

**ACADEMIC REGULATIONS AND SYLLABUS**  
**Master of Business Administration (MBA)**  
**(Effective from the Batch 2019-2020)**



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

**Approved by AICTE, Permanently Affiliated to JNTU, Kakinada  
Accredited by NAAC, Recognized by UGC Under 2(f) & 12 (b)  
K.Kotturu, TEKKALI - 53 2201, 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 JNTUK, Kakinada.  
K.Kotturu, Tekkali, Srikakulam-532201, Andhra Pradesh

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## **Academic Regulations for MBA (Regular) 2019**

**(For the students admitted into first year from the academic year 2019-2020)**

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

### **1.0 ELIGIBILITY FOR ADMISSIONS**

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

### **2.0 AWARD OF MBA DEGREE**

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

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

### **3.0 ATTENDANCE**

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

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

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

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

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

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

### **4.0 EVALUATION**

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



## 5.0 EVALUATION OF PROJECT WORK

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

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

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

5.4 A student has to undergo practical training for a period of 6 weeks in a Corporate Enterprise after the fourth Semester. 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.

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

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

5.7 The project report shall be adjudicated by one examiner selected from outside the College. The Department will submit a 3-member panel who are eminent in that field of study to the Principal. A summer project study will carry 100 marks of which 50 marks shall be reserved for internal assessment and the remaining 50 marks for Viva-Voce to be conducted by external examiner from the outside college.

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

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

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

### External Assessment

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

5.9 If the candidate fails to secure minimum 40% of marks in project and viva-voce, the candidate will retake the viva-voce examination after three months. If he fails to get minimum marks at the second viva-voce examination, he will not be

eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure minimum marks again, the project shall be summarily rejected.

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

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

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

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

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

**Table: Grading System for MBA Programme**

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

### **6.2 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.

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

The 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

Table: Award of Divisions

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

### **7.0 WITHHOLDING OF RESULTS**

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

### **8.0 TRANSITORY REGULATIONS**

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

### **9.0 GENERAL**

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

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

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

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

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

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

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

**Course Structure  
Department of MBA**

**SEMESTER-I**

<b>Subject Code</b>	<b>Title</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal marks</b>	<b>External Marks</b>	<b>Subject Total</b>
19MBA1001	Management Theory And Organizational Behaviour	4	-	4	40	60	100
19MBA1002	Managerial Economics	3	-	3	40	60	100
19MBA1003	Financial Statement Analysis and Reporting	4	-	4	40	60	100
19MBA1004	Business Communication: Theory & Practice	3	2	4	40	60	100
19MBA1005	Indian Economy and Business Environment	4	-	4	40	60	100
19MBA1006	Quantitative Techniques For Business Decisions	4	-	4	40	60	100
19MBA1007	Legal Environment of Business and Indian Ethos	4	-	4	40	60	100
	<b>Total</b>	<b>26</b>	<b>2</b>	<b>27</b>	<b>280</b>	<b>420</b>	<b>700</b>

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

**SEMESTER-II**

<b>Subject Code</b>	<b>Title</b>	<b>L</b>	<b>P</b>	<b>C</b>	<b>Internal marks</b>	<b>External Marks</b>	<b>Subject Total</b>
19MBA2001	Financial Management	4	-	4	40	60	100
19MBA2002	Marketing Management	4	-	4	40	60	100
19MBA2003	Human Resource Management	4	-	4	40	60	100
19MBA2004	Operations Management	4	-	4	40	60	100
19MBA2005	Business Research Methods	4	-	4	40	60	100
19MBA2006	Entrepreneurship Development	4	-	4	40	60	100
19MBA2007	IT LAB	-	6	3	40	60	100
19MBA2008	Summer Internship Programme	-	-	2	50	-	50
		<b>24</b>	<b>06</b>	<b>29</b>	<b>330</b>	<b>420</b>	<b>750</b>

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

**SEMESTER-III**

Subject Code	Title	L	P	C	Internal Marks	External Marks	Subject Total
19MBA3001	Corporate Strategy and Business Ethics	4	-	4	40	60	100
<b>ELECTIVE</b>	*Choose any <u>two</u> of the following functional electives *Choose Any <u>two</u> subjects from each functional electives <u>and</u> Choose any <u>one</u> non-functional elective (two subjects only) in the beginning of the third semester						
<b>FUNCTIONAL ELECTIVE</b>							
	<b>MARKETING</b>						
19MBA3002	1.Consumer Behaviour	4	-	4	40	60	100
19MBA3003	2. Integrated Marketing Communications	4	-	4	40	60	100
19MBA3004	3. Product & Brand Management	4	-	4	40	60	100
	<b>FINANCE</b>						
19MBA3005	1.Investment Analysis and Portfolio Management	4	-	4	40	60	100
19MBA3006	2.Managing Banks and other Financial Institutions	4	-	4	40	60	100
19MBA3007	3. Taxation	4	-	4	40	60	100
	<b>HUMAN RESOURCE MANAGEMENT</b>						
19MBA3008	1.Employee Relations	4	-	4	40	60	100
19MBA3009	2.Performance Management Systems	4	-	4	40	60	100
19MBA3010	3. Human Resource Metrics & Analytics	4	-	4	40	60	100
	<b>BUSINESS ANALYTICS</b>						
19MBA3011	1.Data visualization and business forecasting for managers	4	-	4	40	60	100
19MBA3012	2.Data science using R	4	-	4	40	60	100
19MBA3013	3. Business Forecasting	4	-	4	40	60	100
<b>NON-FUNCTIONAL ELECTIVE</b>							
	<b>MICRO &amp; SMALL BUSINESS MANAGEMENT</b>						
19MBA3014	1.Planning,Structuring and Financing Small Business	4	-	4	40	60	100
19MBA3015	2. Business plan preparation for small Business.	4	-	4	40	60	100
19MBA3016	3. Design & Change in Organizations	4	-	4	40	60	100
	<b>RETAIL MANAGEMENT</b>						
19MBA3017	1. Logistics & Supply Chain Aspects in Retail Management	4	-	4	40	60	100
19MBA3018	2. Retail Brand Management	4	-	4	40	60	100

19MBA3019	Pre-Placement Training		3	-			
		<b>28</b>	<b>3</b>	<b>28</b>	<b>280</b>	<b>420</b>	<b>700</b>

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

**SEMESTER-IV**

Subject Code	Title	L	P	C	Internal Marks	External Marks	Subject Total
<b>ELECTIVE</b>	*Choose any <u>two</u> of the following functional electives *Choose Any <u>two</u> subjects from each functional electives <u>and</u> Choose any <u>one</u> non-functional elective (one subject only) in the beginning of the fourth semester						
<b>FUNCTIONAL ELECTIVE</b>							
	<b>MARKETING</b>						
19MBA4001	4. Global Marketing	4	-	4	40	60	100
19MBA4002	5. Service Marketing	4	-	4	40	60	100
19MBA4003	6. Retail Management	4	-	4	40	60	100
	<b>FINANCE</b>						
19MBA4004	4. International Finance	4	-	4	40	60	100
19MBA4005	5. Financial Derivatives	4	-	4	40	60	100
19MBA4006	6. Project Appraisal & Finance	4	-	4	40	60	100
	<b>HUMAN RESOURCE MANAGEMENT</b>						
19MBA4007	4. Strategic Human Resource Management	4	-	4	40	60	100
19MBA4008	5. Global Human Resource Management	4	-	4	40	60	100
19MBA4009	6. Compensation & Benefits Management	4	-	4	40	60	100
	<b>BUSINESS ANALYTICS</b>						
19MBA4010	4. Data Mining	4	-	4	40	60	100
19MBA4011	5. Marketing Analytics	4	-	4	40	60	100
<b>NON-FUNCTIONAL ELECTIVE</b>							
	<b>MICRO &amp; SMALL BUSINESS MANAGEMENT</b>						
19MBA4012	4..Marketing for small business	4	-	4	40	60	100
19MBA4013	5.Finance and Accounting for small business	4	-	4	40	60	100
	<b>RETAIL MANAGEMENT</b>						
19MBA4014	3. Retail Consumer Behaviour	4	-	4	40	60	100

19MBA4015	4. E-retailing	4	-	4	40	60	100
19MBA4016	Project	-	-	6	40	60	100
		<b>20</b>		<b>26</b>	<b>240</b>	<b>360</b>	<b>600</b>

**L- Lectures,  
P-Practicals,  
C- Credits**

The elective papers will be offered in the areas of Functional elective consists of Marketing, Finance, Human Resources and Business Analytics, and in Non-Functional elective consists of Micro & Small Business Management and Retail Management . The students should choose any two of the following functional electives (Any two subjects) and one from non-functional electives (Any two subjects) in the beginning of the third semester. And in fourth semester Students choose any two of the following functional electives (Any two subjects) and any one subject from non-functional electives in the beginning of the fourth semester. Specialization will be offered with minimum of 20 students. Dual Specialization is provided with respect to selection of Two Elective Papers from each third & Fourth semester by all the students from the following areas.

## **FUNCTIONAL ELECTIVES**

### **MARKETING MANAGEMENT**

- |           |  |
|-----------|--|
| 19MBA3002 | 1.Consumer Behavior                    |
| 19MBA3003 | 2. Integrated Marketing Communications |
| 19MBA3004 | 3. Product & Brand Management          |
| 19MBA4001 | 4. Global Marketing                    |
| 19MBA4002 | 5. Service Marketing                   |
| 19MBA4003 | 6. Retail Management                   |

## **FINANCIAL MANAGEMENT**

- 19MBA3005      1. Investment Analysis and Portfolio Management
- 19MBA3006      2. Managing Banks and other Financial Institutions
- 19MBA3007      3. Taxation
- 19MBA4004      4. International Finance
- 19MBA4005      5. Financial Derivatives
- 19MBA4006      6. Project Appraisal & Finance

## **HUMAN RESOURCE MANAGEMENT**

- 19MBA3008      1. Employee Relations
- 19MBA3009      2. Performance Management Systems
- 19MBA3010      3. Human Resource Metrics & Analytics
- 19MBA4007      4. Strategic Human Resource Management
- 19MBA4008      5. Global Human Resource Management
- 19MBA4009      6. Compensation & Benefits Management

## **BUSINESS ANALYTICS**

- 19MBA3011      1. Data visualization and business forecasting for managers
- 19MBA3012      2. Data science using R
- 19MBA3013      3. Business Forecasting
- 19MBA4010      4. Data Mining
- 19MBA4011      5. Marketing Analytics

## **NON-FUNCTIONAL ELECTIVE**

### **MICRO & SMALL BUSINESS MANAGEMENT**

- 19MBA3014      1. Planning, Structuring and Financing Small Business
- 19MBA3015      2. Business plan preparation for small Business.
- 19MBA3016      3. Design & Change in Organizations
- 19MBA4012      4. Marketing for small business
- 19MBA4013      5. Finance and Accounting for small business

## **RETAIL MANAGEMENT**

- |           |  |
|-----------|--|
| 19MBA3017 | 1. Logistics & Supply Chain Aspects in Retail Management |
| 19MBA3018 | 2. Retail Brand Management                               |
| 19MBA4014 | 3. Retail Consumer Behavior                              |
| 19MBA4015 | 4. E-retailing   |

# **Semester-I**

## MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOR

**SUBJECT CODE: 19MBA1001**

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

### OBJECTIVES:

- To develop an understanding of management concepts with a focus on Management functions and its implications on Organizations.
- To enable students understanding the importance of planning, organizing, staffing, directing and controlling.
- To instill the abilities of motivation, communication and leadership.
- To 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.
- To Evaluate leadership styles to anticipate the consequences of each leadership style.
- To Gather and analyze both qualitative and quantitative information to isolate issues and formulate best control methods.

### OUTCOMES:

- Helps the student to learn how to practice Management concepts and functions.
- Facilitates the students to gain practical knowledge in Decision Making, Delegation of Authority, decentralisation and departmentation.
- Enables the students to become skilled at how to manage the conflicts and improve the negotiation skills.
- Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.
- Determine the most effective action to take in specific situations.
- Emphasizes on developing analytical skills, presentation skills, problem solving skills by discussing relevant case studies in the class room.

#### 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.**

## REFERENCES

1. Essentials of Management by ‘Harold Koontz.Heinz wihrich, 9<sup>th</sup> Edition (2012), Mc GrawHill Education, New Delhi.
2. William, Tripathy: —**MGMT (including instructor recourses)**||,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 6<sup>th</sup> 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, 12<sup>th</sup> edition 2006, McGraw Hill Higher Education, New Delhi.
9. Jerald Greenberg and Robert A Baron: —**Behavior in Organizations**||, PH Learning Private Limited, New Delhi, 2009.
10. Mullins, Laurie: —**Management and Organisational Behaviour**||, Pearson Education, New Delhi, 2016
11. Pareek Udai: —**Understanding Organizational Behaviour**||, Oxford University Press, New Delhi,
12. K.Aswhappa: —**Organizational Behaviour-Text, Cases and Games**|| Himalaya Publishing House, New Delhi, 2008

## MANAGERIAL ECONOMICS

SUBJECT CODE: 19MBA1002

L	T	P	C	INT	EXT
3	-	-	3	40	60

## OBJECTIVES:

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

## OUTCOMES:

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

## UNIT – I

**Introduction to Managerial Economics:** 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

**Theory of Demand & Supply:** Meaning of Demand, Determinants of Demand, Demand Distinctions, Law of Demand, Elasticity of demand, Price Elasticity, Income Elasticity, Cross Elasticity, Advertisement and Promotional Elasticity, Significance of Elasticity of Demand; Measurement of Price Elasticity of Demand; Demand Forecasting, Types of Demand forecasting; Criteria of a good Demand forecasting method; Supply Analysis, The Law of Supply.

### **UNIT - III**

**Cost theory and estimation:** Cost concepts, determinants of cost, cost – output relationship in the short run and long run, Modern development in cost theory, Saucer shaped short run Average cost curves, Average total cost curve; Cost - Volume – Profit analysis.

### **UNIT - IV**

**Production Analysis:** Production function, Marginal Rate of Technical Substitution, Production functions with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

### **UNIT – V**

**Market Structure and Pricing practices:** 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 in practice – Bain’s limit pricing theory; Managerial Theories of a firm – Marris & Williams Models.

### **UNIT – VI**

**Profit Management:** Profit-Theories of profit including – Profit Policies, Profit Planning, Economic Profit vs Accounting Profit.

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

#### **Text Books:**

1. Maheswari, K L and Varshney, R.L “Managerial Economics”, 22<sup>nd</sup> Revised Edition(Reprint 2016, 2017, 2019) Sultan Chand and Sons, New Delhi.
2. Thomas P.C “Managerial Economics” (1<sup>st</sup> edition 1997, Reprinted 2005) Kalyani Publishers, New Delhi, 2005.
3. Dominick Salvatore and Siddhartha K Rastogi “Managerial Economics”, 8<sup>th</sup> Edition, Oxford University Press, New Delhi, 2014.
4. Narayan Nadar. E & Vijayan.S “Managerial Economics”, (2nd edition) PHI Private Limited, New Delhi, 2012.

#### **Reference Books:**

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

**FINANCIAL STATEMENT ANALYSIS & REPORTING****SUBJECT CODE: 19MBA1003**

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

**OBJECTIVES:**

- To develop an understanding of financial accounting and analysis.
- To provide basic knowledge of book keeping and accounting.
- To make analyzing Financial Accounts of a Company.
- To know the financial analysis of a firm with different techniques
- To enable the student's to understand the Financial Statements,
- To bridge the gap between theory and practice by discussing and analyzing relevant Case studies.

**OUTCOMES:**

- Understand the basic knowledge of bookkeeping and accounting.
- Learn the accounting cycle, final accounts preparation.
- Understand and observe the organizations with comparative and common size statements..
- Understand the financial performance of the organizations with the help of ratio analysis
- Understand financial statement analysis with the help of funds flow and cash flow.
- Emphasize on developing analytical skills, presentation skills, problem solving skills, reporting skills by discussing relevant case studies in the class room.

**UNIT-I**

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP) and Indian Accounting Standards.

**UNIT-II**

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

**UNIT-III**

**Financial Statement Analysis:** Meaning, nature, significance, limitations, types and methods, analysis and interpretation. Comparative and common size statements.

## UNIT-IV

**Trend analysis and Ratio Analysis:** Trend Analysis, Ratio Analysis- meaning, definition, objectives, steps, advantages, disadvantages, classification and Dupont analysis.

## UNIT-V

**Financial Analysis:** Statement of Changes in Working Capital, Funds flow and Cash flow statement.

## UNIT-VI

**Financial Reporting:** Reporting practices, analyzing published financial statements of a company.

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

## TEXT BOOKS:

1. Maheswari S N, Maheswari S K: —Financial Accounting —, Vikas Publishin House Private Limited, New Delhi, 2016.
2. Asish K. Bhattacharyya:- “Corporate Financial Reporting and Analysis”, PHI, 2018
3. Jawahar Lal & Sucheta Gauba “Financial Reporting and Analysis”, Himalaya Publishing House, Mumbai., 2018

## REFERENCES BOOKS:

1. Tulsian P.C. and Tulsian Bharat., “**Financial Reporting**”, S.Chand, 2016
2. R.K.Sharma & Sashi K.Gupta (2016), “**Management Accounting**”; Kalyani Publishers, Ludhiana
3. S.N.Maheswari (2003), “**Financial Management: Principles and Practice**”: Sultan Chand & Sons, New Delhi.
4. I.M. Pandey (2015), **Financial Management**; Vikas Publishing House Pvt Ltd. New Delhi.
5. M.Y Khan, P K Jain: “**Financial Management-Text and Problems**”, (8th edition) Tata McGraw Hill, New Delhi. (2018).
6. G.Sudharsan Reddy: “**Financial Management-Principles and Practice**”, (3<sup>rd</sup> edition), Himalaya Publication, (2019).
7. Prasanna Chandra: “**Financial Management Theory and practice**”, (9th edition) Tata Mc-Graw hill, New Delhi,2017.
8. S.N. Maheswari: “**Financial Management-principles & Practice**”, (15<sup>th</sup> edition) Sultan Chand & Sons, New Delhi, 2019.
9. Stice & Stice: —**Financial Accounting Reporting and Analysis**, Cengage Learning, New Delhi, 2012.
10. Ambarish Gupta: —**Financial Accounting for Management**, Pearson Education, New Delhi, 2012.

**BUSINESS COMMUNICATION: THEORY & PRACTICE****SUBJECT CODE: 19MBA1004**

L	T	P	C	INT	EXT
3	-	2	4	40	60

**OBJECTIVES:**

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

**OUTCOMES:**

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

**UNIT-I**

**Meaning of Business Communication:** Objective and role of Communication – The Process of Business Communication-Types of Communication – Media of Communication, Communication Skills - Oral Communication - Visual Communication, Audio Visual Communication – Silence-Developing Listening Skills – Verbal, Nonverbal Communication skills, Written Communication.

**UNIT-II**

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

**UNIT-III**

**Important Parameters in Communication:** The Cross Cultural Dimensions of Business Communication. Ethical & Legal Issues in Business Communication .Mass Communication: Mass Communication & Promotion Strategies, Advertisements, Publicity, and Press Releases. Media Mix, Public Relations, Newsletters. Negotiation Process & its Management. Employer-employee communication. Problems and challenges.

**UNIT- IV**

**Phonetics, JAM, Course Introduction & Communication Basics-Just-A-Minute Presentation**  
Workshop-Jam Feedback and overcoming Glossophobia **Situational Dialogues/Role Play**

## **UNIT-V**

**Group Discussion**, Group 2-Reading, listening & Questioning-Writing Business Communication Basics

**Presentations**, Presentation–1 (Planning & Preparing)-Presentation–2 (Visual Aids) Presentation–3 (Delivery)-  
Graded Team Presentations-Group 1-Graded Team Presentations

## **UNIT-VI**

**Debate, Public Speaking**, Writing Reports, Proposals, Emails, Summaries-Graded Individual Presentations- Group  
1-Graded Individual Presentations- Group 2-Presentation feedback, Bios and Resumes.

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

## **REFERENCES:**

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

**INDIAN ECONOMY AND BUSINESS ENVIRONMENT****SUBJECT CODE: 19MBA1005**

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

**OBJECTIVES:**

- To develop an understanding of Indian Economic Environment.
- To acquaint students with Economic policies and its effect on Economic reforms in India.
- To provide an understanding of privatisation processes and the perils of privatisation in Indian Economy.
- To familiarize the student regarding the environment systems and levels of Business Environment systems in India.
- To familiarize the students to know about the impact of Indian Business culture on business in India.
- To bridge the gap between theories and practice by discussing and analyzing relevant Case studies.

**OUTCOMES:**

- Help Students to learn the Overview of Indian Economic Environment.
- Familiarize Students with Nature and significance of Economic reforms in India.
- Help Students to understand the concept of privatisation processes and the perils of privatisation.
- Enable Students to understand the concepts of environment systems and levels of Business Environment systems in India.
- Enable Students to understand Political Environment and the Economic system in India.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

**UNIT - I**

**Indian Economy:** Introduction, India as a Developing Economy, India as an Emerging Economy, India as a Mixed Economy Economic Role of Government: Introduction, Regulatory Role of Government, Promotional Role of Government, Participatory Role of Government, Impact of India's Industrial Policy on Economic Reforms

**UNIT - II:**

**New Economic Policy :** Introduction, Industrial Policy, The crisis of June, 1991, Objectives of New Economic Policy – 1991, Emphasis of NEP on Liberalization, NEP and Privatization, NEP effect on Globalization, Positive and Negative effects of New Economic Policy

**UNIT – III**

**Privatization:** Introduction, Meaning of Privatization, Objectives of Disinvestment, Privatization / Disinvestment in India, Problems with Privatization Globalization: Introduction, Meaning of Globalization, Future of Globalization, Organisations to facilitate globalization.

**Unit - IV**

**Business Environment:** An Introduction- Nature and significance of Business Environment at National and International level, Factors influencing on Business Environment both internal and external techniques of environmental scanning.

## **Unit - V**

**Economic Environment:** Introduction, Economic Environment of Business, The Global Economic Environment, Economic Policies, Business and Economic Policies Socio Cultural Environment, Business and Society, Business and Culture , Indian Business Culture, Culture and Organizational Behaviour

## **UNIT - VI**

**Political Environment:** Introduction, Political Environment and the Economic system, Types of Political Systems, Indian Constitution and Business, Business Risks Posed by the Indian Political System

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

### **Text Books:**

1. Misra. S.K. & Puri V.K., Indian Economy, Himalaya Publishing House, Mumbai, 25 /e, 2006, , Reprinted 2019
2. Francis Cherunilam, Business Environment:Text and Cases, Himalaya Publishing House, Mumbai, 4/e, 2006, , Reprinted 2018
3. Dutt Ruddar and Sundaram K.P, Indian Economy, S. Chand, New Delhi, 2007. , Reprinted 2018
4. K.Aswathappa, Essentials of Business Environment, 9/e Himalaya, 2007, , Reprinted 2016

### **References:**

1. Justin Paul: Business Environment, 1e 2006, TMH , Reprinted 2017
2. Recent Economic Survey Report of Government of India. 2019
3. Gopal Ji & Suman Bhakri Indian Economy: Performance and Policies Paper back Vikas Publishers New Delhi. 2019
4. Gaurav Datt & Ashwani Mahajan Indian Economy, Paper back, S. Chand Publishing 2018.

**QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

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

**SUBJECT CODE: 19MBA1006****Learning objectives:**

- To make the students familiar with the concepts of probability and probability distributions.
- To develop the techniques of optimization and their applications in linear programming and transportation models.
- To analyze the knowledge of game under decision making and also waiting lines.
- To determine correlation and regression for given data.
- To determine optimum time and critical path using network analysis.
- To analyze the knowledge of network scheduling.

**Course outcomes:**

- Can describe to make the students familiar with the concepts of probability and probability distributions.
- Can develop the techniques of optimization and their applications in linear programming and transportation models.
- Can analyze the knowledge of game under decision making and also waiting lines.
- Can determine correlation and regression for given data.
- Can determine optimum time and critical path using network analysis.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

**UNIT –I**

**Concept of Probability-** Definition of probability - addition & multiplication rules, conditional probability - Baye's theorem and applications - Random variables - Probability Distributions- Binomial, Poisson, 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 and Queuing theory:** Game Theory: Introduction – Two Person Zero-Sum Games, Games with Saddle Point, Pure Strategies Mixed strategies, Rules of Dominance principle, graphical method. Queuing theory: Introduction – single channel – poisson arrivals – exponential service times – with infinite population and finite population models.

## **UNIT-V**

**Correlation & Regression:** Concept of correlation – types of correlation - scatter diagram - Karl-Pearson correlation coefficient method and its properties – Regression: Linear and non linear regression and its properties.

## **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.

## **REFERENCES**

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

**LEGAL ENVIRONMENT OF BUSINESS AND INDIAN ETHOS****SUBJECT CODE: 19MBA1007**

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

**OBJECTIVES:**

- To develop an understanding of Legal Environment of Business.
- To acquaint students with business basic laws affecting the operation of business enterprises in India.
- To provide an understanding of legal processes involved in management of business.
- To explain the term dharma
- To explicate the ethics in Vedic period
- To elucidate the ethics in dharmasastras and itihasas

**OUTCOMES:**

- Help Students to learn the Overview of Legal Environment of Business.
- Familiarize Students with indemnity and Guarantee, Agency.
- Enable Students to understand Sale of Goods Act and Negotiable Instrument Act.
- To understand the way of righteousness in the Gita
- To identify the ethical concepts of Hindu tradition and the stages of life
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

**UNIT -I**

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

**UNIT - II**

**Special Contract and Agency Rights in Business:** Contracts of Indemnity - Meaning, Nature - Right of Indemnity Holder and Indemnifier-Contracts of Guarantee - Meaning, Nature and Features - Types of Guarantee- Various types of Guarantee-Surety and Co-surety - Rights and Liabilities - Discharge of surety from his liability- Agency - Agent and Principal - Creation of Agency - Classification of Agents- Relationship between Principal and Agent - Agent's authority - Revocation and Renunciation - Rights, Duties and Liabilities of Agent and Principal- Termination of Agency

**UNIT –III**

**The Sales of Goods Act 1930 and The Negotiable Instruments Act, 1881:** Introduction to Sale of Goods Act – Distinction between Sale and Agreement to Sell– Conditions and Warranties– Performance of Contract of Sale –Transfer of Ownership –Rights of an Unpaid Seller; The Negotiable Instruments Act, 1881: Characteristics of Negotiable Instruments –Presumptions – Kinds of Negotiable Instruments – Endorsement – Presentation of Negotiable Instrument – Discharge of a Negotiable Instrument.

#### **UNIT-IV**

History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption.

#### **UNIT- V**

Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values , Value System in Work Culture,

#### **UNIT- VI**

Stress Management-Meditation for mental health, Yoga, Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership Qualities of Karta, Indian Systems of Learning-Gurukul System of Learning , Advantages- Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma- Laws of Karma, Law of Creation- Law of Humility- Law of Growth- Law of Responsibility- Law of Connection- Corporate Karma Leadership.

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

#### **Text Books:**

2. N. D. Kapoor , Elements of Mercantile Law, Sultan Chand & Sons, New Delhi, 37/e, 2015
3. Gulshan, S. S , G.K.Kapoor, Business Law including Company law, New Age International Publishers, New Delhi, 3/e, 2018.
4. Chandra Bose: Business Law, PHI Learning, New Delhi, 2010
5. Singh Anand, Business Ethics and Indian Value System, First Edition ,2011, Himalaya Publishing House , Hyderabad
6. Albuquerque, Daniel Business Ethics, 2010, 1<sup>st</sup> Edition. Oxford, University Press, New Delhi
7. Manual.G. Velasquez, Business Ethics Concepts and Cases, 6<sup>th</sup> Edition Prentice Hall Of India, New Delhi
8. Ferrell O.C. Peterson Robert A, Business Ethics: New Challenges For Business Schools And Corporate Leaders

#### **References:**

1. K.R.Bulchandani, Business Law for Management, Himalaya Publishing, Mumbai, 8/e, 2017
2. Ravindra Kumar, Legal Aspects of Business, Cengage learning, New Delhi, 4/e, 2016
3. Akhilesh Pathak, Legal Aspects of Business, Tata McGraw Hill, New Delhi, 7/e, 2018
4. Satish B Mathur, Business Law, Tata Mc graw Hill, New Delhi, 1/e, 2009
5. R.C.SEKHAR, Ethical Choices in Business, 2<sup>nd</sup> Edition, Response Publications, a division of Sage Publications, Private Limited, New Delhi.
6. Prabakaran .S Business Ethics and Corporate Governance., 6th edition 2008, Excel Books, Hyderabad
7. Mruthyunjaya H. Business Ethics and Value Systems Paperback – 2013

# Semester-II

**FINANCIAL MANAGEMENT****SUBJECT CODE: 19MBA2001**

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

**OBJECTIVES:**

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

**OUTCOMES:**

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

**UNIT-I**

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

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

### **TEXT BOOKS:**

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

### **REFERENCES:**

1. Srivatsav, RM: “**Financial Management**”,(2<sup>nd</sup> 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**”, (15<sup>th</sup> edition) Sultan chand & Sons, New Delhi, 2019.
4. CA.C. Rama Gopal: “**Financial Management**”, (1<sup>st</sup> edition) New Age International Publisher, New Delhi, 2012.
4. Sudhindra Bhat: “**Financial Management Principles and Practice**”, (2 edition) Excel Books, New Delhi, 2012.
5. Pradeep Kumar Sinha: “**Financial Management Tools and Techniques**”, (1<sup>st</sup> edition) Excel Books, New Delhi.
6. P.V.Kulkarni, B.G.Satya Prasad “**Financial Management**” , Himalaya publishing House,Mumbai (2015).

**MARKETING MANAGEMENT****SUBJECT CODE: 19MBA2002**

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

**OBJECTIVES:**

- To develop an understanding of Marketing Management
- Provide a framework within which students will be able to study theories on Marketing Management.
- Provide them with tools to understand the framework within which today's marketers create successful marketing programs for their Brands.
- Enable the students to acquire the knowledge on marketing communication.
- Provide them a brief understanding on retail management.
- To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

**OUTCOMES:**

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

**UNIT-I**

Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Marketing Mix, Indian Marketing Environment. Role and functions of marketing, emerging dimension of marketing in India.

**UNIT-II**

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

### **UNIT-III**

Functions of Marketing & Product Management: Market Segmentation and Targeting – Positioning for competitive advantage – Identification of Market segments - marketing strategies- Product Life Cycle, Product mix and line – Branding and classification. New Product Development and product extension strategies.

### **UNIT-IV**

Pricing & Distribution Strategy: Objectives, Methods and processes of pricing, Factors influencing the pricing. Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes, Sales Techniques for Consumer/Industrial clientele-Channel Function and Flows, Channel Levels, Channel Management Decisions - The growth and trends in Wholesaling - Sales force Management.

### **UNIT-V**

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-VI**

Retail Management: Nature and Significance - concepts – types – retail store management and merchandising – challenges and strategies.

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

### **TEXT BOOKS:**

1. Phillip Kotler & Kevin Lane Keller (2017). Marketing Management (15<sup>th</sup> Edition). Kindle Edition.
2. Tapan K. Panda (2008)-Reprint. Marketing Management-Texts & Cases (2<sup>nd</sup> Edition). Excel Books.
3. M.Govindarajan (2009). Modern Marketing Management- (2<sup>nd</sup> Edition). Narosa Publishing house.
4. Dr. K.Karunakaran (2011). Marketing Management-Texts and Cases in Indian Context (2<sup>nd</sup> Edition). Himalaya Publishing House.
5. Dr.V.Krishna Mohan (2018), Marketing Management (Ist Edition), Sree Publications.

### **REFERENCES:**

1. Michael R. Czinkota & Masaaki Kotabe (2007). Marketing Management (2<sup>nd</sup> Edition). Thomson Learning.
2. David L. Kurtz & Louis E. Boone (2006). Principles of Marketing Management (12<sup>th</sup> Edition). Cengage Learning.
3. S.H.H. Kazmi (2008). Marketing Management-Text and Cases (1<sup>st</sup> Edition). Excel Books.
4. Adrian Palmer (2012). Introduction to Marketing-Theory & Practice (3<sup>rd</sup> Edition). Oxford.
5. Rajan Saxena (2017). Marketing Management (5<sup>th</sup> Edition). Tata Mc.Graw Hill

**HUMAN RESOURCE MANAGEMENT****SUBJECT CODE: 19MBA2003**

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

**OBJECTIVES:**

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

**OUTCOMES:**

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

**UNIT -I**

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

**UNIT –II**

**Investment perspectives of HRM:** HR Planning –demand and supply forecasting - Recruitment and Selection- sources of recruitment - Tests and Interview Techniques - Training and Development – methods and techniques– training evaluation - retention - Job Analysis – job description and specifications, Unique Job Identification. Management Development - HRD concepts – mechanisms – career planning and counseling.

**UNIT -III**

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

#### **UNIT -IV**

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

#### **UNIT -V**

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

#### **UNIT -VI**

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

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

#### **REFERENCES**

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy:”*Human Resource Management: A south-Asian Perspective*”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “*Personnel and Human Resource Management- Text and Cases*”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “**Human Resource Management**”, Excel Books, New Delhi,
6. Muller\_Camen. Croucher and Leigh: “*Human Resource Management- A Case Study Approach*”, JAICO Publishing, Delhi.
7. S.Seetharaman, B.Venkateswara Prasad: “*Human Resource Management*”, SCITECH Publication (India) Limited, Hyderabad, 2009.
8. Gary Dessler, BijuVrkkey: “*Human Resource Management*” Pearson Education, New Delhi, 2011
9. Uday Kumar Haldar: “*Human Resource Development*”, Oxford University Press, New Delhi, 2012.
10. Narendar Singh:”*Human Resource Management*”, Universities Press (India) Private Limited, Hyderabad, 2011.
11. B.B.Mahapatro:”*Human Resource Management*”, New Age International Publishers, New Delhi,
12. R.S.Dwivedi: “*Human Relations and Organizational Behaviour*”, MacMillan Business Books, New Delhi, 2013.

**OPERATIONS MANAGEMENT****SUBJECT CODE: 19MBA2004**

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

**OBJECTIVES:**

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

**OUTCOMES:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

## **UNIT-V**

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

## **UNIT-VI**

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

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

### **TEXT Books:**

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

### **References:**

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

**BUSINESS RESEARCH METHODS****SUBJECT CODE: 19MBA2005**

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

**OBJECTIVES:**

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

**OUTCOMES:**

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

**UNIT-I****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**

Hypothesis Testing, Z-Test, T- Test Chi- Square Tests, Measures of Anova: One Way Anova-Two Way Anova, Correlation, Regression Multivariate Analysis- Factor Analysis, Cluster Analysis, Discriminant Analysis – Conjoint Analysis.

## **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.

## **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 3<sup>rd</sup> Edition.
3. Majhi Priti R and Khatua Prafull K **Research Methodology: Concepts Methods Techniques and SPSS Text and Cases** Himalaya Publishing House Hyderabad, 2013, , Reprinted 2017 3<sup>rd</sup> Edition.
4. Willam G.Zikmund: “**Business Research Methods**”, Cengage Learning, New Delhi, 2006, , Reprinted 2018, 9<sup>th</sup> Edition.
5. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009, , Reprinted 2017 2<sup>nd</sup> Edition.
6. Panneerselvam R: “**Research Methodology**”, PHI Learning Private Limited, New Delhi, 2009, , Reprinted 2016, 3<sup>rd</sup> Edition.

## **REFERENCES:**

1. Battacharya, DK: “**Research Methodology**”, Excel Books, New Delhi, 2006, , Reprinted 2018 2<sup>nd</sup> 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, 12<sup>th</sup> Edition.
4. Ajai S.Gaur and Sanjaya S.Gaur: “**Statistical Methods for Practice and Research**”, Sage Publications, New Delhi, 2014, 1<sup>st</sup> Edition
5. Sreejesh. S., Mohapatra Sanjay, Anusree M.R. **Business Research Methods an Applied Orientation.** Springer International Publishing Switzerland 2014

**ENTREPRENEURIAL DEVELOPMENT****SUBJECT CODE: 19MBA2006**

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

**OBJECTIVE:**

- To develop an understanding on entrepreneur and entrepreneurship.
- To have an understanding on nature and development of entrepreneurship in India.
- To provide insight into the start ups and project preparation.
- To make Students gaining the knowledge in governmental support regarding formalities of start ups and enterprises.
- To make the students familiar with e-entrepreneurship and management of venture.
- To bridge the gap between theories and practice by discussing and analyzing relevant case studies.

**OUTCOME:**

- Understand the concept of Entrepreneurship and demonstrate the ability to provide a self analysis on Entrepreneurship qualities in the context of an Entrepreneurial career.
- Understanding Entrepreneurship Development programmes in INDIA and contents for training for Entrepreneurial competencies.
- Create appropriate business model and develop well presented business plan that is feasible for the student.
- Understanding how to manage effectively the selected business.
- Understand the concept on e-entrepreneurship and management of venture.
- Emphasize on developing analytical skills, presentation skills and problem solving skills by discussing relevant case studies in the class room.

**UNIT - I****Entrepreneur and Entrepreneurship :**

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

**UNIT - 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, development of women Entrepreneurship, problems and remedies of women Entrepreneurship. Entrepreneurship Development programme (EDP) - need and objectives of EDPs ,Designing Appropriate training programme to include course contents, phases and evaluation of EDPs for existing and new entrepreneurs . Institutions for EDP - NIESBUD, EDII, NAYE,TCOs, MSMEDI,DICs, commercial Banks, Universities and Engineering colleges..

### **UNIT - III**

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

### **UNIT - 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. Role of IDBI, SIDBI, APIIC, NSIC, APSFC, APITCO, EXIM Bank and commercial Banks.

### **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.

#### **Text Books:**

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

#### **References:**

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

## INFORMATION TECHNOLOGY LAB

SUBJECT CODE: 19MBA2007

L	T	P	C	INT	EXT
-	-	6	3	40	60

**OBJECTIVES:**

- To develop an understanding of Information Technology, concepts & its applications to business management.
- To explain in detail about MS-Office and its variant MS Word, Excel, Power point.
- To develop better understanding of DBMS, RDBMs concepts and their applications to business
- To explain in detail about MS project and mathematical simulations from statistics.
- To explain and demonstrate SQL & PLSQL and online training systems, SEBI links concepts
- To bridge the gap between theories and practice by discussing and practicing relevant applications in daily life's and business.

**OUTCOMES:**

- Help Students to learn the Overview of Information Technology.
- Demonstrate proficiency in Microsoft Office and Windows File Management, as well as digital literacy.
- Help students to learn applications of MS project mathematical simulations.
- Help students to participate online trading on different products of SEBI & other financial institutions
- Help students to learn applications of database management concepts.
- Emphasize on developing analytical skills, presentation skills, and problem solving skills by hands on experience the IT Lab.

**SYLLABUS:****UNIT-I**

**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:** Mail Merge

**MS Excel:** Formulae, Graphs and Charts–Calculation of various financial functions

**Ms Access:** Tables and Queries

### **UNIT-III:**

**Database Management Systems:** Different types of commands in SQL, DDL commands, DML commands, DQL command, DCL commands, Write a PL /SQL program to find the factorial of a given number, 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.

### **Unit-IV:**

**MS Power Point:** 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:** Computer Networks: Overview of a Network– Communication processors–Communications Media–Types of Network–Network Topologies- Network protocols–Network Architecture.

**Online Trading and other guidelines as per SEBI.**

### **UNIT-VI**

**Hands on experience on SPSS Practical:** Coding of data, Data view, Variable view, Data Entry, Frequency Table. Descriptive statistics, Data editor, statistic for individual variables, creating and editing charts, working with outputs.

**SUMMER INTERNSHIP PROGRAMME****SUBJECT CODE: 19MBA2008**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>	<b>INT</b>	<b>EXT</b>
-	-	-	2	50	0

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 3<sup>rd</sup> factor 20 carry Marks.

# Semester-III

**CORPORATE STRATEGY AND BUSINESS ETHICS****SUBJECT CODE: 19MBA3001**

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

**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 bridge the gap between theory and practice by discussing relevant Case Studies.

**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. Analyse relevant Case studies through Presentation and problem solving skills in the class room.

**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

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

**TEXT BOOKS:**

1. Strategic Management and Business Policy: 3rd Edition Azhar Kazmi Tata McGraw - Hill Education (2008)
2. Strategic Management: The Indian Context R. Srinivasan, PHI Learning (2010)
3. Strategic Management (Paperback) Alpana Trehan, Dreamtech Press (2010)
4. Strategic Management : Text and Cases 3 Edition (Paperback) Alan Eisner, G.T. Lumpkin, Gregory Dess, Tata McGraw - Hill Education (2009)
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 Chandrasekharan. 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. Thomas L. Wheelen, J David Hunger. Eighth Edition (2003), Pearson Education.
2. Strategic Management - Anand Prakash, Sonali Publications (2012)
3. Strategic Management : Concepts And Cases (Paperback) Phadtare, PHI LEARNING PVT LTD (RS) (2010)
4. Strategic Management (Paperback) N. Chandrasekaran, P. S. Ananthanarayanan, Oxford University Press (2011)
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: 19MBA3002**

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

**OBJECTIVES:**

1. To summarize the concept of consumer behavior and its marketing implications.
2. To explain and discuss the Psychological Core of perception, motivation and personality which influence the consumer behavior.
3. To realize how Attitude theories & models and learning theories & models are applicable to consumer behavior.
4. To determine Socio-cultural dynamics which influence on consumer behaviour.
5. To conduct Consumer decision making and the implication of process and models and discuss Organizational and Institutional Consumer Behavior.
6. To distinguish theory and practice by discussing and analyzing relevant Case Studies.

**OUTCOMES:**

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

1. Demonstrate critical and logical importance of consumer behavior and its marketing implications.
2. Analyse 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 Consumer decision making process and models and supplement knowledge on Organizational and Institutional Consumer Behavior.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT - I**

**Introduction to consumer behavior:** Evolution of consumer behavior- Trends in consumer behavior- Consumer behavior and marketing implications- Market Opportunity Analysis

**UNIT - II**

**Psychological Core 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

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

### **TEXT BOOKS:**

1. Assael, H. (1995). *Consumer Behavior and Marketing Action*. Ohio: South Western Publishing Co.
2. Engel, J. F., Roser D. Blackwell and Paul W. Miniard (1980). *Consumer Behavior*. Chicago : Dryden Press
3. Hawkins, best, Coney, consumer behavior, 8/e, TMH, new Delhi,2007
4. Michael Solomon, Margrate k. Hogg (2006). *Consumer Behavior, A European Perspective*, third edition. Prentice –Hall of India Pvt. Ltd.

### **REFERENCES:**

1. Peter, J. Paul, and Jerry C. Olson (1993). *Consumer Behavior and Marketing Strategy*. Illinois : Richard D. Irwin
2. Schiffman, L. G. and L.L. Kanuk. *Consumer Behavior*.New Delhi: Prentice –Hall of India Pvt. Ltd.

## INTEGRATED MARKETING COMMUNICATIONS

SUBJECT CODE: 19MBA3003

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

**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 public relation techniques and its implications to business.
6. To distinguish theory and practice by discussing and analyzing relevant Case Studies.

**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 and public relation techniques.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**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 Behaviour:** 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

**Note:** Relevant Case Studies need to be discussed in each 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, 6<sup>th</sup> edition
2. Tony Yeshin (1998) Integrated Marketing Communications The holistic approach, Published in association with The Chartered Institute of Marketing, Butterworth-Heinemann

**PRODUCT AND BRAND MANAGEMENT****SUBJECT CODE: 19MBA3004**

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

**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 Brand management and Brand positioning strategies along with positioning decisions associated with product use and packaging.
4. To outline Brand Equity through build, leverage and measure and its implications on the business growth.
5. To determine different sales promotion tools and public relation techniques and its implications to business.
6. To distinguish theory and practice by discussing and analyzing relevant Case Studies.

**OUTCOMES:**

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

1. Demonstrate critical and logical importance of product and brand management strategy.
2. Identify different concepts of product management and new product planning strategy and its implication on the business development.
3. Identify and get exposed to the trendy practices of Brand management and Brand positioning strategies along with positioning decisions associated with product use and packaging
4. Distinguish Brand Equity through build, leverage and measure and its implications on the business growth.
5. Explain sales promotion tools and public relation techniques and its implications on business.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**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 Decisions- Concept Testing-Tactical Branding Decisions-Product Use Testing- Packaging Decisions-Test marketing and alternative methodologies.

## **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**

**Brand Extensions:** Introducing and naming new product and brand extension- New product and brand extension, Brand extension-Typology of brand extension- Advantage and disadvantage of brand extension- Pre-Launch and launch management-Product Recalls.

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

## **TEXT BOOKS**

1. U C Mathur (2007), Product and Brand Management, 1<sup>st</sup> 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, 2<sup>nd</sup> edition prentice hall of India plc. New Delhi.
4. Panda Tapan .K. Product and Brand Management, 1<sup>st</sup> Edition, OUP Books

## **REFERENCES**

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

## INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

**SUBJECT CODE: 19MBA3005**

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

### 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 enlighten the students with the concepts and practical applications of portfolio management.
5. To make students understanding investment decision rules
6. To bridge the gap between theory and practice by discussing and analyzing relevant case studies.

### OUTCOMES:

1. Explain students to learn 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 portfolio and capital market theories in investment analysis and decisions in a practical setting.
5. Assess and design appropriate portfolio management strategies to meet investors' objectives and needs.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

### 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)

### **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: 19MBA3006**

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

**OBJECTIVES**

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 for Bank business and credit risk management.
4. To Elucidate the liability and asset portfolio management "problem" of banks
5. To acquire the skills necessary to evaluate the components and functioning of financial institutions of India.
6. To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

**OUTCOMES****At the end of this course, the students will be able**

1. To describe the structure and managerial functions of commercial banks.
2. To recognize the different Development bank institutions of India.
3. To perform credit assessment and managing credit risk.
4. To evaluate the concepts of asset- liability management.
5. To explain the concepts of Collateral management.
6. To Analyse relevant Case studies through presentation an problem solving skills in the class room.

**UNIT-I INTRODUCTION**

Bank: An Introduction Creation of Money -Structure of Commercial Banks in India-Manual 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.

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

## **TEXT BOOKS:**

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

## **REFERENCES:**

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

**TAXATION****SUBJECT CODE: 19MBA3007**

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

**OBJECTIVES:**

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, Input Tax Credit and returns under GST.
5. To understand the applications of Customs Duty
6. To bridge the gap between theory and practice by discussing and analysing relevant case studies.

**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, Input Tax Credit and Returns under GST.
5. Understand the applications of Customs Duty.
6. Emphasize on developing analytical skills, presentation skills, and problem solving skills by discussing relevant case studies in the class room.

**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.

**Note:** Relevant case study have to be discussed in each unit and in examination case is compulsory from any unit

**Suggested Text Books:**

1. Practical Approach to Direct Taxes and Indirect Taxes (Income Tax and GST) , Dr. Girish Ahuja & Dr. Ravi Gupta , Wolters Kluwer Publishers, 39<sup>th</sup> 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, 2<sup>ND</sup> Edition, 2017
5. GST: Concepts and Application, Dr. Anil Kumar swain and Gopal Prasad Agarwal , Himalaya Publishing House, 2018

**Suggested Reference Books:**

1. Students Guide to Income Tax, Dr. VinodSinghanian (Taxmann) , 43<sup>rd</sup> 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

**EMPLOYEE RELATIONS****SUBJECT CODE: 19MBA3008**

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

**OBJECTIVES:**

1. To understand the concept and developments of Employee Relations including its evolution, theoretical perspectives, growth and size of labour force in India.
2. To describe the meaning, objectives, types, evolution of trade unions and various collective bargaining methods.
3. To define and discuss the manifestation of conflict and its resolution.
4. To understand the recent developments on labour laws and social security including Workmen Compensation Act and Employees' State Insurance Act etc.
5. To discuss the employee's relations in International perspective.
6. To analyze relevant case studies in every units to bridge the gap between theories and practice.

**OUTCOMES:**

The Students will be able

1. To describe the concept and developments of Employee Relations.
2. To explain the concept on trade unions and methods of collective bargaining.
3. To implement the procedure adopted for conflict resolution and industrial disputes.
4. To explain in detail the various forms of labour laws and social security.
5. To identify the various concept on employee's relations in International perspective.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT-I**

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

**UNIT-II**

**Employee Relations & Trade Union:** Definition, Objectives, Types, Evolution of Trade Union in India, Central Trade Unions, Problems, Contemporary Issues, Employer's Organisations, Recommendations of National Commission on Labour, Trade Union Act, 1926- concept & developments.

**UNIT-III**

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

## **UNIT-IV**

**Industrial Discipline and Grievance Managements:** Introduction, 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 and Employees' State Insurance Act relating to Social Security, Workers' education objectives, Rewarding, Role of CBWE; Wage and Salary Administration, Essentials, Minimum wage, Fair wage, Living Wage, Real wage, Incentives and fringe benefits, Issues and Constraints in Wage Determination in India.

## **UNIT-VI**

**Employee Relations in International Perspectives:** 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.

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

## **TEXT BOOKS:**

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

## **REFERENCES:**

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

**PERFORMANCE MANAGEMENT SYSTEMS****SUBJECT CODE: 19MBA3009**

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

**OBJECTIVE:**

1. To create an understanding of the key concepts of performance management and contemporary methods for administering compensation and rewards in practices.
2. To articulate the benefits of using a performance development plan and the consequences of not having one in place.
3. To distinguish the elements of an effective, integrated performance development system.
4. To devise “SMART” annual performance objectives (e.g., objectives that are specific, measurable, attainable, relevant and track able).
5. To familiarize the students with the concept of competency mapping and understanding its role in career development.
6. To familiarize students with various aspects of compensation system in India and make them understand various issues linked with the process of fixing salary dearness allowance, bonus, incentive scheme and benefits.

**OUTCOMES:**

After completion of this course Student will be able to

1. Identify and understand Performance Management and Performance Appraisal.
2. Describe the importance of Performance Management.
3. Implement the Compensation and Reward Systems in various organizations.
4. Competency to implement the effective reward systems in the organization.
5. Explain the relevance of competency mapping and understanding its linkage with career development.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT-I**

**Introduction to Performance Management:** Meaning of Performance, Features of Performance Management- Performance Benchmarking, Setting Benchmarks- Performance Culture, The Role of HR in Performance Culture, Benefits of Performance Management, Scope of Performance Management, Concept of Performance Management Components of Performance Management, Performance Management Vs Performance Appraisal- Features of Performance Management.

## UNIT-II

**Managing Performance- Measuring Performance:** The Perspective of the Balanced Scorecard, Performance Review, Outcome Metrics, Economic Value Added (EVA), Other Economic Measures, Performance Review, Key Performance Competencies- Development Plan, Performance Management Documentation, Evaluating Performance Management System, Implementing Performance Management System, Performance Analysis.

## UNIT-III

**Performance Monitoring, Mentoring & Managee Development:** Monitoring and its objectives, Monitoring process, Review Discussion, Purpose of Managee Development, Process of Managee Development, Briscoe's Principles, Delegating, Coaching- Coaching Differentiated, Coaching – Mentoring, Engendering Trust, Making a fresh beginning, Role Efficacy- Competence and Competency Analysis, Competency Definition, Competence Analysis- Job Competency Assessment-Culture Competence.

## UNIT-IV

**Key Issues in Performance Management:** Steps in Potential Appraisal, Potential Appraisal at Philips India, E-Performance Management System-,Electronic Performance Support System, Getting to the Performance Zone, Retooling Old Paradigms Electronic Performance Support System (EPSS) , Critical Success Factors (CSF), Roles Development and Implementation Technology Strategy, Performance related Pay, Competence Related Pay, Team Based Pay, Contribution Related Pay, Concept of Retraining

## UNIT -V

**Introduction to Appraisal Systems Introduction:** Philosophy behind appraisal, Performance appraisal, Features of Performance Appraisal, Objectives of Performance appraisal, Importance of Performance appraisal, Barriers to Performance appraisal, Criteria of Performance Appraisal, Cognitive Processing Model.

## UNIT –VI

**Performance Management and Strategic Planning:** Definition and Purposes of Strategic Planning, Process of linking Performance Management to the Strategic Plan, Strategic Planning, Developing Strategic Plans at the Unit Level, Job Descriptions, Individual And Team Performance, Building Support

NOTE: Relevant Case Studies

### TEXT BOOKS:

1. DR. Davinder Sharmab.Com (Hons.) L.L.B, M.PM, Ph.D,(2010) Performance Appraisal and Management, Himalaya Publishing House , First Edition: 2010
2. TV Rao (2007). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness (Response Books), First Edition, SAGE Publications India, 2004.
3. Arup Varma, Pawan S. Budhwar, and Angelo DeNisi, eds. (2008). Performance management systems: A global perspective, ISBN: 9780415771771
4. Depak Kumar Bhattacharyya, Performance Management System and Strategy, Pearson Education India, 2011, ISBN: 8131754227, 9788131754221

## **REFERENCE BOOKS:**

1. T V Rao (2007). Performance Management and Appraisal Systems: HR Tools for Global Competitiveness (Response Books)
2. Michael, Armstrong (1999). Performance Management. Kogan Page.
3. Shrinivas R Kandula (2006). Performance Management: Strategies, Intervention & Drivers. Pearson
4. Chadha, P. (2003). Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh (2012). Compensation and Reward Management, Excel Book
6. Robert Bacal (2007). Performance Management, McGraw-Hill Education.
7. T V Rao : Performance Management :Towards organisational Excellence (Sage Publications)

**HUMAN RESOURCE METRICS AND ANALYTICS****SUBJECT CODE: 19MBA3010**

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

**OBJECTIVES:**

1. To understand the theory, concepts, and business analytics, HR analytics, metrics, systems, analyses, and reporting.
2. To develop an understanding of the sources of data to measure the tendency.
3. To identify the key components and track the results.
4. To apply Data Analytics on Job Postings and Talent acquisitions.
5. To understand the process of using predictive analytics for HR decisions in the organization.
6. To demonstrate how to connect HR results to business results.

**OUTCOMES:**

The students will be able to.

1. Have an understanding of How HR analytics adds value and to business
2. Measure the results by approaching Karl Pearson & Spearman's Correlation –Regression Analysis.
3. Devise, conduct and analyze a study on components and getting best results.
4. To understand the framework for HR measurements in the organization.
5. To evaluate the process of using predictive analytics for HR decisions in the organization
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT – I**

**Introduction to Business Analytics:** Business Analytics –Meaning & Evolution –Definitions – Characteristics –Types of Analytics –Concept of Big Data –Characteristics of Big data –Applications of Big data in management, HR Analytics: Definition, Advantages and Drawbacks of HR Analytics. HR Analytics through Social Media

**UNIT - II**

**Types of Data, Data Sources, Data Analysis:** Structured, Unstructured and Semi-Structured Data, Primary and Secondary sources for data collection, Data Collection and its difficulties, Measures of Central Tendency –Measures of Dispersion –Karl Pearson & Spearman's Correlation –Regression Analysis.

**UNIT - III**

**HR Planning Analytics:** Definition, Financial Benefits, Key Components, Supply and Demand Gap Analysis, Turnover Analysis, Hard to Fill Position Analysis, Supply Forecasting, Action Plan, Communicating the Strategy, Tracking the Outcome.

**UNIT - IV**

**Talent Sourcing, Acquisition and Engagement Analytics:** Definition, Channels of Talent Sourcing, Big Data Analytics on Job Postings, Resume Search and Resume Analytics, Social Media Sourcing, Talent Acquisition Phases: Application, Pre-selection, Interview and Selection. Employee On boarding Stages,

Employee Engagement: Importance, Surveys, Making Employee Engagement Surveys Predictive, Measurement of Surveys.

## **UNIT - V**

**Analytical Performance Management:** Introduction, Linking Individual Objectives to Company Objectives, Defining Performance Measures, Incentives and Promotion, Insight to Senior Management, Benefits of Analytical Performance Management, Best Practices, Predictive Analytics for Career Pathways and Employee Promotion

## **UNIT - VI**

**Retention Analytics:** Definition, Importance Of Retention Process, Retention Models, Proactive Retention Models, Data For Talent Attrition Predictive Modeling, Putting Employee Attrition Finding To Work, The Segment Strategy Of Talent Retention Model Insights, Employee Wellness: Work Place Wellness, Employee Wellness, Work Place Safety With Predictive Analysis.

NOTE: Relevant Case Studies

## **TEXT BOOKS:**

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

## **REFERENCE BOOKS:**

1. Fitz-enzJac (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 VISUALIZATION AND BUSINESS FORECASTING FOR MANAGERS****SUBJECT CODE: 19MBA3011**

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

**OBJECTIVES:**

1. To summarize the overview of Data Visualization.
2. To understand Visual Perception Grammar of Graphics (using R)
3. To realize the concepts related to Message to Charts.
4. To conduct Advance Graphs for data Visualization
5. To determine various methods of Component level design of tables and graphs.
6. To develop an understanding of Storytelling using visualization.
7. To distinguish theory and practice by discussing and analyzing relevant Case Studies.

**OUTCOMES:**

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

1. Identify the importance of Data Visualization.
2. Demonstrate Visual Perception Grammar of Graphics (using R)
3. Identify and get exposed to Message to Charts.
4. Explain Advance Graphs for data Visualization.
5. Demonstrate and apply Component level design of tables and graphs.
6. Present Storytelling using visualization.
7. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT – I**

**Data Visualization Introduction:** Data Visualization definition- Concept of Data Visualization, Data Visualization variables- Continuous One Variable-Discrete One Variable- Discrete One Variable-2-Continuous X and Y.

**UNIT – II**

**Visual Perception Grammar of Graphics (using R):** Popular Data Visualization tools, Exploratory Data Analysis (EDA), Data Cleaning- Data Inspection, Uses of the functions like grepl()-grep()- sub()-summarize()- list (),

**UNIT – III**

**Message to Charts:** Using graphical functions in R for data visualization, Line Plots- Bar Plots- Bar Plots for Population- Pie chart-table plot- histogram,

## **UNIT – IV**

**Advance Graphs for data Visualization:** Advance Graphs-Plotting with base graphics- Plotting with Lattice graphics- Plotting and coloring in R.

## **UNIT – V**

**Component level design of tables and graphs:** Statistical and quantitative analysis, explanatory and predictive models- Fact-Based management to drive decisions and actions

## **UNIT – VI**

**Storytelling using visualization:** Customizing Graphical Parameters to improvise plots, understanding GUIs like Deducer and R Commander, introduction to Spatial Analysis.

### **TEXT BOOKS:**

1. AOhri (2012), R for Business Analytics, Springer, 1<sup>st</sup> Edition
2. Seema Acharya(2018), Data Analytics using R, McGraw Hill India(TMGH)1st Edition
3. Johannes Ledolter (2013), Data mining and business analytics with R, John Wiley & Sons.

### **REFERENCE:**

1. Data Mining for Business Intelligence, Concepts, Techniques and Applications, Shmueli, Patel,and Bruce: Wiley
2. Claus O Wilke (2019), Fundamentals of Data Visualization, O'Reilly Media Inc. 1<sup>st</sup> Edition.

## DATA SCIENCE USING R

SUBJECT CODE: 19MBA3012

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

**OBJECTIVES:**

1. To outline the overview of Data Science along with Introduction to Big Data and Hadoop.
2. To determine Exploratory Data Analysis along with assumptions and techniques.
3. To summarize the concepts related to the Fundamentals of R and its implications on data management and operations.
4. To outline different Data types & Data Structures in R
5. To understand various methods of Built-in functions in R
6. To determine Data Structure in R.
7. To distinguish theory and practice by discussing and analyzing relevant Case Studies

**OUTCOMES:**

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

1. Demonstrate the importance of Data Science along with Introduction to Big Data and Hadoop.
2. Analyse Exploratory Data Analysis along with assumptions and techniques.
3. Identify and get exposed to the Fundamentals of R and its implications on data management and operations.
4. Relate different Data types & Data Structures in R.
5. Analyse various methods of Built-in functions in R
6. Explain and apply Data Structure in R
7. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT – I**

**Overview of Data Science:** Data Science definition-Functionaries- Era of Data Science, Business Intelligence vs Data Science- Life cycle of Data Science- Tools of Data Science- Introduction to Big Data and Hadoop

**UNIT – II**

**Exploratory Data Analysis:** Definition, Components of EDA - Understanding variables - Cleaning dataset - Analyzing relationships between variables, EDA Assumptions-EDA Techniques.

## **UNIT - III**

**Fundamentals of R:** R environment- Downloading and Installing R, Using command line in R, Help, File operations in R -Reading from and Writing to a file, Writing your first code in R, Importing data from spreadsheets and text files, SAS, SPSS, Connect to RDBMS from R using ODBC, basic SQL queries in R, Exploration and transformation activities, basics of Web Scraping.

## **UNIT – IV**

**Data types & Data Structures in R:** Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If condition, While conditions and repeat loop, Debugging tools, Concatenation of Data, Combining Vars , cbind, rbind, Sapply, apply, tapply functions.

## **UNIT –V**

**Built-in functions in R:** seq(), cbind (), rbind(), merge(), knowledge on the various subsetting methods, summarize data by using functions like: str(), class(), length(), nrow(), ncol(), use of functions like head(), tail(), for inspecting data, summarize data, SQL join in R.

## **UNIT – VI**

**Introduction to Data Structure in R:** Vectors, Lists, Scalars, Data Frames, Matrices, Arrays, Factors, Use of data structures in different conditions, Advantage of using a particular approach.

## **TEXTBOOKS:**

1. Garrett Golemund and Hadley Wickham (2016) R for Data Science- Import, Tidy, Transform, Visualise and Model Data, 1<sup>st</sup> Edition, O'Reilly Media Inc.
2. Rafael Irizarry(2020) Introduction to Data Science b- Data Analysis and Prediction Algorithms with R, CRC Press.
3. Roger D. Peng (2012), R Programming for Data Science, Lulu.com, 2012, Illustrated Edition.

## **REFERENCES:**

1. Benjamin. S Baumer, Daniel T Kalpan, Nicholas J Hortan (2017), Modern Data Science with R, CRC Press.
2. Dan Toomey (2014), R for Data Science, Packt Publishing Ltd, 1<sup>st</sup> Edition

**BUSINESS FORECASTING****SUBJECT CODE: 19MBA3013**

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

**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.
7. To distinguish theory and practice by discussing and analyzing relevant Case Studies.

**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.
7. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT – I**

**Overview of Forecasting Process:** Nature of Forecasting- Decisions and the Loss Function for Errors- Forecasting Horizon- Limits for Forecasting, Economic Theory and Forecasting.

**UNIT – II**

**Exploratory Data Analysis:** EDA Introduction-Definition- Components of EDA - Understanding your variables - Cleaning your dataset, Analyzing relationships between variables-EDA Assumptions-EDA Techniques.

**UNIT – III**

**Regression Analysis-Logistic Regression:** Meaning of regression- Purpose and use, linear regression- Interpretation of regression co-efficient- Applications in business scenarios, Concepts of Logistic Regression- applications

#### **UNIT –IV**

**Time Series Forecasting:** Trend, Seasonal, Cycle and Irregular Components,  $Y = T + S + C + I$  (Additive Decomposition)-  $\log(Y) = T + S + C + I$  (Multiplicative Decomposition), Stylized Decomposition of a Time Series-Time Series components, Smoothing Techniques , Moving Averages- Exponential Smoothing and Other Advanced Techniques , ARIMA models.

#### **UNIT – V**

**Lifetime Value Models-Lifetime:** value (LTV) introduction - LTV models usage to allowable cost of acquisition -Lifetime value model calculations.

#### **UNIT – VI**

**Credit Scoring Models:** Credit Score Introduction, Credit Scoring Model- FICO Scoring Model- calculation of FICO Scores- Vantage Score Model- Other Credit Scoring Models, Industry-Specific Credit Scores, Benefits of Credit Scoring Models- Types of Credit Scoring Models.

#### **TEXT BOOKS:**

1. J.E. Hanke& D.W. Wichern,(2009)Business forecasting, Pearson International 9<sup>th</sup>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. <http://otexts.com/fpp/>. Accessed 09/04/2012 to 09/07/2012
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.

**PLANNING, STRUCTURING, AND FINANCING SMALL BUSINESS****SUBJECT CODE: 19MBA3014**

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

**OBJECTIVES:**

1. To develop an understanding of meaning, importance, Role, problems and Prospects of MSMEs in India.
2. To develop better understanding of different business models and choice among models.
3. To list and discuss about the institutions and agencies supporting MSMEs in policy, Training and EDPs.
4. To develop an understanding of different source of long-term and short term finance for MSMEs and discuss about preparation of Cash flow projections.
5. To discuss about types of business strategies and how to manage the small business.
6. To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

**OUTCOMES:**

On completion of this course the students will be able:

1. To define MSME and describe the importance of MSMEs in Indian Economy, explain the issues and problems faced by entrepreneurs and steps to start an MSME.
2. To identify the different business models and develop knowledge on how to choose the best model.
3. To identify different institutions supporting MSMEs in Policy, EDPs and Incentives and subsidies.
4. To identify and evaluate different source of long-term and short term finance for MSMEs and perform Cash flow projections and estimates.
5. To identify different business strategies and choose the best strategy and learn how to manage the small business.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT-1**

**Basics of Micro, Small, Medium Business Enterprise:** MSMEs -Definition, Features, Characteristics of Successful Businessmen -Role of MSMEs in Economic Development – Reasons for Establishing MSMEs – Advantages and Disadvantages of MSMEs – problems of MSMEs- Sickness of MSME- Causes, Symptoms and Cures – Prospects of MSMEs in free Economy. – Steps in Setting up a MSMEs – Relationships between MSME and Large Units – A note on Family Business.

**UNIT- 2**

**Business Models:** What is a Business model- Need for business model- key components of business model- Business model Canvas- Types of business models- How to choose the best model- Business model Case Studies?

**UNIT-3**

**Institutions Supporting MSMEs:** Central, State, Industry Associations and Other Institutional Support for MSMEs. Technological Up-gradation and Institutional facility for MSMEs, Government Policy and Development of MSMEs- Incentives and Subsidies for MSMEs, Developing Entrepreneurial

Competencies-Experiences with Entrepreneurship Development Programme in India: Planning, Implementation and Evaluation.

#### **UNIT- 4**

**Sources and financial planning for SMEs:** Estimation of long term capital and working capital requirements- Operating Cycle. Funding sources for MSMEs- SIDBI, Commercial Banks, Regional Rural Banks, Co-Operative Banks, NABARD, NSIC and State Financial Corporations, Debt - Equity Ratio, Preparation of cash flow estimates and cash flow projections, Venture Capital: valuing and financing a venture, stages of venture development and financing, venture capital firms (VC's).

#### **UNIT- 5**

**Business Strategy:** What is a business strategy? Why we Need business strategy for MSMEs in today's business environment, Strategic Management Process for MSMEs, Business level strategies- Cost Leadership, Differentiation and Focus, Business strategy Case Studies.

#### **UNIT-6**

**Management of Business:** Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Micro Small and Medium Enterprises- Crisis Management in MSMEs.

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

#### **TEXT BOOKS:**

1. Charantimath P.M. (2006), Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi,
2. Barrow C. (1997), The Essence of Small Business, Prentice Hall of India, New Delhi.
3. Datt, Ruddar and Sundharam K.P.M. (2018), Indian Economy, S. Chand & Co, New Delhi, 2018.
4. Shukla M.B. (2003), Entrepreneurship and Small Business Management, KITAB MAHAL, Delhi.
5. Vasanth Desai (2002), Small Scale Industries and Entrepreneurship, Himalaya Publishing House,

#### **REFERENCES:**

1. Cormon J and Lussier R.N (1996), Small Business Management: A Planning Approach, IRWIN,
2. Development Commissioner (2019), Ministry of Entrepreneurship and MSMEs, Government of India, New Delhi.
3. Dhanulinga Nadar (1985), Small Scale Industry Interrelationship with Large Scale Industry, Rainbow, Coimbatore.
4. Khanka S.S. (2001), Entrepreneurial Development, S. Chand & Co., New Delhi.
5. Mathur S.P. (1989), Economics of Small Scale Industry, Dundee Prakashan, Delhi.
6. Narasaiah M.L. (2001), Small Scale Entrepreneurship, Discovery Publishing House, New Delhi.
7. Four week MBA course material 2019.

**BUSINESS PLAN PREPARATION FOR SMALL BUSINESS****SUBJECT CODE: 19MBA3015**

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

**OBJECTIVES:**

1. To develop an understanding of concept, traits, types of Entrepreneurs, problems and Prospects of Rural Entrepreneurship and E- entrepreneurship in India.
2. To develop better understanding of different business ideas and screening methods and institutions supporting for Export promotion of small business.
3. To discuss about Business Plan, purpose, steps and common errors in preparation of Business plan.
4. To develop an understanding of product and market analysis of Business Plan.
5. To develop an understanding of Project cost & means of finance and Financial analysis and Risk Analysis of Business Plan..
6. To analyze relevant case studies in every units to bridge the gap between theories and practice.

**OUTCOMES:**

On completion of this course the students will be able:

1. To understand the importance, opportunities and challenges for Rural Entrepreneurship and acquire theoretical knowledge in entrepreneurship development.
2. To develop aptitude and skills in identifying and selecting business ideas and export opportunities.
3. To identify steps and common errors in preparation of Business plan.
4. To perform product and market analysis, financial analysis and Risk Analysis of Business Plan.
5. To demonstrate the ability to design and produce a Detailed Project Report (DPR)/ Business Plan for funding.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT-I**

**Foundations of Entrepreneurship:** Concept of Entrepreneurship – Entrepreneurship as a Career – Entrepreneurial traits, types; Innovation and Entrepreneurship – Knowledge, Skill required for an Entrepreneur – Entrepreneurial Motivation and Competencies – Motivation Theories, Factors Motivating Achievement, Rural & social entrepreneurship- potential for entrepreneurship in Rural India, SHGs, micro credit etc, Family businesses, New generation entrepreneurs, Women entrepreneurs- Case studies, E-entrepreneurship.

**UNIT- 2**

**Identifying and Evaluating Business Opportunities:** Ideas and Opportunities in India – Sources of new ideas and Screening of Ideas, Global business opportunities, E-commerce and Small Enterprises, Institutions assisting export promotion of small business in India, Export promotion councils, Exposure and Observation Visit to selected MSMEs.

### **UNIT-3**

**Business Plan Preparation:** Meaning of Business Plan (BP), Purpose of Business Plan, Steps in Business Plan preparation, Implementation Schedule, Integration of Business plan and Business model, Common errors in Business plan preparation.

### **UNIT-4**

**Project Analysis:** Product & Market Analysis, Technical Analysis including Production process and location selection.

### **UNIT- 5**

**Project Analysis:** Project Cost & Means of Finance; Financial Analysis; Analysis of Project Risk; Firm Risk; Market Risk; Social Cost Benefit Analysis.

### **UNIT-6**

#### **Practical's on:**

- I. Preparing a Detailed Project Report (DPR)/Business Plan for Micro, Small and Medium Enterprises.
- II. Developing Case Studies on Micro, Small and Medium enterprises (success/failure) in rural areas.

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

#### **TEXT BOOKS:**

1. Shukla M.B (2003), Entrepreneurship and Small Business Management, Kitab Mahal, Agra.
2. Khanka S.S. (2017), Entrepreneurial Development, S Chand & Co., New Delhi.
3. Peter Drucker (1999), Innovation and Entrepreneurship Heinemann, London,
4. Colin Barrow (1997), The Essence of Small Business (Prentice Hall of India Private Limited, Delhi.
5. Pareek Udai & Venkateswara Rao.T. (1978), Developing Entrepreneurship – A Handbook on learning systems, Delhi.

#### **REFERENCES:**

1. Ashis Gupta (1994), Indian Entrepreneurial Culture, Wishwa Prakashan Ltd., Surrey, UK.
2. Malli D.D (1999), Training for Entrepreneurship and Self-Employment, Mittal, New Delhi.
3. Batra G.S (2002), Development of Entrepreneurship, Deep & Deep, Delhi.
4. Dhameja S.K (2002), Women Entrepreneurs: Opportunities, Performance, Problems, Deep & Deep, Delhi.
5. Clifton, Davis S and Fyfe, David E (1977), Project Feasibility Analysis, John Wiley, New York.
6. Arturo L. Tolentino: Training and Development of Entrepreneur – managers of Small Enterprises. Pointers and Lessons Learned (Enterprise and Cooperative Development Department International Labour Office – Geneva).
7. Jain Rajiv (1984), Planning a Small Scale Industry: A Guide to Entrepreneurs, S.S. Books, Delhi.
8. Kumar. S.A. (1990), Entrepreneurship in Small Industry, Discovery, Delhi.

9. D.E.N.Dickson (Ed) : Improve Your Business, (International Labor Office, Geneva. 1986.)
10. Mathur S. P (1999), Economics of Small Scale Industry, Sundeep Prakashan, Delhi.
11. Subramanian. R. (1988), Rural Entrepreneurship, Faculty of Rural Development, Gandhigram Rural Institute.
12. Robert D.Hisrich and Michael P. Paters (2002), Entrepreneurship, Tata McGraw Hill, New Delhi.
13. Chandra, Prasanna (1987), Projects: Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill.
14. EDII, Ahmadabad Study Material.

**DESIGN AND CHANGE IN ORGANIZATIONS****SUBJECT CODE: 19MBA3016**

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

**OBJECTIVES:**

1. To develop an understanding of various basic concepts/terminologies related to the Fundamentals of Management, Design and Change in Organisations
2. To provide a framework within which students will study the structure of organisational Design in Organisations
3. To provide them with tools to understand the Strategy for organisational design in a changing Global environment.
4. To enable the students to acquire the knowledge and make better Understanding of Organisational Culture practices.
5. To provide them a brief understanding on Organisational Change, Innovation and Creativity.
6. To bridge the gap between theory and practice by discussing and analyzing relevant Case Studies.

**OUTCOMES:**

On completion of this Course the Students will be able to

1. Define the Fundamentals of Management, Organisational Design and Change Management in both theoretical and practical aspects.
2. Understanding Organization Design models and Practices.
3. Apply Organizational Design Strategies in developing proficiency in the management of Change.
4. Examine and Determine in various concepts in Organizational Culture Practices.
5. Implement Change Management, Innovation, and creativity in the Organization.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT - I**

**Introduction:** The Organization and Its Environment- Organizations and Organizational Effectiveness, Stakeholders, Managers and Ethics, Organizing in a Changing Global Environment.

**UNIT - II**

**Organizational Design I :** Basic Challenges of Organizational Design, Designing Organizational Structure: Authority and Control, Designing Organizational Structure: Specialization and Coordination.

## **UNIT - III**

**Organisational Design Strategy:** Organisational Design II: Organizational Design and Strategy in a Changing Global Environment, Organizational Design, Competences and Technology

## **UNIT - IV**

**Organizational Culture:** Creating and Managing Organizational Culture, Meaning, Definition, Culture and Organisational Effectiveness

## **UNIT - V**

**Organizational Change I:** Types and Forms of Organizational Change, Organizational Transformations: Birth, Growth, Decline and Death. Decision Making, Learning, Knowledge Management and Information Technology

## **UNIT - VI**

**Organizational Change, Innovation, Creativity:** Organisational Change II: Innovation, Entrepreneurship and Creativity, Managing Conflict, Power and Politics

Note: Relevant case study have to be discussed in each unit and in examination case is compulsory from any unit

### **TEXT BOOKS:**

1. Organizational Theory , Design and Change by R Jones Gareth and Matthew Mary , Pearson publication, 2017
2. Change Management by Andrew Pettigrew and Richard ,Whipp, Blackwell Publishing, 2004
3. Human Resource Information Systems- Basics, Application, Future and Direction by Dr. Michael Kavanagh and Dr. Mohan Thite, Sage Publications, 3<sup>rd</sup> edition, 2019
4. Organization Theory and Design, Richard D. Daft (2013), Mason, OH: South-Western, Cengage Learning, 11<sup>th</sup> Edition,2020

### **REFERENCE BOOKS:**

1. Change and Knowledge Management by B.Janakiram,P.V.Ravendra,ShubhaMurlidhar Published by biztantra
2. Change Management by Robert a Paton and James McCalman, Sage South Asia Edition , 3rd Edition , 2008
3. Human Resource Information System by P. K. Gupta and Sushil Chaabra.

**LOGISTICS & SUPPLY CHAIN ASPECTS IN RETAIL MANAGEMENT****SUBJECT CODE: 19MBA3017**

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

**OBJECTIVE:**

1. To gain knowledge on Concepts of Logistics, Logistical Performance Cycle.
2. To demonstrate key activities performed in the logistics functions.
3. To describe the ports facilities and global air transportation.
4. To analyze the role and importance of information and communication technology in logistics management.
5. To analyze the gap between theories and practice by discussing and analyzing relevant Case studies.

**OUTCOMES:**

After completion of this course Student will be able to

1. Identify and understand Concepts of Importance of Logistics.
2. Describe the demand forecasting methods to plan for customer service.
3. Develop in the right way the process of setting up and managing warehousing operations.
4. Explain basic assessment of sea and air freight shipments, ports/ infrastructure and work environment.
5. Analyze the use and impact of e-commerce in logistics management.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT- I**

**Introduction to Logistics Management:** Basic Concepts of Logistics, Logistical Performance Cycle, Inbound Logistics, In process Logistics, Outbound Logistics, Logistical Competency Integrated Logistics, Reverse Logistics and Green Logistics, Objectives of Logistics, Importance of Logistics- Scope of Logistics, Logistical Functions/Logistic Mix, Changing Logistics Environment, Objectives, Functions, Participants of Supply Chain, Role of Logistics in Supply Chain, Comparison between Logistics and Supply Chain Management, Channel Management and Channel Integration.

**UNIT- II**

**Customer Service-** Key Element of Logistics, Meaning of Customer Service, Objectives, Elements, Levels of Customer Service, Rights of Customers, Demand Forecasting: Objectives, Approaches to Forecasting, Forecasting Methods, Forecasting Techniques (Numerical on Simple Moving Average, Weighted Moving Average)

**UNIT- III**

**Transportation:** Principles and Participants in Transportation, Transport Functionality, Factors Influencing Transportation Decisions, Modes of Transportation-Railways, Roadways, Airways,

Waterways, Ropeways, Pipeline, Transportation Infrastructure, Intermodal Transportation, Warehousing, Warehouse Functionality, Benefits of Warehousing, Warehouse Operating Principles, Types of Warehouses, Warehousing, Strategies, Factors Affecting Warehousing.

#### **UNIT- IV**

**Materials Handling:** Meaning, Objectives, Principles of Materials Handling, Systems of Materials Handling, Equipments Used for Materials Handling, Factors Affecting Materials Handling Equipments, Packaging- Objectives of Packaging, Functions/Benefits of Packaging, Design Considerations in Packaging, Types of Packaging Material, Packaging Costs.

#### **UNIT- V**

**Inventory Management:** Objectives, Functions, Importance, Techniques of Inventory Management (Numerical – EOQ and Reorder Levels), Logistics Costing, Total Cost Approach, Activity Based Costing, Mission Based Costing, Performance Measurement in Supply Chain, Objectives of Performance Measurement, Types of Performance Measurement Dimensions of Performance Measurement, Characteristics of Ideal Measurement System, Logistical Network Analysis.

#### **UNIT- VI**

**Information Technology in Logistics:** Objectives, Role of Information Technology in Logistics and Supply Chain Management, Logistical Information System, Principles of Logistical Information System, Types of Logistical Information System, Logistical Information Functionality, Information Technology Infrastructure, Modern Logistics Infrastructure, Logistics Outsourcing, Logistics in the Global Environment.

NOTE: Relevant Case Studies

#### **TEXT BOOKS:**

1. Prof. K. Shridhara Bhat. Logistics And supply Chain Management, Himalaya Publishing House Pvt. Ltd., First Edition : 2016
2. Donald Bowersox and David Closs and M. Bixby Cooper, Supply Chain Logistics Management , 5<sup>th</sup> Edition, McGraw-Hill Companies, 1996.
3. R.H.Ballou, Business Logistics Management, Prentice-Hall, 2004 , 5<sup>th</sup> Edition

#### **REFERENCE BOOKS:**

1. Vinod V. Sople, Logistics Management, Pearson Education, 2004.
2. Ronald H Ballou, Business Logistics/Supply Chain Management, Pearson Education, 2006.
3. John J. Coyle, Edward J. Bardi and C. John Langley Jr., The Management of Business Logistics - A supply chain Perspective, Thomson Business Information, 2006.
4. Anurag Saxena, Logistics and Supply Chain Management Text & Cases, Jaico Books, 2007.

**RETAIL BRAND MANAGEMENT****SUBJECT CODE: 19MBA3018**

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

**OBJECTIVES:**

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

1. To develop an understanding of Modern Retailing Concepts, Retailing Trends and e-tailing in India and World.
2. To develop better understanding of Retail Strategy.
3. To familiarize the student regarding location and layout of retail formats in India.
4. To familiarize the students to know about Brand image and Brand Equity.
5. To provide an insight on Brand Audit.
6. To bridge the gap between theories and practice by discussing and analyzing relevant case studies pertaining to Retail Management.

**OUTCOMES:**

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

1. To Familiarize with Modern Retailing Concepts, Retailing Trends and e-tailing India and the world.
2. To explain the retail Strategy.
3. To identify the location and opportunity of retail industry.
4. To differentiate between Brand image and Brand Equity
5. To perform Brand Audit in organisations.
6. To Analyse relevant Case studies through presentation and problem solving skills in the class room.

**UNIT-I**

**Introduction to Retail Management:** Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

**UNIT-II**

**Retail Strategy:** Market Strategy, Retail Format and Target Market, Building Sustainable Competitive Advantage, Growth Strategies, Strategic Retail Planning Process.

**UNIT-III**

**Retail Location:** Types of Retail, Location Opportunities, Selection of Location And Site Analysis, Financial Strategy, Strategic Profit Model, Setting And Measuring Performance Objectives.

## **UNIT –IV**

**Understanding Brands:-** Branding, benefits of Branding, brand identity, Brand image. Managing Brands - Brand Extension, Brand Revitalization, brand hierarchy, brand personality, brand loyalty, umbrella branding. Measuring & Interpreting Brand Performance -Brand assessment through research – Brand Identity, Brand positioning, Brand image

## **UNIT –V**

**Enhancing Brand Equity - Green Brand Equity –** Techniques and Measurement of Green Brand. Brand Equity through CSR- Branding in different sectors- Customer sector, in Industrial sector, in Retail sector, in service sector, global issues in branding

## **UNIT –VI**

**Brand Audit:** Introduction Meaning of Brand Audit Reasons for Brand Audit Elements of Brand Audit Metrics Steps in Brand Audit What Happens During Brand Audit? Benefits of Brand Audit -Checklist of Brand Audit.

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

### **TEXT BOOK:**

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
2. Sangeeta Trott, Sople Vinod.V. Brand Equity an Indian Perspective, PHI Learning Private Limited, Delhi, 7<sup>th</sup> Edition Printing 2013.
3. A. J. Lamb ‘The Art of Retailing’, Tata McGraw Hill Education Pvt. Ltd.1<sup>st</sup> Edition New Delhi.2016.
4. Swapna Pradhan, “Retail management”, Tata McGraw Hill Education Pvt. Ltd. 2<sup>nd</sup> Edition New Delhi, 2015.

### **REFERENCES:**

1. Sheikh and Kaneez Fatima, “Retail Management”, Himalaya Publishing House, Mumbai, 3<sup>rd</sup> Edition 2012.
2. Dunne: “Introduction to Retailing”, Cengage Learning, 5<sup>th</sup> reprinted Edition New Delhi.
3. Sivakumar, A, “Retail Marketing”, Excel Books, New Delhi.
4. Berman Barry, Joel R. Evans and Mini Mathur, “Retail Management-A Strategic Approach”, Pearson Education,4<sup>th</sup> Edition New Delhi.
5. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”Retail Management”, Oxford University Press, Paperback 1<sup>st</sup> Edition New Delhi, 2012.
6. Kirti Dutta Brand Management Paperback, Oxford University Press UK – 5<sup>th</sup> Edition 2012