

ACADEMIC REGULATIONS AND SYLLABUS
Master of Business Administration (MBA)
(Effective from the Batch 2022-2023)



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

**Approved by AICTE, Permanently Affiliated to JNTU – GURAJADA, Vizianagaram
Accredited by NAAC, Recognized by UGC Under 2(f) & 12 (b)
K.Kotturu, TEKKALI – 532 201, Srikakulam Dist, A.P, India.**



ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT

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.

DEPARTMENT OF MBA

Vision of the Department

To become a premier institution in Management Education for its Excellence in developing high-thinking Management Professionals, Entrepreneurs and Socially Responsible Citizens.

Mission of the Department

To prepare and nurture the future Business Leaders and Entrepreneurs through imparting high-quality Teaching, Research, Consultancy and Practicality-Based Management Education that meets Industrial and Societal needs and become one among the best institutions in the country.

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 JNTU – GURAJADA, Vizianagaram
K.Kotturu, Tekkali, Srikakulam-532201, Andhra Pradesh

Academic Regulations for MBA (Regular) 2022

(For the students admitted into first year from the academic year 2022-2023)

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

A Student will be declared eligible for the award of MBA degree, if she/he fulfils the following Academic Regulations.

Registered for credits 102 and she/he must secure total 102 credits.

Student, who fail to complete their two – year course of study within 4 years or fail to acquire 102 credits for the award of the degree within 4 academic years from the year of their admission, shall forfeit their seat in MBA course and their admission shall stand cancelled.

3.0 ATTENDANCE

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

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 members.

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

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

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

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.

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: 40Marks for Internal can be categorized as follows

30 Marks: The internal evaluation for 30 marks shall be made based on the average of the marks secured in the two midterm examinations conducted, one in the middle of the semester and the other immediately after the completion of class instruction. Each midterm examination shall be conducted with duration of 90 minutes and question paper shall contain 3 questions.

4 Marks: Average of subjective assignments (Subjective assignments are given unit wise i.e 6 Units, 6 Subjective Assignments) The Internal evaluation for 4 marks shall be given on the basis of average subjective assignment covering the questions from all 6 Units.

6 Marks: Case Study and Presentation.

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

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.

A candidate shall be deemed to have secured the minimum academic requirements in a subject if he/she 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.

5.0 EVALUATION OF SUMMER INTERNSHIP:

Summer Internship Evaluation will carry for 50 Marks as follows: in that 20 Marks awarded for Report Preparation, 20 Marks for Presentation and 10 Marks for Viva - Voce.

- Report Preparation 20 Marks
- Presentation 20 Marks
- Viva – Voce 10 Marks

6.0 EVALUATION OF PROJECT WORK

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.

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 IV semester.

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

After the fourth Semester, A student has to undergo practical training for a period of **6** weeks in Corporate Enterprise/ Industry (Social and Contemporary) issues. 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/ Industry. The student should prepare a Project Report under the supervision of a guide from the faculty of management of the concerned college.

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

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.

The project report shall be adjudicated by one examiner selected from outside the College. The Department will submit a 3-member panel who are eminent in that field of study to the Principal. 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

Internal Assessment (Before PRC of the Department)	40 Marks
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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	5 Marks
• Presentation	5 Marks
• Report	10 marks

External Assessment

Viva- Voce	60 Marks
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Total	100 Marks
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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.

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/she 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.

7. 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

Percentage	Level	Letter Grade	Grade Points
> = 90%	Outstanding	A+	10
80 to < 90%	Excellent	A	9
70 to < 80%	Very Good	B	8
60 to < 70%	Good	C	7
50 to < 60%	Fair	D	6
< 50%	Fail	F	0
-	Absent	AB	0

7.1 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:

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

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.

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

CGPA is calculated as below:

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

Where CR = Credits of a course

GP = Grade points awarded for a course

CGPA is calculated for the candidates who passed all the courses till that semester

As per the AICTE regulations, conversion of CGPA into equivalent percentage as follows:

$$\text{Equivalent Percentage} = (\text{CGPA} - 0.75) \times 10$$

After a student has satisfied the requirement prescribed for the completion of the programme and is eligible for receiving the award of MBA Degree, he shall be placed in one of the below divisions:

Table: Award of Divisions

Class Awarded	CGPA Secured	Remarks
First Class with distinction	≥ 7.75 (Without any supplementary appearance)	From the CGPA secured from 102 Credits
First Class	≥ 6.75	
Second Class	≥ 6.0 and < 6.75	

8.0 WITH HOLDING 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.

9.0 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.

GENERAL

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

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

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.

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

There shall be transfers within the affiliated colleges of Jawaharlal Nehru Technological University, Gurajada, Vizianagaram 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

Subject Code	Title	L	P	C
22MBA1001	Management Theory And Organizational Behavior	4	0	4
22MBA1002	Managerial Economics	4	0	4
22MBA1003	Accounting for Managers	4	0	4
22MBA1004	Business Communication	4	0	4
22MBA1005	Quantitative Techniques For Management	4	0	4
22MBA1006	Legal and Business Environment	4	0	4
22MBA1007	Information Technology Lab - I	0	4	2
	Total	24	4	26

L-Lecture

P-Practical

C- Credit

SEMESTER-II

Subject Code	Title	L	P	C
22MBA2001	Financial Management	4	0	4
22MBA2002	Marketing Management	4	0	4
22MBA2003	Human Resource Management	4	0	4
22MBA2004	Operations Management	4	0	4
22MBA2005	Essentials of Business Analytics	4	0	4
22MBA2006	Research Methodology	4	0	4
22MBA2007	Information Technology Lab - II	0	4	2
22MBA2008	Summer Internship	0	0	2
		24	4	28

L- Lectures

P- Practical's

C- Credit

SEMESTER-III

Subject Code	Title	L	P	C
22MBA3001	Strategic Management and Business Ethics	4	0	4
	*Choose any <u>two</u> of the following electives *Choose Any <u>two</u> subjects from each electives			
ELECTIVE	MARKETING			
22MBA3002	Consumer Behavior	4	0	4
22MBA3003	Digital Marketing	4	0	4
22MBA3004	Brand Management	4	0	4
ELECTIVE	FINANCE			
22MBA3005	Investment Analysis and Portfolio Management	4	0	4
22MBA3006	Managing Banks and other Financial Institutions	4	0	4
22MBA3007	Taxation	4	0	4
ELECTIVE	HUMAN RESOURCE MANAGEMENT			
22MBA3008	Industrial Relations	4	0	4
22MBA3009	Performance Management Systems	4	0	4
22MBA3010	Human Resource Metrics & Analytics	4	0	4
ELECTIVE	BUSINESS ANALYTICS			
22MBA3011	Data Analysis and Business Forecasting For Managers	4	0	4
22MBA3012	Human Resource Analytics	4	0	4
22MBA3013	Marketing Analytics	4	0	4
ELECTIVE	DIGITAL MARKETING			
22MBA3014	Advanced Digital Marketing	4	0	4
22MBA3015	Integrated Marketing Communications	4	0	4
22MBA3016	E-Commerce	4	0	4
ELECTIVE	OPERATIONS MANAGEMENT			
22MBA3017	Management of Technology And Innovation.	4	0	4
22MBA3018	Total Quality Management	4	0	4
22MBA3019	Operations Strategy	4	0	4
	TRAINING AND PLACEMENT COURSE			
22MBA3020	Managerial Communication and Soft Skills	2	0	2
		22	0	22

L- Lectures**P-Practical's****C- Credit**

SEMESTER-IV

Subject Code	Title	L	P	C
22MBA4001	Entrepreneurship Development	4	0	4
	*Choose any <u>two</u> of the following electives *Choose Any <u>two</u> subjects from each electives			
ELECTIVE	MARKETING MANAGEMENT			
22MBA4002	Global Marketing	4	0	4
22MBA4003	Service Marketing	4	0	4
22MBA4004	Retail Management	4	0	4
ELECTIVE	FINANCE MANAGEMENT			
22MBA4005	International Finance	4	0	4
22MBA4006	Financial Derivatives	4	0	4
22MBA4007	Project Appraisal & Finance	4	0	4
ELECTIVE	HUMAN RESOURCE MANAGEMENT			
22MBA4008	Strategic Human Resource Management	4	0	4
22MBA4009	Global Human Resource Management	4	0	4
22MBA4010	Compensation & Benefits Management	4	0	4
ELECTIVE	BUSINESS ANALYTICS			
22MBA4011	Data Mining and Machine Learning	4	0	4
22MBA4012	Business Intelligence	4	0	4
22MBA4013	Data Visualization	4	0	4
ELECTIV E	DIGITAL MARKETING			
22MBA4014	E-Customer Relationship Management	4	0	4
22MBA4015	Search Engine Marketing	4	0	4
22MBA4016	Social Media Marketing	4	0	4
ELECTIVE	OPERATIONS MANAGEMENT			
22MBA4017	Management of Manufacturing Systems	4	0	4
22MBA4018	Sourcing Management	4	0	4
22MBA4019	Supply Chain Analytics	4	0	4
22MBA4020	Project and Viva Voce	0	0	6
		20		26

L-Lectures
P-Practical
C- Credits

The functional elective papers are offered in the areas of Marketing, Finance, Human Resources, Business Analytics, Digital Marketing and Operations Management. The Student should choose any two specializations and he/she can take two subjects in Third Semester and any two subjects in Fourth Semester of their respective specialization. Specialization will be offered with minimum of 10 students.

FUNCTIONAL ELECTIVES:

MARKETING MANAGEMENT

22MBA3002	Consumer Behavior
22MBA3003	Digital Marketing
22MBA3004	Brand Management
22MBA4001	Global Marketing
22MBA4002	Service Marketing
22MBA4003	Retail Management

FINANCIAL MANAGEMENT

22MBA3005	Investment Analysis and Portfolio Management
22MBA3006	Managing Banks and other Financial Institutions
22MBA3007	Taxation
22MBA4005	International Finance
22MBA4006	Financial Derivatives
22MBA4007	Project Appraisal & Finance

HUMAN RESOURCE MANAGEMENT

22MBA3008	Industrial Relations
22MBA3009	Performance Management Systems
22MBA3010	Human Resource Metrics & Analytics
22MBA4008	Strategic Human Resource Management
22MBA4009	Global Human Resource Management
22MBA4010	Compensation & Benefits Management

BUSINESS ANALYTICS

22MBA3011	Data Analysis and Business Forecasting for Managers
22MBA3012	Human Resource Analytics
22MBA3013	Marketing Analytics
22MBA4011	Data Mining and Machine Learning
22MBA4012	Business Intelligence
22MBA4013	Data Visualization

ELECTIVE DIGITAL MARKETING

22MBA3014	Advance Digital Marketing
22MBA3015	Integrated Marketing Communication
22MBA3016	E - Commerce
22MBA4014	E - Customer Relationship Management
22MBA4015	Search Engine Marketing
22MBA4016	Social Media Marketing

ELECTIVE OPERATIONS MANAGEMENT

22MBA3017	Management of Technology and Innovation
22MBA3018	Total Quality Management
22MBA3019	Operations Strategy
22MBA4017	Management of Manufacturing Systems
22MBA4018	Sourcing Management
22MBA4019	Supply Chain Analytics

Semester-I

MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOR**SUBJECT CODE: 22MBA1001**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of management concepts with a focus on Management functions and its implications on Organizations.
2. To enable students understanding the importance of planning, organizing, staffing, directing and controlling.
3. To instill the abilities of motivation, communication and leadership.
4. To identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences.
5. To evaluate leadership styles to anticipate the consequences of each leadership style.
6. To implement organizational culture and its effectiveness through different approaches of organizational culture and learning.

OUTCOMES:

After completion of this course, the student will be able to

1. Understand to learn how to practice Management concepts and functions.
2. Remember to gain practical knowledge in Decision Making, Delegation of Authority, Decentralization and Departmentation.
3. Apply skill to manage the conflicts and improve the negotiation skills.
4. Create managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.
5. Evaluate the most effective action to take in specific situations.
6. Analyze the organizational culture and its effectiveness.

UNIT - I

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 behavior - Models of Organizational Behavior - Organizational culture and development.

UNIT –V

Motivation Theories: - Leadership – approaches to leadership – leadership behavior 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.

TEXT BOOKS:

1. Essentials of Management by 'Harold Koontz. Heinz Wierich, 9th Edition (2012), Mc GrawHill Education, New Delhi.
2. William, Tripathy: —**MGMT (including instructor resources)**||, Cengage Learning, New Delhi, 2016 First Edition.
3. Griffin, Moorhead: —Managing Organisational Behaviour||, Cengage Learning, New Delhi. 2016.
4. Principles of Management by PC Tripathi and PN Reddy 6th Edition (2017) MC Grw Hill Education, New Delhi.
5. L.M.Prasad: —**Principles and Practice of Management**||, Sultan Chand & Sons, New Delhi, Ninth Edition 2015 (Reprint 2016, 2017, 2018) Check & MR Management: A South Asian Perspective with course material .
6. Meenakshi Gupta: —**Principles of Management**||, PHI Private Limited, New Delhi, 2009.
7. Organisation Behaviour & Stephen P. Robbins, Timothy A-Judge and Neharika Vohra, Eighteenth Edition (2018) Person Education, New Delhi.
8. Organizational Behavior: Human Behaviour at work by John W Newstrom and Keith A Davis, 12th edition 2006, McGraw Hill Higher Education, New Delhi.

REFERENCES:

1. Jerald Greenberg and Robert A Baron: —**Behavior in Organizations**||, PH Learning Private Limited, New Delhi, 2009.
2. Mullins, Laurie: —**Management and Organisational Behaviour**||, Pearson Education, New Delhi, 2016
3. Pareek Udai: —**Understanding Organizational Behaviour**||, Oxford University Press, New Delhi,
4. K. Aswathappa: —**Organizational Behaviour-Text, Cases and Games**|| Himalaya Publishing House, New Delhi, 2008

MANAGERIAL ECONOMICS**SUBJECT CODE: 22MBA1002**

L	P	C
4	0	4

OBJECTIVES:

1. To define the concept of managerial economics in the real world problems.
2. To explain the concept of demand theory and supply analysis with its applications in business decisions.
3. To summarize the cost concept and its relationship with outputs.
4. To develop an understanding of the production analysis for managing unanticipated risks.
5. To discover the concept of market and its implementation in managerial decisions.
6. To memorize the macro concept of economics in business decisions.

OUTCOMES:

After completion of this course, the student will be able to

1. Understand the basic concept of managerial economics.
2. Examine the demand theory and supply analysis.
3. Construct the basic requirements of cost theories and its relationship with outputs.
4. Develop an understanding on production analysis.
5. Establish an idea on market structure for managerial decision.
6. Investigate the concept of national income, inflation and business lifecycle.

UNIT – I

Meaning and concepts of Managerial Economics: Definition, Nature and Scope; Relationship with other areas in Economics; The Role of Managerial Economist; Concept of opportunity cost, Incremental concept, Time Perfective, Discounting Principle, Risk & uncertainty.

UNIT- II

Concepts on Demand & Supply: Meaning and Determinants of Demand; Law of Demand; Elasticity of demand- Price, Income, Cross and Promotional Elasticity of demand; Measurement of Elasticity; Demand Forecasting; Types of Demand forecasting; Criteria of a good Demand forecasting method; Supply Analysis; The Law of Supply and Elasticity Concepts.

UNIT – III

Cost Analysis: Cost Concepts; Determinants of Cost; Cost – output Relationship in Short run and Long run; Modern development in cost theory; Saucer shaped short run Average cost curves; Average total cost curve; Cost - Volume – Profit analysis.

UNIT – IV

Production Analysis: Theory of Production: Meaning and Factors of Production; Production functions with one variable input, Production Function with two variables inputs -Returns to Scale and Laws of returns, Marginal Rate of Technical Substitution, Cobb-Douglas Production Function.

UNIT – V

Market Analysis: Features and Types of different Markets; Price- Output determination in Perfect competition; Monopoly; Monopolistic competition and Oligopoly both in the long run and short run; Pricing methods and practice.

UNIT – VI

Macro concepts for Business decisions: National income: Concepts & various methods of measurements; Inflation: types & cause of inflation and steps to control inflation; Business cycles: causes and measures to control business cycle.

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

TEXT BOOKS:

1. Maheswari, K L & Varshney, R.L. Managerial Economics. Sultan Chand and Sons, New Delhi. 22nd Revised Edition (Reprint 2016, 2017, 2019).
2. Thomas P.C. Managerial Economics. Kalyani Publishers, New Delhi 1st edition 1997. (Reprinted 2005).
3. Dominick Salvatore & Siddhartha K Rastogi. Managerial Economics. Oxford University Press, New Delhi. 8th Edition. 2014.
4. Narayan Nadar. E & Vijayan. S. Managerial Economics. PHI Private Limited, New Delhi. 2nd edition. 2012.
5. D.M. Mithani. Managerial Economics: Theory and Application. Himalaya Publications. 7th Edition. 2013.
6. Dr D.D.Chaturvedi, Dr.Ananad Mital & Ms Urvi Kumar. Principles of Macro Economics-I. Kitab Mahal. 1st edition, 2018.

REFERENCES:

1. Kaushal. T. L. Managerial Economics. Kalyani, Publishers, New Delhi. 4h revised edition. 2016.
2. P. L. Mehta. Managerial Economics. Pearson Education. 14th edition, 2008.
3. Siddiqui S A & Siddiqui A S. Managerial Economics and Financial Analysis. New Age International Publishers. New Delhi. 4th edition. 2008.

ACCOUNTING FOR MANAGERS**SUBJECT CODE: 22MBA1003**

L	P	C
4	0	4

OBJECTIVES:

1. To provide basic knowledge of book keeping and accounting.
2. To make analyzing Financial Accounts of a Company.
3. To know the financial statement analysis of a firm with different techniques
4. To enable the student's to understand the Cost Accounting Techniques,
5. To enable the student's to understand the Management Accounting Techniques,
6. To provide conceptual knowledge on standard costing and variance analysis.

OUTCOMES:

1. Understand the basic knowledge of book keeping and accounting.
2. Explain the accounting cycle, final accounts preparation.
3. Solve and observe the organizations financial statements.
4. Describe the cost accounting techniques such as cost sheet, inventory valuation.
5. Define management accounting with the help of budgets standard costing.
6. Examine the use of standard costing and variance analysis.

UNIT – I

Financial Accounting- concept: Importance and scope, accounting principles, accounting cycle, journal ledger, trial balance, Preparation of final accounts with adjustments.

UNIT – II

Analysis and interpretation of financial statements: meaning, importance and techniques, comparative, common size statements, trend analysis, ratio analysis.

UNIT – III

Financial Reporting: cash flow analysis (AS - 3), Accounting Standards, reporting practices and analyzing published financial statements of a company.

UNIT – IV

Cost accounting–Meaning: importance, methods, techniques: classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method, an elementary knowledge of activity based costing.

UNIT – V

Management Accounting – Concept need, importance and scope: budgetary control-meaning, need, Objectives, essentials of budgeting, different types of budgets and their preparation.

UNIT-VI

Standard costing and variance analysis: (materials, labour) -Marginal costing and its application in managerial decision making.

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

TEXT BOOKS:

1. Maheswari S N, Maheswari S K: —Financial Accounting —Vikas Publishing House Private Limited, New Delhi, 2016.
2. R.K.Sharma & Sashi K.Gupta (2016), “Management Accounting”; Kalyani Publishers, Ludhiana
3. Jain S.P. and Narang K.L. Advanced Cost Accounting, Kalyani Publishers Ludhiana.

REFERENCES:

1. Pandey, I.M. Management Accounting, Vikas Publishing House, New Delhi.
2. Horngen, Sundem & Stratton, Introduction to Management Accounting, Pearson Education, New Delhi.
3. Hansen & Mowen, Cost Management, Thomson Learning.
4. Mittal, S.N. Management Accounting and Financial management, Shree Mahavir Book Depot, New Delh
5. Khan M.Y. and Jain, P.K. Management Accounting, TMH, N. Delhi.

BUSINESS COMMUNICATION**SUBJECT CODE: 22MBA1004**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Organizational Communication.
2. To compare and contrast major theories of organizational communication.
3. Identify and analyze functions and structure of organizational communication, including verbal, nonverbal, formal, informal, and communication networks.
4. To understand routine correspondence in organizational communication.
5. To understand the contextual application of motivation theories.
6. To provide essential skills for interview.

OUTCOMES:

1. Understand to learn the overview of Organizational Communication
2. Describe to improve the behavioral, listening, perceiving skills in organizational context.
3. Define the major theories of communication in organizations from three perspectives: traditional, interpretive, and critical.
4. Develop the past and current practices involving organizational culture, technology, diversity, and leadership in organizations.
5. Analyze both internal and external organizational communication trends.
6. Discuss the essential skills for interview.

UNIT- I

Fundamentals of Communication: Importance – Process – Forms – Types - Barriers – Overcoming Barriers – Verbal and Non- Verbal Communication.

UNIT-II

Organisational Communication: Internal – Types - Channels – Diversity and Intercultural Communication – External Communication – Types – Channels – Use of Technology-Negotiation Skills.

UNIT-III

Time Management: Goal Setting – Time log – Self Awareness – Self Motivation –Planning – Scheduling – Delegating – Communicating – Decision Making – Listening.

UNIT-IV

Presentation Skills - PowerPoint Presentation

UNIT-V

Group Discussion – JAM – Debate

UNIT-VI:

Essential Skills for Interview: Covering Letter and Résumé / CV Writing - Mock Interviews

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

TEXT BOOKS:

1. Bovee and Thill: Business Communication Today, Mac Graw-Hill, Second Edition
2. Guffey M. E.: Business Communication Process & Product, Thompson, South – Western

REFERENCES:

1. Level D. A.: Managerial Communications, Business Publications, Plano, Texas
2. Pradhan and Pradhan: Business Communication, Himalayan Publishing House
3. Seely J, Oxford Writing and Speaking, Oxford
4. Lesikar et al (2009). Business Communication: Making Connections in a Digital World Tata McGraw Hill Publishing Company
5. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.

QUANTITATIVE TECHNIQUES FOR MANAGEMENT**SUBJECT CODE: 22MBA1005**

L	P	C
4	0	4

OBJECTIVES:

1. To make the students familiar with the concepts of random variables and probability distributions.
2. To develop the techniques of optimization and their applications in linear programming.
3. To understand the concept of transportation models.
4. To analyze the knowledge of game under decision making.
5. To analyze the knowledge of queuing theory under decision making.
6. To determine optimum time and critical path using network analysis.

OUTCOMES:

After completion of this course, the student will be able to

1. Describe the concepts of random variables and probability distributions.
2. Develop the techniques of optimization and their applications in linear programming.
3. Define the concepts of transportation models.
4. Analyze the knowledge of game under decision making.
5. Formulate the knowledge of queuing theory under decision making.
6. Determine optimum time and critical path using network analysis.

UNIT –I

Random variables and Distributions: Introduction- types of random variables- Discrete and continuous random variables-Distribution function-Expectation- Discrete and continuous distributions: Binomial, Poisson and Normal distributions.

UNIT - II

Linear Programming: Mathematical formulation of LPP, Graphical method, Simplex Method; Justification, interpretation of Significance of all elements in the Simplex tableau.

UNIT-III

Transportation & Assignment problem: Definition and application of the transportation model, optimum solution of the transportation problem. The assignment problem: formulation – optimal solution - variations of assignment problem - travelling salesman problem.

UNIT-IV

Game Theory: Game Theory: Introduction – Two Person Zero-Sum Games, Games with Saddle Point, Pure Strategies Mixed strategies, Rules of Dominance principle, graphical method.

UNIT-V

Queuing Theory: Introduction – single channel – Poisson arrivals – exponential service times – with infinite population and finite population models.

UNIT-VI

Network Scheduling: Introduction – Network basic components- Net work diagram –Critical Path analysis - project duration-time analysis-earliest time & latest time-floating time-PERT-pert problems.

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

TEXT BOOKS:

1. N.D.Vohra: “*Quantitative Techniques in Management*”, Tata- McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “*Operations Research: Theory and Applications*”, Macmillan Gupta S.P: “*Statistical Methods*”, S. Chand and Sons, New Delhi,

REFERENCES:

1. Anand Sharma: “*Quantitative Techniques for Business decision Making*”, Himalaya Publishers, New Delhi, 2012;
2. D P Apte: “*Operation Research and Quantitative Techniques*”, Excel Publication, New Delhi, 2013
3. Hamdy, A.Taha: “*Operations Research: An Introduction*”,

LEGAL AND BUSINESS ENVIRONMENT**SUBJECT CODE: 22MBA1006**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Legal and Business Environment.
2. To acquaint students with Economic and political environment policies and its effect on Economic reforms in India.
3. To provide an understanding of Indian contract act and Negotiable instruments Act 1881.
4. To familiarize the student regarding Indemnity, Guarantee and law of agency.
5. To familiarize the students to know about the sale of Goods Act, Consumer Protection Act Foreign Exchange Management Act (FEMA).
6. To provide concepts on Companies Act 2013 Partnership Act 1932, and Information Technology Act 2000.

OUTCOMES:

On completion of this course, the students will be able to

1. Define the overview of Legal and Business Environment.
2. Explain the nature and significance of Economic and political environment.
3. Develop to understand the concept of Indian contract act and Negotiable instruments Act 1881.
4. Examine the concepts of Indemnity, Guarantee and law of agency.
5. Explain the sale of Goods Act, Consumer Protection Act Foreign Exchange Management Act (FEMA).
6. Elaborate the Companies Act 2013 Partnership Act 1932 and IT Act 2000.

UNIT-I

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

UNIT-II

Economic and Political Environment: Concept-Definition of Economic Environment-Economic Systems-Relative merits and demerits of each systems-Economic Policies-Monetary-Fiscal- Industrial policies since independence and their significance – regulatory and promotional framework . Structure of Indian Economy-Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

UNIT-III

Legal Environment: Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies. Intellectual Property Rights. Negotiable Instruments Act 1881.

UNIT-IV

Special Contract and Agency Rights in Business: Contracts of Indemnity, Guarantee - Meaning, Nature - Rights and Liabilities - Discharge of surety from his liability- Agency - Agent and Principal - Creation of Agency - Relationship between Principal and Agent - Agent's authority - Rights, Duties and Liabilities of Agent and Principal- Termination of Agency

UNIT-V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

UNIT – VI

Company Act 2013: Memorandum and alteration of Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital signature-Cyber Frauds.

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

TEXT BOOKS:

1. Francis Cherunillam, Business Environment, Himalaya Publishers.
2. N.D.Kapoor , Mercantile Law, Sultan Chand Publishers.

REFERENCES:

1. K.Aswathappa, Essentials of Business Environment, Himalaya Publishers.
2. P.K.Dhar, Indian Economy Growing Dimensions, Kalyani Publishers.
3. Chaula and Garg, Mercantile Law, Kalyani Publishers.

INFORMATION TECHNOLOGY LAB – I

SUBJECT CODE: 22MBA1007

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Information Technology, concepts & its applications to business Mgt.
2. To explain in detail about MS-Office and its variant MS Word, Excel, Power point.
3. To develop better understanding of DBMS, RDBMs concepts and their applications to business
4. To explain in detail about MS project and mathematical simulations from statistics.
5. To provide an insight on the concept on Database Management Systems
6. To explain and demonstrate SQL & PLSQL and online training systems, SEBI links concepts

OUTCOMES:

1. Define the Overview of Information Technology.
2. Demonstrate proficiency in Microsoft Office and Windows File Management, as well as digital literacy.
3. Explain the applications of MS project mathematical simulations.
4. Examine online trading on different products of SEBI & other financial institutions
5. Determine the applications of database management concepts.
6. Explain and demonstrate SQL & PLSQL and online training systems, SEBI links concepts

UNIT-I

Basic Computer Concepts: Computer , Hardware & Software, Classification of Computers, Hardware Components, Main Parts of Computer, Software Component, Information Network, Computer Accessories, Uses of Computer, Value of Backup, Architecture of a Computer System, Computers in Business, and Computer Virus.

UNIT-II

MS Office Applications: MS-Word Orientation, MS-Excel Orientation, MS- Power Point Orientation and MS-Access Orientation.

MS – Word Orientation: Describe Importance of MS- Word. Using word to create project certificate
 Features to be covered:-Formatting Fonts in word, Drop Cap in word, Applying Text effects, Using Character Spacing, Borders and Colors, Inserting Header and Footer, Using Date and Time, Images from files and clipart, Drawing toolbar and Word Art, Formatting Images, Textboxes and Paragraphs option in Word. Creating a Feedback form - Features to be covered- Table of Content, Formatting Styles, Inserting table, Bullets and Numbering, Changing Text Direction, Cell alignment, Footnote, Hyperlink, Symbols, Spell Check , Images from files and clipart, Drawing toolbar and Word Art, Formatting Images ,Forms, Text Fields, Inserting objects, Mail Merge in Word.

UNIT-III

MS-Excel Orientation : The mentor needs to tell the importance of MS/ equivalent (FOSS) tool Excel as a Spreadsheet tool, give the details of the four tasks and features that would be covered in each. Using Excel – Accessing, overview of toolbars, saving excel files, Using help and resources Creating a Scheduler - Features to be covered: - Gridlines, Format Cells, Summation, auto fill, Formatting Text. Creating Performance Analysis -Features to be covered: - Split cells, freeze panes, group and outline, Sorting, Boolean and logical operators, Conditional formatting. Calculating GPA - Features to be covered:- Cell Referencing, Formulae in excel – average, std. deviation, Charts, Renaming and Inserting worksheets, Hyper linking, Count function, Pivot Tables, Interactive Buttons, Importing Data, Data Protection, Data Validation.

Ms Access: Tables and Queries

UNIT-IV

MS Power Point: Students will be working on basic power point utilities and tools which help them create basic power point presentation. PPT Orientation, Slide Layouts, Inserting Text, Word Art, Formatting Text, Bullets and Numbering, Auto Shapes, Lines and Arrows, Hyperlinks, Inserting –Images, Clip Art, Tables and Charts in Power point. Master Layouts (slide, template, and notes), Types of views (basic, presentation, slide splitter, notes etc), Inserting – Background, textures, Design Templates, Hidden slides. Introduction– Toolbar, their Icons and Commands– Navigating in Power point-Creation of slides, animation, and templates-Designing Presentations–Slide show controls–Making notes on Pages and Handouts–Printing Presentations–Customizing Presentations-Auto content Wizard.

UNIT-V

Database Management Systems: DBMS, RDBMs concepts and their applications .Different types of commands in SQL. DDL commands, DML commands, DQL command, DCL commands.

UNIT-VI

PL/SQL Basics, Features of PL/SQL, Advantages of PL/SQL, PL/SQL-Basic Syntax The PL/SQL Identifiers, Write a PL/SQL program to find the greatest of three integers, Write a PL/SQL program to find the reverse of a number, Write a SQL/PL to find whether a number is even or odd.

TEXT BOOKS:

1. Vikas Gupta, “Comdex Information Technology course tool kit”, WILEY Dreamtech
2. “Introduction to Information Technology”, ITL Education Solutions limited, Pearson Education.
3. Raghu Ramakrishnan, Johannes Gehrke: Database Management Systems, TATA McGraw Hill, Fourth Edition, 2010.

REFERENCES:

1. Scott. Mueller, 2008, Upgrading and Repairing PCs, 22/e, QUE,
2. Cheryl A Schmidt, The Complete Computer upgrade and repair book, 3/e, Dreamtech
3. Peter Rob, Carlos Coronel: Database Systems: Design, Implementation, and Management, Cengage Learning, Seventh Edition, 2006.

Semester-II

FINANCIAL MANAGEMENT**SUBJECT CODE: 22MBA2001**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Financial Management.
2. To provide the necessary basic financial tools for the students.
3. To understand the short term and long term finance needs of the organization.
4. To understand the practices for dividend decisions and debt management.
5. To understand the applications of working capital management.
6. To understand financial planning with reference to the current asset management.

OUTCOMES:

1. Understand the overview of Financial Management and time value of money.
2. Define and describe the process and the practice of financial planning.
3. Develop problem solving and prompt decision making for long term projects.
4. Define and describe the process of dividend decisions
5. Describe the effective working capital management practices.
6. Analyze the financial planning with reference to the current asset management.

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 of stocks and bonds.

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

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-III

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-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: 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.

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

TEXT BOOKS:

1. I.M Pandey: “**Financial Management**”, (11th edition), Vikas Publishing, 2015.
2. M.Y Khan, P K Jain: “**Financial Management-Text and Problems**”, (8th edition) Tata McGraw Hill, New Delhi. 2018.
3. G.Sudharsan Reddy: “**Financial Management-Principles and Practice**”, (3rd edition), Himalaya Publication, 2019.

REFERENCES:

1. Srivatsav, RM: “**Financial Management**”, (2nd edition) Himalaya Publishing House, Mumbai, 2015.
2. Prasanna Chandra: “**Financial Management Theory and practice**”, (9th edition) Tata Mc-Graw hill, New Delhi, 2017.
3. S.N. Maheswari: “**Financial Management-principles & Practice**”, (15th edition) Sultan chand & Sons, New Delhi, 2019.
4. CA.C. Rama Gopal: “**Financial Management**”, (1st 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**”, (1st edition) Excel Books, New Delhi.
6. P.V.Kulkarni, B.G.Satya Prasad “**Financial Management**”, Himalaya publishing House, Mumbai (2015).

MARKETING MANAGEMENT**SUBJECT CODE: 22MBA2002**

L	P	C
4	0	4

OBJECTIVES:

1. To describe the concepts of marketing in day to day activities.
2. To explain the concepts on segmentation, targeting and positioning and to express the ideas on product decisions.
3. To illustrate the basic developments on distribution management and pricing practices in marketing.
4. To articulate the concepts of promotion and communication.
5. To sketch out the necessities of marketing information system, market research and Indian market environment in detail.
6. To define the contemporary practices of marketing such as digital marketing, social media marketing and search engine optimization.

OUTCOMES:

After completion of this course, the student will be able to

1. Discuss the basics concepts of Marketing Management.
2. Demonstrate the use of segmentation, targeting and positioning in marketing and extend the ideas on product decisions.
3. Point out the distribution management techniques and pricing decisions in marketing practices.
4. Measure the use of marketing information system, market research and Indian market environment.
5. Enable the students to understand Pricing, Promotion, Retail Management.
6. Examine the contemporary practices of marketing such as digital marketing, social media marketing and search engine optimization.

UNIT-I

Basics of Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Relationships, Markets, Marketing, Marketer, Marketing Management; Marketing Concept- Exchange, Production, Product and Selling, Societal Marketing Concept; Marketing Mix; Creating and Delivering Customer Value.

UNIT-II

Market Analysis and product Decisions: Segmentation, Targeting and Positioning; Concept of a product, Classification of products; Major product decisions; Product line and product mix; Branding, Packaging and labeling, Product life-cycle, New product development and consumer adoption process.

UNIT-III

Distribution & Pricing Decisions: Nature and types of distribution channels; distribution channel intermediaries; Channel management decisions; Retailing and wholesaling; Sales Force Management; Methods of pricing; Factors influencing the pricing.

UNIT-IV

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.

UNIT-V

Marketing Information System and Research: Demand Forecasting and Measurement; Marketing Information system and Marketing Research; Market Environment; Indian Marketing Environment; Consumer behavior.

UNIT-VI

Trends in Marketing: Digital marketing: Traditional vs. Digital Marketing, Technology behind Digital Marketing; Social Media Marketing: Meaning, Characteristics, Tools; E-mail Marketing; Search Engine Optimization.

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

TEXT BOOKS:

1. Phillip Kotler & Kevin Lane Keller. Marketing Management. 15th edition, Global edition. Harlow, Essex ; Boston, MA : Pearson Education Ltd. 2016
2. Philip Kotler. Kotler on Marketing: How to Create, Win, and Dominate Markets. Free Press; Reprint edition (19 April 2014)
3. Tapan Kumar Panda. Marketing Management: Text and Cases: Indian Context. 2nd Edition. Excel Books.
4. M. Govindarajan. Modern Marketing Management. 2nd edition. Narosa Publishing House, 2000.
5. Rajan Saxena. Marketing Management. 6th edition. McGraw-Hill Education, 2019
6. Seema Gupta. Digital Marketing. 2nd edition. McGraw Hill Education (India) Private Limited. 2020

REFERENCES:

1. Michael R. Czinkota & Masaaki Kotabe. Marketing Management. 2nd Edition. Thomson Learning. 2002.
2. David L. Kurtz & Louis E. Boone Principles of Contemporary Marketing. 15th Edition. Cengage Learning. 2013.
3. S.H.H. Kazmi. Marketing Management-Text and Cases. 1st Edition. Excel Books. 2008.
4. Adrian Palmer. Introduction to Marketing-Theory & Practice. 3rd Edition. Oxford. 2012
5. Gupta Prachi. Marketing Management: Indian Cases. Pearson Education; First edition (31 July 2017)
6. Stephanie Diamond. Digital Marketing All - In - One for Dummies. First edition. Wiley India Pvt Ltd. 2020.

HUMAN RESOURCE MANAGEMENT**SUBJECT CODE: 22MBA2003**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Human Resource Management
2. To effectively manage and plan key human resource functions within organizations
3. To examine the methods of job analysis and job description.
4. To understand the recruitment and selection procedures, induction, promotion and separation etc.,
5. To understand the concept on training and development.
6. To understand the concept on HR Analytics

OUTCOMES:

1. Define the nature and scope and total concept of HRM.
2. Explain the principles of HRM and its practical Applications.
3. Discuss the methods of job analysis and job description.
4. Remember the recruitment and selection procedures, induction, promotion and separation etc.,
5. Examine the concept on training and development.
6. Develop the understanding on the concept on HR Analytics.

UNIT- I

Human Resource management-concept: nature, scope, function perspectives, strategic HR in changing environment-Challenges of HR.

UNIT-II

Employee planning – Need for HR planning: determining the demand for work force, predicting the future supply, replacement charts, HR planning in a Globalized era.

UNIT-III

Work Analysis and Design- Methods of Job Analysis: Job Description, Job Specifications, Job Evaluation.

UNIT-IV

Recruitment and selection procedures: Recruitment sources-e-recruitment-steps in selection procedures, placement - induction, transfers, promotions, handling separations, downsizing.

UNIT - V

Training and Development: Need and Importance of Training-Methods and Evaluation of Training, Career Management-Career Development and planning.

UNIT-VI

Understanding HR Analytics: Predictive HR analytics - predictive HR analytic techniques - Human capital data storage and 'big (HR) data' manipulation -Predictors, prediction and predictive modeling - HR analytics and HR people strategy -Becoming a persuasive HR function

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

TEXT BOOKS:

1. K Aswathappa: "***Human Resource and Personnel Management***", Tata McGraw Hill, New Delhi, 2013
2. Predictive HR Analytics- Mastering the HR metric: Martin R Edwards and Kirsten Edwards
3. N.Sambasiva Rao and Dr. Nirmal Kumar: "***Human Resource Management and Industrial Relations***", Himalaya Publishing House, Mumbai
4. Mathis, Jackson, Tripathy:"***Human Resource Management: A south-Asian Perspective***", Cengage Learning, New Delhi, 2013
5. Subba Rao P: "***Personnel and Human Resource Management- Text and Cases***", Himalaya Publications,Mumbai, 2013.
6. Madhurima Lall, Sakina Qasim Zasidi: "***Human Resource Management***", Excel Books, New Delhi,

REFERENCES:

1. Muller_Camen. Croucher and Leigh: "***Human Resource Management- A Case Study Approach***", JAICO Publishing, Delhi.
2. S.Seetharaman, B.Venkateswara Prasad: "***Human Resource Management***", SCITECH Publication (India) Limited, Hyderabad, 2009.
3. Gary Dessler, BijuVrkkey: "***Human Resource Management***" Pearson Education, New Delhi, 2011
4. Uday Kumar Haldar: "***Human Resource Development***", Oxford University Press, New Delhi, 2012
5. Narendar Singh:"***Human Resource Management***", Universities Press (India) Private Limited, Hyderabad, 2011.
6. B.B.Mahapatro:"***Human Resource Management***", New Age International Publishers, New Delhi,
7. R.S.Dwivedi: "***Human Relations and Organizational Behaviour***", MacMillan Business Books, New Delhi, 2013.

OPERATIONS MANAGEMENT**SUBJECT CODE: 22MBA2004**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of production and operations management.
2. To explain mass, process, batch and job order production systems.
3. To make an understanding the aggregate planning and demand forecast.
4. To understand the role of scheduling and LOB.
5. To learn the concept on work study, work measurement, method study and productivity.
6. To discuss on quality management practices like ISO 9000, six sigma and quality circles.

OUTCOMES:

1. Define the Overview of Production and Operations Management.
2. Discuss the Production planning and control in different production systems.
3. Explain an understanding the aggregate planning and demand forecast.
4. Develop the role of scheduling and LOB.
5. Analyze work measurement, method study and productivity.
6. Create an understanding on quality management practices like ISO 9000, six sigma and quality circles.

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.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any 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. Panneer selvam: “**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 Hall Inc. 1999
3. Aswathappa K: “**Production and Operation Management**”, Himalaya Publishing House, Mumbai.
4. Chase, Aquilano, Jacobs: “**Operations Management for Competitive Advantage**”, Tata Mc Graw Hill, New Delhi, 2007

ESSENTIALS OF BUSINESS ANALYTICS**SUBJECT CODE: 22MBA2005**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Role of Business Analyst and Data Science in business.
2. To understanding the basic concept of data management
3. To understanding the basic concept of Data Science Project Life Cycle.
4. To understanding the basic concept of data mining techniques
5. To understand the basic concept of machine learning.
6. To learn the application of business analysis.

OUTCOMES:**Upon the successful completion of this course, the student will be able to:**

1. Understand the basics of business analysis and Data Science
2. Understand data management and handling
3. Comprehend Data Science Project Life Cycle
4. Apply the data mining concept and its techniques
5. Analyze the application and conceptual development on machine learning.
6. Elaborate the use of business analysis decision in different domain.

UNIT - I

Introduction: What is business analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Applications for data science, Data Scientists Roles and Responsibility

UNIT - II

Data management: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification

UNIT - III

Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

UNIT - IV

Introduction to Data Mining: The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

UNIT - V

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

UNIT - VI

Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics. Enterprise reporting –Balanced Scorecard, Dashboard, the Buzz behind analysis

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

TEXT BOOKS:

1. Essentials of Business Analytics: An Introduction to the methodology and its application Bhima sankaram Pochiraju, Sridhar Seshadri, Springer
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
3. Introduction to Data Science, Laura Igual Santi Seguí, Springer

REFERENCES:

1. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
2. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019

RESEARCH METHODOLOGY**SUBJECT CODE: 22MBA2006**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Business Research Methods.
2. To have a general understanding of statistics applicable to business
3. To provide insight into the application of modern analytical tools and techniques for the purpose of Management decision making.
4. To make Students gaining the knowledge in Attitude Measurement, Scales and Questionnaire
5. To understand statistical analysis and data interpretation using testing of hypothesis.
6. To make the students develop the Process of Writing Report.

OUTCOMES:

On completion of this course, the students will be able to

1. Remember the overview of Business Research Methods.
2. Discuss the literature review concepts comprising the research questions.
3. Illustrate the application of modern analytical tools and techniques for the purpose of Management decision making.
4. Explain the Attitude Measurement, Scales and Questionnaire
5. Explain the main elements of a potential research instrument for testing the hypotheses, including a critical and comparative analysis of the proposed instrument.
6. Design business report and proposal writing.

UNIT-I

Business Research an Overview: Purpose of Business Research –Managerial value of Business research – Types of Business Research - Criteria for a Good Research Study –The Role of Business Research in Making Decisions. Issues and Trends in Business Research – The role of computers business research.

UNIT-II

Research Methods, Research Problems and Hypothesis: Methods to eliminate Uncertainty – Challenges in applying the Scientific Research - Business Research Process, Business Research Problem Concepts of Hypothesis. Business Research Design –Types of Research Designs – Statistical/Formal Experimental Designs.

UNIT-III

Methods and Techniques of Data Collection: Types of Data –Primary Data and Secondary Data Collection, Case Study Methods Sampling and Sampling Distribution- Sampling and Sampling Process-Types of Sampling Methods, Characteristics of a Good Sample Design.

UNIT-IV

Attitude Measurement, Scales and Questionnaire: Scale Classification-Basic Measurement Scales-Scaling Techniques - Comparative Scaling Techniques - **Non** Comparative Scaling Techniques Some other Scales – Multi item Scale- Multi Dimensional Scaling- Scale Evaluation- Questionnaire Design- Data Editing, Data Coding, Tabulation, Types of Analysis- Preliminary Analysis.

UNIT-V

Statistical Analysis Data Processing Analysis and Data Interpretation: Measures of central tendency dispersion Hypothesis Testing, Z-Test, T- Test Chi- Square Tests, Measures of Anova: One Way Anova- Two Way Anova, Correlation, Regression.

UNIT - VI

Business Research Report and Proposal Writing: Research Proposal, an Insight into Research Report and Proposal-Research Report Writing – Types of Research Reports- Guidelines for Report Writing- Process of Writing Report Writing- Documentation and Bibliography.

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

TEXT BOOKS:

1. Gupta S. L. and Gupta Hitesh Gupta Business Research Methods, , Tata McGraw-Hill Education Pvt. Ltd, 2012, , Reprinted 2017, Paperback
2. Kothari C.R. Garg Gaurav, “Research Methodology Methods and Techniques”, New Age International Publishers, 2014, Reprinted 2018 3rd Edition.
3. Majhi Priti R and KhatuaPratfull K Research Methodology: Concepts Methods Techniques and SPSS Text and Cases Himalaya Publishing House Hyderabad, 2013, , Reprinted 2017 3rd Edition.
4. WillamG.Zikmund: “Business Research Methods”, Cengage Learning, New Delhi, 2006, Reprinted 2018, 9th Edition.
5. S.Shajahan: “Research Methods for management”, JAICO Publishing House, New Delhi, 2009, Reprinted 2017 2nd Edition.
6. Panneerselvam R: “Research Methodology”, PHI Learning Private Limited, New Delhi, 2009, Reprinted 2016, 3rd Edition.

REFERENCES:

1. Battacharya, DK: “Research Methodology”, Excel Books, New Delhi, 2006, , Reprinted 2018 2nd Edition..
2. Emma Bell. Alan Bryman Bill Harley, Business Research Methods. Paperback Oxford University Press; 5 edition 2019
3. Cooper R.Donald and Schindler S. Pamela: “Business Research Methods”, 9/e, McGraw Hill Irwin, New Delhi, 2019, 12th Edition.
4. AjaiS.Gaur and Sanjaya S.Gaur: “Statistical Methods for Practice and Research”, Sage Publications, New Delhi, 2014, 1st Edition
5. Sreejesh. S., Mohapatra Sanjay, Anusree M.R. Business Research Methods an Applied Orientation.
6. Springer International Publishing Switzerland 2014

INFORMATION TECHNOLOGY LAB-II**(SPSS and R Programming)****SUBJECT CODE: 21MBA2007**

L	P	C
0	4	2

OBJECTIVES:

1. To develop an understanding of Information Technology, concepts & its applications to business management.
2. To explain in detail about SPSS and their applications to business management
3. To expose the students to the analysis of statistical data with SPSS
4. To explain in detail about R programming and mathematical simulations from statistics.
5. To have hands-on training of Statistical Data Analysis through R Programming.
6. To expose the students to the analysis of statistical data with R Programming.

OUTCOMES:

- 1) Define the Overview of Information Technology.
- 2) Demonstrate proficiency in SPSS and their applications to business management.
- 3) Explain the applications of statistical data with SPSS.
- 4) Describe the R programming and mathematical simulations from statistics
- 5) Evaluate the applications of Statistical Data Analysis through R Programming.
- 6) Create inferential statistics with R programming.

UNIT-I

Introduction to SPSS: Introduction, Data analysis with SPSS: Data types (Nominal, Ordinal, Interval and Ratio), Coding of data, entering data into SPSS Editor, Inserting and defining variables, Data view, Variable view, Data Entry, data editor, sorting, transposing, splitting and merging, Frequency Table, Crosstabs, using frequency tables for analyzing data.

Type of Scale of Measurements, Choosing appropriate scale and measurement to the data, Preparing codebook. Getting to Know SPSS: Starting SPSS, Working with data file, SPSS windows, Menus, Dialogue boxes. Preparing the Data file: Creating data file and entering data, Defining the variables, Entering data, modifying data file, import file. Screening and cleaning data, Manipulation of data.

Data handling: Open SPSS data file – save – import from other data source – data entry – labeling for dummy numbers - recode in to same variable – recode in to different variable – transpose of data – insert variables and cases – merge variables and cases. Split – select cases – compute total scores – table looks – Changing column - font style and sizes

UNIT-II

Descriptive analysis of data with SPSS: Diagrammatic representation: Line charts, Simple Bar diagram, multiple bar diagram, Sub-divided Bar diagram, Percentage diagram - Pie Diagram, Frequency Table,

Histogram, Scatter diagram, Box plot. Descriptive statistics: Mean, Median, Mode, SD- Skewness- Kurtosis. Correlation: Karl Pearson's and Spearman's Rank Correlation, Regression analysis: Simple and Multiple Regression Analysis-Testing for overall significance of Model Coefficients – Testing for Individual Regression Coefficients

UNIT-III

Inferential Statistics with SPSS: Parametric – One sample – Two sample Independent t – test – Paired t – test. Non – parametric: One sample KS test- Mann-Whitney U test – Wilcoxon Signed Rank test - Kruskal Wallis test – Friedman test- Cross tabulation and Chi- square test. Analysis of variance: One way and two ways ANOVA. Multivariate analysis - Factor analysis- Cluster analysis

UNIT-IV

Introduction to R: Install R & R Studio; Basics of R: Introduction, R-Calculator, Variables, Data Types, Operators, Data structures: Vectors, Tables, Lists, Factors, Matrix and Data Frames. Missing values in R, Conditional Statements: If Statement, if else Statement, if else Statement and switch Statement. Looping Statements: For loop, while loop, repeat and Conditional Looping (break & next). Defining Functions, Import Datasets: read. csv(), read. table(); Packages: install packages, load packages.

UNIT-V

Visualization and Statistical analysis with R: Construction of Bar, Pie, Histogram, Line Chart, Box Plot, Scatter Plot. Descriptive Statistics: Mean, Median, Mode, Minimum, Maximum, Range, Variance, Standard deviation, Skewness- Kurtosis. Binomial distribution, Poisson distribution, Normal distribution. Correlation: Karl Pearson's and Spearman's Rank Correlation, Regression analysis: Simple and Multiple Regression Analysis-Testing for overall significance of Model Coefficients – Testing for Individual Regression Coefficients

UNIT-VI

Inferential statistics with R: Parametric and Non Parametric testing of Statistical Hypothesis – One Sample t test – two group t test – paired t test –One sample KS test- Mann-Whitney U test – Wilcoxon Signed Rank test - Kruskal Wallis test – Friedman test- Chi- square test- one way ANOVA- two way ANOVA, Multivariate analysis - Factor analysis- Cluster analysis

TEXT BOOKS:

1. Field A., Discovering Statistics Using SPSS, Fourth Edition, SAGE, 2013
2. IBM 2016, IBM Knowledge Center: SPSS Statistics, IBM, viewed 18 May 2016,
3. Clifford E.Lunneborg (2000). Data analysis by resampling: concepts and applications. Dusbury Thomson learning. Australia.
4. Everitt, B.S and Dunn, G (2001). Applied multivariate data analysis. Arnold London.
5. The Art of R Programming: A Tour of Statistical Software Design By Norman Matloff · 2011

REFERENCES:

1. Jeremy J. Foster (2001). Data analysis using SPSS for windows. New edition. Versions 8-10. Sage publications. London.
2. Michael S. Louis – Beck (1995). Data analysis an introduction, Series: quantitative applications in the social sciences. Sage. Publications. London.
3. Learning Statistics using R By Rndall E.Schumacker, Sage Publication
4. R for Everyone By Jared P.Lander, Pearson Education
5. Introductory Statistics with R by Peter Dalgaard 2002

SUMMER INTERNSHIP**SUBJECT CODE: 22MBA2008**

L	P	C
0	0	2

The primary objective of the Summer Internship Programme (SIP) is enable students to gain an exposure to industry and understand current and contemporary management practices by spending a minimum of 30 days in a company during their summer break between the 2nd and 3rd semester.

Students are required to indentify a company for their SIP, in consultation with approval of their faculty guides. The choice of the company should be intimated to the HOD before commencement of the SIP. Simultaneously, students should also have identify a guide within the company (industry guide) under whose supervision and guidance they would carry out their SIP.

During their stay with the company, students are required to gain an understanding of the company's history, details of its founders or shareholders, the nature of business, organisational structure, reporting relationships, working of the different management functions (such as finance, HR, and marketing), key issues and concerns, and nature and types of customers through observation, discussion, and interaction with the company personnel. This list is only indicative, and not exhaustive. Students should collect and gather written materials, published data, and related content.

At the end of the SIP, students should prepare a report and submit a report to the company and one copy to the Institute. The report should clearly indicate the sources from which information was obtained. The student should also obtain a certificate from the organisation and the same should submit to the Institute.

Evaluation will be based on three factors – (i) Assessment by the faculty guide (ii) Quality of report (iii) 15 Minutes presentation (to be evaluated by two faculty members from the Institute one of whom will be the faculty guide) before the examiners regarding the SIP project work undertaken, which will be followed by questions by the examiners. The presentation should be specific, clear and well analysed, and indicate the specific sources of information. Each of the first two factors would carry equal weight of 15 Marks and 3rd factor 20 carry Marks.

Semester-III

STRATEGIC MANAGEMENT AND BUSINESS ETHICS**SUBJECT CODE: 22MBA3001**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the basics of Strategic Management concepts, research and Process.
2. To identify the External and Internal Environmental factors and relate to know strengths, weakness, Opportunity and Threats.
3. To understand the need for types of strategies and select certain techniques to choose the best strategy.
4. To understand the procedure for strategy implementation and select criteria for strategy evaluation and control.
5. To understand the need and importance of Business Ethics including Marketing Ethics, Finance Ethics and HR Ethics and relate its relevance in ethical decision making in India and glob
6. To understand the ethical aspects of deferent functional areas.

OUTCOMES:

After completion of this course, the student will be able to

1. Define Strategic Management process and explain the External and internal factors and perform SWOT analysis.
2. Identify strategic alternatives and choose the best strategy for Corporate as well as Strategic Business unit.
3. Implement the chosen strategy and evaluate & control the strategy for best possible results.
4. Explain the overview of Business Ethics and its relevance in decision making.
5. Implement Marketing Ethics, Finance Ethics and HR Ethics in Business and appreciate the relevance of personal values in the business/workplace setting.
6. Elaborate the ethical aspects of financial management, marketing management and human resource management.

UNIT-I

Introduction And Strategic Management Process: Concept & definition of Strategy and Strategic Management. Decision making and Strategic Decision-Making. Strategic Management Process- Strategic Intent- Vision, Mission-Business goals. Role of the Manager: Role of the Strategist: Board of Directors, the CEO and Executives in Strategic Management.

UNIT-II

Environmental Analysis: External Environment Analysis– Social, Technological, Economical, Political, Legal, Environmental factors and ETOP. Industry Analysis and Competitor Analysis. Internal Environment Analysis - Production, Finance, Human Resource, Marketing, Research & Development, Organizational capability factors and SAP. Value Chain Analysis and 7S Framework. SWOT Analysis of any manufacturing and Service enterprise.

UNIT-III

Strategic Alternatives and Strategic Choice: Corporate level strategies-Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination strategies, and Strategic Alliances. Business level strategies- Cost Leadership, Differentiation and Focus. Functional level strategies - Production/Operations Strategies, Marketing Strategies, Financial Strategies, Human Resource Strategies, Research and Development Strategies, Information Strategies and combined functional Strategies. Strategy, Core competence and Competitive advantage Strategic Choice- SWOT analysis, Industry analysis, Product Life Cycle, BCG Matrix and GE Nine Cell Matrix.

UNIT-IV

Strategic Implementation And Control: Strategy implementation- strategy, objectives, goals, targets, policy, procedure, programmes and budget. Strategy and Organisational structure, Strategy and Organisational culture and Strategic Leadership. Strategic Evaluation and control- Process of Strategic Evaluation and Control, types of strategic controls, Quantitative and Qualitative Criteria for measuring performance, Strategic Information System and Strategic Audit.

UNIT – V

Nature, Scope of Business Ethics And Ethical Decision Making: Introduction and Importance of Business Ethics, Scope of Business Ethics ,Characteristics of Business Ethics, Type of Ethics Factors Influencing Business Ethics, Myths and Sources, Religion & Ethics, Arguments against Business Ethics, Arguments for Business Ethics. Theories of Business Ethics –Teleological Theories, Deontological Theories and Cognitive Moral Development. Ethical Decision Making, Role of Ethics and personal values in Decision Making, Eight Steps in Ethical Decision Making, Challenges in Ethical Decision Making Major Indian Scams, Whistle Blowing.

UNIT –VI

Ethics in Functional Areas: Ethical Aspects of Financial Management - Objectives of Financial Management, Money Laundering, Insider Trading, Churning, Insurance Frauds and Bank Frauds. Ethical Aspects of Marketing Management– Present Marketing Environment, Consumerism ,Advertisement Ethics ,Consumer Privacy, Due Care Theory and Social Cost Theory. Ethical Aspects of Human Resource Management – Reward Systems, Discrimination, Sexual Harassment at work place. Mass Communication and Ethics– Television

Relevant cases have to be discussed in each unit and in examination case is compulsory from any 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)
5. P. SUBBA RAO Business Policy and Strategic Management, 2nd Revised Edition 2010, Himalaya Publishing House, Hyderabad.
6. Prabakaran .S Business Ethics and Corporate Governance., 6th edition 2008, Excell Books, Hyderabad
7. Albuquerque, Daniel Business Ethics, 2010, 1st Edition. Oxford, University Press, New Delhi
8. Balachandran . V and Chandra sekharan. V., Corporate Governance, Ethics and Social Responsibility 2nd Edition, Prentice Hall Of India, New Delhi.
9. Manual.G. Velasquez, Business Ethics Concepts and Cases, 6th Edition Prentice Hall Of India, New Delhi
10. Murthy C.S.V., Business Ethics and Corporate Governance. 2nd Edition 2010, Himalaya Publishing House, Hyderabad

REFERENCES:

1. Concepts in Strategic Management and Business Policy. ThomasL. 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. Chandra sekaran, P. S. Anantha Narayanan, Oxford University Press (2011)
5. Ferrell O.C. Peterson Robert A, Business Ethics: New Challenges For Business Schools And Corporate Leaders
6. S.K. Chakraborty, The Management and Ethics Omnibus, Oxford University Press, New Delhi.
7. R.C. SEKHAR, Ethical Choices in Business, 2ND Edition, Response Publications, a division of Sage Publications, Private Limited, New Delhi

CONSUMER BEHAVIOUR**SUBJECT CODE: 22MBA3002**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the concept of consumer behavior and its marketing implications.
2. To explain on the theories of consumer behavior.
3. To discuss on attitude and learning.
4. To determine socio-cultural dynamics which influence on consumer behaviour.
5. To explain on consumer decision making process.
6. To understand the concept on marketing ethics and consumerism.

OUTCOMES:**After completion of this course, the student will be able to**

1. Demonstrate critical and logical importance of consumer behavior and its marketing implications.
2. Analyze and compare how psychological core of perception, motivation and personality are exposed to consumer behaviour.
3. Identify and get exposed to the theories and practices of psychological field elements of attitude and learning which influence on consumer behaviour.
4. Determine Socio-cultural influences will influence on consumer behaviour.
5. Explain on consumer decision making process.
6. Analyze the supplement knowledge on organizational and institutional consumer behavior.

UNIT-I

Introduction to consumer behavior: Evolution of consumer behaviour; Recent trends in consumer behaviour; Consumer behavior and marketing implications; Market Opportunity Analysis.

UNIT-II

Theories of Consumer Behavior: Motivation; Process and theories; Perception dynamics and perceptual process; Personality; Freudian & Neo-Freudian theories.

UNIT-III

Attitude and Learning: Definition; Attitude models; Formation & Change; Attitudes and Persuasion; Decision making; Learning theories; Behaviorism & Cognitivism; Constructivism.

UNIT-IV

Socio-cultural influences (external environment): Introduction; Measurement of social class; Family role & family decision making; Groups and Consumer Behavior; Culture; Reference groups, Culture Influences: Sub-culture and cross culture influences.

UNIT-V

Consumer decision making process: Buying and Disposing; Decision Process Models; Organizational and Institutional Consumer Behavior.

UNIT- VI

Marketing Ethics and Consumer Behavior: Ethical practices of marketers; Consumerism and consumer rights; Consumer Behavior in the networked era; Alternative views on Consumer Behavior.

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

TEXT BOOKS:

1. Assael, H. Consumer Behavior and Marketing Action. South-Western; 6th edition (1 November 2000)
2. Roger D. Blackwell, Paul W. Miniard, James F. Engel & Zillur Rahman. Consumer Behavior. Cengage India; 10th edition (8 November 2017)
3. HAWKINS-BEST-CONEY. Consumer Behavior: Building Marketing Strategy. McGraw Hill (January 1, 2004).
4. Michael R. Solomon, Gary Bamossy, Prof Søren Askegaard, & Margaret K. Consumer Behavior, A European Perspective, Pearson; 5th edition (6 June 2013).

REFERENCES:

1. J. Paul Peter & Jerry C. Olson. Consumer Behavior and Marketing Strategy. McGraw-Hill (Tx); 7th edition (April 1, 2004)
2. Schiffman, L. G. and L.L. Kanuk. Consumer Behavior. Prentice Hall of India Pvt. Ltd. New Delhi. 2001.
3. Ramanuj Majumdar. Consumer Behaviour: Insights from Indian Market. PHI Learning Pvt. Ltd. (1 January 2009).
4. David L Mothers baugh, Del I. Hawkins & Amit Mookerjee. Consumer Behavior: Building Marketing Strategies. McGraw-Hill; Thirteenth edition (10 December 2019).

DIGITAL MARKETING**SUBJECT CODE: 22MBA3003**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on the digital marketing.
2. To make students gaining the knowledge and skills related to the area of search engine optimization (SEO).
3. To make student better understand on Social Media Optimization (SMO).
4. To develop understanding on SME (Search Engine Marketing) through Ad words.
5. To familiarize the students with the Lead Management & Digital Marketing.
6. To understand the contemporary concepts on digital innovation and trends.

OUTCOMES:

After completion of the course the student will be able to

1. Understand the concept on digital marketing.
2. Define the concept on search engine optimization (SEO).
3. Describe the concept on Social Media Optimization (SMO).
4. Explain the idea on SME (Search Engine Marketing) through Adwords.
5. Justify the concepts and developments on lead management & digital marketing.
6. Comprehend the contemporary concepts on digital innovation and trends.

UNIT -I:

Introduction to Digital Marketing: What is Digital Marketing- Why Digital Marketing-Digital Marketing Platforms- Organic and Paid Digital Marketing- Difference between Traditional Marketing and digital Marketing- Advantage of Digital Marketing-Digital Marketing Manager Role and functions of a Digital Marketing Manager–Significance of a Digital marketing manager in maintaining health and safety of workplace?

UNIT - II:

Search Engine Optimization (SEO): Definition, meaning, scope of SEO (Search engine Optimization- On page optimization& Off page optimization- Preparation of reports though keywords, titles, meta tags etc.

UNIT –III:

Social Media Optimization (SMO): Meaning, scope and importance of different SMO (Social Media Optimization) like Facebook- Twitter- LinkedIn- Tumblr- Pinterest and more social media services optimization.

UNIT – IV:

Search Engine Marketing: SME (Search Engine Marketing) through Adwords& Keyword Selection- Create Text Ads-CPC Bidding-Navigate Ad Words- SEM Metrics & Optimization- Jobs in SEM.

UNIT – V:

Lead Management & Digital Marketing: Web to lead forms- Web to case forms- Lead generation techniques- Leads are everywhere- Social media and lead gen Inbuilt tools for Digital Marketing-Ip Tracker-CPC reduction (in case of paid ads)Group posting on Social Media Platforms.

UNIT – VI:

Digital Innovation and Trends: The contemporary digital revolution- digital transformation framework- security and privatization issues with digital marketing- Understanding trends in digital marketing – Indian and global context, online communities and co-creation.

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

TEXT BOOKS:

1. Chaffey, D. (2019). Digital marketing. Pearson UK.
2. Chaffey, D., & Smith, P. R. (2017). Digital marketing excellence: planning, optimizing and integrating online marketing. Taylor & Francis.
3. Dodson, I. (2016). The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns. John Wiley & Sons.
4. Efrain Turban, Jae Lee Kavid King and H.Michael Chung: E-commerce - A Managerial Perspective, Pearson Publication.
5. Jeffrey F.Rayport c£ Bernard J.Jaworski: Introduction to E-Commerce, Tata McGraw Hill.
6. Kalakota & Winston- Frontier of E-commerce, Pearson Education.

REFERENCES:

1. Kaufman, I., & Horton, C. (2014). Digital marketing: Integrating strategy and tactics with values, a guidebook for executives, managers, and students. Routledge.
2. Stokes, R. (2011). E-Marketing: The essential guide to digital marketing. Quirk eMarketing.
3. Kamalesh K.Bajaj: Debjani Nag: E-commerce - The cutting edge of business, Tata Mc-Graw Hill.

BRAND MANAGEMENT**SUBJECT CODE: 22MBA3004**

L	P	C
4	0	4

OBJECTIVES:

1. To summarize product and brand management as a strategy to promote the product effectively.
2. To determine product management and new product planning strategy.
3. To understand the overview of Brand management.
4. To learn the concept on Brand positioning strategies along with positioning decisions associated with product use and packaging.
5. To outline Brand Equity through build, leverage and measure and its implications on the business growth.
6. To examine the case studies on top brands in India.

OUTCOMES:**On completion of this course, the students will be able to**

1. Define the critical and logical importance of product and brand management strategy.
2. Discuss the different concepts of product management and new product planning strategy and its implication on the business development.
3. Explain the overview of Brand management.
4. Analyze the brand positioning strategies along with positioning decisions associated with product use and packaging.
5. Distinguish Brand Equity through build, leverage and measure and its implications on the business growth.
6. Explain the case studies on TCS, Accenture, Cognizant, Infosys etc.

UNIT - I

Introduction to product management: Product overview- characteristics – classification, Product line analysis, Packaging- labeling- warrantee and guarantee, Product management decision- making - product policy decisions.

UNIT – II

Product management and new product planning: New product development- process, The concept life cycle- Style- fashion & fad lifecycle- International product life cycle, Product development issues- Need for product management- Developing a product strategy.

UNIT - III

Overview of brand management: Establishing a brand- Brand Vs. Product-The benefit of strong brand- Brand challenge and opportunities, Strategic brand management process- Brand Awareness and Consumer Brand Knowledge-Brand Identity, personality and Associations-Brand Architecture.

UNIT - IV

Brand Positioning: Brand positioning overview- Elements of positioning- Positioning guideline- Techniques of positioning- Defining and establishing brand values, Differentiation and Positioning

UNIT – V

Brand Equity: Branding and brand equity- Customer based brand equity- Sources of brand equity, Building a strong brand- the four step of a brand building- Brand building implications, Brand Equity through build, leverage and measure, Green Brand Equity-Brand Audit, Recent Trends in Branding.

UNIT – VI

Case Studies on Top Brands In India: Tata Consultancy Services, Accenture Cognizant, Infosys, Capgemini, Wipro, IBM, HCL, Technologies, Larsen & Toubro, Deloitte

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

TEXT BOOKS:

1. U C Mathur (2007), Product and Brand Management, 1st Edition, Excel Books
2. Sangeeta Trott, Sople Vinod.V. Brand Equity an Indian Perspective, PHI Learning Private Limited, Delhi, 7th Printing 2013.
3. Kevin lane Keller (2003) Strategic Brand Management, 2nd edition prentice hall of India plc. New Delhi.
4. Panda Tapan .K. Product and Brand Management, 1st Edition, OUP Books

REFERENCES:

1. Jean Noel Kapferer,(2008), The New Strategic Brand Management, 4th Edition, Koganpage
2. Merly, Crowford & Anthony Di Benedito (2000), New product Management, 6th edition McGraw-hill Inc.
3. Philip Kotler & Waldermar P foertsch (2006) B2B Brand Management, Springer Berlin
4. Rich Mironov (2008), Art of Product Management

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**SUBJECT CODE: 22MBA3005**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Investment Management concepts and theories.
2. To improve decision making skills in management of investment through better understanding of modern theories on portfolio management and functioning of capital markets.
3. To conduct better returns on portfolio with less risk.
4. To provide the ideas on fundamental analysis on economy, industry and market.
5. To enlighten the students with the concepts and practical applications of portfolio management.
6. To make students understanding investment decision rules.

OUTCOMES:

1. Discuss an overview of Investment Management and analyze the major investment instruments.
2. Classify the roles and workings of the securities markets.
3. Evaluate the factors influencing and apply basic portfolio theory to managing investment portfolios.
4. Apply the ideas on fundamental analysis on economy, industry and market.
5. Design an appropriate portfolio management strategy to meet investors' objectives and needs.
6. Formulate the performance evaluation of portfolios using different models.

UNIT-I

Concept of Investment: Investment Vs Speculation, and Security Investment vs Non-security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets–Primary and Secondary–Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY

UNIT-II

Return and Risk: Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic vs Non-systematic Risk. Measurement of Total Risk

UNIT-III

Valuation Models: Intrinsic Value Approach to Valuation of Bonds-Preference Shares and Equity Shares.

UNIT – IV

Fundamental Analysis: Economy, Industry and Company Analysis, Technical Analysis –Concept and Tools and Techniques Analysis–Technical Analysis Vs Fundamental Analysis-Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

UNIT –V

Elements of Portfolio Management: Portfolio Models–Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT –VI

Performance Evaluation of Portfolios; Sharpe Model: Jensen's Model for PF Evaluation, Evaluation of Mutual Fund. (Case Studies are Compulsory)

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

TEXT BOOKS:

1. Fisher D E and Jordon R J, Security Analysis and Portfolio Management, 2002, Pearson India, Delhi
2. Kevin S, Security Analysis and Portfolio Management, 2015, PHI, New Delhi
3. Sharpe W, Alexander, GJ. , & Bailey JV., Investments, Sixth Edition, PHI, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, 2012, Tata Mc Graw Hill, New Delhi
5. Reily Frank K, Investment Analysis and Portfolio Management, 2012, Cengage, New Delhi
6. Bodie, Kane, Marcus and Mohanty, Investments, 2019, McGraw Hill, New Delhi

REFERENCES:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, 2017, Tata Mc Graw Hill,
2. Avadhani, VA, Security Analysis and Portfolio Management, 2015, Himalaya Publishing house.
3. Bhalla, VK, Investment Management: Security Analysis and Portfolio Management, 2018, S.Chand.
4. Preeti Singh, Investment Management, 2012, Himalaya Publishers.
5. Ambika Prasad Dash, Security Analysis and Portfolio Management, 2009, I K Int. Pub House, Delhi
6. Pandyan, Punithavathy, Security Analysis and Portfolio Management, 2012, Vikas Publishers.

MANAGING BANKS AND OTHER FINANCIAL INSTITUTIONS**SUBJECT CODE: 22MBA3006**

L	P	C
4	0	4

OBJECTIVES

1. To understand basics of Banking, Classification, structure and e-banking.
2. To discuss about the regulatory framework and Development Banking in India.
3. To understand market of bank business and credit assessment.
4. To learn the concept on bank assets and liability management.
5. To elucidate the collateral management and the best practices of bank management.
6. To acquire the skills necessary to evaluate the components and functioning of financial institutions of India.

OUTCOMES

At the end of this course, the students will be able to

1. Describe the structure and managerial functions of commercial banks.
2. Discuss the different Development bank institutions of India.
3. Explain market of bank business and credit assessment.
4. Evaluate the concepts of asset- liability management.
5. Explain the concepts of Collateral management.
6. Analyze the components and functioning of financial institutions of India.

UNIT-I

Introduction Bank: An Introduction Creation of Money -Structure of Commercial Banks in India-Managerial Functions in Banks Training, -Nationalization of Banks and its Effects Classification of Banking Institutions- The Reserve Bank of India-E-Banking

UNIT-II

Regulation The Banking Regulation: Act, 1949-Privatization of Banks: Narasimhan Committee Report-Banking Sector Reforms in India-Management of Finance-Appraisal of Loan Application-Development Banking in India (IFCI, IDBI, ICICI)-Export Credit Guarantee Corporation of India (ECGC)

UNIT-III

Bank Business And The Markets: Bank Business And Capital-Customer Services And Marketing For Bank-Products- Credit Assessment And Managing Credit Risk-The Money Markets- The Yield Curve-Introduction To Money Market Dealing And Hedging

UNIT-IV

Asset–Liability Management And Liquidity Risk: Bank Asset and Liability Management-Bank Liquidity Risk Management-Liquidity Risk Management Basel Norms- liquidity, Liabilities Strategy, Stress Testing,

UNIT-V

Collateral Management: Collateral Management and the Business Best-Practice Bank Internal Funds Transfer Pricing Policy -Net Interest Income (NII), Net Interest Margin (NIM) and the Management of Interest-Rate Risk- Strategy Setting - Bank Regulatory Capital, Basel Rules and ICAAP -Managing Operational Risk.

UNIT-VI

Financial Institutions: RBI-Central Banking. A brief historical perspective. An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC & GIC.

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

TEXT BOOKS:

1. Kandasamy, R Parameswaran & S Natarajan Banking Law And Practice, 4th Edition S. Chand & Co, New Delhi 2015
2. Arunaja Tesan, Risk Management in Finances.6th Edition S.Chand & Co, New Delhi, 2019
3. Jagroop Singh Banking & Banking Law 1st Edition Kalyani Publishers New Delhi, 2016
4. E. Gordon & K. Natarajan Banking Theory, Law and, Practice 4th Edition : Himalaya Publishers Hyderabad 2019
5. K.M. Bhattacharya & O.P. Agarwal Basics of banking and Finance 5th Edition 2018 Himalaya Publishers Hyderabad
6. P.K Srivastava Banking theory and Practice Himalaya Publishers Hyderabad, 4th Edition 2019

REFERENCES:

1. Moorad Choudhry, An Introduction To Banking_ Principles, Strategy And Risk Management 6th Edition © 2018 John Wiley & Sons, Ltd
2. Amalendu Ghosh, Managing Risks in Commercial and Retail Banking 9th Edition 2012 John Wiley & Sons Singapore Pte. Ltd.
3. K.M. Bhattacharya & O.P. Agarwal, Risk Management In Indian Banks 9th Edition 2017 Himalaya Pubs Hyderabad
4. Parameswaran & S Natarajan, Indian banking: 6th Edition S.Chand & Co, New Delhi, 2014
5. Banking Theory And Practice, 21st Edition, 2018 C Shekhar & Lekshmy Shekhar, S.Chand & Co, New Delhi

TAXATION**SUBJECT CODE: 22MBA3007**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Direct and Indirect Taxation.
2. To understand the Tax calculations on Salary Income, House Property, Wealth Tax Act 1957.
3. To understand the Corporate Taxation.
4. To understand the practices for Registration under GST.
5. To learn the concept on Input Tax Credit and returns under GST.
6. To understand the applications of Customs Duty

OUTCOMES:

On completion of this Course the Students will be able to

1. Describe the concept and developments of both Direct and Indirect Taxation
2. Determine the procedures to be followed on preparation of Taxation liability under Salary Income and House Property.
3. Explain the concept on Corporate Taxation.
4. Define and describe the practices of Registration under GST.
5. Explain the concept on Input Tax Credit and Returns under GST.
6. Formulate the applications of Customs Duty and export procedure.

UNIT – I

Introduction, Computation of Salary Income: Income Tax Act 1961: Basic Concepts, Income, Agriculture Income -Residential Status and Incidence of Tax - Incomes Exempt from Tax. Income from Salaries: Chargeability, Deductions, Perquisites, Computation of Salary Income, Wealth Tax act 1957.

UNIT – II

Income from House Property: Income from House Property, Chargeability, and Computation of Income - Income from Business & Professions - Capital Gains and Income from Other Sources –Computation of Total Income.

UNIT – III

Corporate Taxation: Corporate Taxation, Computation of taxable income, Carry-forward and set- off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

UNIT – IV

Introduction, Registration under GST: GST basic concepts, Registration Procedure, Persons not liable for registration, Compulsory registration, Deemed registration, Cancellation vs. Revocation of registration, Unique Identification Number, Registration Number Format. Types and periodicity of GST return for different categories of Taxpayers (Regular Tax Payer, Composition Tax Payer, Casual Taxable Person, Non-Resident Taxable Person, etc).

UNIT – V

Input Tax Credit under GST & Returns: Input Tax Credit Process, Negative List for Input Tax Credit, Input Tax Credit, Utilization and Input Tax Credit Reversal, Types of GST returns and their due dates, late filing, late fee and interest. Reverse Charge Mechanism New GST Returns - Overview, Forms, Invoices, ITC, Amendments, Offline Tools; New GST Return System, Forms to be filled and Process of New Return Filing System; New Amendments introduced in New GST Return System

UNIT-VI

Customs Duty: Customs Duty - Introduction – Basic Concepts – Scope and Coverage of Customs Duty - Nature of Customs Duty – Classification for Customs – Types of Custom Duties. Exemptions from Customs Duty –Valuation for Customs Duty. Customs Procedures: Import Procedures - Export Procedures - Baggage, Courier and Post – Warehousing in Customs – Duty Draw Back.

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

TEXT BOOKS:

1. Practical Approach to Direct Taxes and Indirect Taxes (Income Tax and GST) , Dr. Girish Ahuja & Dr. Ravi Gupta , Wolters Kluwer Publishers, 39th Edition, 2020.
2. Direct Taxation, Pradeep S Shaw, Taxmann Allied Services Limited, 2007.
3. Indirect Tax Reform in India: 1947 To GST and Beyond, Book by Vinay K. Srivastava and Yashwant Sinha
4. GST Acts, Rules & Forms with Reference By CA Ashok Batra , Wolters Kluwer Publishers, 2nd Edition, 2017
5. GST: Concepts and Application, Dr. Anil Kumar swain and Gopal Prasad Agarwal , Himalaya Publishing House, 2018

REFERENCES:

1. Students Guide to Income Tax, Dr. VinodSinghanian (Taxmann) , 43rd Edition, Taxmann , 2019.
2. Income Tax Law and Practices, V.P. Gaur, D.B. Narang, Puja Ghai& Rajiv Puri (Kalyani Publication) 2019
3. Students' Hand Book on Income Tax, T.N. Manoharan & G.R. Hari, Snow White publications , 2017

INDUSTRIAL RELATIONS**SUBJECT CODE: 22 MBA 3008**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the concept and developments of industrial relations such as evolution, theoretical perspectives, growth and size of labor force in India.
2. To describe the meaning, objectives, types, evolution of trade unions.
3. To contrast on collective bargaining process and employee participation.
4. To define and discuss the manifestation of conflict and its resolution.
5. To understand the recent developments on labor laws and social security including Workmen Compensation Act and Employees' State Insurance Act etc.
6. To explain the concept on technological change and role of ILO for constituting industrial relation.

OUTCOMES:

After completion of this course, the student will be able to

1. Describe the concept and developments of Employee Relations.
2. Explain the concept on trade unions and some contemporary issues.
3. Discuss on methods of collective bargaining and participation of employees.
4. Implement the procedure adopted for conflict resolution and industrial disputes.
5. Explain in detail the various forms of labor laws and social security.
6. Identify & discuss the various concepts on employee's relations in International perspective, emerging employee relations and role of ILO.

UNIT-I

Industrial Relations-An Overview: Concept on Employee Relation & Constitution of India; History & Growth in India; Theoretical Perspectives; Industrial Relations in Modern Era; Growth & Size of Indian Labour Force; Distributions of sectors & major occupations in India; Employment in emerging sectors; Labour Administration Machinery.

UNIT-II

Industrial Relations & Trade Union: Definition; Objectives; Types of trade union; Evolution of Trade Union in India; Central Trade Unions; Problems & Contemporary Issues; Employer's Organisations; Trade Union Act, 1926- concept & developments.

UNIT-III

Collective Bargaining & Employee Participations: Concept & Definition of Collective Bargaining; Significance, Levels, Process; Prerequisite of successful bargaining; Objectives & Needs of worker's participation in management; Types of WPM; Levels; Worker's participation in management in India.

UNIT-IV

Industrial Discipline and Grievance Managements: Introduction to discipline; Manifestation of conflict; Effect of industrial disputes; Settlements of Industrial Disputes; The industrial Disputes Act, 1947: Backdrops & Administrations.

UNIT-V

Labour Welfare & Social Security: Concept; Social Security in India; Health and Occupational Safety programs; Salient features of Workmen Compensation Act; Employees' State Insurance Act; 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 on wage determination in India.

UNIT-VI

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

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

TEXT BOOKS:

1. Piyali Ghosh & Shefali Nandan. Industrial Relations and Labour Laws. McGraw-Hill Education. 1st Edition. 2015.
2. P. N. Singh & Neeraj Kumar. Employee Relations Management. Pearson Education India. 1st Edition. 2011.
3. C. S. Venkat Ratnam & Manoranjan Dhal. Industrial Relations. OXFORD University Press. 2nd Edition. 2017.

REFERENCES:

1. Arun Monappa, Ranjeet Nambudiri & Patturaja Selvaraj. Industrial Relations and Labour Laws. Tata McGraw Hill Higher Education. 2nd Edition. 2012.
2. D. P. Sahoo. Employee Relations Management: Text and Cases. SAGE Publications. 1st Edition. 2019.
3. P.R.N. Sinha, Indu Bala Sinha, Shekhar Sinha & Seema Priyadarshini. Industrial Relations, Trade Unions and Labour Legislation Pearson Education, 3rd Edition. 2017.

PERFORMANCE MANAGEMENT SYSTEM**SUBJECT CODE: 22MBA3009**

L	P	C
4	0	4

OBJECTIVE:

1. To create an understanding on the overview of performance management.
2. To understand the performance management process and its determinants.
3. To gain the knowledge on performance planning and analysis.
4. To ascertain the idea on performance review and its effect on appraisal system
5. To learn the role of mentoring and coaching in performance review.
6. To apply the performance management system for managing the team.

OUTCOMES:

After completion of this course Student will be able to

1. Remember the overview of performance management.
2. Discuss the performance management process and its determinants.
3. Explain performance planning and analysis.
4. Interpret the idea on performance review and its effect on appraisal system.
5. Formulate the role of mentoring and coaching in performance review.
6. Develop the performance management system for managing the team.

UNIT- I

Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.

UNIT -II

Performance Management Process: Defining Performance – Determinants of Performance –Approaches to Measuring Performance – Performance in Performance Management –Process of Performance Management – Performance Management and Human Resource Management

UNIT -III

Performance Planning: ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance Analysis Process.

UNIT- IV

Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases.

UNIT-V

Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.

UNIT -VI

Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance

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

TEXT BOOKS:

1. Aguinis, H., Performance Management, 3rd Edition, Pearson, 2008.
2. Armstrong, M., Armstrong's Handbook of Performance Management, 4th Edition, Kogan Page, 2012.

REFERENCES:

1. Bacal, R., Performance Management, 2nd Edition, Tata McGraw-Hill, 2012.
2. Cokins, G., Performance Management: Integrating Strategy Evaluation, Methodologies, Risk and Analytics, John Wiley and Sons, 2009
3. Daniels, A. and Daniels, J.E., Performance Management: Changing Behavior that Drives Organizational Effectiveness, 4th Edition, Performance Management Publications, 2004.
4. Kohli A. S. and Deb, T., Performance Management, Oxford University Press, 2008

HUMAN RESOURCE METRICS & ANALYTICS

L	P	C
4	0	4

SUBJECT CODE: 22MBA3010**OBJECTIVES:**

1. To understand the people analytics advantage and business analytics in detail.
2. To develop an understanding the pillars of people analytics and workforce planning.
3. To identify the key components of workforce planning analytics.
4. To apply the concept on talent sourcing in the era of big data.
5. To understand the overview of on boarding process, analytical framework for effective on boarding and other outcome measures.
6. To demonstrate retention analysis and talent attrition predictive modeling.

OUTCOMES:

After completion of this course, the student will be able to

1. Define the people analytics advantage and business analytics in detail.
2. Discuss an understanding the pillars of people analytics and workforce planning.
3. Analyze a study on components and getting best results.
4. Understand the concept on talent sourcing in the era of big data.
5. Evaluate the process of using predictive analytics for HR decisions in the organization
6. Demonstrate retention analysis and talent attrition predictive modeling.

UNIT-I

The People Analytics Age: The People Analytics Advantage -How to Migrate from Business Analytics to People Analytics - Advanced Business Analytics and Advanced People Analytics.

UNIT - II

The Seven Pillars of People Analytics Success -Data and Tools Challenge: The Seven Pillars of People Analytics Success-Workforce Planning Analytics Pillar - Acquisition/Hiring Analytics Pillar-Onboarding, Culture Fit, and Engagement Pillar Performance Assessment and Development and Employee Lifetime Value Pillar.

UNIT- IV

Workforce Planning Analytics-Key Components of Workforce Planning Analytics: Making an IMPACT with Workforce Planning Analytics.

UNIT- V

Talent Sourcing Analytics-Talent Sourcing in the Era of Big Data and Advanced Technology: The Mobile Impact on Talent Sourcing -Putting the IMPACT Cycle into Action-Talent Acquisition Analytics-Phases.

UNIT- VI

On-boarding and Culture Fit: On-boarding Process-Stages of On-boarding-Early Employee Needs -OPEN Analytical Framework for Effective On-boarding -Time to Productivity and Other Outcome Measures - Analytical Performance Management.

UNIT- VII

Talent Engagement Analytics: Deploying Retention Analytics - Implement Proactive Talent Retention Models -Data for Talent Attrition Predictive Modelling-The Segmentation Strategy of Talent Retention Model.

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

TEXT BOOKS:

1. People Analytics in the Era of Big Data Changing the Way You Attract, Acquire, Develop, and Retain Talent: Jean Paul Isson, Jesse S. Harriott.
2. Predictive HR Analytics- Mastering the HR metric: Martin R Edwards and Kirsten Edwards
3. Bhattacharyya, D. K. (2017). HR Analytics: Understanding Theories and Applications. SAGE Publications India Pvt Limited.
4. Jean Paul Isson and Jesse S. Harriot , People Analytics in the Era of Big Data Wiley Publications
5. James R. Evans, Business Analytics: Methods, Models & Decisions, first edition, Prentice Hall
6. Soundararajan, R., & Singh, K. (2016). Winning on HR Analytics: Leveraging Data for Competitive Advantage. SAGE Publications: India.
7. Predictive Analytics for Human Resources (WILEY & SAS Business) Hardcover – 2014 by Jac Fitz-Enz (Author), John R. Mattox II.
8. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical By Fermin Diez, Mark Bussin, Venessa Lee.

REFERENCES:

1. Fitz-enz Jac (2010), "The new HR analytics: predicting the economic value of your company's human capital investments", AMACOM.
2. Fitz-enz Jac, Mattox II John (2014), "Predictive Analytics for Human Resources", Wiley, ISBN-1118940709
3. Edwards, M. R., & Edwards, K. (2019). Predictive HR analytics: Mastering the HR metric. Kogan Page Publishers: London.
4. Bassi, L. (2011). Raging debates in HR analytics. People and Strategy, 34(2), 14.
5. Practical Applications of HR Analytics by Manish Gupta Pratyush Banerjee, Jatin Pandey .
6. Winning on HR Analytics Leveraging Data for Competitive Advantage Written by: Ramesh Soundararajan, Kuldeep Singh.

DATA ANALYSIS AND BUSINESS FORECASTING FOR MANAGERS**SUBJECT CODE: 22MBA3011**

L	P	C
4	0	4

OBJECTIVES:

1. To understand forecasting overview with its advantages and limitations.
2. To realize Exploratory Data Analysis along with assumptions and techniques.
3. To elucidate better understanding of the concepts related to Regression Analysis and Logistic Regression.
4. To determine different techniques and models of Time Series Forecasting
5. To describe different models of Lifetime value (LTV).
6. To develop an understanding of Credit Scoring Models.

OUTCOMES:

On completion of this course, the students will be able to

1. Demonstrate the importance of forecasting by exploring its advantages and limitations.
2. Identify Exploratory Data Analysis along with assumptions and techniques.
3. Estimate Regression Analysis and Logistic Regression.
4. Apply different techniques and models of Time Series Forecasting
5. Apply Lifetime value (LTV) models.
6. Compare various Credit Scoring Models.

UNIT – I

Forecasting Overview: Nature and Importance of forecasting; Forecasting considerations – Forecasting Object – Information set – Forecast horizon – Forecast statement – The decision environment and Loss function- Model Complexity ; Limits for forecasting.

UNIT – II

Exploratory Data Analysis: Definition – Importance – Tools – Types –Techniques; Understanding variables, Data Cleaning, EDA assumptions, use of Graphical presentations (Stem and Leaf, Bar plot, Histogram, Box plot etc)

UNIT- III

Regression Analysis: Definition – use of Regression Analysis in Business, Interpretation of P-Values and Coefficients: Liner regression, Multiple Regression: Logistic Regression – Logistic Regression Application.

UNIT – IV

Time Series forecasting: Definition – Application in Business Organisation – importance; Components of time Series – secular/Trend – cyclical - seasonal – erratic; Methods for isolating Trends, Method of Least square, Addictive & Multiplicative Model; Smoothing Techniques – Exponential Smoothly-Moving Average smoothing – other techniques ; ARIMA Models.

UNIT – V

Lifetime value Models: Lifetime value – Definition – Importance; Customer Lifetime Value (CLTV) - Improvements of LTV & AOV; Customer Acquisition (CAC) – optimising CAC

UNIT – VI

Credit scoring Models: Credit Scoring – Definition - Importance; FICO Scoring Model – Calculation of FICO Scores; Vantage scoring Models, Other scoring models; Benefits of scoring Models.

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

TEXT BOOKS:

1. J.E. Hanke & D.W. Wichern, (2009) Business forecasting, Pearson International 9th Edition.
2. J. Holton Wilson and Barry Keating (2001), Business Forecasting, McGraw Hill/ Irwin, Fourth Edition
3. Hyndman, Robert J. and Athanasopoulos, George (2012). Forecasting: Principles and Practice.
4. Makridakis, Spyros; Wheelwright, Steve and Hyndman, Robert J. (1998). Forecasting: Methods and Applications. 3rd edition. Hoboken, NJ: Wiley

REFERENCES:

1. Galit. Shmueli and Kenneth C. Lichtendahl Jr., (2016) Practical Time Series Forecasting with R: A Hands-On Guide, AxcelrodSchnall Publishers, 2nd Ed.
2. Ord, Keith and Fildes, Robert (2013). Principles of Business Forecasting. Mason, OH: Cengage Learning.

HUMAN RESOURCE ANALYTICS**SUBJECT CODE: 22 MBA3012**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on Human Capital Management
2. To make students gaining the knowledge and skills related to the area of The HCM Model
3. To make student better understand on Staffing, Training and Compensation
4. To develop understanding on work force planning
5. To familiarize the students with employee engagement
6. To understand the contemporary concepts on Metrics

OUTCOMES:

After completion of the course the student will be able to

1. Understand the concept on Human Capital Management.
2. Remember the knowledge on The HCM Model.
3. Understand concept on Staffing, Training and Compensation.
4. Discuss the idea on work force planning.
5. Describe the concepts and developments on employee engagement.
6. Elaborate the contemporary concepts on Metrics.

UNIT - I:

Meaning of Analytics: Classification; Importance of Human Capital Management; Role and Perspective of HCM.

UNIT - II:

The HCM Model: The Employee Value Proposition; Compensation, Attracting, Motivating and retaining employees now and in the future.

UNIT - III:

Staffing, Training and Compensation; staffing, training, and rewards metrics, HR functions and the role of recruiting, hiring, and retaining quality hires, L&D Strategy and Total Rewards; Employee Relations & the Overall HR Organization

UNIT - IV:

The new face of work force planning; The workforce planning; segmentation of skills, The business Play book; the contents and process of creating a playbook.

UNIT - V:

Quality employee engagement: Employee Engagement Definition and Measurement; Engagement Drivers; Disorder and Disengagement; Behavior Based Signs of Departure, Event based Signs of Departure, Data based Signs of Departure;

UNIT - VI:

Meaning of Metrics: The Human Capital Performance Metrics; The Second Generation and Third Generation Metrics Connecting the Metrics; Predictive Analytics for Human Capital Management.

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

TEXT BOOKS:

1. Moore, McCabe, Duckworth, and Alwan. : (2008) The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York
2. Jac Fitz-enz, John R. Mattox, (2014), Predictive analytics for Human Resources, Wiley,
3. Gene Pease Boyce Byerly, Jac Fitz-enz,(2013) Human Capital Analytics, Wiley

REFERENCES:

1. Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich (2001), The HR Scorecard: Linking People, Strategy, and Performance
2. Tracey Smith HR Analytics: The What, Why and How, by The New HR Analytics:

MARKETING ANALYTICS**SUBJECT CODE: 22MBA3013**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on Metrics
2. To make students gaining the knowledge and skills related to the area of Product and Portfolio Management
3. To make student better understand on Margins and Profits
4. To develop understanding on Advertising Media and web metrics
5. To familiarize the students with Promotion mix analytics
6. To understand the contemporary concepts on Customer Analytics

OUTCOMES:**After completion of the course the student will be able to**

1. Understand the concept on Metrics
2. Describe the knowledge on Product and Portfolio Management
3. Understand concept on Margins and Profits
4. Discuss the idea on Advertising Media and web metrics
5. Explain the concepts and developments on Promotion mix analytics
6. Justify the contemporary concepts on Customer Analytics

UNIT -I

Introduction to Metrics: Share of Hearts Minds and Markets Market Share, Relative Market share, Market concentration, Brand Development Index, Category Development Index, Penetration, Share of requirements, Heavy Usage Index, Awareness Attitudes and usage, Customer satisfaction, Willingness to recommend Net promoter, Willingness to search.

UNIT -II

Product and Portfolio Management: Trial, Repeat, Penetration and volume projections, Growth Percentage and CGR, Cannibalization Rate and Fair share draw rate, Brand equity Metrics, Conjoint utilities and consumer preference, Segmentation and conjoint utilities, Conjoint utilities and volume projections.

UNIT -III

Margins and Profits: Margins ,Selling Price and Channel Margins Average Price per unit and price per statistical unit, Variable costs and fixed costs, Marketing spending-Total, fixed and variable, Breakeven analysis and contribution analysis ,Target Volume.

UNIT -IV

Advertising Media and web metrics: Advertising Impressions, gross rating, points and opportunities to see, Cost per thousand impressions, Reach net reach and frequency, hare of voice, Impressions page views and hits, Rich Media Display time, Rich Media Interaction rate, Click through rates, Cost per impressions, Cost per click and cost of acquisition, Visits, Visitors and abandonment bounce rate, Friends, followers and supporters, downloads.

UNIT -V

Promotion mix analytics: Baseline sales, Incremental sales, and promotional lift, Redemption rates for coupons/rebates, Percent sales on deal Percent time on deal and average deal depth, Pass through and price waterfall.

UNIT -VI

Customer Analytics: Customer acquisition cost, Customer lifetime value, Net promoter score; Dynamic dashboards: Presenting key performance indicators (KPIs), Creating spin buttons, Creating various charts and graphs

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

TEXT BOOKS:

1. Stephan Sorger, Marketing Analytics: Strategic Models and Metrics, 2013.
2. Mark Jeffery, — Data-Driven Marketing: The 15 Metrics Everyone in Marketing Should Know Wiley, 2013.

REFERENCE:

1. Paul W. Farris, Neil T. Bendle, Phillip E. The Definitive Guide to Measuring Marketing

ADVANCED DIGITAL MARKETING**SUBJECT CODE: 22 MBA3014**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on the digital marketing.
2. To make students gaining the knowledge and skills related to the area of search engine optimization (SEO).
3. To make student better understand on Social Media Optimization (SMO).
4. To develop understanding on SME (Search Engine Marketing) through Ad words.
5. To familiarize the students with the Lead Management & Digital Marketing.
6. To understand the contemporary concepts on digital innovation and trends.

OUTCOMES:

After completion of the course the student will be able to

1. Understand the concept on digital marketing.
2. Discuss the knowledge on search engine optimization (SEO).
3. Understand concept on Social Media Optimization (SMO).
4. Examine the idea on SME (Search Engine Marketing) through Adwords.
5. Improve the concepts and developments on lead management & digital marketing.
6. Justify the contemporary concepts on digital innovation and trends.

UNIT -I

Introduction to Digital Marketing: What is Digital Marketing- Why Digital Marketing-Digital Marketing Platforms- Organic and Paid Digital Marketing- Difference between Traditional Marketing and digital Marketing- Advantage of Digital Marketing-Digital Marketing Manager Role and functions of a Digital Marketing Manager-Significance of a Digital marketing manager in maintaining health and safety of workplace?

UNIT - II

Search Engine Optimization (SEO): Definition, meaning, scope of SEO (Search engine Optimization- On page optimization& Off page optimization- Preparation of reports though keywords, titles, meta tags etc.

UNIT –III

Social Media Optimization (SMO): Meaning, scope and importance of different SMO (Social Media Optimization) like Face book- Twitter- LinkedIn- Tumblr- Pinterest and more social media services optimization.

UNIT – IV

Search Engine Marketing: SME (Search Engine Marketing) through Adwords& Keyword Selection- Create Text Ads-CPC Bidding-Navigate Ad Words- SEM Metrics & Optimization- Jobs in SEM.

UNIT – V

Lead Management & Digital Marketing: Web to lead forms- Web to case forms- Lead generation techniques- Leads are everywhere- Social media and lead gen Inbuilt tools for Digital Marketing-Ip Tracker- CPC reduction (in case of paid ads)Group posting on Social Media Platforms.

UNIT – VI

Digital Innovation and Trends: The contemporary digital revolution- digital transformation framework- security and privatization issues with digital marketing- Understanding trends in digital marketing – Indian and global context, online communities and co-creation.

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

TEXT BOOKS:

1. Chaffey, D. (2019). Digital marketing. Pearson UK.
2. Chaffey, D., & Smith, P. R. (2017). Digital marketing excellence: planning, optimizing and integrating online marketing. Taylor & Francis.
3. Dodson, I. (2016). The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns. John Wiley & Sons.
4. Efrain Turban, Jae Lee Kavid King and H.Michael Chung: E-commerce - A Managerial Perspective, Pearson Publication.
5. Jeffrey F.Rayport c£ Bernard J.Jaworski: Indlroduction to E-Commerce, Tata McGraw Hill.
6. Kalakota& Winston- Frontier of E-commerce, Pearson Education.

REFERENCES:

1. Kaufman, I., & Horton, C. (2014). Digital marketing: Integrating strategy and tactics with values, a guidebook for executives, managers, and students. Routledge.
2. Stokes, R. (2011). E-Marketing: The essential guide to digital marketing. Quirk eMarketing.
3. Kamalesh K.Bajaj: Debjani Nag: E-commerce - The cutting edge of business, Tata Mc-Graw Hill.

INTEGRATED MARKETING COMMUNICATIONS**SUBJECT CODE: 22MBA3015**

L	P	C
4	0	4

OBJECTIVES:

1. To outline Integrated Marketing Communications as a communication strategy to promote the product.
2. To distinguish the traditional and modern communication tools which influence the consumer behaviour along with a Planning for Marketing Communications.
3. To demonstrate Online and Mobile advertising trends being practiced by the industries
4. To develop an understanding of media, message and copy strategies in making an advertisement and measuring advertising effectiveness
5. To determine different sales promotion tools and point of purchase communication.
6. To analyze the role of public relation techniques and its implications to business.

OUTCOMES:

On completion of this course, the students will be able to

1. Demonstrate critical and logical importance of Integrated Marketing Communications.
2. Compare traditional and modern communication tools with respect to consumer behaviour.
3. Apply and present trendy online and mobile promotional tools such as social media, Email marketing and website promotions.
4. Identify and get exposed to Media, message and copy strategies and learn how the effectiveness of advertisement is measured.
5. Explain promoting the product through sales promotion tools.
6. Analyze the role of public relation techniques and its implications to business.

UNIT - I

Integrated Marketing Communications (IMC) / Promotion Strategy: Introduction to IMC tools - Introduction-Enhancing Brand Equity through IMC- IMC / Promotion Strategy, Role of Advertisement and Promotions in Segmentation, Targeting and Positioning, Advertising agencies-The role of advertising agencies.

UNIT – II

The Communication Process and Consumer Behavior: Planning for Marketing Communications-MARCOM- DAGMAR, Influence of psychological field elements-Endorsers and Message Appeals in Advertising Traditional vs Modern Media, Factors Determining Media Choice

UNIT – III

Online and Mobile Advertising: Fundamentals of electronic Marketing- e Business Models, Online promotional tools- Social Media for Advertising and Promotion- Online Buyers and their behavior, Basic SEO and SEM-- Email, Social Media and Affiliate Marketing- Electronic CRM-Web analytics

UNIT – IV

Advertising Media: Media types—Media Planning and Analysis- Message and Copy strategy, Direct Marketing and Other Media - Measuring Advertising Effectiveness

UNIT – V

Consumer Sales Promotion: Importance- Types-Consumer and trade Sales Promotions, Promotion tools-Developing the Sales Promotion Program, Packaging, Point of Purchase Communications and Signage

UNIT – VI

Public Relations: Introduction- Role- Functions- tools, Word-of-Mouth Influence-Sponsorships, Advantages and Disadvantages of Public Relations, Corporate Advertising

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

TEXT BOOKS:

- 1) Belch, G.E. (2004). Advertising and Promotion: An Integrated Marketing Communication. New Delhi : McGraw-Hill
- 2) Clow, K. (2010). Integrated Advertising, Promotion and Marketing Communications (4th ed.), Pearson Education, Upper Saddle River, (Chapter 1, 3).
- 3) Hawkins, D., & Mothersbaugh, D. (2009). Consumer behaviour. Building Marketing Strategy (11th ed.). McGraw-Hill/Irwin, (Chapter 16).
- 4) Percy, L. (1997). Strategic for Implementing Integrated Marketing Communications. Lincolnwood: NTC Books.
- 5) S.A. Chuna walla K.C Sethla (2002). Foundation of Advertising. 6th Edition. Vivia books Pvt.ltd

REFERENCES:

1. George E. Belch & Michael A. Belch. (2003). Advertising and Promotion: An integrated Marketing Communications Perspective, 6th edition
2. Tony Yeshin (1998) Integrated Marketing Communications The holistic approach, Published in association with The Chartered Institute of Marketing, Butterworth-Heinemann

E - COMMERCE**SUBJECT CODE: 22 MBA3016**

L	P	C
4	0	4

OBJECTIVES:

1. To define all types of e-commerce systems and describe their major business and revenue models.
2. To describe all the major mechanisms that is used in e-commerce.
3. To describe all methods of selling products and services online to individual consumers.
4. Understand all online business-to-business activities including procurement, auctions, and collaboration.
5. Describe EC activities other than trading online, such as e-government, e-learning/train- ing, intelligent systems, and e-health.
6. Relate the support services of payment, security, order fulfillment, and so forth to ecommerce implementation.

OUTCOMES:

1. Describe social media and networks, and social models as facilitators of social commerce.
2. Define the landscape of social commerce applications
3. Understand social advertising and shopping, enterprise social commerce, social market research, and crowd sourcing.
4. Understand the legal, social, ethical, and business environments within which e-commerce operates.
5. Describe the global aspects of e-commerce as well as its use in SMEs and in developing countries.
6. Analyze the support services of payment, security, order fulfillment, and so forth to ecommerce implementation.

UNIT-I

Introduction to E-Commerce: E-Marketplaces Overview of Electronic Commerce and Social Commerce
 Electronic Commerce: Definitions and Concept Defining Electronic Commerce Defining E-Business Major EC Concepts Electronic Markets and Networks The Electronic Commerce Field: Growth, Content, Classification, Introduction to Electronic Commerce and Social Commerce and a Brief History The Content and Framework of E-Commerce An EC Framework Classification of EC by the Nature of the Transactions and the Relationships Among Participants A Brief History of EC

UNIT-II

Drivers and Benefits of E-Commerce: The Drivers of E-Commerce The Benefits of E-Commerce.Social Computing and Commerce Social Computing Web 2.0 Social Media Social Networks and Social Network Services Enterprise Social Networks Social Commerce The Major Tools of Web 2.0 1.5 The Digital and Social Worlds: Economy, Enterprises, and Society The Digital Economy The Digital Enterprise The Social Business (Enterprise) The Digital Revolution and Society Electronic Commerce Business Models The Structure and Properties of Business Models Typical EC Business Models Classification of Business Models in E-Commerce

UNIT-III

E-Commerce: Mechanisms, Platforms, and Tools Opening Case: Pinterest—A New Kid on the E-Commerce Block Electronic Commerce Mechanisms: An Overview EC Activities and Support Mechanisms The Online Purchasing Process E-Marketplaces Electronic Markets The Components and Participants in E-Marketplaces Disintermediation and Re intermediation.

UNITS –IV

Types of E-Marketplaces Customer Shopping Mechanisms: Web stores, Malls, and Portals Web stores Electronic Malls Web (Information) Portals The Roles and Value of Intermediaries in E-Market places Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts Electronic Catalogs EC Search Activities, Types, and Engines Shopping Carts.

UNIT-V

Problems in Order: Fulfillment Along Supply Chains Solutions to Order Fulfillment Problems Along the Supply Chain Improvements in the Order-Taking Activity Warehousing and Inventory Management Improvements Changing the Structure and Process of the Supply Chain Speeding Up Deliveries: From Same Day to a Few Minutes.

UNIT-VI

Partnering Efforts and Outsourcing Logistics Integrated Global Logistics Program: Order Fulfillment in Make-to-Order (MTO) and Mass Customization Handling Returns (Reverse Logistics Order Fulfillment in B2B Innovative E-Fulfillment Strategies Supply Chain Planning and Execution Software E-Commerce Strategy and Implementation

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

TEXT BOOKS:

1. Introduction to Electronic Commerce and Social Commerce, Efraim Turban • Judy Whiteside • David King Jon Outland Springer Texts in Business and Economics, Fourth Edition Springer International Publishing AG 2017
2. E-Commerce: Fundamentals and Applications Paperback – 1 January 2007 by Henry Chan (Author), Raymond Lee (Author), Tharam Dillon (Author), Elizabeth Chang (Author)

REFERNCES:

1. E-COMMERCE : An Indian Perspective Paperback – 10 October 2019 by S.J. P.T. Joseph (Author)
2. E-Business and E-Commerce Management: Strategy, Implementation and Practice, 5e Paperback – 1 January 2013 by Chaffey
3. E-Commerce 2017 | Thirteenth Edition | By Pearson Paperback – 30 July 2018 Kenneth C. Laudon (Author), Carol Guercio Traver (Author)

MANAGEMENT OF TECHNOLOGY AND INNOVATION**SUBJECT CODE: 22 MBA3017**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the overview of Management of Technology and Innovation
2. To learn the basics of Technology Change and forecasting
3. To interpret the basics of Technology Transfer.
4. To analyze the basics of Technology development and absorption
5. To implement the basics of Innovation planning and implementation
6. To evaluate trade secrets, Trade Marks, Patents, IPR and copy rights.

OUTCOMES:

After the completion of the course the student will be able to:

1. Define the concepts Analyze and optimize the process of Management of Technology and Innovation
2. Discuss on a Technology Change and forecasting
3. Explain the concept of Technology Transfer.
4. Evaluate the concepts of Technology development and absorption.
5. Create a practical approach to Innovation planning and implementation.
6. Justify to get trade mark, patent and copy rights.

UNIT - I

Introduction: Definition of Technology, Innovation and Technologies innovation, Importance of Technology and Innovation, Process of Managing Technology, Process of Managing Innovation, Scope of MOTI, Role of Chief Technology officer.

UNIT- II

Technology Change And Fore Casting: Technology Evolution, Technology adoption and diffusion, Sources of Innovation, Techniques of Technological Forecasting, National Technology policy Technology Planning and Strategy Tools.

UNIT - III

Technology Transfer: Definition, Classification, Elements of Transfer Process, Types of Technology Transfer, Channel & Technology transfer, Pricing of Technology Transfer Technology Transfer agreements.

UNIT - IV

Technology Development And Absorption: Development Meaning, Influencing factors, Development Strategies, Technology Development: Research & Development Strategies.

UNIT - V

Innovation: Internal Strategy, Innovation Planning, Implementation Evolution and Control

UNIT - VI

Trade secrets: Trade Marks, Patents, IPR and copy rights, International issues in IPR

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

TEXT BOOKS:

1. The Management & Technology and Innovation: A strategic approach: White and Bruton (2007) Thomson, South Westerns
2. Technology Strategies for Managers and Entrepreneurs: Scott Shane (2009) Pearson Education

REFERENCES:

1. Management & Technology and Innovation P N Rastogi, SAGE Publications.
2. Management of Technology: Dr. CSG Krishnamacharyulu, Dr Lalitha Ramakrishna (2008) Himalaya Publishing House Pvt. Ltd

TOTAL QUALITY MANAGEMENT**SUBJECT CODE: 22 MBA3018**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the concept of Quality and Quality Management
2. To understand the Principles and Philosophies of Quality management
3. To understand the concepts of Statistical Process Control, Process capability and BPR
4. To have exposure to tools and techniques for quality management.
5. To have exposure to quality systems organizing and implementation
6. To understand the concepts value improvement and six sigma

OUTCOMES:

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

1. Define quality Management and need for TQM.
2. Explain the Principles and Philosophies of Quality management
3. Discuss and use Statistical Process Control, Process capability and BPR for various industrial applications.
4. Evaluate and use various tools and techniques for quality management
5. Appraise the practice how to get ISO 9000 and 14000 certifications to various industrial products and service organizations.
6. Formulate six sigma approaches for various industrial applications

UNIT - I

Introduction To Quality Management: Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

UNIT - II

Principles And Philosophies Of Quality Management: Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

UNIT - III

Statistical Process Control And Process Capability: Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve.– relevance to TQM, Tero technology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

UNIT - IV

Tools and Techniques For Quality Management: Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.

UNIT V

Quality Systems Organizing And Implementation: Introduction to IS/ISO 9000, 14000 – quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.

UNIT VI

Value Improvement And Six Sigma: Value improvement elements – value improvement assault – supplier teaming, vendor appraisal and analysis, Total productive maintenance (TMP), lean engineering Six sigma approach – application of six sigma approach to various industrial situations, **Case Studies**

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

TEXT BOOKS:

1. Dale H.Besterfield et al, Total Quality Management, Third edition, Pearson Education (First Indian Reprints 2004).
2. ShridharaBhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.
3. Logothetis W, “Management Total Quality”, Prentice Hall of India, NewDelhi, 1999.

REFERENCES:

1. Feigenbaum A.V “Total Quality Management”, McGraw-Hill, 1991.
2. Narayana V. and Sreenivasan N.S., “Quality Management – Concepts and Tasks”, New Age International, 1996

OPERATIONS STRATEGY

L	P	C
4	0	4

SUBJECT CODE: 22 MBA3019**OBJECTIVES:**

This course is designed for the students :

1. To have an understanding of the concept and frame work of operations strategy
2. To able to understand resource view of operations strategy
3. To able to understand process view of operations strategy
4. To able to understand competency view of operations strategy
5. To able to understand redefining operations strategy
6. To able to understand the monitoring and control of Operations Strategy

OUTCOMES:

After completion of the course, the student will be able to

1. Discuss the basic concepts and models for operations strategy analysis.
2. Illustrate the resource view of operations strategy
3. Examine the process view of operations strategy
4. Explain the competency view of operations strategy
5. Determine the redefining operations strategy for different firms
6. Elaborate an operations strategy for different types of industrial firms

UNIT - I

Concept And Framework Of Operations Strategy: Role and Objectives of Operations Strategy; Operations Strategy Framework: Incorporating Operations Strategy in the Corporate Strategy; Operations performance essentials; Competition, Competencies & Operations; Defining a Operations Strategy in Overall Environment; Process of Operations Strategy Formulation

UNIT - II

Resource View Of Operations Strategy: Principles and Concepts of Developing Operations Strategy; Methodology of Developing Operations Strategy; Capacity Strategy: Capacity Types, Flexibility & Consolidation, Capacity Timing & Expansion, Capacity Sizing & Investment; Facility Strategy & Globalization: Infrastructure Development; Supply Network Strategy: Capacity Location, Global Network & Off-shoring, Strategic Sourcing, Coordinating the Supply Chain

UNIT - III

Process View of Operations Strategy: Process Technology Strategy: Effect of Technology Advancement and Technology Management, Integration of Operations Strategy Planning and Technology Planning, Production Implications of Corporate Marketing Decisions; Strategy Development and Practices; Improvement & Innovation; New Product & New Service Development; Product Variety Impact in Operations Strategy; Operations Strategy Process – Sustainable Alignment

UNIT - IV

Competency View of Operations Strategy: Implementation of Operations Strategy; Business Implication of Process Choice: Dynamics of process-product life cycles, Product Profiling, Improving Operations Process by Process Positioning; Cross-Cutting Capability; operations Strategy Process – Implementation; Pre-requisites of Organized and Focused Operations Strategy & Unit; Principles and Concepts of Factory-within-Factory; Involvement of Human Aspects.

UNIT - V

Redefining Operations Strategy: Operations Redefining & Restructuring; Demand and Revenue Management; Operations Strategy Process – Substitutes: BPR, TQM, Lean, Six Sigma: Business Process Focused Strategies & Organization Development: Quality Planning and Controlling System, Improving Response Time with IT, Operations Audit Approach; Risk Management & Hedging: Accounting & Financial Perspectives and Operations System, Business Continuity Planning, Disaster Recovery strategy.

UNIT - VI

Operations Strategy-Monitoring and Control: Introduction ,Key questions , Strategic monitoring and control , Monitoring implementation – tracking performance , The dynamics of monitoring and control , Implementation risk , Learning, appropriation and path dependency , Summary answers to key questions

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

TEXT BOOKS:

1. Beckman / Barry. Operations Strategy: competing in the 21st Century, McGraw-Hill Higher, Ed,
2. Brown / Lamming / Bessant / Jones. Strategic Operations Management, Elsevier-India (Butterworth-Heinemann)
3. Deborah. Competitive Strategies for Service Businesses, New Delhi: Jaico
4. Hayes / Pisano / Upton / Wheelwright. Operations, Strategy, and Technology: Pursuing the Competitive Edge, Wiley
5. Lowson. Strategic Operations Management, Routledge (Taylor & Francis)
6. Mieghem. Operations Strategy: Principles and Practice, Dynamic Ideas Llc, MA: Charlestown, USA

REFERENCES:

1. Slack / Lewis. Operations Strategy, 2/e, Prentice Hall / Pearson Education
2. Walters. Operations Strategy, Palgrave Macmillan -India
3. Alkhafaji, A.F. (2003) *Strategic Management: Formulation, Implementation, and Control in A Dynamic Environment*. Haworth Press Inc.
4. Carlopio, J. (2003) *Changing Gears: The Strategic Implementation of Technology*. Palgrave Macmillan.
5. Jessen, M., Holm, P.J. and Junghagen, S. (2007) *Strategy Execution: Passion & Profit*. Copenhagen Business School Press.
6. Kaplan, R.S. and Norton, D.P. (2008) *Execution Premium. Linking Strategy to Operations for Competitive Advantage*. Boston, MA: Harvard Business School Press.
7. Kaplan, R.S. and Norton, D.P. (2004) *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*. Boston, MA: Harvard Business School Publishing.
8. Ketokivi, M. and Castaner, X. (2004) 'Strategic planning as an integrative device', *Administrative science Quarterly*, 49(2) pp. 337–365.
9. MacLennon, A. (2010) *Strategy Execution: Translating Strategy into Action in Complex Organisations*. Routledge.
10. Menda, R., Dilts, D. (1997) 'The manufacturing strategy formulation process: linking Multi functional viewpoints', *Journal of Operations Management*, 15(4) pp. 223–241.

MANAGERIAL COMMUNICATION & SOFT SKILLS**SUBJECT CODE: 22MBA3020**

L	P	C
2	0	2

OBJECTIVES:

1. To develop Life skills among MBA graduates
2. To enrich students' emotional intelligence and inter-personal skills
3. To enable students to understand the importance of employing appropriate body language when communicating.
4. To develop students' competence in written communication
5. To train students in interview skills, group discussions and presentation skills to enhance their employability skills
6. To make students industry ready by grooming them for business world.

OUTCOMES:

By the end of the course students should be able to:

1. Define the life skills to address business challenges.
2. Demonstrate the communication required in the workplace: interpersonal and intrapersonal communication skills, listening skills along with barriers of communication.
3. Interpret the role of Non verbal communication, Cultural differences, business etiquettes in communication.
4. Understand complex ideas accurately in written and spoken formats: resume writing, E-mail writing and report writing.
5. Discuss technical knowledge and expertise orally through presentations, group discussions and interviews to enhance employability competence.
6. Develop the students for corporate transition to improve employability.

UNIT -I

Importance of Life Skills In Business World: Importance of life skills in Business world: Leadership skills, Goal setting skills, Time management skills, Problem solving skills, Persuasive skills-SWOT analysis & Johari Window

UNIT -II

Interpersonal Communication & Emotional Intelligence: Managing Interpersonal and Intrapersonal communication - Role of Emotion in Interpersonal Communication- Barriers to Interpersonal Communication- Exchange Theory- Gateways for Effective Interpersonal Communication.

UNIT -III

Non Verbal Communication: Non-verbal communication and Body Language: Kinesics, Proxemics, Paralanguage, Haptics, handshakes, appropriate body language and mannerisms for interviews and group discussions: business etiquettes- across cultural differences.

UNIT -IV

Business Communication Skills: Written communication: mechanics of writing, report writing- business correspondence-business letter and E-Mail format - Meetings and managing meetings- Resume and cover letter writing -Formats.

UNIT -V

Presentation Skills: Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness –strategies of assertive behavior; Communication skills for group discussion video conferencing and interviews- Interview Techniques-communication etiquette

UNIT VI

Transition To The Business World: Business and Social Etiquette Professional conduct in a business setting: workplace hierarchy; the proper way to make introductions; Use of courteous phrases and language in the workplace. Professional attire & etiquettes- Professional Image: appropriate business attire; Telephone Etiquette; Table etiquette.

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

TEXT BOOKS:

1. E. Suresh Kumar,P. Sreehari,J. Savithri “Communication Skills and Soft Skills : An Integrated Approach” Published by Dorling Kindersley (India) Pvt. Ltd, Pearson Education in South Asia.2011
2. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi
3. Meenakshi Raman and Sangeeta Sharma: “Technical Communication: Principles and Practice” Oxford University Press, New Delhi 2015
4. Butterfield, Jeff. *Soft Skills for Everyone*. New Delhi: Cengage Learning. 2010
5. Nitin Bhatnager and Mamta Bhatnagar: Effective communication and soft skills: Strategies for Success, Pearson 2012

REFERENCES:

1. Kelly M Quintanilla, Shawn T.Wahl:“Business and Professional Communication”, SAGE, New Delhi, 2012.
2. Chauhan, G.S. and Sangeeta Sharma. *Soft Skills*. New Delhi: Wiley. 2016
3. Thorpe, Edgar and Showick Thorpe. *Winning at Interviews*. Pearson Education. 2004.
4. Improve Your Writing ed. V.N. Arora and Laxmi Chandra, Oxford Univ. Press, 2001, New Delhi
5. Edoardo Rovida· Giulio Zafferri: The Importance of Soft Skills in Engineering and Engineering Education ,Springer 2022

Semester-IV

ENTREPRENEURIAL DEVELOPMENT**SUBJECT CODE: 22 MBA4001**

L	P	C
4	0	4

OBJECTIVE:

1. To develop an understanding on entrepreneur and entrepreneurship.
2. To have an understanding on nature and development of entrepreneurship in India.
3. To provide insight into the start ups and project preparation.
4. To make Students gaining the knowledge in governmental support regarding formalities of startups and enterprises.
5. To make the students familiar with e-entrepreneurship.
6. To provide concepts on management of ventures, Problems and prospects MSME in India.

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. Define Entrepreneurship Development program 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. Discuss to manage effectively the selected business.
5. Elaborate the concept on e-entrepreneurship
6. Formulate the ideas on management of venture.

UNIT - I

Entrepreneur and Entrepreneurship: Concept of Entrepreneur, characteristics of an Entrepreneur, distinguish between an Entrepreneur and manager, functions of an Entrepreneur, types of Entrepreneurs, Role of Entrepreneurship in Economic development. Ethics and social responsibility of an entrepreneur. Twenty first century trends in Entrepreneurship.

UNIT - II

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, 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 - III

Creating and starting the venture: 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 - IV

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. Initiatives by the Government of India to promote Entrepreneurship, Social and Women Entrepreneurship.

UNIT - V

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 - VI

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.

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

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, 2014
4. Narayana Reddy: Entrepreneurship, Cengage learning, New Delhi, 2010
5. Rajeev Roy: Entrepreneurship, Oxford university press, New delhi, 2011
6. Vasant 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 2020.
2. Hisrich: Entrepreneurship, TMH, New Delhi, 2018
3. Prasanna Chandra: Projects, TMH, New Delhi 2017.
4. K.Nagarajan: Project Management, New Age International, New Delhi, 2012

GLOBAL MARKETING**SUBJECT CODE: 22MBA4002**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the definition, nature, scope and significance of Global Marketing.
2. To explain various global marketing environment.
3. To discuss the culture and buying behavior in global context.
4. To understand the global market opportunities & research.
5. To explain the international product and brand management.
6. To discuss on information technology and marketing interface on competitive analysis.

OUTCOMES:

On completion of this course the Students will be able to

1. Describe concept on global marketing, internationalization of business and dimension of global market.
2. Explain the global market environment in detail.
3. Outline culture and buying behavior in global context.
4. Describe global marketing research, marketing information sources, marketing information system, market analysis foreign market entry strategies.
5. Explain the concept on international product and brand management.
6. Develop global marketing strategies using information technology.

UNIT- I

Globalization Imperative Why Global Marketing Is Imperative 3 Globalization of Markets: Convergence and Divergence International Trade versus International Business Management International Trade Evolution of Global Marketing Domestic Marketing Export Marketing International Marketing Multinational Marketing Global Marketing the Impact of Economic Geography and Climate on Global Marketing

UNIT- II

Economic Environment: Intertwined World Economy Country Competitiveness Emerging Economies Evolution Of Cooperative Global Trade Agreements Information Technology And The Changing Nature Of Competition Regional Economic Arrangements Multinational Corporations

UNIT- III

Global Cultural and Buying Behaviour: Meaning Of Culture Elements Of Culture Cross-Cultural Comparisons Adapting To Cultures Culture And The Marketing Mix

UNIT- IV

Global Marketing Research: Research problem formulation secondary global marketing research primary global marketing research leveraging the internet for global market Research studies market size assessment new market information technologies managing global marketing research

UNIT- V

Global Marketing Segmentation: Reasons for international market segmentation international market segmentation approaches segmentation scenarios bases for international market segmentation International positioning strategies global, foreign, and local consumer culture positioning

UNIT- VI

Global Marketing Strategies: Information Technology And Global Competition Global Strategy Global Marketing Strategy R&D, Operations, And Marketing Interfaces Regionalization Of Global Marketing Strategy Competitive Analysis

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

TEXT BOOKS:

1. Global Marketing Management, Masaki Kotabe, Kristian Helsen Wiley 7th Edition
2. Czinkota, M. R and Ronkainen, I. A., Global Marketing, Dryden Press, 1996
3. Keegan, Global Marketing, Pearson Education India, 2009.
4. Philip R. Cateora, John L. Graham, International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
5. R.Srinivasan, International Marketing, Prentice-Hall of India Pvt. Ltd., 3/e, 2010
6. Jean Pierre Jeannet, Global Marketing Strategies, Jaico Publishing House, New Delhi, 2001

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. Sunil Gupta, International Marketing, Kalyani Publishers, New Delhi, 2/e, 2009
4. Raja Gopal, International Marketing, Vikas Publishing House, New Delhi, 4/e, 2009
5. U.C Mathur, International Marketing Management, Sage Publications, New Delhi, 1/e 2008
6. Sak Onkvisit, International Marketing, Routledge Publications, New Delhi, 4/e, 2009

SERVICE MARKETING**SUBJECT CODE: 22MBA4003**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on the concept of Service.
2. To make students gaining the knowledge and skills related to the area of service marketing.
3. To make student better understand on segmentation, targeting and positioning of different services sectors.
4. To develop an understanding on service pricing strategies.
5. To provide information on planning and managing service delivery.
6. To understand integrated service marketing communication and brand management.

OUTCOMES:

On completion of this course the Students will be able to:

1. Define the nature, scope and significance of Service Marketing.
2. Understand the customer focus on service firms.
3. Discuss the service market segmentations, targeting, positioning and pricing strategies of service marketing.
4. Elaborate the concept on service pricing.
5. Explain the planning and managing of delivery of strategies in service marketing.
6. Evaluate the integrated services communication and brand management.

UNIT-I

Understanding Services Marketing: Basic concepts on Services, Essential of Services Marketing, Role of Services in Modern Economy, Service and Technology, Characteristics of services compared to goods, Services Marketing Mix, Staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

UNIT-II

Consumer Focus on Service: Consumer behavior in services, Consumer expectations in service, Consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

UNIT-III

Services Segmentations: The Process of Market Segmentation, Selecting the Appropriate Customer Portfolio, Creating and Maintaining Valued Relations, Customer Loyalty, Positioning a Service in the market, Value addition to the service product, new service development.

UNIT-IV

Pricing Strategies: Service pricing, establishing monetary pricing objectives, Foundations of pricing objectives, Pricing and Demand, Putting service pricing strategies into practice.

UNIT-V

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.

UNIT-VI

Managing Service Promises: Integrated services marketing communications need for coordination, Implication for communication strategies, Setting communication objectives, Marketing communication mix, Brand and Branding in services, Brand and its Classifications.

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

TEXT BOOKS:

1. Valarie A Zeithmal & Mary Jo Bitner, **Services Marketing**, TMH, New Delhi, 10/e, 2014.
2. Christopher Lovelock, **Services Marketing**, Pearson Education, 9/e, 2016.
3. Rajendra Nargundkar, **Services Marketing**, TMH, 4/e, 2016.
4. Kenneth E Clow & David L Kurtz, Biztantra, **Services Marketing**, Pearson Education, 2/e, 2007.
5. Govind Apte, **Services Marketing**, Oxford, 2007.
6. Ravi Shanker: **Services Marketing: Indian Perspectives**, Excel Publishers.

.REFERENCES:

1. Swartz & Iacobucci, **Handbook of Services Marketing & Management**, Sage Publications, 2016.
2. Hoffman & Bateson, **Services Marketing: Concepts, Strategies, and Cases**, 4e Thomson, 2015.
3. Peter Mudie and Angela Pirrie, **Services Marketing**, 5/e, Elsevier, 2016.
4. C Bhattacharjee, **Services Marketing**, Excel, 2016.
5. S M Jha, **Services Marketing**, Himalaya Publishing House, Mumbai, 5/e, 2014. Christian Gronrose: **Services Management and Marketing**, Maxwell Macmillan

RETAIL MANAGEMENT

L	P	C
4	0	4

SUBJECT CODE: 22MBA4004**OBJECTIVES:**

1. To understand the concept of retailing and its significance.
2. To explain the consumer behavior towards retailing and its strategy.
3. To understand the concept on retail location strategy.
4. To describe the concept on merchandising management of retail format.
5. To discuss on store management in detail.
6. To contrast on pricing and supply chain management application in retail management.

OUTCOMES:

On completion of this course the Students will be able to

1. Describe meaning of retail, retailing, and its significance.
2. Explain on buying behavior of consumers and application of market strategy in retailing.
3. Describe concept on retail location strategy.
4. Explain the overall theories of merchandise management.
5. Describe on store management and service recovery strategy.
6. Illustrate on pricing and supply chain management application in retail management.

UNIT – I

Introduction to Retail Management: Definition & Meaning; Social and economic significance of retailing; Structure of retailing and distribution; Opportunities in retailing; Retailer characteristics: Food retailers, General merchandise retailers, Service retailing; Types of ownership; Retail channels; Benefits offered by retail channels; Challenges of effective multichannel retailing.

UNIT- II

Consumer behavior & strategy: The buying process; Types of buying decisions; Social factors influencing the buying process; Retail market strategy; Target market and retail formats; Growth strategies; Global growth opportunities; The strategic retail planning process.

UNIT-III

Retail locations: Types of locations; Other locations opportunities; Location and retail strategy; Legal considerations; Evaluating specific areas for locations; Evaluating a site for locating a retail store; Trade area characteristics; Estimating potential sales for a store site; Negotiating lease.

UNIT-IV

Merchandise Management: Merchandise management overview; Forecasting sales; Developing an assortment plan; Setting inventory and product availability levels; Establishing a control system for managing inventory; Allocating merchandise to stores; Analyzing merchandise management performance; Developing and sourcing private label merchandise; Negotiating with vendors.

UNIT-V

Store Management: Store management responsibilities; Recruiting and selecting employees; Motivating and managing store employees; Evaluating store employees and providing feedback; Compensating and rewarding store employees; Store design objectives; Store design elements; Visual merchandising; Creating an appealing store atmosphere; Strategic advantage through customer service; Customer service quality; Service recovery.

UNIT-VI

Pricing & Supply Chain Management: Pricing strategies; Consideration in setting retail prices; Pricing techniques for increasing sales and profits; Legal and ethical pricing issues; Communication programs to develop brand images and build customer loyalty; Methods of communicating with customers; Planning the retail communication program; Creating strategic advantage through supply chain and information system; The flow of information and products in supply chain.

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. Oxford University Press (OUP). Third edition (1 June 2018).
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. Dunne, Introduction to Retailing, Cengage Learning, New Delhi. 2013

REFERENCES:

1. Sheikh and Kaneez Fatima, Retail Management, Himalaya Publishing House, Mumbai, 2012
2. Sivakumar, A, Retail Marketing, Excel Books, New Delhi, 2007
3. Berman Barry, Joel R. Evans and Mini Mathur, Retail Management-A Strategic Approach, Pearson Education, New Delhi, 2011.
4. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava, Retail Management, Oxford University Press, New Delhi, 2012.
5. Gibson G Vedamani, Retail Management, Jaico Publishing House, New Delhi.

INTERNATIONAL FINANCE**SUBJECT CODE: 22MBA4005**

L	P	C
4	0	4

OBJECTIVES:

1. To understand basics of International Financial Management.
2. To discuss about the International Monetary System.
3. To understand market for Foreign Exchange.
4. To elucidate the Exchange Rate Determination
5. To acquire the skills to evaluate long term asset liability management.
6. To provide an insight on short term liability management.

OUTCOMES:

On completion of this course the Students will be able to

1. Discuss the structure of International Financial Management.
2. Define the different phases of International Monetary system.
3. Explain the performance and functions of Foreign Exchange.
4. Evaluate the concepts of Exchange Rate Determination
5. Explain the concepts of long term asset-liability management.
6. Discuss the short term asset-liability management.

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-6

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.

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

TEXT BOOKS:

1. Jeff Madura, International Corporate Finance, 11th edition, Cengage Publications, 2012.
2. Alan C.Shapiro, Multinational Financial Management, 10/e, John Wiley, 2013.
3. S.Eun Choel and Risnick Bruce, International Financial Management, 3/e Tata McGraw Hill, 2012.

REFERENCES:

- 1) Madhu Vij, International Financial Management, Third edition, Excel Books, 2012.
- 2) Maurice D.Levi, International Finance, 3rd edition, Tata Mc Graw-Hill, New Delhi, 2012.
- 3) Michael Melvin, International Money and Finance 9/e Pearson Education, 2017.
- 4) Reid W. Click & Joshva D.Coal, The theory and practice of International Financial Management. Prentice Hall India, 2012.
- 5) Sharan Vyuptakesh: International Financial Management, PHI Leaming, New Delhi, 2012.
- 6) Thomas J O' Brien: International Finance, Oxford University Press, New Delhi, 2012.
- 7) Shailaja G: International Finance, Universities Press (India) Pvt. Ltd., Hyderabad,2012.
- 8) R.M. Srivastava: Multinational Financial Management, Excel Books, New Delhi, 2012.
- 9) V.A. Avadhani: International Financial Management, Himalaya Publishing House, NewDelhi, 2012.
- 10) P.G.Apte, International Financial Management, 4/eTata McGraw-Hill, New Delhi, 2012.
- 11) P.K Jain, Josette Peyrard and Surendra S. Yadav, International Financial Management, Macmillan Publishers, 2012.
- 12) Pradeep Kumar Sinha: International Financial Management, Himalaya Publishing House, New Delhi, 2015.

FINANCIAL DERIVATIVES**SUBJECT CODE: 22MBA4006**

L	P	C
4	0	4

OBJECTIVES:

1. To describe and interpret the general concepts of financial derivative.
2. To understand the concept of forward contracts.
3. To define the futures contracts, swaps, options, and basic structured products.
4. To understand the trading concepts and option market.
5. To price derivative securities using mathematical models and numerical methods.
6. To provide a comprehensive analysis on the properties of options and futures.

OUTCOMES:

On completion of this course the Students will be able to

1. Recall the basic types of derivatives, their payoff functions, their developments, and the economic roles they play in the financial markets.
2. Define the concepts of forward contracts.
3. Describe the futures contracts, swaps, options, and basic structured products.
4. Analyze the basic risk management and trading strategies using derivatives extensively the binomial approach in pricing European and American options.
5. Discuss the Black-Scholes option formula for the price of a European option and its Greeks. The idea of delta-hedging.
6. Evaluate the application of option pricing theory in the area of financial engineering and corporate finance.

UNIT – I

Introduction to Financial Derivatives: Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps – The Regulatory Framework of Derivatives Trading in India

UNIT - II

Forward contracts: Definition, features and pay off profile of Forward contract , valuation of forward contract, forward contracts to manage commodity price risk, Interest rate risk and Exchange rate risk- Limitations of Forward contract.

UNIT – III

Features of Futures: Differences Between Forwards and Futures – Financial Futures – Trading – Currency Future – Interest Rate Futures – Pricing of Future Contracts – Value At Risk (VAR) – Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

UNIT – IV

Options Market: Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices – Option Markets in India on NSE and BSE.

UNIT – V

Option Pricing: Intrinsic Value and Time Value: Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

UNIT – VI

Swaps – Meaning: Overview :The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps. (Case Studies are Compulsory)

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

TEXT BOOKS:

1. John C. Hull , Options, Futures & Other Derivatives , Pearson , 2018
2. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi, 2002
3. David A. Dubofsky and Thomas W. Miller Jr., Derivatives: Valuation and Risk Management, Oxford University, Indian Edition, 2002
4. N.D.Vohra & B.R.Bagri, Futures and Options, McGraw-Hill Education. 2017
5. Keith Redhead: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.1996

REFERENCES:

1. S.S.S Kumar, Financial Derivatives, PHI Learning. 2007
2. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd, 2016
3. D.C.Parwari, Financial Futures and Options, Jaico Publishing House, 2016
4. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India. 2017
5. NSE manual of Indian Futures & Options & www.Sebi.com.

PROJECT APPRAISAL AND FINANCE**SUBJECT CODE: 22MBA4007**

L	P	C
4	0	4

OBJECTIVES:

1. To understand various aspects of project management.
2. To screen and assess project ideas.
3. To evaluate the market and demand of project feasibility
4. To plan, appraise and evaluate implementation of a project.
5. To analyze the market risk and opportunity available of project development.
6. To assess financial and social risk concerned with project implementation.

OUTCOMES:

On completion of this course the Students will be able to

1. Recall the importance of project management and its applications.
2. Define the concepts on screening and developing project ideas.
3. Discuss the market demand and project feasibility
4. Formulate the plan and appraise the project for capital budgeting and project financing.
5. Describe a market risk and opportunities for future project development.
6. Analyze the financial and social risk associated with project development.

UNIT - I

Project management: concepts & key terms, evolution of integrated project management system, aligning projects with organization strategy; Introduction to key concepts: project characteristics Emerging International trends; Project scheduling: Gantt chart, Pert- ADM Networks, and three time estimation.

UNIT - II

Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects – corporate appraisal – preliminary screening – project rating index – sources of positive NPV – qualities of a successful entrepreneur – the porter model for estimation of profit potential of industries.

UNIT - III

Market and demand analysis: Situational analysis and specification of objectives – collection of secondary information – conduct of market survey – characterization of the market – demand forecasting – market planning. Technical analysis: Study of material inputs and utilities – manufacturing process and technology – product mixes – plant capacity – location and site – machinery and equipment – structures and civil works – project charts and layouts – work schedule.

UNIT - IV

Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet.

UNIT - V

Types and measure of risk: simple estimation of risk – sensitivity analysis – scenario analysis – montecarlo simulation – decision tree analysis – selection of project – risk analysis in practice

UNIT - VI

Performance measurement and evaluation: project quality, planning, quality assurance, quality audit, project closure, post completion audit; Project procurement and contract management: Project purchasing – special characteristic, material controls, codification and storage

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

TEXT BOOKS:

1. Project Management for Business and Technology: Principles and Practice – Nicholas, John M., 2/e, Pearson.
2. Project Management: The Managerial Process – Gray & Larson, 4/e, TMH, 2011.
3. Project Management – Choudhury, 1/e, TMH.

REFERENCES:

1. Project Planning: Analysis, Selection, Implementation and Review – Prasanna Chandra, 7/e, TMH, 2011.
2. Project Management and Control – Narendra Singh, HPH, 2003.
3. Project Management – Bhavesh M. Patel, 2/e, Vikas Publication.

STRATEGIC HUMAN RESOURCE MANAGEMENT**SUBJECT CODE: 22MBA4008**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding of Strategic Human Resource Management.
2. To develop an understanding on the role of HRM and the investment perspective of strategic human resource management
3. To make an understanding of the organization development and change management.
4. To develop an understanding of Strategic pay plans and Compensation trends.
5. To develop better understanding of Global Human Resource Management and issues related to it.
6. To discuss on the issues related to multinational, global and transnational strategies for sustainable global competitive advantage.

OUTCOMES:

On completion of this course the Students will be able to

1. Recall the overview of Strategic Human Resource Management.
2. Discuss the Investment perspectives of Human Resource.
3. Explain the concept on Management of Strategic Organizational Renewal, Managing Change and OD.
4. Illustrate the concepts of establishing strategic pay plans.
5. Measure the strategic role of HR on recruitment and selection of international employees.
6. Formulate the multinational, global and transnational strategies for sustainable global competitive advantage.

UNIT - I

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.

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 Cases.

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.

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

TEXT BOOKS:

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.

REFERENCES:

1. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
2. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

GLOBAL HUMAN RESOURCE MANAGEMENT**SUBJECT CODE: 22MBA4009**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the concept on global human resource management and various perspective on globalization.
2. To explain meaning, nature and importance of culture and its impact on multinational companies.
3. To understand the concept on global staffing, training & talent management.
4. To explain the modes of compensation system in global context of multinational corporations.
5. To discuss on performance management and industrial relations in global context.
6. To explain the global HR issues in the host context such as retaining and retrenching the staff.

OUTCOMES:

On completion of this course the Students will be able to

1. Describe concept on global human resource management and various perspective on globalization.
2. Explain the meaning, nature and importance of culture and its impact on multinational companies.
3. Describe staffing international enterprise, staffing with international assignee & training in the multinational enterprise.
4. Explain the concept on compensation and benefits for international assignees.
5. Illustrate the concept of performance management and industrial relations in global context.
6. Discuss the global HR issues in the host context.

UNIT – I

Understanding Global HRM: Definition, Model of International HRM; Drivers of globalization; Differences between HRM and GHRM; Trends of Global HRM and its future challenges; Ethics in international business; GHRM Strategies.

UNIT – II

Cultural Aspect of Global Assignments: Definition of culture, Basics of culture; Theories; Cultural Diversity at Work Place; Motivation and Communication across Culture; Understanding human behaviour in global perspective; Issues in organization culture, Cross cultural leadership; Multi cultural teams; Comparison of Indian HRM with UK, USA, Japan and China.

UNIT – III

Global Staffing & Talent Management: Recruiting and selecting staff for international assignment: issues in staff selection; Factors moderating performance; Selection criteria; Dual – career couples; Re-entry and career issues- the repatriation process, multinational responses, designing a repatriation programme; Training and development- role of expatriate training; Pre-departure training; Developing staff through international assignment.

UNIT – IV

Global Compensation Management: Global compensation- Approaches of global compensation; Key components of an International compensation programme; Executive compensation.

UNIT – V

Performance management & Industrial Relations: Challenges; Performance management and performance appraisal of global employees; Appraisal of HCN employees; Industrial relations- issues, responses of trade unions to multinational; Regional Integration.

UNIT – VI

Global HR issues in the host Context: Standardization and adaption of work practices; Retaining, developing and retrenching staff; Language standardization; Monitoring HR practices.

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

TEXT BOOKS:

1. Peter J. Dowling, Marion Festing & Allen D. Engle. International Human Resource Management. Cengage Learning India Private Limited (January 2017).
2. P. L. Rao, International Human Resource Management: Text and Cases. Excel Books. First edition (14 December 2012).
3. Aswathappa K & Sadhana Dash. International Human Resource Management. TMH, New Delhi. 3rd edition. 2020.
4. Tony Edwards & Chris Rees. International Human Resource Management. Pearson Education, 3rd edition (19 October 2016).

REFERENCES:

1. Subba Rao P. International Human Resource Management. Himalaya Publishing House, Bombay. 2nd edition. 2020.
2. Nilanjan Sen Gupta. International Human Resource Management Text and cases, Excel Books. New Delhi. 2006
3. Charles M. Vance & Yongsun Paik. Managing a Global Work Force. Routledge; 3rd edition (27 March 2015)
4. S. C. Gupta. International Human Resource Management Text and Cases. Laxmi Publications. Second edition (1 January 2010).

COMPENSATION AND BENEFITS MANAGEMENT**SUBJECT CODE: 22MBA4010**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the meaning, concept and developments of compensation and reward system and theoretical dimensions of compensation.
2. To describe the wage and salary administration, objectives, legal framework, Five years plan, role of ILO and collective bargaining.
3. To define and discuss the manifestation on job evaluation, grading and compensation structure in Indian perspective.
4. To understand the merits and demerits of incentives, group incentives, classification of employee benefits, statutory welfare provisions in India, social security, administration of benefits and service.
5. To discuss on tax planning, voluntary retirement of service and compensation strategy.
6. To explain the concept on compensation in new millennium.

OUTCOMES:

On completion of this course the Students will be able to

1. Recall the meaning, concept on compensation and reward system.
2. Explain the implementation of wage and salary administration, role of ILO on compensation management.
3. Describe the procedure of job evaluation and grading system in Indian context.
4. Discuss the merits and demerits of incentives, group incentives, classification of employee benefits, statutory welfare provisions in India, social security, administration of benefits and service.
5. Illustrate the process of tax planning, voluntary retirement of service and compensation strategy.
6. Formulate the use compensation management in this new millennium and its international approaches.

UNIT -I

Compensation & Reward: Meaning & Definition, concept on compensation & reward, Non-financial compensation system, 3-P compensation concept, Theoretical dimensions of compensation- Economic and Behavioral.

UNIT - II

Wage & Salary Administration: Objective of wage policy, Minimum wages & ILO, Five years plan and wage policy, Legal framework, Institutional mechanism for wage determination, Pay commission, Wage board, Collective bargaining.

UNIT – III

Job Evaluation, Grading and Compensation Structure- Indian Perspective: Concept of salary structure, Salary progression, Methods of payment, Limitations of job related compensation, Competency based compensation.

UNIT - IV

Incentives and Benefits: Merits and demerits of incentives, Types, Group incentives, Classification of employee benefits, statutory welfare provisions in India, Social security, Administration of benefits and service.

UNIT – V

Tax Planning & VRS: Tax implications of employee compensation, Package to the employer, Salary structuring, Recent changes in taxation, Concept of VRS, Approaches on workforce redundancy, Cost & Benefits to company.

UNIT - VI

Compensation in New Millennium: Pay the person, Rewarding excellence, Individualizing the pay system, Introduction to international compensation, Problems and Prospects, Objectives, Elements of expatriate compensation package.

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

TEXT BOOKS:

1. B. D Singh, Compensation and Reward Management, Excel Books, New Delhi, India, 3rd Edition, 2017.
2. George Milkovich, Jerry Newman and C. S Venkataratnam, Compensation: Special Indian Edition, Mc Graw Hill Education, Chennai, India, 2017
3. R. C Sharma and Sulabh Sharma, Compensation Management, Sage Publishing, New Delhi, 2019
4. Richard.I. Henderson, Compensation Management in a Knowledge-Based World, Prentice Hall India, New Delhi, 1999.
5. Bhatia S.K. New Compensation Management In Changing Environment, Deep and Deep Publishers, New Delhi, 2003.

REFERENCES:

1. Dewakar Goel, Performance Appraisal, and Compensation Management, PHI Learning, New Delhi, 2012.
2. Richard Thrope & Gill Homen, Strategic Reward Systems, Prentice Hall India, New Delhi, 2003.
3. Michael Armstrong & Helen Murlis, Handbook of Reward Management, Crust Publishing House, 2004.
4. Flippo, Edwin B, Personnel Management, Mc-Graw-Hill, Tokyo, 1980.
5. Mathis, Robert L. and Jackson Jphn. H (2003), Human Resource Management, Thomson South Western, Australia

DATA MINING AND MACHINE LEARNING**SUBJECT CODE: 22MBA4011**

L	P	C
4	0	4

OBJECTIVES:

1. To outline Data Mining and Machine Learning its applications and practices in data analytics and business intelligence.
2. To Identify and get exposed to Cluster analysis, Outlier analysis and Frequent Pattern Mining
3. To determine Business Intelligence and Application
4. To develop an understanding of Linear Models
5. To Familiarize with the idea on Probabilistic Models.
6. To gain the knowledge on Linear Models, Probabilistic Models etc.

OUTCOMES:

On completion of this course, the students will be able to

1. Recall the concept on data mining and its applications in data analytics and business intelligence.
2. Demonstrate the cluster analysis, outlier analysis and frequent pattern mining.
3. Explain Business Intelligence and Application.
4. Understand the concept on Machine Learning.
5. Examine the probability and learning using data into probabilities and basic statistics
6. Illustrate the knowledge on Linear Models, Probabilistic Models etc.

UNIT- I

Introduction to Data Mining: Data Flood, Data Mining Application Examples, Data Mining and Knowledge Discovery, Data Mining Tasks-The data mining process- Data Pre-processing- Best practices in data analytics and business intelligence

UNIT – II

Frequent Pattern Mining: Market based Analysis, Frequent Item sets, Methods-closed Item sets- Association Rules, and Introduction to constraint- Based Association Mining.

UNIT – III

Business Intelligence and Application: Concept of BI, The role of Mathematical Models, Business Intelligence Architecture, Factors and development of a business Intelligence System, Ethics and business Intelligence- Data mining for business applications, Illustrations.

UNIT -IV:

Introduction: Learning – Types of Machine Learning – Supervised Learning – The Brain and the Neuron – Design a Learning System – Perspectives and Issues in Machine Learning –Concept Learning Task – Concept Learning as Search – Learning with Trees – Decision Trees – Constructing Decision Trees – Classification and Regression Trees – Random

UNIT - V:

Probabilistic Models: Probability and Learning – Data into Probabilities – Basic Statistics – Gaussian Mixture Models – Nearest Neighbour Methods – Unsupervised Learning – K means Algorithms – Vector Quantization – Self Organizing Feature Map

UNIT-VI:

Linear Models: Multi-layer Perceptron – Going Forwards – Going Backwards: Back Propagation Error – Multi-layer Perceptron in Practice – Examples of using the MLP – Overview – Deriving Back-Propagation – Radial Basis Functions and Splines – Concepts – RBF Network – Curse of Dimensionality – Interpolations and Basis Functions – Support Vector Machines

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

TEXT BOOKS:

1. Shmueli, Patel, and Bruce, Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XL Miner, 1st edition, John Wiley & Sons (ISBN: 0-470-08485-5).
2. Provost & Fawcett, “Data Science for Business: What you need to know about data mining and data analytic thinking” (O’Reilly, 2013)
3. Stephen Marsland, —Machine Learning – An Algorithmic Perspective, Second Edition, Chapman and Hall/CRC Machine Learning and Pattern Recognition Series, 2014.
4. Tom M Mitchell, —Machine Learning, First Edition, McGraw Hill Education, 2013.

REFERENCES:

1. VasantDhar and Roger Stein, Seven Methods for Transforming Corporate data Into Business Intelligence, Prentice-Hall (1997)
2. Ian Witten, Eibe Frank, “Data Mining: Practical Machine Learning Tools and Techniques”, Mark Hall ISBN- 10: 0123748569
3. Jason Bell, —Machine learning – Hands on for Developers and Technical Professionals, First Edition, Wiley, 2014
4. Ethem Alpaydin, —Introduction to Machine Learning 3e (Adaptive Computation and Machine Learning Series), Third Edition, MIT Press, 2014.

BUSINESS INTELLIGENCE**SUBJECT CODE: 22MBA4012**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on Business Analytics and Data warehouse.
2. To make students gaining the knowledge and skills related to the area of Online Analytical Processing.
3. To make student better understand on Data Warehouse development.
4. To develop understanding on Data Mining.
5. To familiarize the students with Data Mining Tasks.
6. To understand the contemporary concepts on Big Data.

OUTCOMES:

After completion of the course the student will be able to

1. Understand the concept on Business Analytics and Data warehouse.
2. Discuss the knowledge on Online Analytical Processing.
3. Understand concept on Data Warehouse development.
4. Recall the idea on Data Mining.
5. Contrast with concepts and developments on Data Mining Tasks.
6. Comprehend the contemporary concepts on Big Data.

UNIT-I

Introduction to Business Analytics and Data warehouse: Concept of Business Analytics and Business Intelligence Systems, concept of data warehouse, characteristics of data warehouse, data ware house architecture, data pre-processing, tools for extraction, clean up and transformation.

UNIT-II

Online Analytical Processing: Concepts of OLTP and OLAP, multidimensional analysis - MOLAP, ROLAP

UNIT-III

Data Warehouse development: - Data Cubes, Fact tables, Dimension Tables, Dimension Schema, Star Schema and Snow flake Schema.

UNIT-IV

Introduction to Data Mining: Concept, KDD process, benefits of data mining, steps in data mining, data mining for business problems.

UNIT-V

Data Mining Tasks: Market Basket Analysis, predictive models, cluster analysis, text mining, web mining, selecting and using the right technique.

UNIT-VI

Big Data: Concept of big data, significance, business applications of big data, introduction to Apache Hadoop, business performance management - performance measurement, metrics, KPIs and business activity monitoring(BAM).

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

TEXT BOOKS:

1. Data Mining: Concepts and Techniques (The Morgan Kaufmann Series in Data Management Systems) 2011 by Jiawei Han (Author), Micheline Kamber (Author), Jian Pei Professor (Author)
2. Business Intelligence and Data Mining (Big Data and Business Analytics) Paperback – Import, 31 December 2014 by Anil K. Maheshwari (Author)
3. Big Data and Business Analytics Originally published: 2013 Editor: Jay Liebowitz
4. “Successful Business Intelligence: Unlock the Value of BI & Big Data” by Cindi Howson

REFERENCES:

1. “Business Intelligence Guidebook: From Data Integration to Analytics” by Rick Sherman
2. “Big Data in Practice: How 45 Successful Companies Used Big Data Analytics to Deliver Extraordinary Results” by Bernard Marr
3. “Business Intelligence Roadmap: The Complete Project Lifecycle for Decision-Support Applications” by Larissa T. Moss and Shaku Atr

DATA VISIALIZATION**SUBJECT CODE: 22 MBA4013**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on Visualization.
2. To make students gaining the knowledge and skills related to the area of Visualization Techniques.
3. To make student better understand on Charts in Tableau.
4. To develop understanding on User defined fields and Customization.
5. To familiarize the students with the Data Visualization with Power BI.
6. To understand the contemporary concepts on Dashboards and Customization with Power BI.

OUTCOMES:

After completion of the course the student will be able to

1. Understand the concept on Visualization
2. Describe the knowledge on Visualization Techniques
3. Recall the concept on Charts in Tableau.
4. Explain the idea on user defined fields and customization.
5. Develop the concepts and developments on Data Visualization with Power BI.
6. Comprehend the contemporary concepts on Dashboards and Customization with Power BI.

UNIT -I

Introduction to Visualization: Concept and importance of data visualization, Choosing appropriate visual encodings – ordering of items, number of distinct values, structure of visualization.

UNIT-II

Visualization Techniques: Positioning - Placement and Proximity, Graphs and Layouts, Colours, Size, Text and Typography, Shape, Lines, Vector visualization techniques – Vector properties – Vector Glyphs – Vector Color Coding – Matrix visualization techniques

UNIT -III

Charts in Tableau: Introduction to Tableau, Connecting to Data Source: Text Files, Excel, Access, other databases, merging multiple data sources, Univariate Charts, Bivariate Charts, Multivariate Charts and Maps

UNIT -IV

User defined fields and Customization: Using predefined fields, calculating percentages, applying ifthen logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text, aggregate data, Customization in Tableau

UNIT -V

Data Visualization with Power BI: Introduction to Power BI, Primary tools of Power BI, Reports in BI, Charts in BI, Slicers, Map Visualizations

UNIT - VI

Dashboards and Customization with Power BI: Dashboard Vs reports, Creating a dashboard, Dashboard Tiles, Pinning Tiles, Custom Visualization

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

TEXT BOOKS:

1. Tamara Munzer, Visualization Analysis and Design, CRC Press 2014.
2. Aragues, Anthony. Visualizing Streaming Data: Interactive Analysis Beyond Static Limits. O'Reilly Media, Inc., 2018

REFERENCE:

1. Dr.Chun-hauh Chen, W.K.Hardle, A.Unwin, Handbook of Data Visualization, Springer publication, 2016.
2. Christian Toninski, Heidrun Schumann, Interactive Visual Data Analysis, CRC press publication,2020
3. Alexandru C. Telea, Data Visualization: Principles and Practice, AK Peters, 2014

E – CUSTOMER RELATIONSHIP MANAGEMENT**SUBJECT CODE: 22 MBA4014**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on Customer Relationship Management.
2. To make students gaining the knowledge and skills related to the area of Survey Design and Statistical Analysis.
3. To make students understand the benefits and processing of creating long term relationship & value for individual customers.
4. To develop understanding on different Partnerships
5. To familiarize the students with the concept of e-Customer Relationship Management & e-Customer Relationship Management Technology and corporate cultures.
6. To enable the students understand how to implement Customer Relationship Management in the organizations.

OUTCOMES:

After completion of the course the student will be able to

1. Recall the basic concepts of Customer Relationship Management.
2. Discuss the knowledge and skills on Survey Design and Statistical Analysis.
3. Describe the marketing aspects of on Customer Relationship Management.
4. Explain the concepts on different Partnerships.
5. Explain the concept on virtual CRM and e-Customer Relationship Management.
6. Illustrate the basic ideas on types of relationship.

UNIT -I

Introduction: Definition of CRM, CRM as business strategy, elements of CRM, History of CRM, Schools of Thoughts on CRM, Relationship Pyramid, Dynamics of Customers, Suppliers Relationships, Nature and context of CRM, Strategy and organization of CRM. Relationship oriented organization _ Mission, Culture, Structure, People, Communication and information System.

UNIT -II

Customer Relationship Survey Design: Statistical Analysis of Customer Surveys – Using Customer Relationship Survey Results, CRM Measurement – Qualitative Measurement Methods – Quantitative Measurement Methods – Calculating Relationship Indices.

UNIT -III

Relationships in Marketing: Relationship Concepts – Relationship Drivers – Lasting Relationships.

UNIT -IV

Customer Partnership: Internal Partnerships – Supplier Partnerships – External Partnership.

UNIT -V

The Technological Revolution: Relationship Management – Changing Corporate Cultures-Virtual CRM,

UNIT -VI

Types of Customer Relationships: Transactional - Long-term.- Personal assistance.- Dedicated personal assistance - Self-service. - Automated services- Communities.-Co-creation

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

TEXT BOOKS:

1. Peelan E(2005) - Customer Relationship Management, Pearson Education
2. John Egan, “Relationship Marketing, Exploring Relational Strategies in Marketing”, Prentice Hall.
3. John Anton, “Customer Relationship Management”, Prentice Hall.
4. Jagdish N Sheth and Stul Parvatiyar, “Handbook of Relationship Marketing”, Response Books, 2002.
5. Anderson, “Customer Relationship Management”, Tata McGraw Hill, 2002.

REFERENCES:

1. David Strutton; Lou E. Pelton; James R. Lumpkin, “Marketing Channels: A Relationship Management Approach”, McGraw-Hill Higher Education.
2. Christopher, Martin, “Relationship Marketing”, Science & Technology Book.
3. Ken B(2000) Customer Relationship Management: The Hand book of Key CRM PHI

SEARCH ENGINE MARKETING**SUBJECT CODE: 22 MBA4015**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on concept of Social Media Marketing.
2. To make students gaining the knowledge on Social Media Platforms.
3. To make student better understand on Social Media Marketing Strategy.
4. To develop understanding on Building content and research for social media.
5. To familiarize the students with Social Media Channels.
6. To understand the contemporary concepts on Social Media Listening and Monitoring.

OUTCOMES:

After completion of the course the student will be able to

1. Recall the concept on concept of Social Media Marketing.
2. Discuss the knowledge on Social Media Platforms.
3. Understand concept on Social Media Marketing Strategy.
4. Develop the idea on Building content and research for social media.
5. Determine the concepts and developments on Social Media Channels.
6. Comprehend the contemporary concepts on Social Media Listening and Monitoring.

UNIT- I

Introduction - Introduction to SEO: What Is SEO? Benefits of SEO - Challenges in SEO - Black-Hat SEO vs. White-Hat SEO - On-Page and Off-Page SEO - Search Engines Evolution of Search Engines Search Engine Processes and Components - Web Crawling Indexing Search Queries How Search Engines Work? Web Directories Ranking in SEO, On-Page SEO Title Tag Optimization - Meta Keywords and Meta Descriptions Heading Tags -(h1, h2, h3, h4, h5, and h6)

UNIT -II

Engaging Content: Image Optimization and Interactive Media Outbound and Internal Links , On-Site SEO URL Optimization - Site Maps Domain Trust and Local Domains Mobile Site Optimization and Responsive Websites Site-Loading - Speed Off-Page SEO Social Media Blogging Localization and Citations Inbound Links

UNIT -III

Introducing the Google Tools: Suite Google My Business Google Ad Words -Keyword Planner -Google Trends Page Speed Insights -Google Analytics, Google Search Console Search Appearance.- Search Traffic, Google Index Crawl - URL Parameters Security Issues Site Settings- Obstacles in SEO. Keyword Research and Strategy - Types of Keywords Head Body Long Tail Sources of Keywords. Sizing Up the Competition SpyFu - SEMrush MozBar SEO quake- Boosting Your On-Page SEO Using Keywords and Long-Tail Terms-.

UNIT - IV

Link Building: Important Factors for Link Building, Relevance Trustworthiness and Popularity Social Media Links - .Interactive Content Spamming Domain Authority User-Engaging Content Link and Content Freshness Link-Building Resources and Utilities Content-Based Strategy- E-mail Outreach Campaigns Guest-Posting Methods Forums, RSS Feeds, and Blogging Social Media, Social Bookmarking, and Web Directories Networking with Influencers, Subject Matter Experts Competitor-Based Research Link-Building Tools Open Link Profiler- All top Flickr

UNIT - V

Content Considerations: Content Consideration Factors and Subsequent Implementation Relevance M Keyword Positioning- Headings and Subheadings Outbound Links Lists and Fonts Proof reading and Plagiarism High-Quality, Intuitive Content Tools Used for Content - Consideration and Curation Digg Quora LinkedIn - Pulse Copy scape

UNIT - VI

SEO Hub: Utilities and Toolsets, Keyword Research and Analysis Soovle Word Stream - Übersuggest Deep Site Crawlers Screaming - Frog Spider Deep Crawl SEO Crawler - Link Building, Link Removal, and Link Analysis Majestic - SEO Open Site Explorer, Rmoov Site Speed - GTmetrix -Dare Boost Content Building and Optimization- Grammarly Site, liner, Hoot suite, Buzz Sumo Site- Audits SEO Site Checkup, Woo Rank.

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

TEXT BOOKS:

1. Introducing SEO: Your quick-start guide to effective SEO practices Aravind Shenoy Anirudh Prabhu Library of Congress t © 2016
2. SEO 2022: Learn search engine optimization with smart internet marketing strategies Kindle Edition by Adam Clarke

REFERENCES:

1. The Art of SEO: Mastering Search Engine Optimization 3rd Edition by Eric Enge (Author), Stephan Spencer (Author), Jessie Stricchiola (Author)
2. SEO for Growth: The Ultimate Guide for Marketers, Web Designers & Entrepreneurs Paperback – 11 September 2016 by Phil Singleton (Author)
3. SEO: Search Engine Optimization Bible Jerri L. Ledford John Wiley & Sons, 2008 - Computers -

SOCIAL MEDIA MARKETING**SUBJECT CODE: 22 MBA4016**

L	P	C
4	0	4

OBJECTIVES:

1. To develop an understanding on concept of Social Media Marketing.
2. To make students gaining the knowledge on Social Media Platforms.
3. To make student better understand on Social Media Marketing Strategy.
4. To develop understanding on Building content and research for social media.
5. To familiarize the students with Social Media Channels.
6. To understand the contemporary concepts on Social Media Listening and Monitoring.

OUTCOMES:

After completion of the course the student will be able to

1. Define the concept on concept of Social Media Marketing.
2. Discuss the knowledge on Social Media Platforms.
3. Explain the concept on Social Media Marketing Strategy.
4. Describe the idea on Building content and research for social media.
5. Contrast the concepts and developments on Social Media Channels.
6. Integrate the contemporary concepts on Social Media Listening and Monitoring.

UNIT - I

Introduction to Social Media Marketing: Definition, Importance, Role of SMM, Social Media Advertising, Impact of Social Media

UNIT - II

Platforms for Social Ads: Different Social Media Platforms, Developing Social Media strategy, Augmentation of other promotional methods,

UNIT - III

Social Media Marketing Strategy: Transition to digital marketing to increase reach, engagement and growth on Social Media. Social Media Branding, Brand Positioning, Online Branding Solutions.

UNIT - IV

Building content for social media: types of social media content, Extending research on Social Media, advantage of influencer marketing, content that highlights brands, products, and services

UNIT - V

Social Media Channels: Facebook, Instagram, Twitter, YouTube — Creating Ad Sets, Media strategies, Social Media Advertising, Using Social Media to build Relationships,

UNIT - VI:

Social Media Listening and Monitoring: Social Media Monitoring for competitive intelligence, Social media Technology, Measurement of Social Return on Investment.

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

TEXT BOOKS:

1. Marketing Strategies, A contemporary approach by Ranchod & Gurau, Pearson India, 2012.
2. Strategic Marketing by Xavier, Response Books, 2010.

REFERENCES:

1. Marketing: Planning, Implementation, Control by Pride and Ferrell, Cengage, 2010.
2. Strategic marketing problems: Cases & Comments by Kerin & Peterson, Pearson 2012.

MANAGEMENT OF MANUFACTURING SYSTEMS**SUBJECT CODE: 22 MBA4017**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the basics of Flexible Manufacturing Systems (FMS).
2. To discuss the basics of Modern machining processes.
3. To define the basics and the tools of Lean Manufacturing System.
4. To explain the basics of Artificial Intelligence in Manufacturing Systems.
5. To elaborate the basics of ERP in Manufacturing
6. To examine project management in theory and practice and the roles and responsibilities of the project manager.

OUTCOMES:

After the completion of the course the student will be able to:

1. Recall the concept on Flexible Manufacturing Systems (FMS).
2. Discuss and design modern machining processes in manufacturing system.
3. Examine the existing system to Lean Manufacturing system.
4. Integrate the Artificial Intelligence in Manufacturing Systems.
5. Demonstrate and implement an ERP system for a given manufacturing system using commercial software packages.
6. Create a practical approach to managing projects, focusing on organizing, planning, and controlling the efforts of the project.

UNIT-I

Flexible Manufacturing Systems: System components – planning and control hierarchy – system design, system setup, Scheduling and control – flow shop scheduling, job shop scheduling, Flexible inspection systems

UNIT- II

Modern Machining Processes: Advanced machining process; Electrical discharge machining; Electrochemical machining; Ultrasonic machining; Abrasive jet machining; Plasma arc machining; Unconventional machining processes; Modified conventional machining.

UNIT-III

Lean Manufacturing Systems: Introduction and origin of lean production system - Lean manufacturing through waste elimination – visual management – implementation of lean manufacturing paradigm in traditional and moderate organisations, Case study.

UNIT- IV

Expert System And Artificial Intelligence In Manufacturing: Artificial intelligence; Knowledge sources; Expert system languages; Robotics; Database management systems; Process control and office automation.

UNIT- V

Enterprise Resource Planning: Enterprise resource planning History; Material requirement planning; MRP-II; Systems and technological background of ERP; Implementing ERP systems; Risks, failure and success factors of ERP

UNIT-VI

Project Engineering And Management: Overview of Project Management - Project Management Concepts and Techniques - Project Cost Estimation - Project Planning and Scheduling- Resource Constrained Scheduling – Project Monitoring and Control - Management of Special Projects.

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

TEXTBOOKS:

1. Groover M.P. Automation Production Systems and Computer Integrated Manufacturing Prentice - Hall of India Pvt. Ltd.
2. Jha N.K. Handbook of Flexible Manufacturing Systems Academic Press Inc.
3. Kalpakjian Manufacturing Engineering and Technology Addison-Wesley Publishing Co.
4. Debar & Oliver – Electrochemical machining – American Elsevier Publishing Company Inc..
5. P. C.Pandey & Shan Modern machining processes – Tata McGraw Hill Publishing Company New Delhi.
6. Harold J. Steudel and Paul Desruelle. Manufacturing in the Nineties – How to Become a Lean, World-Class Competitor, Van Nostrand Reinhold, New York
7. John Nicholas. Competitive Manufacturing Management - Continuous Improvement, Lean Production, and Customer-Focused Qualities, McGraw-Hill International Editions.
8. Famili, Dana S. Nau and Steven H. Kim (Ed) Artificial Intelligence Applications in Manufacturing, AAAI Press.

REFERENCES:

1. Robert J. Schalkoff, Artificial Intelligence: An Engineering Approach, McGraw Hill
2. Garg V. K. and Venkitakrishnan N.K. Enterprise Resource Planning: Concepts and Practice Prentice – Hall of India Private Limited.
3. O’Leary D.E. Enterprise Resources Planning Systems: System Life cycle Electronic Commerce and Risk John Wiley & Sons.
4. Shtub, Bard and Globerson Project Management: Processes, Methodologies, and Economics, 2/E, Prentice Hall Inc, 2005.
5. Lock, Project Management Handbook, Gover Publishing Ltd, 1981.
6. Cleland and King, Project Management Handbook 2nd Edition, Wiley, 1988.
7. Wiest and Levy, A Management Guide to PERT/CPM Prentice Hall of India New Delhi.
8. Harold Kerzner, Project Management: A Systemic Approach to Planning, Scheduling and Controlling, CBS Publishers, 2002.
9. S.Choudhury, Project Scheduling and Monitoring in Practice, South Asian Publishers, Delhi, 1983.

SOURCING MANAGEMENT**SUBJECT CODE: 22 MBA4018**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the concept of purchasing function and its system.
2. To understand vendor rating and vendor selection.
3. To understand the concepts Vendor Process capability and Material Handling.
4. To have exposure Price Determination and Negotiation.
5. To have exposure to Just-In-Time (JIT) is purchasing and Global sourcing.
6. To understand the Legal Aspects of Purchasing Management.

OUTCOMES:

After the completion of the course the student will be able to:

1. Recall the role of purchasing in an organization in the Indian Context.
2. Develop capacity to effectively select best suppliers.
3. Demonstrate the Vendor Process capability and Material Handling.
4. Describe the negotiation strategies to achieve the goals of purchasing.
5. Implement Just-In-Time (JIT) purchasing process.
6. Create and practice Legal aspects of Purchasing Management.

UNIT – I

Introduction To Sourcing Management: Introduction to Sourcing – Source vs. Procurement – Sourcing Activities – Purchasing cycle – Characteristics of a purchasing Manager – Risk to considered by Purchasing Manager – Make or buy decisions.

UNIT – II

Vendor Rating And Vendor Selection: Evaluating suppliers efficiency- vendor rating – Vendor Selection – Vendor Development – Need for Measuring Supplier Performance – Category of Supplier – Supplier Evaluation and Selection Process – Vendor rating process –Factors effecting the selection of optional supplier or vendor rating – Supplier evaluator Method/ Vendor Rating Methods – Advantages of Vendor/Suppliers rating.

UNIT – III

Vendor Process Capability and Material Handling: Introduction to Process Capability – Characteristics of Vendor Process Capability – Handles the vendor process capability – Advantages of vendor of vendor process capability.

UNIT – IV

Price Determination and Negotiation: objectives of pricing – factors influencing pricing, Types of Pricing Strategies – Negotiator in sources – Meaning of Negotiations – Types , Process and skills of Negotiation obstacles for negotiating .

UNIT V

Just-In-Time (Jit) Purchasing: Differences between JIT and MRP. JIT purchasing. Critical JIT-purchasing advantages, the activities needed to implement JIT purchasing. The role of culture in implementation of JIT purchasing. The impact of JIT purchasing on a buying firm, Global Sourcing Strategies.

UNIT VI

Legal Aspects Of Purchasing Management: Legal Aspects of Purchasing Management - the Indian Contract act 1872 – GST – Law of carriage of goods – Public Purchasing – Procurement process – Fundamentals Principals of Public Buying – Tendering – Terminology of Tendering – Tendering Process- e Tendering.

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

TEXT BOOKS:

1. Sourcing and Supply chain Management by Robert B.Harifid (Jan 2012) South western Cengage learning
2. Purchasing and Supply Management by Johnson, Leenders, Flynn (JLF), McGraw-Hill/Irwin,2011.
3. Purchasing and Supply Chain Management by Monczka, Handfield, Giunipero, Patterson (MHGP), South---Western, 2011.
4. The Promise and Limits of Private Power by Locke, Cambridge UniversityPress,2013.

REFERENCES:

1. W.C. Brenton, Purchasing and Supply Chain Management, McGraw Hill, International Edition, 2007, ISBN 9780071106306
2. Study guide prepared by The Chartered Institute of Purchasing and Supply (CIPS) Certificate and diploma Programs, UK, www.cips.org

SUPPLY CHAIN ANALYTICS**SUBJECT CODE: 22 MBA4019**

L	P	C
4	0	4

OBJECTIVES:

1. To understand the overview of Supply chain Management.
2. To understand the basics of Information Technology and Information Systems in supply chain.
3. To understand the basics of Supply Chains (SC) Analytics.
4. To understand the basics of Business Analytics (BA).
5. To understand the basics of prescriptive analytics in network planning in a supply chain.
6. To examine performance management in supply chain.

OUTCOMES:

After the completion of the course the student will be able to:

1. Define and optimize the process of supply chain management.
2. Discuss the concepts of information technology and information systems in supply chain.
3. Explain on a Few Supply Chains Analytics applications in India.
4. Demonstrate the concept of Business analytics in supply chain management.
5. Integrate the concepts of prescriptive analytics in network planning in a supply chain.
6. Create a practical approach to supply chain management after performance analysis.

UNIT -I

Supply Chain Management-An Overview: Meaning of supply chain, generic types, major drivers of supply chain, meaning of Supply chain management (SCM), importance of SCM, SCM as a profession.

UNIT -II

Information Technology and Information Systems In Supply Chain: Genesis and growth of Information technology and Information Systems and applications in Supply chain management.

UNIT -III

Supply Chains (Sc) Analytics: Understanding and defining the supply chain analytics (SCA) ,Revisions of Basic Lessons of Supply Chain Management, Why is Analytics Important in a supply chain? Relating Operations Management with Supply chain concepts with SC Analytics The importance of supply chain analytics in the flows involving material, money, information and ownership Supply chain analytics, Key issues in supply chain analytics What involves in supply chain analytics, Concept of Descriptive Analytics in a Supply Chain Discussion on a Few Supply Chains Analytics applications in India (students participation is expected) ,Decision Domains in supply chain analytics

UNIT -IV

Foundation of Business Analytics (BA): Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modeling Understanding of Data and its role in Analytics, Analytics of a Transportation problem in a Supply Chain, Managerial implication of results of analytics.

UNIT -V

Foundation of Prescriptive Analytics in Network Planning In A Supply Chain: Network Planning in a Supply Chain, Importance of Network Planning Design of Logistics Network using Heuristics/optimization (Exercise 3.4 Levi (2008)) Concept of 3PL/4PL in a Supply Chain, Case Study: GATI

UNIT -VI

Performance Management in Supply Chain: Foundation of Modeling Coordination Decisions in supply chain management, foundation of performance management in supply chain management, it enablement of supply chains, Role of ICT in Supply chains

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

TEXT BOOKS:

1. Supply chain management by Sunil Chopra, and Peter Meindl, Pearson
2. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning
3. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008.

REFERENCES:

1. Rahul Saxena Anand Srinivasan, Business Analytics
2. Supply chain Management: Theories and practices, Mohanty and Deshmukh, Biz tantra, 2005
Supply chain management, Rahul V Altekar, PHI, 2009

JOURNALS:

Supply Chain Management: An International Journal (Available on www.emeraldinsight.com)
Supply Chain Management Review Purchasing World
International Journal of Purchasing and Materials Management
International Journal of Physical Distribution & Logistics Management

PROJECT AND VIVA VOCE**SUBJECT CODE: 22MBA4020**

L	P	C
0	0	6

A student has to undergo practical training for a period of **6** weeks in a Corporate Enterprise after the Fourth 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.