Pearson Education, New Delhi.
2. Michael Crouhy,Dan Galai, Robert Mark 9<sup>th</sup> Edition Pearson Education: T he Essentials of Risk Management
3. Liability Insurance :IC-74, (I.I.I.)
4. Liability and Engineering Insurance : IC-79 (I.I.I.)
5. Insurance Institute of India Publications.

# SYSTEMS AUDIT

**SUBJECT CODE: 16MBA4012**

L	T	P	C	INT	EXT
4	-	-	4	40	60

## OBJECTIVES:

- To develop an understanding of Systems Audit.
- To understand the role of the IS auditor and the IS audit function.
- To understand the purpose of controls in an information systems environment.
- To learn how access to systems, resources, and data can be controlled. Assess the design, placement, and quality of controls.
- To understand some of the basic theory underlying computer security policies, models, and problems. Learn models for dealing with risk. Understand the basic issues in auditing computer security policies and mechanisms.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

## OUTCOMES:

- Help students to learn the overview of Systems Audit.
- Able to apply the concept of audit in managing information systems
- Develops the ability to conduct group works and solve related problems
- Able to rationalize in a critical environment related with different issues to audit and control.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

## UNIT-I

Overview of Information System Auditing, Effect of Computers on Internal Controls, Effects of Computers on Auditing, Foundations of information Systems Auditing, Conducting an Information Systems Audit.

## **UNIT-II**

The management Control Framework-I: Introduction, Evaluating the planning Function, Evaluating the Leading Function, Evaluating the Controlling Function, Systems Development Management Controls, Approaches to Auditing Systems Development, Normative Models of the Systems Development Process, Evaluating the Major phases in the Systems Development Process, Programming Management Controls, Data Resource Management Controls.

## **UNIT-III**

The Management Control Framework-II: Security Management Controls, Operations management Controls Quality assurance Management Controls.

## **UNIT-IV**

The Application Control Framework-I : Boundary Controls, Input Controls, Communication Controls. The Application Control Framework-II: Processing Controls, Database Controls, output Controls.

## **UNIT-V**

Evidence Collection: Audit Software, Code Review, Test Data, and Code Comparison, Concurrent Auditing techniques, Interviews, Questionnaires ,and Control Flowcharts. Performance Management tools. Evidence Evaluation: Evaluating Asset Safeguarding and Data Integrity, Evaluating System Effectiveness, Evaluating System Efficiency.

## **UNIT-VI**

Information Systems Audit and Management: managing the Information Systems Audit Function, Introduction, Planning Function, Organising Function, Staffing Function, Leading Function, Controlling Function, Some Features of Information Systems Auditing.

**Note:** Relevant Case Studies need to be discussed in each unit.

**TEXT BOOKS:**

1. M.Revathy Sriram, Systems Audit, TMH, New Delhi, 2001. Ron Weber, Information Systems Control and Audit, Pearson Education, 2002.
2. Ron Webber, ‘ Information Systems Control and Audit’, Perason Education, Third Impression, 2009.
3. Kenneth C. Laudon, Jane P.Laudon & Rajanish Dass, ‘Management Information Systems’, Pearson, Third Impression, 2011.

**REFERENCES:**

1. Jalote : Software Project Mangement in Practice, Pearson Education
2. Royce : Software Project Management, Pearson Education.
3. Sandra Senft and Frederick Gallegos, ‘Information Technology Control and Audit’, CRC Press, 2009.



## DECISION SUPPORT SYSTEMS

**SUBJECT CODE: 16MBA4013**

L	T	P	C	INT	EXT
4	-	-	4	40	60

### OBJECTIVES:

- To introduce the basic concepts of Decision Support Systems.
- To develop skills on a broad range of decision making problems, including decisions under uncertainty.
- To make understand how different mathematical and analytical tools, such as Game theory and Dynamic Programming can contribute to the decision making process.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

### OUTCOMES:

- Help students to learn the overview of Decision Support Systems.
- Ability to select appropriate modeling techniques for supporting semi-structured business decision making.
- Ability to identify and select appropriate decision support systems for generating innovative business solutions.
- Ability to design and implement decision support systems for generating innovative business solutions.
- Emphasize on developing analytical skills, presentation skills and problem-solving skills by discussing relevant case studies in the class room.

### UNIT-I

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

## **UNIT-II**

Deterministic Models: Models Required to cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.

## **UNIT-III**

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

## **UNIT-IV**

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

## **UNIT-V**

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

## **UNIT-VI**

Introduction to Artificial Intelligence (AI): An Overview of AI- AI Technologies in Business, Domains in AI, Neural networks, Fuzzy logic systems in Business, Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems.

**Note:** Relevant Case Studies need to be discussed in each unit.

## **TEXT BOOKS:**

1. Macllah: Decision Support Systems and Data Warehousing, TMH, 2003.
2. Janakiraman & Sarukesi: Decision Support Systems, PHI, New Delhi, 2002.
3. George M. Markas: Decision Support Systems, PHI, New Delhi, 2002.

## **REFERENCES:**

1. Turbon: DSS and Intelligent Systems, Pearson Education, 2001.
2. James A Obrien: Management Information systems-Managing information technology in the E-Business Enterprise, 5/e, TMH, New Delhi, 2002.
3. George M.Marakas: Decision Support Systems in the 21st Century, 2/e,Pearson Education, New Delhi, 2003.

## PROJECT REPORT

**SUBJECT CODE: 16MBA4016**

L	T	P	C	INT	EXT
-	-	6	6	40	60

A student has to undergo practical training for a period of **6** weeks in a Corporate Enterprise after the Second Semester/Summer vacations. In training period, the candidates should work on a specific problem in the Management area. At the end of practical training, the student should submit a certificate obtained from the organization. The student should prepare a Project Report under the supervision of a guide from the faculty of management of the concerned college. However, the students who prepare Project Report in the area of systems can also work under the guidance of Faculty member from Computer Science Department.

Three copies of Project dissertation certified by the Project supervisor shall be submitted to the Department.