



**BHAVAN'S VIVEKANANDA COLLEGE**  
**OF SCIENCE, HUMANITIES AND COMMERCE**  
 Re-Accredited with 'A' Grade by NAAC  
**Autonomous College – Affiliated to Osmania University**  
**Department of Management Studies**

**PROGRAM NAME: MBA (w.e.f 2022-23)**

**MBA I YEAR I SEMESTER**

Course Code	Course Title	Nature	Credits	HPW (Th + Tu)	Max Marks (CIA +SEE)
MBA101	Management & Organizational Behaviour	Core	4	4 +1	30 +70
MBA102	Accounting for Management	Core	4	4 +1	30 +70
MBA103	Marketing Management	Core	4	4 +1	30 +70
MBA104	Statistics for Management	Core	4	4 +1	30 +70
MBA105	Managerial Economics	Core	4	4 +1	30 +70
MBA106	Business Laws and Ethics	Core	4	4 +1	30 +70
MBA107	Seminar		2	2	50
<b>Total credits at the end of I Semester</b>			<b>26</b>		<b>650</b>

HPW – Hours per Week

CIA – Continuous Internal Assessment

SEE – Semester End Examination

Th – Theory

Tu – Tutorial

*M. S. Chavva*

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*K.G. Chandrika*



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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**MBA I YEAR II SEMESTER**

Course Code	Course Title	Nature	Credits	HPW (Th + Tu)	Max Marks (CIA +SEE)
MBA201	Human Resource Management	Core	4	4 +1	30 +70
MBA202	Financial Management	Core	4	4 +1	30 +70
MBA203	Marketing Research	Core	4	4 +1	30 +70
MBA204	Operations Research	Core	4	4 +1	30 +70
MBA205	Operations Management	Core	4	4 +1	30 +70
MBA206	Business Communication	Core	4	4 +1	30 +70
MBA207	Mini Project		2	2	50
	<b>II Semester Credits</b>		<b>26</b>		<b>650</b>
<b>Total credits at the end of II Semester</b>			<b>52</b>		<b>1300</b>

HPW – Hours per Week

CIA – Continuous Internal Assessment

SEE – Semester End Examination

Th – Theory

Tu – Tutorial

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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**

COURSE CODE: MBA101

PPW: 4 +1

YEAR/SEMESTER: I/I

NO. OF CREDITS: 4

**COURSE OBJECTIVES:**

1. To understand the various concepts and theories of management.
2. To know the various planning types, decision making in various conditions and organisational structures.
3. To comprehend the concepts of organizational behaviour and personality types and content and process theories of motivation.
4. To evaluate the different leadership styles and skills required for working in groups and teams.
5. To know the emerging aspects of organizational behaviour.

**UNIT-I: Managers and Management** - Meaning - Role of managers - levels of Management - Processes of management - Functions of management - Historical roots of contemporary management practices Classical (Scientific Management, Administrative management), Neoclassical (Theory X, Y, Z), Human relations Movement, Modern theories (Contributions of Peter Drucker, Systems and Contingency)

**UNIT-II: Planning and Organizing** - Concept, Nature, Importance, Process, Advantages and Limitations, risk and uncertainty, Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Divisional (Product, Geographical, Customer), Virtual, Matrix

**UNIT-III: Introduction of Organizational Behaviour and Motivation** - Definition, Importance, Scope and Disciplines of OB, Transactional Analysis - Ego states - Johari window - Personality: Personality and ability - The Big 5 Model of personality - organizationally relevant personality traits. Definition, Importance, Motives - Characteristics-Early (Maslow's Theory of need hierarchy - Herzberg's theory-ERG) and Contemporary theories of Motivation (Equity theory- Vroom's expectancy Theory, Porter & Lawler model)

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**UNIT- IV: Group Behaviour** - Group Dynamics and Team building: Concept of Group & Team. Tuckman's stages of Group Development - Formal and Informal Groups. Importance of Team building. Leadership – Concept, leadership styles, Theories - Trait, Behavioral (Ohio, Michigan, Managerial Grid), Contingency (Fiedler's Contingency Model, Path goal theory)

**UNIT-V: Emerging aspects of OB:** Organization culture – Concept, Types of Culture, Functions of Culture and Creating, sustaining and changing a culture and Organization climate – Concept, Characteristics, Dimensions and Importance, Stress Management - Job Stress, Measurement, Causes, Coping with stress - Organizational Citizenship Behaviour.

### SUGGESTED READINGS:

1. George, Jennifer M. and Jones, Gareth R. (2009). Understanding and
2. Managing Organizational Behavior (5<sup>th</sup> ed.) Pearson Education Inc.
3. Subba Rao P.(2011). Management and Organisational Behaviour. Himalaya Publishing House.
4. Gupta, C.B. (2014). A Text Book of Organisational Behaviour with Text & Cases. Sultan Chand & Sons.
5. Khanka, S.S. (2006). Organisational Behaviour with Text & Cases. Sultan Chand & Sons.

### REFERENCES

1. Luthans, Fred. (2017). Organizational Behavior: An Evidence - Based Approach. McGraw Hill Education.
2. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika (2018). Management and Organizational Behaviour. Pearson Education Inc.
3. Pierce, Jon L., Gardner, Donald G. and Dunham, Randall B. (2007). Management and Organizational behaviour: An Integrative Perspective. S.P. Printers.
4. Aswathappa K. (2017). Organizational behaviour. Himalaya Publishing House.
5. Schermerhorn, Jr., James G. Hunt, Richard N. Osborn (2009). Organizational Behaviour., Wiley India Edition.
6. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika(2018). Management and Organizational Behaviour. Pearson Education Inc.
7. Aswathappa K. and Ghuman, Karminder. (2017). Management. Tata McGraw Hill.
8. Rao VSP (2009). Organizational Behavior. Excel Books.
9. Prasad, LM. (2010). Organisational Behaviour. Sultan Chand & Sons.
10. Vikalpa. <https://journals.sagepub.com/home/vik>
11. Abhigyan the Management Journal of Fore. <https://www.fsm.ac.in/abhigyan>
12. Harvard Business Review. <https://hbr.org>

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**COURSE OUTCOMES:**

At the end of the course students will be able to:

1. Explain the various concepts and theories of management.
2. Categorise the various planning types, decision making conditions and organisational structures.
3. Demonstrate the concepts of organizational behaviour and personality types and content and process theories of Motivation.
4. Demonstrate different leadership styles and skills required for working in groups and teams.
5. Explain emerging aspects of OB such as Organizational climate, culture, Stress Management, Organizational Citizenship Behaviour, Organizational Behaviour Modification Model



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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: ACCOUNTING FOR MANAGEMENT**

**COURSE CODE: MBA102**  
**YEAR/SEMESTER: I/I**

**PPW: 4 +1**  
**NO. OF CREDITS: 4**

**COURSE OBJECTIVES:**

1. To discuss various accounting concepts and summarize the business transactions.
2. To compare intra firm and inter firm financial statements.
3. To calculate various ratios and interpret the same.
4. To differentiate funds flow and cash flow statement and to construct funds flow and cash flow statements.
5. To discuss various accounting standards, US GAAP and IFRS

**Unit I**

Meaning and Definition of financial accounting – Accounting Principles- Accounting Concepts and conventions their implications on accounting system Double entry system – Accounting Equation (Numerical problems) – Accounting Process – Accounting Cycle – Recording Business transactions – Classification of accounts – Journal, Ledger Posting, Balancing and preparation of Trail Balance. (Numerical Problems)

Problems:

Write journal entries, post them in ledger accounts and prepare trial balance.

Short answer - Accounting Equation.

**Unit II**

Distinction between capital and revenue expenditure; Depreciation concept and methods. (Straight line and written down value) Preparation and presentation of financial statements sole proprietorship -Trading, Profit and loss account, Balance Sheet with adjustments for (Closing stock, outstanding expenses, accrued income, prepaid expenses, advance income, depreciation,

loss/profit on sale, bad debts and provision for bad debts) (Including Numerical Problems); Format of company final accounts (theory) – provisions of the Indian Companies Act regarding preparation and presentation of financial statements; external auditor's report, the report of the Board of Directors and voluntary disclosures (Theory only)

\*\* problems : Final accounts of sole proprietorship

### Unit III

Financial statement analysis – Meaning – Types – Comparative statement Analysis – Common Size Statement Analysis – Trend Analysis (Including Numerical Problems). Preparation of comparative statement, common size and trend analysis using Microsoft Excel (Numerical problems).

\*\*problems: Financial statement analysis using comparative statement analysis, common- size statement analysis, Trend analysis.

### Unit IV

Ratio Analysis – Rationale and utility of ratio analysis – classification of ratios – Calculation and interpretation of ratios – liquidity ratios – activity/turnover ratios – Profitability ratios – Leverage ratio and structural ratios – Diagnostic and predictive power of ratios. (Numerical problems). Preparation of Financial statement Ratio analysis using Excel.

\*\* problems: Financial analysis using Ratios

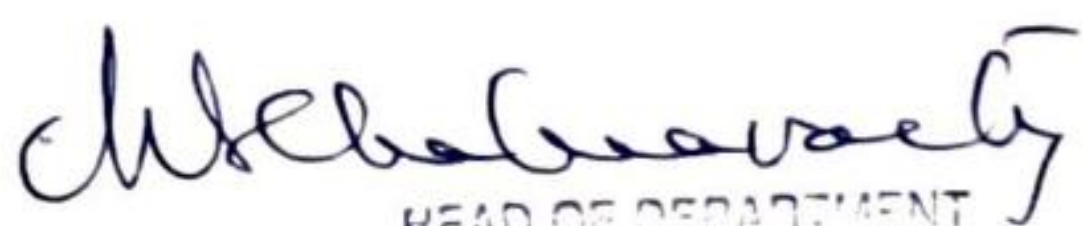
### Unit V


Cash flow statement - Preparation of cash flow statement - Accounting standard 3 (AS3) - advantages of cash flow statement - Accounting standards - their rationale and growing importance in global accounting environment- International Accounting Standards, International Financial Reporting Standards (IFRS). Introduction to HR accounting and Forensic Accounting. (Theory only)

\*\* Problems: preparation of Cash Flow Statement.

### References:

1. Dr.PrashantaAthma, "Financial Accounting and Analysis", 2011 Himalaya Publishing House.
2. Dr.Jawaharlal, "Accounting for Management", 2010 5<sup>th</sup> Ed. Himalaya Publishing House.

  
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**Suggested Readings:**

1. Dhanesh K Khatri "Financial Accounting", 2014, Mc Graw Hill Education (India) Private Limited.
2. Grewal T S "Introduction to Accounting", 2009, S Chand Publishers.
3. S N Maheshwari, Suneel K Maheshwari, Sharad K Maheshwari, "Accounting for Management", 3<sup>rd</sup> edition, Vikas Publishing House.
4. N Ramachandran and Ramkumar Kakani, "Financial Accounting for Management", 2009, 2<sup>nd</sup> Ed. Tata McGraw Hill Publishing Pvt Ltd.
5. V Rajasekaran, R Lalitha, "Financial Accounting", 2011, Pearson Education.

**COURSE OUTCOMES:**

At the end of the course students will be able to:

1. **Demonstrate** accounting concepts and conventions and their implications on accounting system. **Prepare** financial statements of sole proprietorship.
2. **Infer** financial statements according to the provisions of the Indian Companies Act. **Analyse** financial statements and **apply** comparative and common size techniques.
3. **Analyse** financial statements and apply various ratios and **interpret** company's financial performance.
4. **Differentiate** between funds flow statement and cash flow statements. **Analyse** funds flow statement and cash flow statement according to accounting standard 3.
5. **Infer** IAS – US GAAP, IFRS



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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: MARKETING MANAGEMENT**

**PAPER CODE: MBA103**  
**YEAR/SEMESTER: I/I**

**PPW: 4 +1**  
**No of Credits : 4**

**Course Objectives:**

1. To impart the basic concepts of marketing
2. To analyse and understand about segmentation, targeting and positioning in marketing
3. To analyse markets and plan marketing programme
4. To understand and assess buyer perceptions and services marketing
5. To know the procedures and methods to evaluate & marketing control

**Unit – I: Basics of Marketing:** Understanding of Market, Marketing and Marketing Management, Origin of Marketing, States of demand and Marketing Tasks, Marketing Mix – Marketing Program and Marketing Strategy, managing marketing effort, Core concepts of marketing, marketing management philosophies, Interface with other functional areas. Global marketing, Marketing Environment – Company's Micro and Macro Environment

**Unit – II: Market Segmentation:** Levels and Bases for Segmentation, Segmenting Consumer Markets, Business Markets, International Markets, Market Targeting – Evaluation of Market Segments, Selecting Market Segments, Differentiation and positioning, Value Propositions, Positioning Strategies, Competitive Strategies. Demand Measurement and Sales Forecasting Methods, Estimating Current and Future Demand.

**Unit – III: Designing Marketing Programme:** Decisions involved in Product, Branding, Packaging, Product Line and Product Mix Decisions, Classification of Products, New Product Development, Product Life Cycle, Pricing, Strategies, Distribution Channels, Channel Management Decisions, Network Marketing, Promotion Mix –Advertising, social media and Advertising, Sales Promotion, Public Relations, Personal Selling, Online Marketing and digital marketing (an overview)

**Unit – IV: Consumer behavior & Services Marketing:** Consumer Behaviour, Seven O's Structure, Factors affecting Consumer Behaviour,

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Model of Buyer Behaviour, Adoption Process, AIDA Model, Industrial Markets – Characteristics, Industrial Buyer Behaviour, Services Markets – Characteristics and Strategies, Emergence of Online Services. Use of ICT in Service Marketing.

**Unit – V: Marketing Control:** Types of Marketing Organization Structures and Factors affecting Global marketing Organization, Changing practices of Marketing, Marketing Control, Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control, Marketing Audit, Consumerism, Consumer rights and Consumer forums. (An overview)

**Suggested Readings:**

1. Philip Kotler, "Marketing Management", 2020, Pearson Education Prentice Hall of India.
2. Philip Kotler, Kevin Lane Keller, "Marketing Management" 6th Edition, Pearson Education.
3. Tapan K Panda, "Marketing Management", 2010, 1st Ed. Excel Books

**Suggested Books:**

1. Ramaswamy V.S. Namakumari S, "Marketing Management", The Global perspective Indian Context Macmillan India Ltd.
2. Rajan Saxena, "Marketing Management", Tata McGraw Hill.
- 3.. Roger J. best, "Market-Based Management", 2009, 1st Ed, PHI Learning Pvt. Ltd.
4. Kurtz & Boone, "Principles of Marketing", 2010, 12th Ed. Cengage Publications

**Course Outcomes:**

1. Students can equip with marketing concepts.
2. Students can learn about the competition levels and strategy planning in the market.
3. Buyer behaviour and perceptions can be thoroughly learnt.
4. Group and Channel Dynamics involved in marketing can be assessed.
5. Better control of key resources and optimum utilization of resources can be attained.

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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: STATISTICS FOR MANAGEMENT**

**PAPER CODE: MBA104**  
**YEAR/SEMESTER: I/I**

**PPW: 4+1**  
**NO. OF CREDITS: 4**

**Course Objectives:**

1. To introduce basic statistics to management students like measures of central-tendency, measures of dispersion, skewness and kurtosis and concepts of probability.
2. To provide an understanding of probability distributions.
3. Understanding sampling and sampling distributions and hypothesis testing framework with small samples and large samples.
4. Introduce concepts related to Correlation, Regression and their relationship, applications of time series data.

**Unit - I:** i.) Introduction to Statistics - Overview, origin and development and Managerial Applications of statistics, Measures of Central Tendency, Dispersion, Skewness and Kurtosis.

ii.) Introduction to probability- Concepts and Definitions of Probability- Classical, Relative, frequency, subjective and axiomatic. Addition and Multiplication theorems, Statistical independence, Marginal, Conditional and Joint Probabilities.

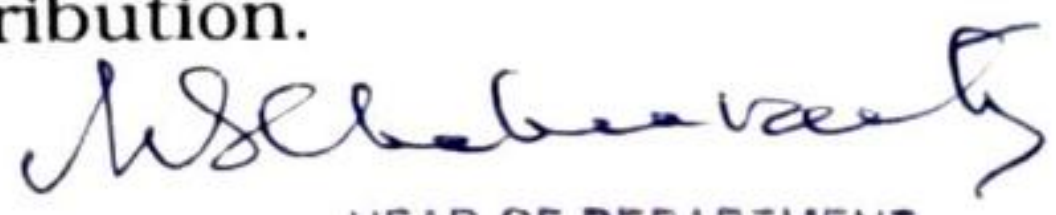
iii.) Bayes' theorem and its applications.

**Unit- II:** i.) Probability Distribution-Random Variable (RV), Expectation and Variance of a RV.

Probability distribution, function, properties, Continuous and Discrete Probability distribution functions.

ii.) Discrete Probability distributions: Binomial Distribution, Properties and applications; Poisson distribution, properties and applications.

iii.) Continuous Probability Distributions - Normal Distribution, Standard Normal Distribution properties, applications and importance of Normal Distribution.

  
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**Unit - III:**

- i.) Sampling Theory- The basics of sampling-Sampling procedures-Random and Non- Random methods- Sample size determination-Sampling distribution, Standard Error, Central Limit Theorem.
- ii.) Hypothesis Testing-Statistical Estimation, Point and Interval Estimation, Properties of a Good Estimator, confidential interval.
- iii.) Large Sample tests-Test for one and two proportions, Test for one and two means, Test for two S.D's.

**Unit - IV:**

- i.) Small Sample Tests- t- Distribution -properties and applications, testing for one and two means, paired t-test.
- ii.) Analysis of Variance-One Way and Two ANOVA (with and without Interaction).
- iii.) Chi-square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

**Unit - V:**

- i.) Correlation Analysis-Scatter diagram, Positive and negative correlation, limits for coefficient of correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of multiple and partial Correlation.
- ii.) Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, properties of regression coefficients.
- iii.) Time Series Analysis-Components, Models of Time Series Additive, Multiplicative and Mixed models; Trend analysis Free hand curve, Semi averages, moving averages, Least Square methods.

**Suggested Books:**

1. Levin R.I., Rubin S. David, "Statistics for Management" 2000, 7th Ed. Pearson.
2. Gupta S.C, "Fundamentals of Statistics", 2010, 6th Ed. HPH.
3. Keller, G, "Statistics for Management", 2009, 1st Ed, Cengage Learning.
4. Amir D. Aczel and JayavelSunderpandian, "Complete Business Statistics", TMH,
5. John C Lee, "Business and Financial Statistics Using MSeXcel", First edition, 2009, Cambridge.
6. J.K Sharma, "Business Statistics", 2010, 2nd Ed. Pearson.
7. Arora PN & others, "Complete Statistical methods", 2010, 3rd Ed. S. Chand.
8. Beri, GC, "Business Statistics", 2010 3rd Ed. TMH.
9. Black Ken, "Business Statistics for Contemporary Decision Making", 2006, 4th Ed. Wiley.
10. Levine, David M and other, "Statistics for managers using MS. Excel", 2009, 5th Ed. PHI.
11. Davis, G & Pecar, B, "Business Statistics using Excel", 2010, Oxford.

12. Kanji K. Gopal, 2006, "100 Statistical Tests", Sage Publications.
13. Haoda, R.P., "Statistics for Business & Economics", 2010, 4th Ed. Macmillan.
14. Apte. D.P. "Statistical Tolls for Managers- Using MS Excel", 2009, 1st Excel Books.

**Course Outcomes:**

1. Basic Statistics helps in descriptive analytics.
2. Knowledge of Probability and distributions are play an important role across the various areas of management like finance, Marketing, HRM, supply chains etc.
3. Hypothesis testing is useful in estimation for analysis and decision making.
4. Correlation, regression techniques are an integral part of planning and con trolling.



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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: MANAGERIAL ECONOMICS**

**PAPER CODE: MBA105**  
**YEAR/SEMESTER: I/I**

**PPW: 4+1**  
**NO. OF CREDITS: 4**

**COURSE OBJECTIVES:**


1. To impart knowledge on the nature, scope and fundamental principles of managerial economics.
2. To create an understanding and application of demand and supply analysis, demand elasticities, cardinal and ordinal theories, and demand forecasting methods.
3. To impart knowledge on production and cost analysis and application of break-even analysis.
4. To impart knowledge on equilibrium price and output determination in different types of market structures, basics of game theory, and pricing and non-pricing strategies to deter competition.
- To create an understanding of the methods for measurement of national income, concepts of inflation and its causes and policies to counter trade cycles.

**Unit – I: Nature & Scope of Managerial Economics:**

Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-marginal concept. Marginal Concept, Theory of the firm, Profit and wealth maximization, Econometrics- Use of econometric Models in decision making, Decision making under certainty, uncertainty and Risk.

**Unit – II: Demand & Supply Analysis:**

Concepts of demand and supply, market equilibrium, Concept of utility- cardinal and ordinal approaches of consumer utility, Law of diminishing Marginal Utility, Maximization of consumer utility, Consumer surplus, Demand analysis: Determinants of demand, law of demand, Price, Income & cross elasticity of demand. Managerial applications of elasticity of demand, Demand forecasting methods.

  
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### Unit – III: Production and Cost Analysis:

Production Function: Short run and long run production functions, Cobb Douglas and Production function. Law of diminishing marginal returns to scale, Returns to scale. Optimal combination of input factors. Optimization of two inputs and single output through graphical method, Expansion path and ridge lines. Economies & Diseconomies of scale. Economies of scope. Learning curve. Cost analysis: Economic & Accounting Costs. Role of time in cost-analysis, Cost-volume Profit Analysis.

### Unit – IV: Market Structure and Modern Pricing Practices:

Price determination under perfect competition. Monopoly, oligopoly & Monopolistic competition. Game theory basics, dominant strategy, Nash equilibrium, Prisoner's dilemma, pricing and non-pricing strategies, Price discrimination, Peak load pricing.

### Unit – V: Macro Economics & Business:


Nature, Concept & Measurement of National Income, Inflation: Types, causes and Measurement of Inflation: Philips curve, Stagflation. Trade cycles causes and policies to counter trade cycles. Budget: Current Budget.

### References:

1. P.L.Mehta: (2014) *Managerial Economics-Analysis, Problems and Cases*, 20<sup>th</sup> Edition, Sultan Chand & Sons., Delhi.
2. Dominik Salvatore: (2016) *Managerial Economics*, 8<sup>th</sup> Ed. Oxford University Press, UK.
3. Geethika, Piyoli Ghosh, and P.R. Chaudhary: (2008) *Managerial Economics*, Tata McGraw Hills, New Delhi.
4. D. N. Dwivedi: (2015) *Managerial Economics*, 8<sup>th</sup> Ed Vikas Publishing., India.
5. D. N. Dwivedi: (2015) *Managerial Economics*, 8<sup>th</sup> Ed., Kindle Edition, Vikas Publishing., India.
6. Samuelson & Nordhaus: (2010) *Economics*, 19<sup>th</sup> Ed., Tata McGraw Hills.India.
7. Atmanand: (2009) *Managerial Economics*, Excel Publishing, India.

### Suggested Readings:

1. Trunett&Trunett: (2009) *Managerial Economics*, , 8th Ed Weiley India.
2. Sumitra Paul, *Managerial Economics*, 2008, Macmillan,India.
3. Robert Wasahik: (2010) *Managerial Economics: A Strategic Approach*, 2nd Ed. Routledge Publications, UK.
4. The IUP Journal of Managerial Economics, IUP Publications, Hyderabad, India.
5. *Managerial Economics (Journal)*, AGH University of Science and Technology Press, Karkow, Poland.

  
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**COURSE OUTCOMES:**

At the end of the course students will be able to:

1. **Define** the basic concepts of Managerial Economics, demonstrate the use of econometric models in decision making.
2. **Discover** the reasons for success or failure of a product in the market by studying the various factors affecting demand for the product, **illustrate** when an individual consumer or market attains a state of equilibrium, forecast demand using different methods, **illustrate** the concept of elasticity for pricing products and for setting the budget for product promotions.
3. **Identify** the least cost-output relationship, **determine** the relationship between the output and the cost in the short run and the long run period of operation and **determine** the break-even level of output.
4. **Estimating** and optimizing the performance of the company in different market structures in terms of profits using the concepts of marginal revenue and marginal cost, and equilibrium price and output and **formulating** pricing and non-pricing strategies to deter competition.
5. **Describe** the methods for measurement of national income and inflation and to **enumerate** the policies to counter trade cycles. Students will be able to **analyze** the causes of a trade cycle and suggest remedies.



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**PROGRAM NAME: MBA106 (w.e.f 2022-23)**

**COURSE NAME: BUSINESS LAWS & ETHICS**

**PAPER CODE: MBA106**

**YEAR/SEMESTER:I/I**

**PPW: 4 +1**

**NO. OF CREDITS: 4**

**Course Objectives:**

1. To make students understand the different laws of contract
2. To impart the knowledge of law related to special contracts
3. To know about the law relating to the formation of company and companies act.
4. To make students aware of consumer protection and other essential laws
5. To make them understand the concept IPR and Business Ethics

**Unit - I: Law of Contracts:**

Essential elements of a valid contract- definition, classification of contract, Legal rules of offer and acceptance and consideration ,capacity of parties, concept of Free consent (Coercion, undue influence , Misrepresentation , fraud , mistake and types of mistake) , breach of contract- remedies, Quasi Contract. Case Studies

**Unit - II: Law relating to Special Contracts:**

.Sale of Goods Act – Distinction between Sale and agreement to sell - Conditions and Warranties. Negotiable Instruments Act – Definition and Characteristics of a Negotiable Instrument – Definitions, Essential elements and distinctions between Promissory Note, Bill of Exchange, and Cheques - Types of crossing. Case Studies

**Unit - III: Companies Act - 2013**

Definition of company – Characteristics - Classification of Companies- Formation of Company - Memorandum and Articles of Association – Prospectus - Law relating to meetings and proceedings- Qualifications, Appointment, Powers, and legal position of Directors - Board - M.D and Chairman - Companies Act 2013

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#### **Unit - IV: Consumer Protection Law and Other Essential Laws:**

Introduction to consumer protection law in India - Consumer councils - Redressal machinery - Rights of consumers - Consumer awareness. Features of Cyber Law- ; Feature of Law of Insurance - Case Studies

#### **Unit-V: Intellectual Property Rights & Business Ethics**

**Intellectual Property Rights (IPR )**- Definition, types, Importance of IPR, Intellectual property protection and enforcement.

Ethical and Value based Considerations in Business, Need and Justification of ethics, efficiency and integrity in business operations –Corporate Social Responsibility. Case Studies

#### **Suggested Books:**

1. N.D. Kapoor, "Elements of Mercantile Law", 2007, Sultan Chand & Co.
2. Akhileshwar Pathak, "Legal Aspects of Business", 2007, 3rd Ed. Tata McGraw Hill.
3. K.R. Bulchandani, "Business Law for Management", 2009, HPH.
4. PPS Gogna, "A Text Book of Company Law", 2006, S. Chand
5. V. Ramakrishna Raju, "Business Laws and Economic Legislations", 2005, HPH.
6. S.S Gulshan, Business laws, 2010, Excel Books.
7. Ravindra Kumar, "Legal Aspects of Business", 2nd Ed. Cengage Learning.
8. Marianne moody Jennings, "The Legal, Ethical and Global Environment of Business", 2009, South western Cengage learning, New Delhi.

#### **Course Out Comes:**

After Completion of the Course Students Will be able to :

1. **Identify** the different laws used in making a contract.
2. **Define** the laws relating to special contracts.
3. **Summarize** the law relating to the formation of companies along with the highlights of Companies Act 2013.
4. **Explain** the concepts of consumer protection law , Cyber Law.
5. **Outline** the concepts IPR and Business Ethics.



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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: HUMAN RESOURCE MANAGEMENT**

**PAPER CODE: MBA201  
YEAR/SEMESTER: I/II**

**PPW: 4 +1  
NO. OF CREDITS: 4**

**COURSE OBJECTIVES**

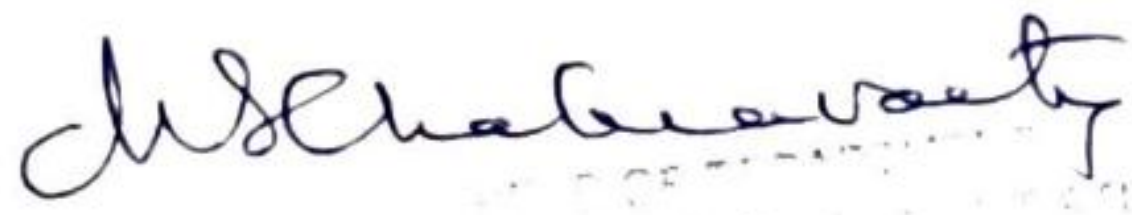
1. To impart basic concepts of HRM and its competitive challenges.
2. To Design the process of procurement of Human Resources.
3. To define the procedure for assessment & development of Human Resources abilities.
4. To explain key concepts, components and factors of Compensation Management.
5. To discuss various approaches for harmonious Industrial Relations.

**Unit-I: Introduction- Human Resources Management (HRM):**

Concepts significance-objectives-scope-functions - transition from Personnel Management to Human Resources management. Changing Role of HR manager. Line and staff Structure of HR Dept. Impact of Environment of HRM. Competitive Challenges influencing HRM. HRIS- Competency framework for HR professionals.

**Unit-II: Procurement Of Human Resources:**

Job Design-job rotation-job Enlargement-job enrichment. Job Analysis: Methods of Job Analysis. Human Resources Planning Concepts-objectives, components (Job Description and Job Specification) factors affecting HR Planning Process of HR Planning- Problems in HR Planning. Recruitment: Objectives-sources of Recruitment. Selection: Concepts Selection Procedure-Test and Interview. Placement – process of placement- Induction employee mobility- promotions- demotions- retirements and transfers – separations.

  
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### **Unit-III: Developing Human Resources:**

Human Resources Development (HRD) - concept-scope-objectives. Training - Development. Performance management: concept performance appraisal Need for Training objectives and benefits of training. Assessing training needs - methods and evaluation of training- Kirkpatrick's model. Difference between Training and Development. Performance Management: Performance Appraisal-concept-traditional and modern methods of Performance appraisal. Career planning and Development- career- career planning process. Career development. Development: career planning process- career development - Stages of career Development.

### **UNIT- IV: Compensation Management**

Job Evaluation: concept-methods of Job Evaluation; Compensation management: components of compensation factors affecting Compensation concepts of minimum wage, living wage and fair wage, wage differentials- fringe benefits. Trends in Compensation Management in India- role of wage boards and pay commissions.

### **Unit-V: Industrial Relations:**

Industrial Relations: Need, Objectives and Importance of IR discipline. Grievance: Causes- Grievance Redressal Mechanism. Trade Unions: Meaning, Objectives, Functions and problems of Trade Unions- Collective Bargaining: Types- Essential Conditions for the success of collective Bargaining. Salient features of Labour Codes.

### **REFERENCES:**

1. P.Subba Rao, Essentials of HRM and Industrial Relations, Himalaya Publishing House Pvt. Ltd.: 5<sup>th</sup> Edition.
2. Michael Armstrong, "Human Resource Management", 2010, Kogan Page.

### **SUGGESTED READINGS:**

1. Mathis & Jackson, "Human Resource Management", 2009, Cengage.
2. David Lepak, Mary Gower, "Human Resource Management", 2009, Pearson.
3. Paul Banfield, Rebecca Kay, "Human Resource Management", 2009, Oxford.

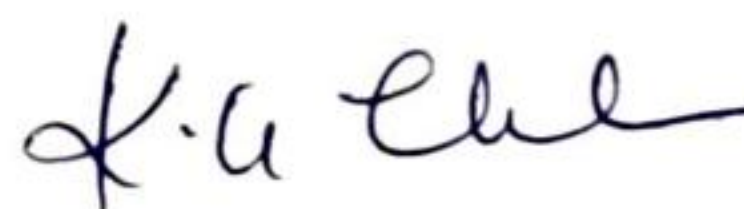
4. Decenzo, "Human Resource Management", 2008, Wiley.
5. Madhurima Lal, S.Qzaidi, "Human Resource Management", 2009, Excel books.
6. Wayne &Caseia, Ranjeet Nambudri, "Managing Human Resource", 2010, TMH.
7. V.K. Sharma, "Human Resource Management", 2010, Viva Books.

**Course Outcomes:**

1. Distinguish related concept and environment of HRM
2. Demonstrate, interpret, predict and organize the process of procurement of Human Resources.
3. Define, outline, and determine key elements of Human Resource Development and Assessment.
4. To distinguish method for designing relative worth of job through better reward management.
5. Students will be able to determine key elements governing Harmonious industrial relations (model building)



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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: FINANCIAL MANAGEMENT**

**PAPER CODE: MBA202**  
**YEAR/SEMESTER: I/II**

**PPW: 4 +1**  
**NO. OF CREDITS: 4**

**COURSE OBJECTIVES**

1. To discuss scope, functions, objectives of financial management and to understand and calculate the traditional and DCF methods of capital budgeting.
2. To calculate the capital budgeting decisions under condition of risk and uncertainty.
3. To understand the various sources of finance, calculate weighted average cost of capital.
4. To understand the concept of working capital, estimate working capital.
5. To understand about mergers and acquisitions and calculate Walter and Gordon relevance dividend theories.

**Unit I: Introduction**

Nature and Scope; evolution of finance function – its new role in the contemporary scenario – Goals of finance function – Maximizing Vs satisfying; (Profit vs. wealth vs. welfare); the agency relationship and costs; risk and return trade off; concept of time value of money – future and present value.

**The Investment Decision :**

Investment decision process – (project generation, project evaluation, project selection and project implementation). Developing cash flow; data for new projects; using evaluation techniques – Traditional (Payback, ARR) and DCF methods (NPV, IRR, PI).

**payback period, ARR, NPV, IRR, PI**



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## **Unit II : Capital budgeting decisions under condition of risk and uncertainty**

Capital budgeting decisions under condition of risk and uncertainty; measurement of risk – Risk adjusted discount rate, certainty equivalents, probability tree approach, sensitivity analysis.

Sources of finance ( theory) – a brief survey of financial instruments( Equity, debentures, preference and retained earnings)

**\*\* Problems: RADR, Certainty equivalent, sensitivity analysis.**

## **Unit III: The Financing Function**

Cost of Capital: The Concept – Average Vs Marginal cost of capital; measurement of cost of capital – Component Costs and weighted average cost of capital. Introduction to leverages- operating leverage, financial leverage, combined leverage. EBIT-EPS analysis.

**\*\* Problems: EBIT- EPS analysis, WACC.**

## **Unit IV: Working Capital Management**

Concept of current assets, characteristics of working capital. Factors determining working capital. Estimating working capital requirements. Working capital policy. Bank norms for working capital financing.

**\*\*Problems: Estimation of working capital.**

## **Unit V Dividend Decisions & Corporate Restructuring:**

The dividend decision: Major forms of dividends – Cash and bonus shares. The theoretical backdrop – Dividends and valuation, major theories centered on the works of Gordon, Walter ( Relevance theories) A brief discussion on dividend policies of Indian companies.

Corporate Mergers, acquisitions and takeovers: Types of mergers, economic rationale and motives of mergers, Principles of corporate Governance.

**\*\* problems: Gordon and Walter dividend model.**



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**\*\* Problems: EBIT- EPS analysis, WACC.**

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**References:**

1. Prasanna Chandra, "Financial Management Theory and Practice", 7<sup>th</sup>Ed. Tata Mcgraw Hill.
2. Sudershana Reddy, "Financial Management", 2010, 10<sup>th</sup> Ed. Vikas Publishing House.

**Suggested Reading:**

1. Jonthan Berk, Peter DeMarzo, Ashok Thampy, "Financial Management", 2010, Pearson.
2. Brigham, E F and Ehrhardt. M C "Financial Management Theory and Practice", 2006, 10<sup>th</sup> Ed. Thomson South Western.
3. Ross Westerfield Jaffe, "Corporate Finance", 7<sup>th</sup> Ed. TMH Publishers.
4. Viswanth S RI "Corporate Finance Theory and Practice", 2007 2<sup>nd</sup> Ed. Response Books, Sage Publications.
5. Rajiv Srivastava and Anil Misra, "Financial Management", 2009, 4<sup>th</sup>Ed Oxford Higher Education.

**COURSE OUTCOMES:**

At the end of the course students will be able to:

1. **Demonstrate** role of financial management in business corporations, **Construct** and **Compare** the various capital budgeting techniques and risk in capital budgeting
2. **Construct** and **Compare** the various capital budgeting decisions under condition of risk and uncertainty
3. **Distinguish** between equity, debt and preference capital. **Determine** capital structure using EBIT –EPS analysis. **Calculate** specific cost of capital and weighted average cost of capital.
4. **Demonstrate** the concept of working capital and sources of working capital finance. **Determine** working capital.
5. **Calculate** value of the firm using Walter's Model, Gordon's Model and **Demonstrate** various types of mergers.



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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: MARKETING RESEARCH**

**PAPER CODE: MBA203  
YEAR/SEMESTER: I/II**

**PPW: 4 +1  
NO. OF CREDITS: 4**

**COURSE OBJECTIVES**


1. To impart knowledge on objectives and types of research and research designs and the steps to be followed in a marketing research process.
2. To impart knowledge on different methods of data collection, sampling and measurement scales.
3. To impart knowledge on various types of Parametric and Non-Parametric tests such as ANOVA, Chi square, McNemar, Wilcoxon matched pairs test, Mann Whitney U test and Kruskal Wallis test and their application in testing hypothesis.
4. To impart knowledge on various types of multi-variate analytical tools such as factor analysis, cluster analysis, discriminant analysis, conjoint analysis, multi-dimensional scaling and multiple regression analysis.
5. To impart knowledge on the types of reports and mechanics of writing a good research report.
- 6.

**Unit – I: Meaning and importance of Research:**

Meaning of Research, Arbitrary method, Scientific method, Objectives and characteristics of Research – Types of Research: Pure, Applied, Exploratory research, Descriptive, Diagnostic, Evaluation study, Action research, Historical research, Surveys, Marketing Information System (MIS), Marketing Research Process, Research design and types: Exploratory, causative, conclusive and experimental designs.

**Unit II Sampling Design and Measurement and Scaling :**

Sources of Data, Methods of Data Collection- Primary and Secondary, Types of Data Collection, Questionnaire Design (Layout, types of questions), Census and Sample Survey, Decisions in Sampling Design, Different types of Sampling Methods- Probability and Non-Probability sampling Methods,

  
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Measurement and scaling - Concept of measurement and scaling – Types of Scaling Techniques-Comparative and Non-Comparative, Types of Scale in terms of levels- Nominal ,Ordinal, Interval and Ratio Scales –Types of Attitude scales- Thurstone's, Likert's, Guttman's, Semantic differential; Reliability and Validity of a scale.

### **Unit – III: Data Analysis: Parametric and Non-Parametric Tests:**

Hypothesis formulation and testing – Type 1 and Type 2 errors, Introduction to Parametric and Non-Parametric tests and their Characteristics, Chi square test, ANOVA test-One-way and Two-way), McNemar test, Wilcoxon Matched pairs test, Mann-Whitney U test, Kruskal –Wallis test.

### **Unit – IV: Multi-Variate analysis:**

Structural and Functional methods-Steps in Factor analysis, Cluster analysis, Discriminant analysis, Conjoint analysis and Multi-Dimensional Scaling. Multiple Regression (Problem solving with two independent variables)

### **Unit – V :Report Design, Writing and Ethics in Research**

Research report- Significance of report writing –Types of Research reports – Steps in planning to write a report–Layout of a research report –Contents of a Research Report-Ethics in Research – Plagiarism – Essentials of Referencing – Essentials of a good Research Report - Mechanics/Precautions in writing a research report.

### **Suggested Books:**

1. Malhotra, K. Naresh: (2009) *Marketing Research – An applied orientation*, 4<sup>th</sup> Edition, Pearson, UK.
2. Rajendra Nargondkar: (2017) *Marketing Research: Texts and Cases* , Tata McGraw Hill, India
3. O.R. Krishna Swamy (2008) *Methodology of Research in Social Sciences*, HPH.
4. G.C. Beri, (2009) *Business Statistics*, 3<sup>rd</sup> Edition Tata McGraw Hill Education, India.
5. S L Gupta, “Marketing Research”, 2009, Excel Books, New Delhi.
6. C R Kothari, “Research Methodology Methods and Techniques “, New Age International Publishers.
7. Green E. Paul, Tull S.Donald & Albaum, Gerald: “Research for Marketing Decisions”, 2006, 6th Ed, PHI.
8. Tull and Hawckins, “Marketing Research”, 2000, 4<sup>th</sup> Ed. Tata McGraw Hill.
9. Luck and Rubbin, “Marketing Research”, 2004, 4<sup>th</sup> Ed.PHI.
10. Zikmund, “Essentials of Marketing Research”, 2009, CENGAGE Publishers.
11. Martin callingam, “Market intelligence”, 2009, Kogan Page Publishers.
12. Alan Bryman and Emma Bell, “Business Research Methods”, 2009, 2<sup>nd</sup> Ed. Oxford Press.

Measurement and scaling - Concept of measurement and scaling – Types of Scaling Techniques-Comparative and Non-Comparative, Types of Scale in terms of levels- Nominal ,Ordinal, Interval and Ratio Scales –Types of Attitude scales- Thurstone's, Likert's, Guttman's, Semantic differential; Reliability and Validity of a scale.

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2. Rajendra Nargondkar: (2017) *Marketing Research: Texts and Cases* , Tata McGraw Hill, India
3. O.R. Krishna Swamy (2008) *Methodology of Research in Social Sciences*, HPH.
4. G.C. Beri, (2009) *Business Statistics*, 3<sup>rd</sup> Edition Tata McGraw Hill Education, India.
5. S L Gupta, “Marketing Research”, 2009, Excel Books, New Delhi.
6. C R Kothari, “Research Methodology Methods and Techniques “, New Age International Publishers.
7. Green E. Paul, Tull S.Donald & Albaum, Gerald: “Research for Marketing Decisions”, 2006, 6th Ed, PHI.
8. Tull and Hawckins, “Marketing Research”, 2000, 4<sup>th</sup> Ed. Tata McGraw Hill.
9. Luck and Rubbin, “Marketing Research”, 2004, 4<sup>th</sup> Ed.PHI.
10. Zikmund, “Essentials of Marketing Research”, 2009, CENGAGE Publishers.
11. Martin callingam, “Market intelligence”, 2009, Kogan Page Publishers.
12. Alan Bryman and Emma Bell, “Business Research Methods”, 2009, 2<sup>nd</sup> Ed. Oxford Press.


**COURSE OUTCOMES:**

At the end of the course students will be able to:

1. Define the basic concepts of research and research designs and in describing the various steps in the research process.
2. Enumerate the various data collection methods and design questionnaires. Through the course students would be able to describe and differentiate between the various sampling and scaling techniques.
3. Select and apply the relevant parametric and non-parametric tests to test a hypothesis. The tests will be useful in identifying relationships between variables, determining and rating the performance of brands and training methods or for comparing a before-after phenomenon.
4. Analyze and draw conclusions about the impact of multiple variables on a dependent variable.
5. Choose the right type of report required in different situations. Enumerating the different steps in writing a research report and the mechanics of writing a good research report.

  
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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: OPERATIONS RESEARCH**

**PAPER CODE: MBA204  
YEAR/SEMESTER: I/II**

**PPW: 4 +1  
NO. OF CREDITS: 4**

**COURSE OBJECTIVES**

1. Formulate and solve mathematical model (linear programming problem) for a physical situation like production, distribution of goods and economics by graphical method
2. Determining the Optimum solution to the LPP by using simplex method and its extensions to dual LPP.
3. Be able to build and solve Transportation Models and Assignment Models.
4. Draw network diagrams and evaluate optimum project duration by using CPM/PERT.
5. Summarize different queuing situations, simulate different real life. Probabilistic situations and Solve simple games using various techniques.

**UNIT-I:**

- I. Introduction to OR - Origin, Nature, definitions, Managerial applications and limitations of OR.
- II. Linear and Non-Linear, Integer, Goal [multi - objective] and Dynamic Programming Problems (Emphasis is on conceptual frame work- no numerical problems).
- III. Linear programming: mathematical model, formulation of LPP, assumptions, underlying LPP. Solutions by the graph, Exceptional cases.

**UNIT II:**

- I. LPP - simplex method- solution of LPP problems maximization and minimization cases optimality conditions. Degeneracy.
- II. Dual- formulation, relationship between Primal- Dual, solutions of Dual, economic interpretation of Dual.
- III. Sensitivity analysis and its implications.

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**UNIT III :**

I. Transportation Problems (TP) - Mathematical model, IBFS using North-West corner rule (NWCR), Row Minima, Column Minima , Matrix minima method(LCM) and Vogel's Approximation method (VAM), Unbalanced TP, Degeneracy, optimality test and managerial applications.

II. Assignment Problem (AP): Mathematical model, unbalanced AP, restricted AP, methods of obtaining solution - Hungarian method.

III. Travelling Salesman Problem, managerial applications of AP and TSP.

**UNIT.IV:**

I. Network fundamentals - scheduling the Activities - Fulkerson's rule -CPM earliest and latest times - determination of ES and EF in the forward pass - LS and LF in backward pass determination of critical path, crashing, time cost trade off.

II. PERT- Beta distribution, probabilistic models, calculation of CP, resources analysis and allocation.

**UNIT- V:**

Queuing theory - concepts of queue/ waiting line - general structure of a queuing system - operating characteristics of queues, deterministic queuing models - probabilistic queuing model - cost analysis - single channel queuing model - Poisson arrival and exponential service times with infinity population.

Game Theory - Concepts, Saddle point, Dominance, Zero-sum game, Two, three and more persons games, analytical method of solving two-persons zero sum game, graphical solutions for ( m x 2) and (2 x n) games.

Simulation - process of simulation, applications of simulation to different management problems.

**Suggested Books:**

1. N.D. Vohra, 'Quantitative technique in management', 2010, 4th Ed. TMH.
2. J. K. Sharma, "Operations Research theory and applications", 2009, 4th Ed. Macmillan.
3. Kasana, HS & Kumar, KD, "Introductory Operations Research Theory and Applications" 2008, Springer.
4. Chakravarthy, P. "Quantitative Methods for Management and Economics', 2009, 1st Ed. HPH.
5. Barry Render, Ralph M. Stair, Jr. and Michapl E. Hanna, "Quantitative Analysis for Management", 2007 ,9th Ed. Pearson.

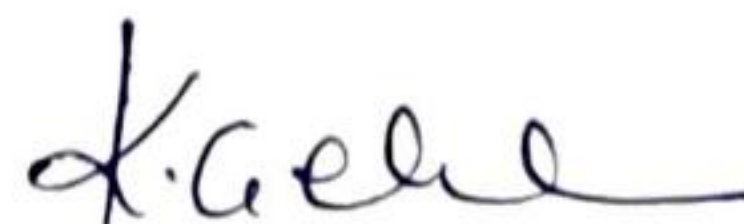
6. Pannerselvam, R. "Operations Research", 2006 3.d Ed. THI
7. Selvaraj, R. Management Science Decision Modeling Approach", 2010 1st Ed. Excel.
8. Ravindren. A. Don T. Phillips and James J. Solberg, 2000, "Operations Research Principles and Practice", 2nd Ed. John Wiley and sons.
9. Hillier, Frederick S. & Liederma, "Introduction to Operations research Concepts and Cases', 2010 8th Ed. THM.
10. Prem kumar Gupta & others, "Operations Research", 2010, S. Chand.

### **COURSE OUTCOMES:**

1. Formulate and solve mathematical model (linear programming Problem) for a physical situation like production, distribution of goods and Economics by graphical method
2. Determining the Optimum solution to the LPP by using simplex Method and its extensions to dual LPP.
3. Build and solve Transportation Models and Assignment Models.
4. Draw network diagrams. And evaluate optimum project duration by using CPM/PERT.
5. Summarize different queuing situations, simulate different real life probabilistic situations and Solve simple games using various techniques.



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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: OPERATIONS MANAGEMENT**

**PAPER CODE: MBA205  
YEAR/SEMESTER: I/II**


**PPW: 4 +1  
NO. OF CREDITS: 4**

**COURSE OBJECTIVES**

1. To impart the basic concepts of Operations Management
2. To understand about Capacity Planning and Scheduling of production operations
3. To know about Work study and Services management
4. To understand and able to implement quality control methods in organizations.
5. To know the procedures and methods to manage materials, stores and inventory

**Unit - I: Introduction to Operations Management:** Similarities and differences between products and services. Meaning of production. Evolution of operations management. Role of Operations Management in total management System- Interface with other functional areas. Production Planning and Control: Basic functions of Production Planning and Control. Process technologies, Types and characteristics of process technologies. Project, Job Shop, Assembly, batch and Continuous - Inter Relationship between product life cycle and process life cycle.

**Unit - II: Capacity Planning and Scheduling of production operations:** Capacity Planning, line balancing (concept only). Plant/facility layout - different types of layouts. Aggregate planning, criteria for selecting aggregate planning, MPS-objective, procedure and timeframe, Sequencing of Operations, Job sequencing – n jobs two machines and n jobs 3 machines. Maintenance Management: Objectives – Failure Concept, Reliability, Preventive and Breakdown maintenance, Replacement policies. Maintenance issues in service organizations.

  
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### Unit - III: Work study and Services management:

Work Study-meaning and advantages. various techniques and Methods of Work measurement - its uses. Services management-nature of services, types of service operations. Quasi manufacturing. Customer as participant and as product. Challenges in service operations. Value creation through service, service quality , culture and innovation. Waste Management.

### Unit IV Statistical Quality Control:

Quality control – Statistical Quality Control – Acceptance sampling, Process control ; control charts for variables and attributes – Average, Range, SD, Fraction defective and number of defects ( $\bar{X}$  chart, R chart, P-chart and C – chart)

### Unit - V: Materials Management:

Materials management- Need & Importance - Materials Requirement Planning-Materials Budgeting-Manufacturing resource planning, Purchase management, sources of Supply of Materials -selection, evaluation and Performance of suppliers. Make or buy decisions. Vendor rating -. Determinants and methods of vendor rating. Value Analysis. Value analysis and its role in cost reduction. Inventory control – EOQ- Types of inventories ABC, XYZ, VED, SDE, FNSD (ABC & EOQ simple problems).

### Suggested Books:

1. Aswathappa K. and Sridhara Bhat, "Production and Operations Management", 2010, HPH.
2. "Production and Operations Management  
"A.sridharaBhatt,Himalaya publishers,2011
3. Everett. Adam, Jr. and Ronald J. Elbert, "Production and Operations Management Concepts, Models and Behaviour", 2003, Prentice Hall of India, 5th Ed.
4. Mahadevan. B, "Operations Management", 2010, Pearson Education.
5. Stevenson J. William, "Operations Management", 2009, 9th Ed. Tata McGraw-Hill.
6. R.Paneerselvam"Production and Operations Management",3<sup>rd</sup> edition PHI
7. S.N Chary "Production and Operations Management",




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**Course Outcomes:**

1. Students will equip with basic concepts of operations management.
2. Students learn about capacity planning and scheduling of production operations and apply them in organizations.
3. Work study and Services management can be thoroughly understood and applied practically.
4. Quality control procedures and methods can be assessed in organizations in practice
5. Better control of Materials, Stores & Inventory Management can be attained.

  
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**PROGRAM NAME: MBA (w.e.f 2022-23)**

**COURSE NAME: BUSINESS COMMUNICATION**

**PAPER CODE: MBA206**  
**YEAR/SEMESTER: I/II**

**PPW: 4 +1**  
**NO. OF CREDITS: 4**

**COURSE OBJECTIVES**

1. To understand communication types and process and listening skills.
2. To comprehend non-verbal and negotiation skills in business scenarios.
3. To know both the verbal and non-verbal dimensions of different types presentations.
4. To write effective business reports and letters.
5. To study the relations with media, investors, government and effective communication in crisis situations.

**UNIT-I:** The role of and process of communication. Barriers to communication Surmounting barriers to communication, Types of communication; Listening process–Elements of good listening–improving listening competence. Importance of feedback – Principles of feedback

**UNIT-II:** Business Etiquettes - Characteristics of non-verbal communication–Types and functions of non-verbal communication–Interpreting non-verbal communication; Negotiations–Approaches to negotiations–Preparing for and conducting negotiations

**UNIT-III:** Making Presentations–Choosing a method of speaking–Analyzing the audience–Nonverbal dimensions of presentations–Speeches for commemorative occasions–Effective presentation strategies. Persuasive speaking - Employment Communication-

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Interviews – Selection or placement interviews – Appraisal interview – Exit interview – Discipline

**UNIT- IV:** Report writing–Types of reports–Structure of reports–Types of Reports - Essentials of good report writing. Business letters–Layout of a Business Letter–Styles of Layout- Email Writing – Components of an Email – drafting a resume

**UNIT-V:** Media relations–Building better relations with media. Investor relations–Framework for managing investor relations. Managing government relations–ways and means of managing governing power. Crisis communication– Do's and Don'ts in the wake of a crisis.

Social Media Communication – Dos & Don'ts of social media communication.

### **SUGGESTED READINGS:**

1. Lesikar, R.V. and Flatley, M.E. Basic Business Communication Skills for Empowering the Internet Generation. Tata McGraw Hill Publishing Company Ltd.
2. Penrose, Rasberry and Myers. (2004). Business Communication for Managers. South -W estern Cengage Learning.
3. Rai and Rai. (2013). Business Communication, Himalaya Publishing House.

### **REFERENCES:**

1. FearnBanks, Kathleen. (2011). Crisis Communication: A Casebook Approach. Routledge.
2. Mary Munter, Mary. (2013). Guide to Managerial Communication. Pearson Education.
3. Disanza.(2005). Business and Professional Communication: Plans, Processes, and Performance. Pearson Education
4. Krishnamacharyulu and Ramakrishna, Lalitha. (2014). Business Communication. Himalaya Publishing House.
5. Krizan A.C. "Buddy", Merrier Patricia, Logan Joyce & Williams Karen, (2008). Effective Business Communication. Cengage Learning.
6. International Journal of Marketing & Business Communication, <http://www.manuscript.publishingindia.com/index.php/IJMBC/index>
7. Management Communication Quarterly, <https://in.sagepub.com/en-in/sas/journal/management-communication-quarterly#description>

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**COURSE OUTCOMES:**

At the end of the course students will be able to:

1. Determine the appropriate communication and listening skills.
2. Demonstrate the non-verbal and negotiation skills in various business situations.
3. Demonstrative effective presentation skills in various occasions.
4. Formulate effective business reports and letters in different scenarios.
5. Develop relations with media, investors, government and effective communication in crisis situations



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**PROGRAM NAME: MBA (2022-24)**

**MBA II YEAR I SEMESTER: 2023-24**

Course Code	Course Title	HPW	Credits
MBA 301	Total Quality Management	4+1	4
MBA 302	Business Analytics	4+1	4
MBA 303	Entrepreneurship Development	4+1	4
<b>E-I (Finance/HR/Marketing)</b>			
MBA 304.1	Security Analysis & Portfolio Management(F)	4+1	4
MBA 305.1	Compensation Management		
MBA 306.1	Product and Brand Management(M)		
<b>E-II(Finance/HR/Marketing)</b>			
MBA 304.2	Financial Modelling	4+1	4
MBA 305.2	Performance and Talent Management		
MBA 306.2	Promotion and Distribution Management		
<b>Minor Elective (Finance/HR/Marketing)</b>			
MBA 304.3	Personal Finance	4+1	4
MBA 305.3	Organizational Psychology		
MBA 306.3	Advertising and Sales Promotion		
MOOCs		2	2
<b>Total Semester Credits</b>			26



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**PROGRAM NAME: MBA (2022-24)**

Course Code	Course Title	HPW	Credits
MBA 401	Supply Chain Management	4+1	4
MBA 402	Strategic Management	4+1	4
MBA 403	International Business	4+1	4
<b>E-I (Finance/HR/Marketing)</b>			
MBA 404.1	Derivatives	4+1	4
MBA 405.1	HR Analytics		
MBA 406.1	Buyer behaviour		
<b>E-II(Finance/HR/Marketing)</b>			
MBA 404.2	Banking and Insurance	4+1	4
MBA 405.2	Labour laws and Industrial relations		
MBA 406.2	Services and Retail Marketing		
<b>Minor Elective (Finance/HR/Marketing)</b>			
MBA 404.3	Commercial banking	4+1	4
MBA405.3	International Human Resources Management		
MBA 406.3	Retail Management		
	Project report		2
	Project	2	2
<b>Total Semester Credits</b>			<b>28</b>

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**PROGRAM NAME: MBA (2022-24)**

### Summary of credits

<b>Semester</b>	<b>HPW</b>	<b>Credits</b>
1st year Semester I	30	26
1st year Semester II	30	26
2 <sup>nd</sup> year Semester I	30	26
2 <sup>nd</sup> year Semester II	30	28
<b>TOTAL</b>	<b>120</b>	<b>106</b>

<b>Course</b>	<b>No. of Credits</b>
DSC	72
Elective/Specialisation papers	24
Seminars & Mini project	4
MOOCs	2
Project	4
<b>Total</b>	<b>106</b>

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**Department of Management Studies  
PROGRAM NAME: MBA**

**COURSE NAME: Total Quality Management**

**Course Code: MBA 301**

**HPW: 4+1**

**YEAR/SEMESTER: II/I**

**NO. OF CREDITS: 4**

**Course Objectives:**

- CO1. This course is aimed at orienting the students towards the importance of quality as a management tool
- CO2. Towards understanding the principles and practices of total quality management
- CO3. Introducing various tools and techniques used in the measurement of quality
- CO4. Understanding the importance of six sigma as a quality tool
- CO5. Sensitizing the students to the importance of quality in services sector


**Unit-I: History and Evolution: TQM-Connotations of Quality, Quality Dimensions – Product and Service, The concept of TQM, Evolution of TQM - Inspection, SQC, QA and TQM. Deming's Philosophy, Conventional quality management versus TQM. Benefits and costs of TQM. Historical perspectives of TQM. Quality System Awards and Guidelines - ISO, Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM)**

**Unit II: Tools of TQM: (Theory only): Measurement Tools: Check Sheets, Histograms, Run Charts, Scatter Diagrams, Cause and Effect Diagrams, Pareto's Chart, Process Capability Measurement.**

**Analytical Tools:** Process Mapping, Regression Analysis, Resource Utilization and Customer Service Analysis, The Five Why's, Overall Equipment Effectiveness.

**Improvement Tools and techniques:** Kaizen, JIT, Quality Circles, Forced field Analysis, Five S's. **Control Tools:** Gantt Chart, Network Diagram, Radar Chart, The PDCA cycle, Milestone Tracker Diagram and Earned Value Management.

**Unit - III: Techniques of TQM: Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), Quality Function Deployment (QFD), Design of Experiments (DOE), Quality by Design and Monte Carlo Technique (MCT). Qualitative techniques: Benchmarking, Sales and**

  
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Operations Planning, Kanban and Activity Based Costing (ABC). Taguchi methods: Quality loss function, Signal-to-Noise ratio: Nominal- the best, Target-the-best, Smaller-the-best, Larger-the-best. Parameter design, Tolerance design

**Unit - IV:** Six Sigma: The concept of Six Sigma, Objectives of Six Sigma, The framework of Six Sigma programme, Six Sigma organizations: roles and responsibilities, six sigma problem solving approach: The DMAIC model, Six Sigma Metrics: Defects per million opportunities and First pass yield. Benefits of Six Sigma.

**Unit -V:** TQM in the Service Sectors: Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. TQM in Health-care services, Hotels and financial services - Banks, Investment Company and Mutual Funds.

**References:**


1. K. Shridhara Bhat, "Total Quality Management", Himalaya publishing House.
2. Poornima M Charantimath, "Total Quality Management", 2003, pearson.
3. R. P. Mohanty & R. R. Lakhe, "TQM in the Service Sector", Jaico Books
4. Dale H. Besterfield, Carol Besterfield - Michna, Glen H Besterfield and Mary Besterfield, "Total Quality Management", 2006, 3'd Ed. PHI

**Suggested Readings:**

1. John L. W. Beckford, 'Quality: A Critical Introduction', 3rd Ed. Routledge - Taylor and Frances Group, New York and London.
2. Greg Brue, "Six Sigma for Managers", 2002, TMH.
3. Kanishka Bedi, 'Quality Management', Oxford University Press.
4. Mukherjee, P N, "Total Quality Management", 2007, PHI.
5. "The Six Sigma Instructor Guide", Green belt Training made easy, 2008, 2nd Ed. Macmillan

**Course Outcomes:**

- CO1. Understand the basic terminologies and metrics that are used to govern quality management
- CO2. Get a better perspective on quality standards like ISO
- CO3. Be able to identify the various metrics that govern quality
- CO4. Elucidate the role and importance of six sigma as a quality measurement tool.
- CO5. Identify the various means and techniques for establishing quality in service sector



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**Department of Management Studies  
PROGRAM NAME: MBA**

**COURSE NAME: Business Analytics**

**Course Code: MBA 302  
YEAR/SEMESTER: II/I**

**HPW:4+1  
NO. OF CREDITS: 4**

**Course Objectives:**


- CO1:** To impart knowledge on the overview of business analytics concepts
- CO2:** To create an understanding on descriptive analytics techniques
- CO3:** To help the students implement the techniques of predictive analytics
- CO4:** To make students familiarize the execution prescriptive techniques
- CO5:** To Create an understanding on Business Analytics in practice

**Unit I: Introduction to Business Analytics:** Definition of Business Analytics, Categories of Business Analytical methods and models, Business Analytics in Practice, Big Data - Overview of using Data, Types of Data.

**Unit II: Descriptive Analytics:** Overview of Description Statistics – Measures of Central Tendency (Mean, Median & Mode) using MS- Excel – Measures of Variability (Range, Standard Deviation, Variance and Coefficient of Variation) using MS Excel - Data Visualization (Definition, Visualization Techniques – Tables, Cross Tabulations, Charts) using MS-Excel & Concept of Data Dashboards.  
No Numerical Problems

**Unit III: Predictive Analytics:** Forecasting Techniques – Trend Lines (Straight Line, Parabola and Exponential) & Regression Analysis (Linear & Multiple) using MS Excel, Data Mining - Definition, Approaches in Data Mining- Data Exploration & Reduction, Classification, Association, Cause Effect Modelling (Only Conceptual framework only).  
No Numerical Problems

  
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**Unit IV: Prescriptive Analytics:** Overview of Linear Optimization, Non-Linear Programming, Integer Optimization, Cutting Plane algorithm, Decision Analysis (Risk and uncertainty methods)

**Unit V: Overview of programming using R**

R Environment, R packages, Reading and writing data in R, R functions, Control statements, Frames and subsets, Managing and Manipulating data in R.

**Suggested Readings:**

1. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams- Essentials of Business Analytics, Cengage Learning, 2015.
2. Jakkula, Agarwalla, Karuna Sree, Business Analytics, Himalaya Publishing House, 2019.
3. Garrett Golemund, Hands-On Programming with R: Write Your Own Functions and Simulations, O' Reilly Publications, 2014.

**References:**

1. Albright Winston, Business Analytics- Data Analysis-Data Analysis and Decision Making, Cengage Learning, Reprint 2016.
2. Sahil Raj, Business Analytics, Cengage Learning, 2015.
3. James Evans, Business Analytics, Pearson, Second Edition, 2017.
4. Mark Gardener, Beginning R: The Statistical Programming, O' Reilly Publications, 2013.

**Course Outcomes:**

After Completion of the Course, students will be able to:

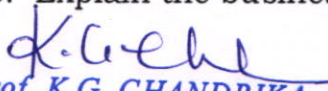
CO1: Describe business analytics concepts and Examine the various types of analytics


CO2: Implement the techniques of descriptive analytics


CO3: Demonstrate the various techniques of predictive analytics

CO4: Execute the techniques of prescriptive techniques

CO5: Explain the business analytics in practice

  
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**Department of Management Studies  
PROGRAM NAME: MBA**

**COURSE NAME: Entrepreneurial Development**

**Course Code: MBA303  
YEAR/SEMESTER: II/I**

**HPW: 4+1  
NO. OF CREDITS:4**

**Course Objectives:**

- COB1: To make students understand the concept of Entrepreneur and Entrepreneurship.  
COB2: To make students aware about factors affecting of Entrepreneurial growth.  
COB3: To make students aware about small businesses and opportunities for Entrepreneurship  
COB4: To make students aware of different institutions supporting finance to entrepreneurs  
COB4: To make students aware of different Funding assistance.

**Unit - I: Entrepreneur and Entrepreneurship:** Evolution of the Concept of Entrepreneur-Characteristics of an Entrepreneur-Distinction Between an Entrepreneur and a Manager-Functions of an Entrepreneur-Theories of Entrepreneurship- Concept of Entrepreneurship-Growth of Entrepreneurship in India-Role of-Entrepreneurship in Economic Development-Concept of Entrepreneurship-Functions, growth, Problems, Development, Recent Trends of Women Entrepreneurship-Meaning of and-Need for Rural Entrepreneurship-Problems and Development of Rural Entrepreneurship.

**Unit - II: Factors Affecting Entrepreneurial Growth:** Economic and Non-Economic Factors-Government Actions; Entrepreneurial motivation; Entrepreneurial competencies; Entrepreneurial mobility; and Entrepreneurship Development Programmes (EDPs)-Need for, objectives, course contents and curriculum, phases, evaluation of EDPs.

**Unit - III: Small Enterprises:** Definition-Characteristics-Relationship with large units-Rationale-Objectives-Scope of Small Enterprises-Opportunities for an Entrepreneurial career-Role of Small Enterprises in Economic Development-Their problems-Project Identification and Selection-Project Formulation-Project Appraisal-



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Financing-ownership Structures, MSME act.

**Unit – IV: Institutional Finance to Entrepreneurs:** Commercial Banks-Other Major Financial Institutions such as IDBI, IFCI, IIBI, LIC, UTI, NABARD, SFCs, SIDCs, SIDBI, and EXIM Bank; Need for Institutional support to Entrepreneurs-Role of NSIC, SSIB, SSICs, MSMEDI, DICs, Industrial Estates, Specialized Institutions, and TCOs, Microfinance institutions.

**Unit – V: Venture Capital:** Venture Capital Financing Concept and features, Need, relevance and development of venture capital funds. Structure and regulatory framework of venture capital financing in India. Investment process and evaluation – Conventional valuation method, the first Chicago method, Revenue multiplier method. Structuring venture capital financing. Investments nurturing methodologies – valuation of venture capital portfolio. Performance of TDICI and other Venture Capital Firms in India. Exit Strategies of venture capital financing. Policy imperatives of VCF development in India. Role of private equity.

#### **Suggested Books:**

1. Vijay Sathe, "Corporate Entrepreneurship" 1<sup>st</sup> edition, 2009, Cambridge
2. S.S. Khanka, "Entrepreneurial Development", 2007, S. Chand & Co. Ltd.
3. Vasanth Desai, "Dynamics of Entrepreneurial Development and Management", 2007, HPH, Millenium Edition.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", 2006, HPH.
5. P. Narayana Reddy, "Entrepreneurship – Text and Cases", 2010, 1<sup>st</sup> Ed. Cengage Learning.
6. S. R. Bhowmik and M. Bhowmik, "Entrepreneurship", 2007, New Age International.
7. David H. Hott, "Entrepreneurship New Venture Creation", 2004, PHI.
8. A. Sahay and A. Nirjar, "Entrepreneurship", 2006, Excel Books.
9. Poornima. M Charantimath, "Entrepreneurial Development and Small Business Enterprises", 2006, Pearson Education.

#### **References**

1. Morse.E.A., Mitchell.R.K., "Cases in Entrepreneurship", 2006, Sage Publications.
2. Donald G. Kuratko and Richard M. Hodgetts, "Entrepreneurship", 2006, Thomson.

#### **Course Outcomes:**

At the end of the course Students will be able to

CO1: Explain the concept of Entrepreneur and Entrepreneurship.

CO2: know about factors affecting Entrepreneurial development

CO3: Know about small businesses and opportunities for entrepreneurial growth

CO3: Aware of different institutions supporting finance to entrepreneurs

CO4: Explore different financial options and funding agencies supporting

Entrepreneurs

  
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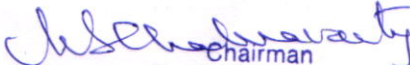
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**Department of Management Studies  
PROGRAM NAME: MBA**

**COURSE NAME: Security Analysis & Portfolio Management (F)**

**PAPER CODE: MBA304.1**

**PPW: 4+1**

**YEAR/SEMESTER: II/I**

**NO. OF CREDITS: 4**

**COURSE OBJECTIVES:**

CO1.To Discuss and calculate risk and return of a single security.

CO2. To discuss approaches of investment analysis namely Fundamental and Technical analysis.

CO3. To calculate the value of an equity using DDM and Bond valuation.

CO4.To identify the minimum risk of a portfolio and detect over pricing or underpricing using CAPM.

CO5.To calculate Portfolio using portfolio performance measures

**Unit - I: Investments:** Investment Concept; Real vs. Financial assets; Investment decision process-(Investment policy, Investment analysis, valuation of securities, construction of portfolio, evaluation of portfolio) Sources of investment-information; Investment vs. Speculation; Factors to be considered in investment decision-(Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation.) The concept and measurement of return-realized (Historical) and expected return (Ex-ante and ex-post returns). The concept of risk. Sources and types of risk. Measurement of risk, Standard Deviation and Co-Efficient of Variation. Risk-return trade-off. Risk premium and risk aversion.

**\*\* Problems: calculation of Historical and Expected return and risk of a single security.**

**Unit - II: Fundamental and Technical Analysis**

Approaches to investment analysis-Fundamental Analysis (Economic analysis, Industry analysis, Company analysis); Technical Analysis (Basic principles, and technical indicators-(major and minor trends, support and resistance, moving average, RSI), Calculation of RSI and moving averages, Types of charts and construction of charts- Line chart, bar chart, candle stick charts. Security Market Indexes, their uses; computational procedure of Sensex and Nifty.

**\*\* Problems: calculation of RSI, moving averages, construction of charts using line chart, bar chart and candlestick charts.**



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**Unit – III: Valuation of Debt and Equity :Common Stocks - Analysis and**

**Valuation:** Basic Features of Common Stock, Need for valuation, Approaches to valuation–Balance sheet model, Dividend discount model – zero, constant, two growth, three growth, P/E model.

Features and Types of debt instruments, Bond indenture, Bond convexity. Factors affecting bond yield. Bond risk-(purchasing power risk, interest rate risk, call risk, liquidity risk) Bond yield measurement-Current yield, holding period return (HPY), YTM( Yield to Maturity), AYTМ( Approximate Yield to Maturity) and YTC( Yield to Call).

**\*\* Problems: Dividend Discount Model Holding Period Yield, AYTМ, YTM, YTC. Short answer problem: current yield, P/E model.**

**Unit – IV: Portfolio Theory & Construction:** Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, Capital asset pricing model (CAPM): Security Market Line. Identifying over-priced and under-priced securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing,

**\*\* Problems: Portfolio return and risk using Harry Markowitz's Portfolio theory, Markowitz minimum risk portfolio, CAPM (identification of overpriced, under-priced), APT ( Two factor).**

**Unit – V: Portfolio Evaluation & Revision:** Performance Evaluation measures- Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index.

Mutual funds: genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India.

**\*\* Problems: Performance measures :( Sharpe's, Treynor's, Jensen).**

**References:**

1. Investment Analysis and Portfolio Management: Prasanna Chandra, TMH, third edition.
2. K Sashidharan and Alex K Mathews, "Security Analysis and Portfolio Management", Tata McGraw Hill Education Private Limited.
3. Preeti Singh, Investment Management, 2010, HPH, 17th Revised Edition.
4. Punithavathy Pandian, "Security Analysis and Portfolio Management", Vikas Publishing House
5. S. Chand "Investment Management: Security Analysis & Portfolio Management".
6. Charles.P.Jones, "Investments: Analysis and Management", John Wiley & Sons, Inc. 9th Ed

**Suggested Books:**

1. Donald E. Fisher and Ronald J. Jordan: "Securities Analysis and Portfolio Management", Prentice Hall.



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2. Alexander. G.J, Sharpe. W.F and Bailey. J.V, "Fundamentals of Investments", PHI, 3rd Ed.
3. Dhanesh Khatri, "Security Analysis and Portfolio Management", 2010, Macmillan Publishers.
4. Sudhindra Bhat, "Security Analysis and Portfolio Management", 2009, Excel Books.
5. S. Kevin, "Analysis and Portfolio Management", PHI.

#### **COURSE OUTCOMES:**

At the end of the course students will be able to:



**CO1.** To **Estimate** and Measure risk and return of a single security


**CO2.** To **Present** approaches of investment analysis.

**CO3.** To **Assess** the value of a equity share using DDM and validate the value of a bond using Bond Yield

**CO4.** To **Estimate** risk and return of a portfolio, minimum risk of a portfolio and detect overpricing and under-pricing of a stock using CAPM model.

**CO5.** To **Measure** Portfolio using portfolio performance measures.

  
  
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**Department of Management Studies**

**PROGRAM NAME: MBA**

**COURSE NAME: Financial Modeling**

**PAPER CODE: MBA304.2  
YEAR/SEMESTER: II/I**

**HPW: 4+1  
NO. OF CREDITS: 4**

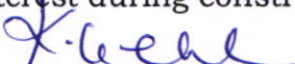
**Course Objectives:**

1. To understand the advanced features of excel.
2. To design and develop the equity valuation models.
3. To develop skills in creating a project evaluation model and risk analysis.
4. To develop break event charts and cash models.
5. To prepare and present financial reports using power point presentation


**Unit I: Introduction to Financial Modeling and Excel: Introduction** to Modeling – Introduction to excel – Understanding advanced features in excel – database functions in excel, advanced modeling techniques – Extrapolation, Histogram, Data Filter and Sort – Charts and Graphs – Table formula and Scenario building – Lookups V lookup Match & Offset, Pivot tables – Advance Modeling Techniques.

**Unit II – Equity Research Modeling** - Analysis of Financial Statements - Introduction to Financial Statement Analysis – Financial reporting mechanics – Understanding Income Statement and Balance Sheet, Cash Flow Statement – Financial Analysis Techniques - forecasting financial statements using excel – Analyzing financial statements by using spreadsheet model - Ratio Analysis of Industries – Peer to Peer analysis

**Unit III Project Finance** – Stages of Project – Initial & Development Phase – excel in project appraisal – risk analysis in project appraisal – Generating cash flows – Sensitivity Analysis – Cash flow waterfall & resolve circular reference problem in interest during construction

  
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**Unit IV Variance analysis and break-even analysis** – Types of variances – Cash flow budgets – Monthly cash model – Flash reports and graphics – Breakeven analysis – charts – operating leverage – financial leverage and combined leverage

**Unit V Report Writing** – Overview - essentials of good reporting – Steps in writing a financial analysis report – Presentation of charts and graphs – preparation of report and power point presentation

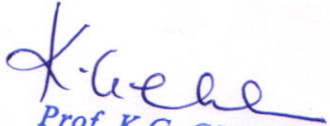

### Reference Books

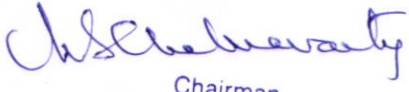
1. Financial Modeling, 'Simon Benninga, Third Edition, MIT Press, 208
2. Financial Modeling using Excel and VBA, Chandan Sengupta, Second Edition, John Wiley & Sons 2004
3. Mastering Financial Modeling, Alastair Day, Prentice Hall, Pearson Education, 2001.

### Course Outcomes:

After completion of the course students will be able to

1. Understand the advanced features of excel.
2. Design and develop the equity valuation models.
3. Develop skills in creating a project evaluation model and risk analysis.
4. Develop break event charts and cash models.
5. Prepare and Present financial reports using power point presentation

  
  
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**Department of Management Studies**

**PROGRAM NAME: MBA**

**COURSE NAME: Personal Finance**

**PAPER CODE: MBA 304.3**

**YEAR/SEMESTER: II/I**

**HPW: 4+1**

**NO. OF CREDITS: 4**

**Course Objectives:**

COB1. To make the students understand and determine Personal financial planning process and interpret personal financial statements

COB2. Able to make them Categorize the various types of investment avenues

COB3. To make the students learn about types of insurance.

Cob 4. To make the students learn about tools of retirement plan and pension schemes


Cob 5. Enable the students to prepare personal tax planning and filing of income tax returns

**Unit I: Basics of personal finance:** Financial plan, Need, components of financial plan, Introduction to personal financeplanning (PFP), objectives of personal finance planning, steps in formulating personal financeplanning, PFP strategies, PFP process, preparation of personal budget, Estimation of cash inflowsand cash outflows.


**Unit II: personal savings & investment:**Factors influencing investment- return, risk, liquidity, safety, tax benefits, time period, hedgeagainst inflation. Personal savings avenues- Bank deposits, post office savings, mutual funds (SIP), shares, debentures and government bonds, ETF, Investment in physical assets- Real estate, Gold, silver. Loans for personal needs- Education loan, Vehicle loan, home loan, EMI.

**Unit III: protection of assets:** Insurance- nature, elements of insurable risks; functions of insurance, introduction to lifeinsurance and non-life insurance, Types of insurance- life insurance, health insurance, vehicleinsurance, Insurance premium, Insurance Ombudsman. Introduction to IRDA.

**Unit IV: Retirement planning:** Retirement planning-meaning, Introduction to effect of compounding( only theory), Need for retirement planning- FinancialIndependence, Portfolio planning or asset allocation. Investments for Retirement- Pension schemes- PPF, NPS, Pension plans, Defined contribution plan and Defined benefit plan, provident fund, gratuity, reverse mortgageplans.

  
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**Unit V: Personal Tax planning & Estate planning:** overview on old tax regime and New tax regime (only theory), Personal tax planning, tax computation, tax exemptions, filing of income tax returns.

Tax savings avenues- Medical insurance, PPF, NPS, ELSS, NSE, Children's Tuition fees, home loan.

Estate planning- Meaning, Need of Estate planning, Essentials of Estate planning. Difference between an Estate Plan and a Will.

**References:**

1. Management of Banking and Financial Services- Padmalata Suresh Justin Paul, Pearson & edition.
2. Banks and Institutional Management, Vasant Desai, HPH, 2070 2nd edition.
3. Indian Insurance- a profile, H. Narayanan, Jaico publishing house, 2008.
4. Banking and Insurance by Prof. Nageswar Rao & Dr. Shasidhara Reddy. Paramount Publishing House, First edition- 2013
5. M.Y.Khan, Indian Financial System, TaTa Mc Graw Hill

**Course Outcomes:**

CO1: To Determine Personal financial planning process and interpret personal financial statements

CO2: To Categorize the various types of investment avenues

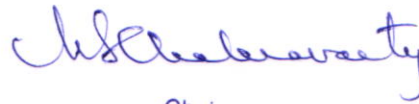
CO3: To Infer the types of insurance plans

CO4: To infer various retirement plans and pension schemes

CO5: To interpret personal tax planning and filing of income tax returns

  
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**Department of Management Studies**

**PROGRAM NAME: MBA**

**COURSE NAME: Compensation Management**

**PAPER CODE: MBA 305.1**

**YEAR/SEMESTER: II/I**

**HPW: 4+1**

**NO. OF CREDITS: 4**

**Course Objectives:**

Cob1: To make students aware of the concept of Compensation Management.

Cob2: To understand the influencing factors of Compensation on Employee behaviour towards Employee Behaviour.

Cob3: To make students equip with the knowledge of Designing the compensation system.

Cob4: To make them learn the concept of different types of Employee benefits.

Cob5: To make them understand the new challenges associated with compensation.

**UNIT-I: Introduction to compensation management:** Meaning-definition –objectives-principles and importance of compensation management. Competitive advantage through Human Resources- role of compensation. Theories of Compensation: economic and behavioural theories. Factors influencing compensation management. Compensation strategies. Concept of total reward system-New trends in compensation management.

**UNIT – II: Compensation and Employee Behaviour:** Stake holders of compensation management. factor influencing effective compensation management-motivational issues. Bases for Traditional Pay System and Modern Pay System–Establishing Pay Plans–Seniority and Longevity pay- Linking Merit Pay with Competitive Strategy-Incentive Pay-Person focus to Pay–Team Based Pay.

**UNIT – III: Designing Compensation System:** Compensation fixation - Role of Wage Board & Pay Commissions. Building internally consistent Compensation System-Creating Internal Equity through Job Analysis and Job Valuation-Building Market Competitive Compensation System-Compensation Surveys– Integrating Internal Job Structure with External Market Pay Rates-Building Pay Structures that Recognize Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.



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Individual Contributions-Constructing a Pay Structure-Designing Pay for Knowledge Program.

**UNIT – IV: Employee Benefits and Rewards and Recognition Management**

Strategic perspectives on benefits- Employee Benefits and Services: statutory and voluntary-Components-Legally required Benefits- Components of Discretionary Core Fringe Compensation- Intrinsic Rewards- Cafeteria Style Compensation, Fringe Benefits and Supplementary Compensation - Benefits Administration—Costing the Benefits-Designing and Planning Benefit Program.

**UNIT – V: Contemporary Strategic Compensation Challenges:**

International Compensation and Competitive Strategies-Executive Compensation Packages- Compensating Executives -Compensating the Flexible Workforce-Contingent Employees and Flexible Work Schedules-Compensation for Expatriates and Repatriates-Strategic Issues and Choices in Using Contingent and Flexible Workers.Compensation Management in Multi-National organizations.

**References:**

1. Handerson, "Compensation Management in a Knowledge Based World", 2007, Pearson Ed. 9<sup>th</sup> Ed.
2. Joseph J.Martocchio, "Strategic Compensation", 2006, Pearson Ed Richard I 3<sup>rd</sup> Ed.

**Suggested Readings:**

- 1.Milkovich &NewMan, "Compensation", 2005, Tata McGraw –Hill, New Delhi.
- 2.Dr. Kanchan Bhatia, "Compensation Management", 2009, Himalaya Publishing House.
3. Tapomoy Deb, "Compensation Management", 2009, Excel Books, New Delhi.
4. Dipak Kumar Bhattacharyya, "Compensation Management", 2009, Oxford University Press.

**Course Outcomes:**

CO1: To identify key concepts and theories of compensation management

CO2: To explain the influence of compensation on employee behavior and

CO3: To define, outline the process of designing the compensation system.

CO4: To identify and analyze different employee benefits and reward and recognition management.

CO5: To be able to determine key elements contemporary strategic compensation challenges.



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Department of Management Studies

**COURSE NAME: PERFORMANCE AND TALENT MANAGEMENT**

**PAPER CODE: MBA305.2**

**PPW: 4+1**

**YEAR/SEMESTER: II/I**

**NO. OF CREDITS: 4**

**COURSE OBJECTIVES:**

**COb1** To understand the various performance management system, strategic performance management system.

**COb2** To comprehend the components of performance management system.

**COb3** To analyse the compensation decisions based on performance.

**COb4** To evaluate the models and metrics of performance management.

**COb5** To know the concept of managing talent in the organization.

**Unit I: Introduction to Performance Management:** Performance Management – Concepts, Philosophy, Overview, Objectives and Standards – Ethics in Performance Management (Principles, objectives and significance, issues and strategies)

Performance Management System – Importance, Features, Dimensions, Performance consulting, Four pillars of PMS, Strategic Performance Management systems (Concept, Components, Advantages and Disadvantages)

**Unit II: Performance Planning, Appraisal and Review:** Performance Planning – Process, Contents, steps, Process of developing individual to group performance plans  
Performance Appraisal and Review – Process, Objectives, steps, Design, Types and Methods of Appraisal, Steps in Review, Effective Performance counselling,

**Unit III: Decisions based on Performance:** Performance based Compensation – Concepts of compensation, Performance related compensation and benefits, skill-based pay, competency-based pay, Executive compensation – Performance based Career Planning, Career Development and Succession planning

**Unit IV: Performance Metrics and Models:** Performance measures pyramid. Steps for designing metrics, Wang Lab - Smart pyramid, Spangenberg's Integrated model of PM, Sears model for organizational performance, Balanced Scorecard

**Unit V: Talent Management:** Talent Management defined – Elements of talent management – Creating a great place to work – Attraction of strategies - talent

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strategies – career management – talent management for knowledge workers – talent management in practice.

### **SUGGESTED READINGS**

- 1) Bhattacharyya, Dipak Kumar (2011). Performance Management, Systems and Strategies, 1/e; New Delhi: Pearson
- 2) Armstrong, Michael (2006), "Performance Management", Baron, Jaico
- 3) Michael Armstrong (2007), "Handbook of Human Resource Management Practice" Kogan Publications

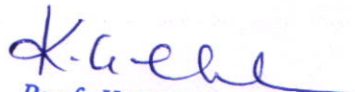
### **REFERENCES**


- 1) Aquinis (2013), "Performance Management" - Pearson
- 2) Kohli, Deb (2008), "Performance Management", Oxford
- 3) Chadha (2012), "Performance Management", Macmillan
- 4) Cardy, Robert L. (2013), "Performance Management: Concepts, Skills and Exercises", PHI
- 5) Rao, T.V. (2008). Performance Management and Appraisal System, 1/e; New Delhi: Sage


### **COURSE OUTCOMES:**

At the end of the course students will be able to:

- CO1** Explain the concepts of Performance management system and strategic performance management.
- CO2** Demonstrate the components of performance management system.
- CO3** Examine the compensation decisions based on performance.
- CO4** Compare the models and metrics of performance management.
- CO5** Explain the concept of managing talent in the organization.

  
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**Department of Management Studies**  
**PROGRAM NAME: MBA**

**Course Name: ORGANISATIONAL PSYCHOLOGY**

**PAPER CODE: MBA305.3**

**PPW: 4+1**

**YEAR/SEMESTER: II/I**

**NO. OF CREDITS: 4**

**Course objectives**

**COB1:** To make students understand the concepts of Organisational Psychology and socialisation.

**COB2:** To impart knowledge on the productive and counterproductive behaviours exhibited by an employee.

**COB3:** To make students learn about the concept of stress and its reduction techniques.

**COB4:** To provide insights into the different interaction patterns and enhancing techniques of inter group behaviour

**COB5:** To make students familiarise with concept of Organisational culture.

**Unit I: Introduction to Organizational Psychology:** Organizational Psychology - Historical evolution of Organizational psychology  
fieldman's Organizational socialization process - Impact of diversity on socialization

**Unit II: Productive and Counterproductive Behaviour:** Productive Behaviour in Organizations - Job performance - Organizational citizenship behaviour – Innovation - Counterproductive Behaviour in Organizations - Ineffective job performance - Absenteeism and turnover

**Unit III: Occupational Stress:** Brief history – Approaches (medical, clinical/counselling, engineering psychology, and organizational psychology) – Workplace stressors – Reducing the impact of workplace stressors

**Unit IV: Intergroup Behaviour:** Types of interactions – Predictors of interaction patterns - Intergroup conflict – Improving the quality of intergroup relations

  
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**Unit V: Organizational Culture:** Organizational Culture - Manifestations of organizational culture, measuring organizational culture, Changing organizational culture

### References

1. Jex, Steve M. (2006). *Organisational Psychology—A Scientist Practitioner Approach*, 1/e; New Delhi: Wiley India

### Suggested Reading:

1. McKenna, Eugene F. (2000). *Business Psychology and Organisational Behaviour*, 3/e; New Delhi: Vikas Publishing

2. Baron, Robert A., Donn Byrne, and Nyla R. Branscombe (2006). *Social Psychology*, 11/e; New Delhi: Prentice Hall India

### Course Outcomes

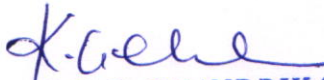
**CO1:** Identify the historical evolution of Organisational Psychology and explain the significance of organisational socialisation process

**CO2:** Able to illustrate the impact productive and counterproductive behaviours of an employee on organisational effectiveness.


**CO3:** Apply the learnt concepts in Managing Occupational of stress.

**CO4:** Identify the different inter group behaviours.

**CO5:** Explain the impact of Organisational culture on psychology.

  
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**Department of Management Studies  
PROGRAM NAME: MBA**

**COURSE NAME: Product and Brand Management(M)**

**PAPER CODE: MBA306.1  
YEAR/SEMESTER: II/I**

**HPW: 4+1  
NO. OF CREDITS: 4**

**Course Objectives:**

- CO1.To understand Product Management as specific marketing function
- CO2.To know about Product Market Evolution
- CO3.To make the students know about Brand Management
- CO4.To provide more insights of Brand positioning & Brand Equity
- CO5.To make the students know about brand strategy making

**Unit - I: Product and Branding Decisions:** Product vs Services, Service product, Product Policy, objectives of product management, Functions of product managers. Individual product decisions-Product design, branding, Packaging, labelling, Product support services. Product Mix-dimensions, Product line-dimensions, Product Modification and Deletion.

**Unit - II: Product Market Evolution:** Strategic planning gap. Growth Strategies-Intensive, Interactive, Diversification strategies. Ansoff's grid. Product Portfolio analysis- BCG & GE matrix. Innovation and New Product Development Generic Product Development Process stages. Idea generation-sources and techniques, Idea-Screening methods and criteria, Concept development and Testing. Product Prototype.

**Unit - III: Brand Management:** Brand, Major branding decisions for Brand management, Evolution of Brands, Functions of Brand to consumer, Role of Brand-Advantages of Brand, Product Vs Brand. Types of branding. Creation of Brands - through goods, services, people, Organizations, Retail stores, places, online, entertainment, ideas. Challenges to Brand builders. Steps in Brand Management Process. Brand management practices.

**Unit - IV: Brand positioning & Brand Equity:** Meaning of Brand positioning, Point of parity & Point of difference, value propositions, positioning guidelines. Repositioning strategies and Brand Loyalty. Brand equity -Meaning, Sources, Customer Based



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Brand Equity-Meaning, and Model of CBBE, Brand building blocks-Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model.

**Unit - V: Designing and sustainable branding strategies:** Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands over time. Brand Architecture and brand consolidation. Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation. sources of opportunities for global branding, single name to global brand, Organization for a global brand. Recent trends in branding and brand management.

**Suggested Books:**

1. Ulrich K T, Anitha Goyal, "Product Design and Development", 2010, McGraw Hill.
2. Bently, Davis & Ginsbury, "Trade Markets and Brands", 2008, Cambridge University Press
3. Pessemer Edgar, "Product Management", 1982, John Wiley & Sons.
4. Richard Elliott, "Strategic Brand management", 2007, Oxford press.

**Suggested Readings:**


1. Sridhar J Murthy and Gary L Lilien, "Marketing Models", 2006, PHI.
2. Chunnawala, "Product Brand Management", 2008, HPH.
3. U C Mathur, "Product and Brand management", 2009, Excel Books , New Delhi.
4. Wind Yoram, "Product Policy", 1982, Addison and Wesley.
5. Dr. Anandan, "Product Management", 2010, Tata McGraw Hill.
6. Kavin Keller, "Strategic Brand Management", 2008, Pearson Ed 3rd edition.

**Course Outcomes:**

- CO1. Develop an understanding about Product and Brand as marketing functions
- CO2. Develop an idea of Product Market Evolution
- CO3. Familiarize students about Brand Management
- CO4. Know about Brand positioning & Brand Equity
- CO5. Able to design brand strategies

  
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**Department of Management Studies**  
**PROGRAM NAME: MBA**

**COURSE NAME: Promotion and Distribution Management (M)**

**Course Code: MBA306.2**  
**YEAR/SEMESTER: II/I**

**HPW: 4+1**  
**NO. OF CREDITS: 4**

**COURSE OBJECTIVES:**

CO1: To impart knowledge on the nature, scope and importance of marketing communication and provide knowledge on developing an effective integrated marketing communication programme.

CO2: To create an understanding of creative and media strategy.

CO3: To impart knowledge on the personal selling process and create an understanding of evaluating and controlling the sales force.


CO4: To impart knowledge on consumer and trade-oriented sales promotion, Direct Marketing and Public Relations.

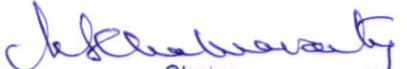
CO5: To create an understanding of the types, levels and functions of distribution channels.

**Unit-I: Marketing Communications:** The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme, Monitoring, evaluating & controlling promotion programme.

**Unit - II: Developing Integrated Marketing Communications:** Marketing plan, Advertising planning and decision-making process, The perception process, Developing an advertising program, Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective, Emerging trends in Advertising.

**Unit - III: Personal Selling:** Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and approaches. Evaluating, motivating and controlling sales force effort.

  
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**Unit – IV: Sales Promotion and Support media:** Sales Promotion- objectives, consumer and trade-oriented sales promotion. Coordinating Sales promotions and advertising, Major decisions in sales promotion. Support media – Elements of Support media and their role, Direct marketing, major channels in direct marketing, Online & Interactive Marketing, Advantages and disadvantages of online marketing, publicity and public relations, major decisions in Public Relations, Major tools of Marketing PR.

**Unit – V: Distribution Management:**

Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Channel management decisions, Motivation and control of channel members, Channel dynamics-vertical, horizontal, Multi-channel Marketing systems, Distribution of Services, Market logistics & Supply Chain Management.

**References:**

Kotler Philip, 'Marketing Management', 2002, 10<sup>th</sup> Edition (the millennium edition), Prentice Hall of India Pvt.Ltd.

Kotler Philip, Garyarmstrong, Prafullay Agnihotri, EU Haque, "Principles of Marketing", 2018, 18th Ed, Pearson Education Prentice Hall of India.

Shimp "Advertising and Promotion", 2007, Cengage Learning.

George E Belch, Micheal A Belch &KeyoorPurani "Advertising and Promotion", 2010, Tata McGraw Hills, 7<sup>th</sup> Ed.

S.A. Chunnawalla, K.C.Sethia "Advertising", 2010, HPH.

**Suggested Readings:**

Shah &D'souza "Advertising & Promotion", 2010, Tata McGraw Hills.

Iane, King & Russel "Advertising Procedure" 6/c Pearson Publishers.

SHH Kazmi & Satish Batra "Advertising & Sales Promotion", 2009, Excel Publishers.

Dr. S. Gupta "Sales & Distribution Management", 2010, Excel Books, 2<sup>nd</sup> Ed.

Krishna K. Havaladar and Vasant M. Cavale "Sales & Distribution Management", 2009, Tata McGraw Hills.

Roddy Mullion "Sales Promotion", 2010, Kogan Parge Publishers.

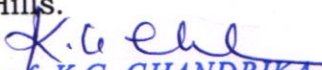
Panda & Sahadev "Sales & Distribution Management", 2008, Oxford University Press, U.P.


Ogvinn, Allen &Semenik "Advertising Management", 2010, Cengage Learning.

Tony Carter "Sales Force Management", 2008, Jaico Publishers.

Rositer& Percy, "Ad-Management & Integrated Marketing Communication", 2006, Tata McGraw Hills.



  
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## **COURSE OUTCOMES:**

- CO1 Enumerate the tools of marketing communication and demonstrate the steps in developing an effective marketing communication program.
- CO2 Develop a creative and media strategy with an IMC perspective and demonstrate how advertisements can be created and published in media.
- CO3 Illustrate the role of personal selling in the IMC programme, explain the personal selling process, and show how to motivate, evaluate and control the sales force effort.
- CO4 Demonstrate the use of consumer and trade-oriented sales promotion tools, illustrate the use of Direct Marketing, Publicity and Public Relations tools.
- CO5 Design a distribution channel network and demonstrate ways to motivate and control channel members.



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**Department of Management Studies**  
**PROGRAM NAME: MBA**

**COURSE NAME: Advertising and Sales Promotion (M)**

**Course Code: MBA306.3**  
**YEAR/SEMESTER: II/I**

**HPW: 4+1**  
**NO. OF CREDITS: 4**

**COURSE OBJECTIVES:**

CO1 To impart knowledge on the nature, scope and importance of marketing communication and the 5 Ms of Advertising.

CO2 To create an understanding of creative and media strategy.

CO3 To impart knowledge on the testing of Advertising Effectiveness.

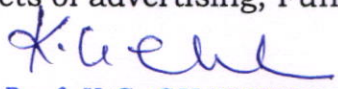
CO4 To impart knowledge on major decisions in sales promotion and challenges in online marketing.

CO5 To create an understanding of digital and social media marketing.


**Unit I: Introduction to Advertising:** Marketing Communication mix, Integrated Marketing Communication, Communication process models-AIDA, Hierarchy of effects, Innovation-Adoption, Communications model, Definition, importance, functions, and objectives of advertising. Role of advertising in marketing communication. Advertising plan, Five Ms of advertising, Advertising Budget, Advertising Agencies-functions.

**Unit II: Creative and Media Strategy Development:** Creative strategy/Big idea, Steps in creative strategy development, Structure of advertising copy, Layout, Appeals, Execution styles and Creative tactics. Media planning and Strategy, Reach, frequency and impact decisions, Choosing among major media types, Media strategy implementation with IMC perspective. Emerging Media options.

**Unit III: Advertisement Effectiveness:** Testing for advertising effectiveness; Advertising research: Communication-effect research, sales-effect research, methods of copy testing, Advertising research agencies. Social, Economic, Cultural and Ethical aspects of advertising, Functions of ASCI, Advertising awards.

  
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**Unit IV: Sales Promotion and Online Marketing:** Sales Promotion: Meaning, purpose, Major decisions in Sales Promotion, Consumer and Trade Promotion tools, Coordinating Sales Promotion and Advertising, Introduction to Online Marketing, Online Consumer, Online Marketing: Advantages and Disadvantages, Challenges of Online Marketing,

**Unit V: Digital and Social Media Marketing:** Digital media basics, E-mail and Mobile marketing, Video-based Marketing, Pod Casts, SEO, SEM, Google analytics, banner/Display advertising, understanding social media marketing and platforms, PR and online Reputation management.


### **Suggested Readings:**

1. Philip Kotler: 'Marketing Management-The Millennium Edition', 2001, Prentice Hall of India Pvt. Ltd., 10th Edition.
2. Frank Jefkins: Advertising, Pearson, 2012
3. Kruti Shah and Alan D'Souza: Advertising and Promotions, TMH, 2012
4. S.A. Chunawalla: Advertising, Sales & Promotion Management, Himalaya, 2012
5. Batra, Myers and Aaker: 'Advertising Management', 2003, Prentice Hall of India Pvt. Ltd., 5th edition.
6. John R. Rossiter and Larry Percy: 'Advertising and Promotion Management', McGraw-Hill, 1987.
7. George E. Belch, Michael A. Belch, Keyoor Purani: 'Advertising and Promotion-An Integrated Marketing Communications Perspective', Tata McGraw-Hill Education Pvt. Ltd, 7th Edition, 2010.

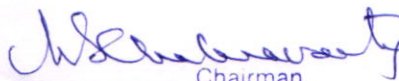
### **COURSE OUTCOMES:**

At the end of the course students will be able to

- CO1 Enumerate the nature, scope and importance of marketing communication and the 5 Ms of Advertising.
- CO2 Develop a creative and media strategy with an IMC perspective and demonstrate how advertisements can be created and published in media.
- CO3 Illustrate the ways to test the effectiveness of Advertising.
- CO4 Enumerate the major decisions in sales promotion and challenges in online marketing.
- CO5 Design a digital and social media marketing campaign.

  
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**Department of Management Studies**

**COURSE NAME: SUPPLY CHAIN MANAGEMENT**

**Course Code: MBA 401**

**HPW: 4+1**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 4**

**Course Objectives:**

- CO1. To impart knowledge on the objectives, functions and conceptual framework of Supply Chain Management, supply chain strategy, global supply Chains, Reverse Logistics and value chain in SCM.
- CO2. To create an understanding of Logistics management, Inventory management and its role in customer service.
- CO3. To impart knowledge on modes and formats of transportation in supply chains, Warehouse Management Systems and handling systems.
- CO4. To impart knowledge on Strategic Partnerships, Alliances and Collaborative advantage, Benchmarking and Lean manufacturing.
- CO5. To create an understanding of the role of IT in SCM, distribution networks in SCM, Retail SCM, Channel design, complaint handling, and developing a customer service strategy.

**Unit - I: Introduction to Supply Chain Management:** Introduction to Supply Chain Management-Concept, Objectives and functions of SCM, conceptual framework of SCM, Supply Chain Strategy-Sourcing, Inventory, Distribution, Customer Service and Integration strategies, Global Supply Chain Management, Reverse Supply Chain, Value chain and value delivery systems for SCM, SCOR Model and Optimization in Supply Chains, Aggregate planning, Bull-whip effect.

**Unit - II: Logistics and Inventory Management:** Logistics Management, Inbound, Internal and Outbound Logistics in SCM, development of integrated logistics strategy, 3PL, 4PL, Inventory Management in Supply chains-Role and importance of inventory in Supply Chains, inventory as an element of customer service, JIT, VMI, Outsourcing, Factors influencing the decision-making process of the outsourcer.

**Unit - III: Role of transportation in Supply chains:** Transportation in SC, Transportation formats, Modes of Transportation, Factors influencing the selection of transporter, Fleet Management, Multi- model transport, Containerisation, Vehicle

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Scheduling and routing, Milk run and cross docking. Warehousing- types of warehouses, warehousing operations, Warehouse automation, Role and importance of Handling systems, Selection of Handling systems.

**Unit - IV: Strategic Partnerships and Alliances:** Strategic Partnerships, Alliances and Collaborations-Continuum of relationships: Mutual Service Consortia, Joint Ventures and Value Chain Partnerships, Steps for Strategic Partnering, Bench marking - definition, Levels of Bench marking, Process of Benchmarking, Lean Manufacturing- Characteristics and Benefits, Agile Manufacturing,

**Unit - V: Information Technology in SCM:** Role of IT in SCM, Current IT trends in SCM, RFID, Bar coding, Retail SCM- Problems and issues, Role of Packaging, Role of Human Resources in SCM. Types of Distribution networks In Supply Chains, Channel Design decisions, Channel Management decisions, Customer led business, Complaint Handling, Developing customer service strategy, Aggregators in e-business.

### References:

1. Gattorna, JL & Walters, DW, "Managing the Supply Chain", 2004, Palgrov.
2. Sahay, BS, "Supply Chain Management", - in the 21<sup>st</sup> Century, 2009, 1<sup>st</sup>Ed.Macmillan.
3. Raja Shekhar B., Acharyalu G.V.R.K, "Logistics and Supply Chain Management, 2008, Excel Books.
4. Altekar, V. Rahul, "Supply Chain Management", 2005, PHI.
5. Leenders, Michiel R and others, "Purchasing and Supply Chain Management", 2010, TMH.
6. Coyle, J.J., Bardi E.J. Etc., "A Logistics Approach to Supply Chain Management", 2009 Cengage, 1<sup>st</sup> Ed.

### Suggested Readings:

1. Shah, J, "Supply Chain Management", 2009, 1st Ed. Pearson.
2. Crandall, Richard E & others, "Principles of Supply Chain Management", 2010, CRC Press.
3. Mohanty, R.P and Deshmukh, S.G, "Essentials of Supply Chain Management", 2009, 1<sup>st</sup> Ed. Jaico,
4. Chandrasekaran. N, "Supply Chain Management process, system and practice", 2010, Oxford, 1<sup>st</sup> Ed.
5. Stapenhrust, T, "The Benchmarking Book: A how-to-guide to best practice for Managers and Practitioners", 2009, Elsevier.
6. Ling Li, "Supply Chain Management: Concepts, Techniques and Practices", 1<sup>st</sup> ed, 2009, Cambridge.
7. Power Mark J & others, "The Outsourcing Hand book How to implement a successful outsourcing process", 2007, Kogan page, 1<sup>st</sup> Ed.
8. Gustafsson K & others, "Retailing Logistics & Fresh food Packaging Managing change in the supply chain", 2008, Kogan page, 1<sup>st</sup> Ed.
9. Kachru Upendra, "Exploring the Supply Chain Theory and Practice", 2009, Excel books.



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**Course Outcomes:**

At the end of the course students will be able to

- CO1** Enumerate the objectives and functions of Supply chain management and design a supply chain strategy.
- CO2** Develop an integrated logistics strategy and illustrate the role of Inventory management in customer service.
- CO3** Analyze and compare the various modes of transportation and optimize transportation and warehouse operations in supply chains.
- CO4** Develop an understanding of the steps for strategic partnering, process of benchmarking and illustrate the importance of Lean Manufacturing.
- CO5** Discover current IT trends in SCM, illustrate problems, prospects and trends in Retail supply chains and explain the role of packaging in SCM, design a distribution channel network and develop a customer service strategy.

  
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**COURSE NAME: STRATEGIC MANAGEMENT**

**Course Code: MBA402  
YEAR/SEMESTER: II/II**

**HPW: 4+1  
NO. OF CREDITS:4**

**Course Objectives:**

- 1.To develop an understanding of strategic management as important concept for business organizations functioning
- 2.To understand environmental analysis for strategy formulation.
- 3.To know the basic concepts to design strategies.
- 4.To identify the alternative strategies available in strategic functioning of organizations
- 5.To know the bases for strategy implementation and control.

**Unit: I: Strategic Management:** Need and importance strategic management in organizations. Definition of strategic management and strategic management process. Five tasks of strategic management process. Developing a strategic Vision Mission. Mission Statement, establishing objectives, Crafting & executing strategy. Execution and implementation of strategy. Evaluation& monitoring of strategy. Concept of strategic Intent. Strategic Management model:

**Unit: II:Strategic Position:** Evaluating a Company's external environment: Components of External Environment—The General Environment –Demographic Segment, Socio culture Segment, Political Segment, Technological, Economic Segment & Global Environment, The Macro Environment—Key drivers of change—Porter's Diamond Model—The Competitive Environment—Porter's Five Forces Model—Industry Analysis—Strategic groups—opportunities, threats, Industry Competition, Sources of Competition—Competitor analysis, other internal environment—Strategic Capability—Evaluating a Company's Resources and Competitive Position—Value-Chain Analysis Resources, capabilities and core competencies—Cost Efficiency—Sustaining Competitive Advantage—Diagnosing strategic capability—Managing Strategic capability.



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**Unit: III: Strategy Formulation;** Business-Level Strategy-Creating and Sustaining Competitive Advantages: Strategy and Competitive advantage-Strategic Choices-Bases of Competitive Advantage-Porter's Generic Strategies -Low cost and differentiation. Sustaining Competitive advantage-Competitive Strategy in hypercompetitive conditions-Industry Life Cycle Stages and strategies: Strategic Implications: Tailoring strategy to fit specific industry and company situations-Strategies for competing in Emerging industries, Turbulent and high velocity markets, Maturing Industries, Stagnant industries, and Fragmented industries. Strategies for Industry leaders, Runner-up firms, weak and crisis ridden Business.

**Unit IV: Strategy alternatives:** Corporate Level and International Strategy: Creating Value through Diversification-Related Diversification-Vertical integration strategies, unrelated diversification, Unbundling and Outsourcing strategies, Outsourcing, Various activities for outsourcing, Benefits of outsourcing, growth and drivers of outsourcing, offensive and defensive strategies. Supplementing the Chosen Competitive Strategy-Co-operative strategies, Product & Market Diversification-Merger and Acquisition strategies, Strategic Alliances. Contemporary strategy alternatives.

**Unit: V: Strategic Implementation:** Strategic Control and Corporate Governance-Responding Effectively to Environmental Change- Corporate Culture to promote effective strategy Execution. Leadership & strategy execution. Leading the Strategy Execution Process. Organizational Structure and Control. Corporate social responsibility, Crafting a Social Responsibility Strategy in organization.

#### **Suggested Books:**

1. Thompson Martin "Strategic Management" sixth edition, Cengage Learning EMEA
2. Michael Hitt, Ireland, Hoskission, "Strategic Management", 2010, Cengage Learning, New Delhi.
3. Fred R. David, "Strategic Management - Concepts and Cases", 2010, PHI Learning, New Delhi.

#### **References**

1. Subba Rao, P, "Business Policy and Strategic Management (Text and Cases)", 2016, Himalaya Publishing House, Hyderabad.
2. Anthony Henry, "Understanding Strategic Management", 2008, Oxford University Press, New York.
3. V.S.P. Rao and V., Hari Krishna, "Strategic Management", 2010, Text and Cases, Excel Books, New Delhi.



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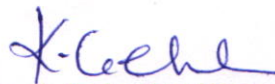

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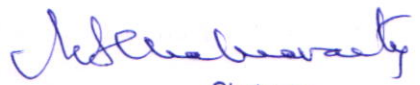


4.Thomas L. Wheelen and J. David Hunger, "Strategic Management and Business Policy", 2001, Pearson Ed.

**Course Outcomes:**

- 1.Understand requirement of strategic decisions and organizations to engage in strategic planning
- 2.Know the basic concepts, principles and practices associated with strategy environment analysis.
- 3.Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.
- 4.Analyze and evaluate real company situations and develop creative strategies
- 5.Understand the importance of role of leadership and CSR and organization structure in strategy implementation.

  
  
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**COURSE NAME: INTERNATIONAL BUSINESS**

**Course Code: MBA403  
YEAR/SEMESTER: II/II**

**HPW: 4+1  
NO. OF CREDITS:4**

**Course Objectives:**

- CO1.To understand International Business important content to know in business organizations
- CO2.To develop an idea of International Business environment, regional integration and trade blocs.
- CO3.To make the students know about Global Market Entry Strategies
- CO4.To provide insights of E-business
- CO5.To make the students know about Managing Global Business

**Unit - I: Global Imperative:** An overview of International Business in a global perspective. Emergence of Globalization& Drivers of Globalization. Internationalization Process–Stages in International Business, Approaches to International Business; Triad and International Business–International Trade Theories-Mercantilism, theory of absolute advantage, competitive advantage, product life cycle theory and porter's national competitive advantage theory. Environment of International Business-Cultural Environment and Political Environment. Recent trends in international business.

**Unit - II: Global Business & National Regulation:** Rationale for Government Intervention–Forms of government intervention: Trade Regulation at National Level-Tariff and Non-Tariff Barriers. Regional Economic Integration: Levels of Economic Integration–Benefits & Costs of Economic Integration-Major Trading Blocks: EU, NAFTA, ASEAN and SAARC. Multilateral Regulation of Trade and Investment-Basic Principles of Multilateral Trade Negotiations–GATT and its early Rounds–Formation of World Trade Organization, Organization Structure and functions of WTO, WTO & India. TRIPS&TRIMs, UNCTAD.

**Unit - III: Global Business and Entry Strategies:** Criteria for global strategies selection. Global Market Entry Strategies: Exporting, Licensing, Franchising, Contract Manufacturing, Assembly and Integrated Local manufacturing. Global Ownership Strategies: Strategic Alliance– Types of Strategic Alliances–Selection of Strategic Alliance Partner, managing and sustaining Strategic Alliance– advantages and



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disadvantages of entry strategies. Cost and Benefit Analysis of Entry Strategies: Entry Analysis and strategy configuration.

**Unit - IV: Global E-Business:** Concept of E-business, Requirements of Effective E-business Transactions-enabled Business Process, Advantages and Challenges of E-business. Technology and Environment of E-Business Applications. Models of E-Business. E-business Strategies & E-Marketing. Types of international trade documents. Electronic Processing of International Trade Documents. Policy Framework for Global E-business. Contemporary issues in e-business

**Unit - V: Managing Global Business:** Strategy of Global Organizations. Global Strategic Planning-Going Global and Implementing Strategies-International Human Resources Management in Global Context. Functions of International HR. Intercultural Communications, Expatriates Repatriation.

References:

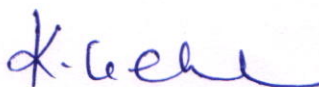
1. Subba Rao, 2007, "International Business", 2010, Himalaya Publications, New Delhi.
2. Aswathappa, K, "International Business", 2010, Tata McGraw Hill, New Delhi.
3. David H. Holt and Karen W. Wigginton, "International Management", 2007, Thomson.
4. Charles W.K Hill, and Arun K. K. Jain, "International Business, - Competing in the Global Market Place", 2010, 11th Edition, Tata McGraw Hill.

**Suggested Readings:**

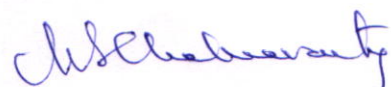
1. The International Business Environment Sundaram and Black, Pearson Education, 2015
2. John D. Daniels & Lee H. Radebaugh, "International Business", sixteenth edition, 2018, Pearson Education
3. Rakesh Mohan Josh, "International Business", 2009, Oxford University Press.
4. International Business: Competing in the Global Marketplace (SIE) 1th Edition

**Course Outcomes:**

- CO1. Develop an understanding about the basics of International Business.  
CO2. Develop an idea of International Business environment regional integration and trade blocs.  
CO3. Familiarise the students with entry strategies into global business  
CO4. Identifying insights about E-business  
CO5. Know about the overall management of international business



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**COURSE NAME: Derivatives**

**PAPER CODE: MBA404.1**

**PPW: 4+1**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 4**

**Course Objectives:**

CO1: To expose students to the fundamental concepts of risk management and Derivatives.

CO2: To provide a broad range of derivative products with a primary focus on management of financial risks.

CO3: To introduce standard models of pricing forward, futures and options on diverse underlying assets.

CO4: To introduce students to various international financial instruments

CO5: To expose students to SWAPs and types of SWAPs

**Unit I: Introduction to Derivatives:** Derivatives- Meaning - Features - 'Types of Derivatives or Instruments. Uses - Myths about Derivatives - Introduction to derivative markets - History – Participants Evolution of Derivate market in India

**Unit II: Forwards** - Introduction-Forward contracts - Meaning - features of Forward contract - Difference between Forward Contract and Spot Contract- Distinction between Forward and Future Contract- How do forward Contracts work - Classification of Forward Contracts - Advantages and disadvantages of Forward Contract- Relationship between forward prices and expected future spot price - Determination of Forward Prices- Value of Forward Contract. Futures contracts: Definition - Clearing house - margin requirements - marking to the market. Comparison between Forwards and Futures - Futures Prices - How to Read Futures Prices Quotes - The basis - Convergence - backwardation. (Relevant Case studies can be discussed)

**Unit - III:** Options Definition of an option. Types of options: call option, put option, American option and European option. Options in the money, at the money and out of the money. Factors determining option pricing.



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**Unit IV: The Binominal option pricing model (BOPM):** assumptions - single and two period models. BSOPM Introduction- assumptions of the Black & Scholes option pricing model (BSOPM). Calculation of Option Pricing using BSOPM.

**Unit V: Option Strategies:** Straddle, Strangle, Strips, Straps and Butterfly Strategies. Introduction to SWAPS – Currency Swaps and Interest Rate Swaps.

**References:**

1. Prafulla Kumar Swain, "Fundamentals of Financial Derivatives" HpH
2. Jayaath Rama Varma, "Derivatives and Risk Management, TMH.
3. SSS Kumar, "Financial Derivatives", PHI.
- 4 S L Gupta, "Financial Derivatives Theory, Concepts and Problems", PHI.
- 5 John C. Hull & Sankaran "Options Futures & Other Derivatives", 7th Ed, Pearson Education.

**Suggested Readings:**

1. Don M. Chance & Robert Brooks 'Derivatives and Risk Management Basics,, 2008, Indian Edition , Cengage Learning.
2. Dun and Bradstreet, "Financial Risk Management", 2007, TMH, Delhi.
3. Rene. M. Stulz, "Risk Management & Derivatives", 2003, Thomson South western.

**Course Outcomes:**

At the end of the course students will be able to

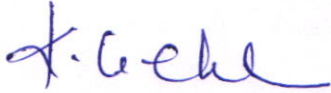
CO1: To know the fundamental concepts of risk management and Derivatives.

CO2: To understand the range of derivative products with focus on management of financial risks.

CO3: To know models of pricing of forward, futures and options on diverse underlying assets.

CO4: To identify to various international financial instruments

CO5: To know SWAPS and types of SWAPS

  
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**COURSE NAME: Banking & Insurance (F)**

**PAPER CODE: MBA404.2**

**PPW: 4+1**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 4**

**COb1:** To discuss banking reforms and various services offered by banks.

**COb2:** To identify the procedure of lending followed by banks and the causes of NPA's.

**COb3:** To discuss various banking innovations.

**COb4:** To perceive principles, types and intermediaries of insurance

**COb5:** To compare life and non-life insurance.

**Unit – I: Introduction to Banking:** Bank, Customer, Bank-customer Relationship, Role of commercial banks in Economic Development. Overview on Banking reforms in India, Regulation and supervision of RBI. Nationalisation of banks in India, Financial Inclusion in India (PMJDY), Sources of risk in banks. Various services offered by banks, Sources of Bank Funds- (Deposits and Other sources), financial statements of banks with special focus on Indian banks, analysing banks' financial statements: CAMELS, Ratings, Key Performance indicators.

**Unit –II: Loans and Advances:** Features of Bank Credit, Forms of Advances (loans, cash credit, overdraft, discounting of bills of exchange,) Types of lending loans (corporate and Individual customers) steps to be followed in the assessment of credit worthiness of a prospective borrower, Loan Pricing: Interest rate determination, the basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis. NPA's- The gross and net concept of NPA's, causes, implications & recovery of NPA's

**Unit – III: Regulation and Innovations in Banking System:** Regulation of Bank Capital: The need to regulate Bank Capital, CRR, SLR, Concept of Economic Model, Concept of Regulatory Capital, overview on Basel Accords I and II, I II its Implementation in India. Banking Innovations: -Core Banking Solution, Retail Banking, CTS (Cheque truncation system), Plastic Money, Payment Bank, UPI, National Electronic Funds Transfer, RTGS, ATM, Mobile Phone Banking, Net Banking, Banc-



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assurance KYC, credit worthiness CIBIL, International banking. Changing role of Banks as Financial Intermediaries.

**Unit – IV: Introduction to Insurance:** Insurance – definition - types of insurance, principles-(Nature of Contract, utmost good faith, Insurable Interest, Indemnity ,causa Proxima, contribution, risk must attach, Mitigation of loss, Subrogation, Terms of policy),Advantages of Insurance, Requisites of insurable risks. Characteristics of Insurance contract, types and Functions of Insurers, Marketing channels (intermediaries): Agents & brokers – (professionalism, remuneration, responsibilities, classification, criteria for appointment) and capital adequacy norms for broker, Reinsurance: the concept, uses and advantages. Insurance ombudsman. Insurance and tax planning. An overview of IRDA (objectives, powers and Duties of IRDA).

**Unit V: Life and Non-life Insurance:** The concept of Life Insurance, types of Life Insurance contracts, Life Insurance Products- (Term Insurance, Whole Life Insurance, Universal Life Insurance, Variable Life Insurance, Adjustable Life Insurance, Endowment Life Insurance, Participating & Non-participating Life Insurance). Classification of Life Insurance: Ordinary, Industrial, Group & Credit.

The Actuarial Science: The concept and the responsibilities of an actuary. Overview on Provisions and options of Life Insurance contracts (Settlement Options, Non-forfeiture Options, Dividend Provisions, Optional Provisions and Universal Life Policy Provisions). Overview on Health and General insurance.

**References:**

1. Management of Banking and Financial Services- Padmalata Suresh, Justin Paul, Pearson 2<sup>nd</sup> edition.
2. Banks and Institutional Management, Vasant Desai, HPH, 2010 2<sup>nd</sup> edition.
3. Indian Insurance- a profile, H. Narayanan, Jaico publishing house, 2008.
4. Banking and Insurance by Prof. Nageswar Rao &Dr.Shasidhara Reddy. Paramount Publishing House, First edition- 2013

**Suggested readings :**

1. Bank Management & Financial Services, Peter.S.Rose& Sylvia. C. Hudgins, Tata McGraw Hill 2010, 7<sup>th</sup> Edition.
2. Fundamentals of Risk & Insurance, Emmett J. Vaughan & Therese M. Vaughan, Wiley, India Edition 2003, 9<sup>th</sup> Edition
3. Risk Management & Insurance, James S. Trieschmann, Robert E. Hoyt & David. W. Sommer, Cengage Learning 2005, 12<sup>th</sup> Edition.
4. Risk Management & Insurance, Perspectives in a Global Economy, Harold. D. Skipper &W.Jean Kwon, Blackwell Publishing 2008
5. Risk Management & Insurance, S. ArunaJatesan, T.R. Viswanathan, MacMillan 2009
6. Introduction to Risk Management & Insurance, Mark. S.Dorfman, Prentice-Hall of India Private Limited-2007, 8<sup>th</sup> Edition.



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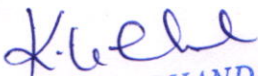
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## COURSE OUTCOMES:

At the end of the course students will be able to:

- To **Review** banking reforms and various services offered by banks
- To **Assess** the procedure of lending followed by banks and **review** the causes of NPA's
- To **Attribute** various banking
- To **Appraise** principles, types and intermediaries of insurance
- To **Distinguish** life and non-life insurance.

  
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**COURSE NAME: Commercial Banking**

**PAPER CODE: MBA404.3**

**PPW: 4+1**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 4**

**Course Objectives:**

**COB1:** To make the students Understand about banking structure in India and concept of commercial banks

**Cob 2:** Enable the students to learn the banking regulation Act -1949 and learn about NPA's

**Cob 3:** To make the students Define Financial innovations and opportunities for banks

**Cob 4:** To make the students understand the concept of bank marketing and its implementation strategies

**Cob 5:** Enable the students to Define retail and wholesale banking and its growth in India

**Unit I Introduction**

Introduction to Commercial Banking, Banking structure in India, History of Banking system in India, overview Banking reforms in India. Role of RBI . Functions of commercial banks. Types of commercial banks -scheduled and Non-Scheduled banks- Public banks, Private banks, foreign banks, Regional Rural banks.

**Unit -II The Banking Regulatory Environment**

Overview of Banking Regulation Act- 1949. Liquidity and Capital adequacy Norms- Cash Reserve ratio (CRR), SLR (Statutory Liquidity Ratio), CAR (capital Adequacy Ratio/CRAR).- Non- performing assets- Asset classification, Gross NPA, Net NPA, Causes of NPA 's Provision for NPAs .An overview of Bank Balance sheet and Income statement.

**Unit III Banking Innovations**



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Introduction to Financial Inclusion. Banking Innovations- ATM based services, Internet banking, Personal banking, E- Services, UPI, RTGS, DEMAT, NEFT, Debit card, Credit card, ECS, KYC, Retail banking, Wholesale banking, Universal banking and Bancassurance. Role of commercial banks in economic development.

#### **Unit IV Bank Marketing**

Introduction to Bank Marketing, - features, need and objectives of bank marketing. Formulation and implementation of Marketing strategy, Bank marketing in India and its challenges. Relationship Banking- meaning, features, process of developing relationship with customers.

#### **Unit V: Retail and whole sale banking:**

Retail and wholesale banking meaning, products and services, difference between retail and whole sale banking, types of accounts offered and types of advances in retail and wholesale banking. Growth of retail banking in India. Principles of retail lending.

#### **References:**

1. Management of Banking and Financial Services- Padmalata Suresh Justin Paul, Pearson 2<sup>nd</sup> edition.
2. Banks and Institutional Management, Vasant Desai, HPH, 2007 2<sup>nd</sup> edition.
3. Indian Insurance- a profile, H. Narayanan, Jaico publishing house, 2008.
4. Banking and Insurance by Prof. Nageswar Rao & Dr. Shasidhara Reddy. Paramount Publishing House, First edition- 2013
5. M.Y.Khan, Indian Financial System, TaTa Mc Graw Hill

#### **Course Outcomes:**

- CO 1: To Comment on banking structure and commercial banks of India  
CO 2: To Interpret the various banking regulations and Infer about NPA's  
CO 3: To Define Financial innovations and opportunities for banks  
CO 4 : To Identify strategies of bank marketing  
CO 5: To categorize Retail and Wholesale banking and its growth in India

  
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**Department of Management Studies**  
**PROGRAM NAME: MBA**

**COURSE NAME: HR Analytics**

**PAPER CODE: MBA 405.1**

**HPW:4+1**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 4**

**COURSE OBJECTIVE:** The course focuses on identifying effective data sources, developing meaningful metrics, designing long-term measures, and applying results in support of organizational strategy and tactics.

**UNIT-WISE COURSE OBJECTIVES:**

- COb1** To comprehend the evolution and applications of HR Analytics
- COb2** To analyse the various metrics in managing Human Resources
- COb3** To analyse Forecasting and Measuring Value Propositions with Analytics
- COb4** To evaluate the concept of data in analytics
- COb5** To understand the predictive modelling using HR analytics and also comprehend the future of HR Analytics

**UNIT I: Introduction to HR Analytics:** Business Analytics - HR Decision-making & Types of HR Decision Making- Definition of Analytics - Concept and Definition of HR Analytics - History of HR Analytics-Steps to implement HR Analytics - Benefits of HR Analytics - Applications of HR Analytics - Aligning Human Resources to Business Through HR Analytics - Steps for Alignment of HR Analytics with Business Goals and Strategies - Checklists for Strategies and Business-aligned HR Analytics -- HR Analytics LAMP Framework

**UNIT II: HR Metrics:** Concept - Statistics and Statistical Modelling for HR Research and HR Decision-making - HR Research Tools and Techniques- Data Analysis for Human Resources - HRIS for HR Decision-making - HR Metrics -Recruitment Metrics - Metrics for Training and Development Function - HR Scorecard - HR Analytics as a better tool for HR decisions - Compelling Reasons for HR analytics

  
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### **UNIT III: Forecasting and Measuring Value Propositions with Analytics–**

Concept - Value Proposition and HR Decisions - Sustainability in HR Decisions - HR Analytics and HR Value Propositions - HR Optimization Through HR Analytics - HR Forecasting, HR Plan and HR Analytics

### **UNIT IV: Analytics and Data** - Introduction - HR Data and Data Quality -

HR Data Collection - Transforming HR Data into HR Information - Process of Data Collection for HR Analytics - Data Collection for Effective HR Measurement –Types of HR Reporting - HR Report Visualization using Excel

### **UNIT V: HR Analytics and Predictive Modelling:** Concept - Different

phases of HR Analytics or HR Predictive Modelling – Examples of Predictive Modelling – Data & information of HR analytics – Predictive Analytics tools and Techniques – HR Analytics for future – Generic future HR skill sets – Ethical issues in HR Analytics

### **REFERENCES**

1. Practical Applications of HR Analytics, Pratyush, Banerjee; Jatin Pandey; Manish Gupta, SAGE Texts, India, 2019
2. HR Analytics- Understanding Theories and Applications, Bhattacharya, Dipak Kumar, SAGE Texts, India, 2017

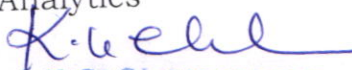
### **SUGGESTED READINGS**

1. Winning on HR Analytics- Leveraging Data for Competitive Advantage, Ramesh, Soundarajan and Kuldeep Singh, Sage Publication India Pvt. Ltd., 2016.
2. Applying Advanced Analytics to HR Management Decisions: Methods for Selection, Developing Incentives and Improving Collaboration, Sesil James, C, Pearson, New Jersey, 2017
3. Predictive Analytics- Mastering the HR Matrix, Martin Edwards and Kirsten Edwards, Kogan Page, 2019
4. Fundamentals of HR Analytics: A Manual on Becoming HR Analytical, Fermin Diez, Mark Bussin, Venessa Lee, Emerald Publishing Limited, 2019

### **COURSE OUTCOMES:**

At the end of the course students will be able to:

- MBACO1.** Explain the evolution and applications of HR Analytics.
- MBACO2.** Examine the different metrics in managing human resources.
- MBACO3.** Examine the Forecasting and Measuring Value Propositions with Analytics
- MBACO4.** Examine the concept of data and analytics.
- MBACO5.** Explain predictive modelling using HR analytics and discuss the future of HR Analytics

  
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**COURSE NAME: Labour Laws and Employee Relations**

**Course Code: MBA405.2**

**HPW: 4+1**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 4**

**Course Objectives:**

- Cob1: To make students understand the concept of Labour Legislation in India.
- Cob2: To provide insights on major legislations followed for Employee welfare.
- Cob3: To make students aware of the wage legislation policy of India
- Cob4: To equip students with the knowledge of different activities carried out by Trade Unions and Functions of Collective Bargaining.
- Cob5: To make students familiarize with the concepts on the factors influencing Industrial relations in India

**Unit - I: INTRODUCTION:** Labour Legislation Administration: The classification of labour laws-The scheme for the structured study of the Acts-Labour Administration-Evolution of labour administration in India-labour policy in India-the role of ILO In labour administration-Recommendations of the Second National Commissioner on Labour-2002.


**Unit - II: Employee Welfare and Social Security:** Employee Benefits-definition and concept-Employee benefits practice-Legal and regulatory influences on discretionary benefits practices- regulating employee benefits-Social security legislations-major legislations-The ESI Act-1948-the maternity benefit act-1961-the workmen's compensation act-1923-the payment of gratuity act- 1972-Employee provident funds and miscellaneous provisions act-1952. Retirement, health and life insurance.

**Unit - III: Wage Legislation and administration:** The need for wage legislation-payment of wages act-1936- the minimum wages act-1948-the payment of bonus act-1965-equal remuneration act-1976-the context and concepts of wage-wage administration in India-Components and determinants of wage-wage structure towards a wage policy.

**Unit - IV: Trade Unions and Collective Bargaining:** The Trade Unions Act 1926-the trade union leadership and linkage of trade union-with political parties-problems of trade union recognition and government policy-trade and collective bargaining-problems and issues involved in collective bargaining-extent of success of collective

  
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bargaining process—collective bargaining in promoting industrial amity and peace—Industrial Employment (Standing Orders) Act—1946.

**Unit – V: Industrial Relations and Conflict Resolution:** Industrial Relations—basic concept and philosophy of industrial relations—evolution and growth of industrial relation in India—factor influencing industrial relations in India—Industrial relations to Employee Relations—differences in perspectives—employee relations at work place—culture and employee relations—future of employee relations. Industrial conflict—types and causes of industrial disputes—machinery for the prevention and settlement of industrial disputes.

**References:**

1. C.B.Mamoria&S.Mamoria and Ghankar Industrial Relations in India, Himalaya.
2. C.S.VenkataRatnam&B.K.Srivastava: Personnel Management and Industrial Relations, Tata McGraw Hill.
3. P.N. Singh and Neeraj Kumar, “Employee Relations Management”, 2010, Pearson Education, New Delhi.


**Suggested Readings:**


1. Joseph J. Mortocchio, “Employee Benefits”, 2010, Tata McGraw Hill, New Delhi.
2. P. K. Padhi, “Labour and Industrial Laws”, 2009, PHI Learning Pvt. Ltd.
3. S.C. Srivatsava, “Industrial Relations and Labour Laws”, 2008, Vikas Publishing House, New Delhi.
4. C.S. VenkatRathnam, “Industrial Relations”, 2009, Oxford University Press – New Delhi.
5. B. D. Singh, “Labour Laws for Managers”, 2009, Excel Books.
6. R. Sivarathna Mohan, “Industrial Relation and Labour Welfare”, 2010 PHI Learning Pvt. Ltd.

**Course Outcomes:**

At the end of the course students will be able to:

- CO1:** To identify labour administration mechanism In India.  
**CO2:** To explain important employee welfare and social security legislation.  
**CO3:** To define the wage legislation in India.  
**CO4:** To identify and analyse role of Trade Unions and collective bargaining in Harmonious Employee relations.  
**CO5:** To analyse the process of legislative framework of settlement of Industrial dispute.

  
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**COURSE NAME: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**PAPER CODE: MBA405.3**

**PPW: 4+1**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS: 4**

**Course Objectives:**

**COB1:** To make students understand the concepts of IHRM

**COB2:** To impart knowledge on the expatriate staffing procedure.

**COB3:** To make students learn about the expatriate training programme

**COB4:** To provide insights on the Performance and compensation procedures followed for an international employee.

**COB5:** To make students aware of International Industrial relations.

**Unit I: Introduction to IHRM:** Definition – Differences between Domestic and international HRM - Variables Moderating differences (Cultural environment, Industry type, Extent of Reliance of MNCs on Domestic Markets, Attitudes of Senior management) Applying strategic View of IHRM - Path to Global Status (Export, Sales Subsidiary, Foreign Production licensing, Sub Contracting, Network of Subsidiaries)

**Unit II: Staffing International Assignments:** Approaches to staffing (Ethnocentric Polycentric, Geocentric, Regio centric) - Determinants of Staffing choices -Transferring staff for international (Importance, reasons, types) – Roles of Expatriates and Non-Expatriates and Inpatriates -- Selection criteria – Dual Career Couples

**Unit III: International Training and Development:** The role of Expatriate training – Components of effective Pre-departure training programmes - Developing staff through international assignments – Re-entry and Career Issues - Repatriation Process – Re-entry and Repatriation problems (Individual reactions to Re- entry - Responses of The MNE - Designing Repatriation Programs

**Unit IV: International Performance & Compensation Management:** International Performance management (Expatriate and Non-Expatriate Performance Management) Appraisal of international Employees- International Compensation – components-

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Allowances – Benefits – Approaches to International Compensation of expatriates (The going Rate Approach, Balance Sheet Approach)

**Unit V: International Industrial Relations:** Introduction, Key Issues in International Industrial Relations - Trade unions and international industrial relations - Response of trade unions to multinationals. Managing Human Resource in off shoring Countries.

**SUGGESTED READINGS:**

Dowling, Peter J., Marion Festing, and Allen D. Engle (2013). *International HumanResource Management*, 6/e; New Delhi: Cengage Learning

**REFERENCES:**

1. Aswathappa, K. and Sadhana Dash (2013). *International Human ResourceManagement*, 2/e; New Delhi: McGraw-Hill
2. Edwards, Tony and Chris Rees (2013). *International Human ResourceManagement*, 1/e; New Delhi: Pearson

**Course Outcomes:**

At the end of the Course Students Will be able to:


**COB1:** To identify the concepts of HR in global perspective.


**COB2:** Apply the knowledge in recruiting an expatriate for international assignments.

**COB3:** Design an expatriate training programme

**COB4:** To explain the appraisal and reward system of an expatriate

**COB5:** Identify the key issues in International Industrial relations.

  
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**COURSE NAME: BUYER BEHAVIOR**

**Course Code: MBA406.1**

**HPW: 4+1**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS:4**

**Course Objectives:**

- CO1.To understand importance of Consumer behavior in marketing function
- CO2.To know about Relevant components of consumer behavior
- CO3.To make the students know factors effecting on Consumer behaviour
- CO4.To provide more insights of consumer decision-making procedure
- CO5.To know the Models of Consumer behaviour

**Unit – I:Contemporary Dimensions of Consumer Behaviors:** CB research process. Concepts and theories of motivation and personality and their Marketing implications. The concept of perception and its impact on Marketing Strategies.Global consumers, Contemporary Dimensions of Consumer Behaviour.

**Unit – II:Learning principles and their marketing implications:** Concepts of conditioning, important aspects of information processing theory; encoding and information Retention, Retrieval of information, Split-brain Theory.

**Unit – III:Social and cultural settings:** Culture, Sub-culture and Cross culture and Cross-cultural marketing practices. Family Life Cycle-1, 2, 3 and reference groups – Personality, Life Style Influences.

**Unit – IV:Consumer decision making:** Information Search, evaluation of alternatives. Steps between evaluation of alternatives and purchase decision. Post-purchase behaviour, Customer action and disposal of products.

**Unit – V:Models of Consumer Behavior:** Modeling Behavior Traditional Models, Contemporary Models. Generic Model of Consumer Behavior, Howard Sheth Model, Engel, Blackwell and Rao –Lilien model. Consumerism in the global and digital era.

**Suggested Books**

1. Black-well, R. Miniard PW and Engel, "Consumer Behavior", 2005, Thomson Learning.



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2. Loudon and Della Bitta, "Consumer Behavior", 2004, TMH.
3. Schiffman and Kannik, "Consumer Behavior", 2004, Pearson Education / PHI.
4. Gary Lilien, "Marketing Models", 2000, PHI.
5. Suja R. Nair, "Consumer Behaviour in Indian perspective", 2010, HPH.
6. Sheth and Mittal, "Consumer Behavior", 2004, Thomson Learning.
7. Deon, "Buyer Behavior", 2005, Oxford University Press.
8. Stish Batra, "Consumer Behavior", 2009, Excel Books New Delhi.

**Course Outcomes:**

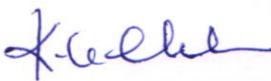
CO1. Identify global marketing as most important concept to learn in marketing


CO2. To Know about the principles in understanding global marketing & consumer behaviour

CO3. To know factors effecting Consumer Behaviour

CO4. To identify the steps in consumer decision making process

CO5. To explain various models of Consumer Behaviour

  
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**COURSE NAME: Services and Retail Marketing**

**Course Code: MBA406.2  
YEAR/SEMESTER: II/II**

**HPW: 4+1  
NO. OF CREDITS:4**

**Course Objectives:**

- 1.To understand Services marketing as specific marketing function
- 2.To know about Services Marketing mix components in detail
- 3.To make the students know about Services Marketing strategies
- 4.To provide insights of Retail marketing
- 5.To make the students know about major attention areas of Retail marketing

**Unit – I: Service:**

Concepts, Scope of Services. Goods-Services continuum. 4Is of Services Goods and Services. Categorization. Industrial Services. Segmentation target Marketing and positioning. Customer expectations and perceptions of services.

**Unit – II: Service marketing Mix:**

Product, Pricing, Place, Promotion, People, Physical evidence and process. Service Quality-Dimensions of quality. Quality Management. and Measuring service Quality. Strategies for dealing with intangibility, inventory, inconsistency and inseparability.

**Unit – III: Strategies for services Marketing:**

Service Marketing Triangle- External Marketing, Internal Marketing, Relationship Marketing and Interactive Marketing Building customer Relationship through Segmentation and retention strategies. CRM- Definition Factors responsible for CRM growth, framework of CRM, Types of CRM , CRM and Relationship Marketing

**Unit – IV: Retail Marketing**

Retail marketing-Introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers,role of retailing, trends in retailing FDI in Retail - Problems of Indian Retailing - Current Scenario.Factors influencing retail pricing, Retail pricing strategies.

**Unit – V:Store management and visual merchandising:** Store Management: Responsibilities of Store Manager, Store Security, Store Record and Accounting System, Coding System, Store

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Layout, design: Types of Layouts, role of Visual Merchandiser, Visual Merchandising Techniques, Controlling Costs and Reducing Inventories Loss, Exteriors, Interiors Customer Service, Planning Merchandise Assortments -Buying systems -Buying merchandise and Retail Communication Mix.

### **Suggested Books:**

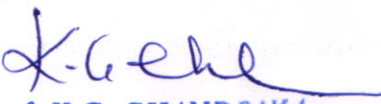
1. C. Bhattacharjee, "Services Marketing, Concepts and Planning", 2010, Excel Books, New Delhi.
2. S.M.JHA, "Services Marketing", 2009, HPH, Mumbai.
3. Rampal M. K and Gupta S. L, "Services Marketing Concepts, Applications and Cases, 2000, Galgotia Publishing Company – New Delhi.
4. Lovelock, Chatterjee, "Services Marketing People, Technology Strategy", 2006, 5<sup>th</sup> Ed, Pearson Ed.

### **References**


1. Vinnie Jauhari, Kirti Dutta, "Services", Oxford University Press, New Delhi.  
Retail M
2. Retail Marketing Management: The 5 Es of Retailing 1st Edition, Kindle Edition

### **Course Outcomes:**

1. Develop an understanding about Services marketing
2. Develop an idea of Services marketing mix
3. Familiarize students about strategies of Services marketing
4. Develop students to know about Retail Marketing
5. Identify students to know more about important arenas in Retail marketing

  
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**COURSE NAME: Retail Management**

**Course Code: MBA406.3**

**HPW: 4+1**

**YEAR/SEMESTER: II/II**

**NO. OF CREDITS:4**

**COURSE OBJECTIVES:**

- COB1:** To understand Retail management as an important arena of marketing.
- COB2:** To provide more insights of Retail consumer Buying Decision Process.
- COB3:** To make the students know about Store management.
- COB4:** To know about theories and HR in retail marketing
- COB5:** To make the students know about Retail Distribution Management.

**Unit I: Retail Management:** Introduction Retail marketing- introduction, meaning, characteristics. Types of retailers; Retail Pricing Strategies; Problems in Indian Retailing. Retail Selling Approaches. FDI in retailing. E-retailing, Recent trends in retailing sector.

**Unit II: Retail consumer decision making process:** Understanding consumer needs and motives, customer buying roles, Retail shopper behaviour: Stages in retail buying decision process for products: information search, alternatives evaluation, brand choice, post purchase dissonance, brand loyalty; Personal, social, cultural influences on the customer. Positioning of a brand, Consumer's concept of self-image: Brand updating and brand extension.

**Unit III: Store management and Visual Merchandising:** Store management: Responsibilities of a store manager, Store security, Store record and accounting system, Coding system. Store layout, Design Types of layouts, Visual merchandising techniques, controlling costs and reducing inventory loss, exteriors, interiors, customer service, planning merchandise assortments, Buying systems; Retail communication mix: Advertising, sales promotion techniques, retailer promotions, Mall management, Retail vending machines



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**Unit IV: Retail development theories and HR in Retailing: Theories** of Retail Development, Customer Relationship Management, Retail Information Systems, HR in retail Operations: Recruitment, selection, training and development of retail employees, Legal issues in Retailing

**Unit V: Retail SCM & Warehousing:** Channel, Channel flows, Growth of Channel relationships & partnerships, Distribution logistics and stock control, Retail logistics & cost structure, Retail warehousing, Computerized replenishment systems, Internet & direct distribution systems, **Aggregators in e-business**, international retailing – key success factors

**REFERENCES:**

- 1) David Gilbert, "Retail Marketing Management", 2003, Pearson Education, 2<sup>nd</sup> Edition.
- 2) U.C. Mathur, "Retail Management: Text and Cases", 2011, I.K. International Publishing House Pvt. Ltd.
- 3) Barry Berman, "Retail Management", 2011, Pearson education.

**SUGGESTED READINGS:**

- 1) Joel Evans, "Retail Management – A Strategic Approach", 2009, Pearson Education Inc.

**COURSE OUTCOMES:**

**At the end of the course students will be able to**  
**s**

**CO1: Develop** an understanding of Retail management as important arena in marketing

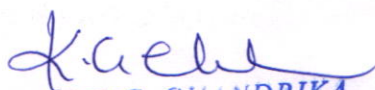
**CO2: Familiarize** about Retail consumer Buying Decision Process.

**CO3: Develop** an idea of store management in Retail Marketing.

**CO4: Familiarize** about Retail theories and HR in retail marketing

**CO5: know** about Retail Distribution Management.



  
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