



SRI VASAVI ENGINEERING COLLEGE (Autonomous)

(Sponsored by Sri Vasavi Educational Society; Regd. No: 898/2000)
Approved by AICTE, New Delhi and Permanently Affiliated to JNTUK, Kakinada
Pedatadepalli, TADEPALLIGUDEM - 534 101, W.G. Dist, (A.P.)

MBA Course Structure

Course Structure MBA (Regular)

(Effective for the students admitted into first year from the Academic Year 2018-2019)

Semester-I

SNo	Course Code	Course	L	P	C	I	E	TM
1	V18MBT01	Management Theory & Organizational Behaviour	4	--	4	40	60	100
2	V18MBT02	Managerial Economics	4	--	4	40	60	100
3	V18MBT03	Accounting for Managers	4	--	4	40	60	100
4	V18MBT04	Indian Economy & Policy	4	--	4	40	60	100
5	V18MBT05	Business Communication	4	--	4	40	60	100
6	V18MBT06	Quantitative Analysis for Business Decisions	4	--	4	40	60	100
7	V18MBL01	IT-LAB	---	6	3	40	60	100
8	V18ENT13	Employability Skills I (English Communication Skills)	2	--	--	--	--	MNC
TOTAL			26	6	27	280	420	700

Semester-II

SNo	Course Code	Course	L	P	C	I	E	TM
1	V18MBT07	Financial Management	4	--	4	40	60	100
2	V18MBT08	Human Resource Management	4	--	4	40	60	100
3	V18MBT09	Marketing Management	4	--	4	40	60	100
4	V18MBT10	Production and Operations Management	4	--	4	40	60	100
5	V18MBT11	Business Research & Statistical Analysis	4	--	4	40	60	100
6	V18MBT12	Legal Environment for Business	4	--	4	40	60	100
7	V18MBT13	Business Ethics & Corporate Governance	4	--	4	40	60	100
8	V18ENT14	Employability Skills II (Soft Skills)	2	--	--	--	--	MNC
TOTAL			30	--	28	280	420	700

Semester-III

SNo	Course Code	Course	L	P	C	I	E	TM
1	V18MBT14	Business Policy & Corporate Strategy	4	--	4	40	60	100
2	V18MBT15	Entrepreneurship Development	4	--	4	40	60	100
3	V18MBT16	E-Business	4	--	4	40	60	100
4		Elective-1	4	--	4	40	60	100
5		Elective-2	4	--	4	40	60	100
6		Elective-3	4	--	4	40	60	100
7		Elective-4	4	--	4	40	60	100
8	V18MBM01/ V18MBP01	MOOCs/ Mini Project	--	--	--	--	--	MNC
9	V18MAT07	Employability Skills III (Aptitude -1)	2	--	--	--	--	MNC
TOTAL			30	--	28	280	420	700

Semester-IV

SNo	Course Code	Course	L	P	C	I	E	TM
1	V18MBT29	Logistics & Supply Chain Management	4	--	4	40	60	100
2	V18MBT30	Business Analytics	3	4	4	40	60	100
3		Elective-5	4	--	4	40	60	100
4		Elective-6	4	--	4	40	60	100
5		Elective-7	4	--	4	40	60	100
6		Elective-8	4	--	4	40	60	100
7	V18MBP02	Major Project & Viva voce	--	--	6	40	60	100
8	V18MAT08	Employability Skills IV (Aptitude-2)	2	--	--	--	--	MNC
TOTAL			25	04	30	280	420	700
GRAND TOTAL			111	10	113	1120	1680	2800

L-LECTURE HOURS, P-PRACTICAL HOURS, C-CREDITS, I-INTERNAL MARKS, E-EXTERNAL MARKS, TM-TOTAL MARKS,MNC-

Single Specialization:

The Specialization papers will be offered in the areas of Marketing, Finance, and Human Resource Management (HRM). The students should choose any **one** of the listed Specialization areas in the beginning of the third semester of MBA. Specialization will be offered subject to a minimum of 20 students.

Semester-III

Specialization I: Marketing

<i>S.No.</i>	<i>Course Code</i>	<i>Course</i>
1	V18MBT17	Consumer Behavior
2	V18MBT18	Retail Management
3	V18MBT19	Integrated Marketing Communication
4	V18MBT20	Product & Brand Management

Specialization II: Finance

<i>S.No.</i>	<i>Course Code</i>	<i>Course</i>
1	V18MBT21	Security Analysis & Portfolio Management
2	V18MBT22	Advance Management Accounting
3	V18MBT23	Financial Markets & Services
4	V18MBT24	Banking & Insurance Management

Specialization III: HRM

<i>S.No.</i>	<i>Course Code</i>	<i>Course</i>
1	V18MBT25	Human Resource Planning & Development
2	V18MBT26	Compensation and Reward Management
3	V18MBT27	Performance Management
4	V18MBT28	Strategic Human Resource Management

Semester-IV

Specialization I: Marketing

<i>S.No.</i>	<i>Course Code</i>	<i>Course</i>
5	V18MBT31	Services Marketing
6	V18MBT32	Sales and Distribution Management
7	V18MBT33	Digital & Social media Marketing
8	V18MBT34	International Marketing Management

Specialization II: Finance

<i>S.No.</i>	<i>Course Code</i>	<i>Course</i>
5	V18MBT35	Financial Derivatives
6	V18MBT36	Project Appraisal and Finance
7	V18MBT37	Business Taxation & Planning
8	V18MBT38	International Financial Management

Specialization III: HRM

<i>S.No.</i>	<i>Course Code</i>	<i>Course</i>
5	V18MBT39	Organizational Change & Development
6	V18MBT40	Management of Industrial Relations
7	V18MBT41	Labour Welfare & Legislations
8	V18MBT42	International HRM

MBA Syllabus

MBA: First Year - First semester
V18MBT01: Management Theory & Organizational Behaviour
(Effective for the students admitted into first year from the Academic Year 2018-2019)

L T P C
4 0 0 4

Course Outcomes:

1. Understand the fundamentals of management and develop holistic perspective towards an organization.
2. Use the models of decision making and controlling in an organizational context.
3. Understand various dimensions of individual behavior.
4. Identify the dynamics of group and also emerge as a good team member.
5. Emerge as a leader who can understand the culture of an organization.

Unit-I:

Role of Management – Concept – Significance – Functions – Principles of Management - Patterns of Management: Scientific – Behavioral – Systems – Contingency

Unit-II:

Decision Making and Controlling – Process – Techniques. Planning – Process – Problems-Making it Effective. Controlling - System of Controlling – Controlling Techniques – Making Controlling Effective.

Unit-III:

Organizational Behavior – Introduction to OB – Organizing Process – Departmentation Types – Making Organizing Effective - Understanding Individual Behavior – Perception – Learning – Personality Types – Johor window- Transactional Analysis

Unit-IV:

Group Dynamics and Motivation – Benefits of Groups – Types of Groups – Group Formation and Development, Motivation – Concept of Motivation - Motivational Theories of Maslow, Herzberg, David Mc Clelland, and Porter and Lawler

Unit-V:

Leadership and Organizational Culture and Climate: Leadership – Traits Theory – Managerial Grid – Transactional vs. Transformational Leadership – Qualities of good Leader, Change Management – Conflict Management.

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

References:

1. Essentials of Management- An International Perspective, 8th Edition, Koontz & Werich, TMH
2. Management: Text & Cases, 2nd Edition, Satya Raju & Parthasarthy ,PHI
3. Business Organization and Principles of Management, A. Roy, TMH
4. Management, Text & Cases, V.S. P. Rao &Harikrishna, Excel Books,2009
5. Mgmt. Concept & Strategies, Chandan, Vikas Publications
6. Management Science, Rao, Scitech
7. Principal & Practice of Management. Ghanekar, EPH,2005
8. Principal & Practice of Management, Amrita Singh, EPH
9. Organizational Behavior, Stephen P. Robbins,16th Edition, Pearson Education.
10. Organizational Behaviour,4th Edition, S.S.Khanka, S.Chand,2002
11. Organizational Behavior 1st Edition, Mishra .M.N ,Vikas Publishing
12. Organizational behavior, Pierce Gardner, Cengage, Weihrich&Aryasri, TMH,2009.
13. Organizational Behaviour, Subbarao P, Third Revised Edition, Himalaya Publishing House,2017.
14. Organizational Behaviour, Sarma, Jaico Publications,2009.

MBA: First Year - First semester
V18MBT02: MANAGERIAL ECONOMICS
(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
4	0	0	4

Course Outcomes:

1. Apply the concepts of Managerial economics in managerial decision making.
2. Understand the relationship between Price, demand & supply and determine changes in market equilibrium.
3. Explain the relationship between inputs and productivity using various production functions and their applicability in real world business.
4. Develop various cost structures and determine the relationship between costs and output in short and long run.
5. Determine the profit maximizing price and output in various competitive markets in short and long run.

UNIT 1:

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time perspective, Risk & uncertainty.

UNIT 2:

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – law of Supply, Elasticity of Supply -Need for Demand forecasting, forecasting techniques.

UNIT 3:

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

UNIT 4:

Cost and Revenue Analysis: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory –Envelop shaped long run curve- Total, Average and Marginal cost and revenue curves– Cost - Volume – Profit analysis

UNIT 5:

Market Structure and Pricing practices: Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice — Managerial Theories of a firm. .

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

References

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.
10. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.

MBA: First Year - First semester
V18MBT03: ACCOUNTING FOR MANAGERS

(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
4	0	0	4

Course Outcomes:

1. Understand Nature, objectives and principles of financial accounting,
2. Able to prepare the financial statements of organization.
3. Apply various tools to analysis the financial position of the organization.
4. Understood the fundamental concepts of cost accounting which help the organization in decision making.
5. Aware of contemporary practices in the area of financial accounting.

Unit-I:

Introduction to Financial Accounting: Definition – Scope – Nature – Objectives – Users of Accounting Information – Accounting Principles: Concepts and Conventions – Accounting Standards. **Branches of Accounting:** Financial Accounting – Cost Accounting – Management Accounting.

Unit-II:

Accounting Cycle & Preparation of Financial Statements: Book keeping, **Double Entry System, Classification of Accounts – Journal – ledger and Trial Balance preparation.** Capital and Revenue Expenditure. **Preparation** of Final Accounts: Trading, profit and loss account and Balance Sheet – Methods of Depreciation.

Unit-III:

Financial Statement Analysis: Comparative - Common size, Trend Analysis, Ratio Analysis – Funds Flow Analysis (simple problems) – Cash Flow Statements (simple problems)

Unit-IV:

Cost Accounting for Managerial Decisions: Meaning of Cost, Costing, cost accounting, Classification of Costs, Elements of Cost and Preparation of Cost Sheet. Marginal Costing: Break Even Analysis

Unit-V:

Contemporary Developments in Accounting: Window Dressing, Methods of Window dressing, **Ethical issues in preparation of accounts.** Human Resource Accounting – Social Accounting - Responsibility Accounting – Reporting to Management (Theory)- Forensic Accounting and Audit.

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

References:

1. G .Prasad& V. Chandra Sekhara Rao, Accounting for managers, jai Bharat publications.
2. Jelsy Joseph Kupppapally – Accounting for Managers – PHI (2008).
3. I.M. Pandey: Management Accounting, Third Revised Edition, Vikas Publishing House. New Delhi.
4. Jawaharlal, Accounting for Management, Himalaya, Mumbai,2012
5. Khan and Jain, Management Accounting, 5th Edition, Tata Mc Graw Hill, Delhi.
6. Gupta R.L. and Radhaswamy M: Advanced Accountancy, Sultan Chand Publications-2014.
7. Maheswari S.N: Advanced Accountancy, 5th Edition, Vikas Publishing House. New Delhi.
8. Grewal T.S. Introduction to Accountancy, 2009, S Chand Publishers

MBA: First Year - First semester
V18MBT04: INDIAN ECONOMY & POLICY

(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
4	0	0	4

Course Outcomes:

1. Understand the composition of Indian economy.
2. Able to analyze the internal and external factors which impact the functionality of a business unit.
3. Understand the industrial environment prevails in India towards industrial development.
4. Know the functioning of various financial organs in Indian economic system.
5. Understand how Indian economy integrated to the global business.

Unit-I:

Demographic Environment: India's mixed Economic system - Occupational Structure; population trends; growth trends in basic sectors- National income and distribution of wealth- Poverty and unemployment- Recent trends and government policy.

Unit-II:

Economic & Business Environment - Appraisal of Fiscal and monetary policies; Industrial Policy, 1991; Liberalisation, Privatisation and Globalisation- Foreign Trade policy – FEMA; Consumer Protection Act; Consumer Rights and redressal Mechanism; Environmental degradation and protection

Unit-III:

Industrial Environment: Industrial Growth; structure and performance; Public sector in India; Role and growth; Disinvestment and privatization of PSUs; Industrial sickness in India- incidence, nature and causes; Government's remedial policy measures

Unit-IV:

Financial Environment- Money market; Capital market; structure, Role and problems of growth- impact of Global Financial crisis – Reforms in Indian Capital markets- Commercial Banking - Recent trends; Reforms; problem of NPAs; Govt. Measures.

Unit-V:

International Environment- Foreign Investments and Multinational Corporations; Implications of FDI and Portfolio Investments; Social and economic implications of MNCs in India- Indian economy under WTO regime; Impact of WTO policies on Agriculture, small business and employment- Impact of World Bank and IMF policies on Indian Economy.

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

References:

1. Dutt, Ruddar& KPM Sundaram, Indian Economy, S. Chand & Co. New Delhi,2016
2. Misra&Puri, Indian Economy, Himalaya Publishing House, Delhi,2015
3. Ahuja, H. L., Economic Environment of Business,7th Edition, S. Chand & Co, New Delhi
4. Adhikari,M., Economic Environment of Business, Sultan Chand & Sons, Delhi,2012
5. Fernando, A. C., Business Environment, Pearson, Delhi,2016
6. Ashwathappa, K, Essentials of Business Environment, Himalaya, Delhi,2018.
7. The Economic Times, Financial Express, Business Standard, Dailies

MBA: First Year - First semester
V18MBT05: BUSINESS COMMUNICATION

(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
4	0	0	4

Course Outcomes:

1. Understand the communication process, importance and classification.
2. Familiar with managing organizational communication
3. Understand influencing factors of interpersonal communication.
4. Learn various business writing skills
5. Preparations of reports for different occasions.

UNIT 1:

Role of Communication in Business: Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication – Visual Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

UNIT 2:

Managing Organization Communication: Formal and Informal Communication - intrapersonal Communication – Models for Inter Personal Communication - Exchange Theory, Johari Window and Transactional Analysis.

UNIT 3:

Motivational factors to influence Interpersonal Communication: Inter-Personal communication – Role of Emotion in Inter Personal Communication – Communication Styles – Barriers to Communication – gateways to Effective Interpersonal Communication.

UNIT 4:

Business Writing Skills: Significance of Business Correspondence – Preparing agenda for meetings, recording minutes of meeting, Letter Writing (Employment related correspondence, Correspondence with Govt./Authorities, Office Orders, Enquiries and Replies), Press release, Writing CV - Telephone Communication – email and SMS etiquette.

UNIT 5:

Report Writing – Meaning and Significance-Structure of Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals, Formal Reports. Techniques of Presentation – Types of Presentation.

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

References:

- 1) C.S.G. Krishnamacharyulu and Lalitha Rama Krishnan, Business Communication, Himalaya Publishing House, Mumbai,2016.
- 2) Urmila Rani and S. M. Roy, Business Communication, Himalaya Publishing House.
- 3) Nirmala Sing, Business Communication, Deep and Deep Publications Pvt. Ltd..
- 4) R. K. Madhukar, Business Communication, VIKAS Publications,2018.
- 5) Business and Professional Communication, Texas Aandm. Sage Publications ,2017
- 6) The Basics of Communication, Steve Duck, Sage Publications,2012
- 7) Professional Speaking Skills, Aruna koneru, Oxford University Press,2015
- 8) English Grammar, RajeevanKaral, Oxford University Press
- 9) Spoken English, Sabina Pillai, Oxford University Press,2016.

MBA: First Year - First semester
V18MBT06: QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
4	0	0	4

Course Outcomes:

1. Obtain basic knowledge of statistics, probability and probability distributions.
2. Understand decisions making process and familiar with various supporting tools for decision making.
3. Able to formulate Linear Programming models for various managerial problems.
4. Can optimally utilize resources using Transportation, Assignment models. Formulate strategies using Game theory.
5. Understand project management techniques using PERT and CPM.

UNIT 1:

Basic Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression analysis - Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Probability Distributions.

UNIT 2:

Introduction to Operations Research. Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision making process.

UNIT 3:

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements in the Simplex Tableau, Artificial variable techniques.

UNIT 4:

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

UNIT 5:

Network Analysis: PERT & CPM.- Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration..

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

References

1. N.D.Vohra: “***Quantitative Techniques in Management***”, Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “***Operations Research: Theory and Applications***”, Macmillan Gupta S.P:“***Statistical Methods***”, S. Chand and Sons, New Delhi,
3. Anand Sharma: “***Quantitative Techniques for Business decision Making***”, HimalayaPublishers, New Delhi,2012;
4. D P Apte: “***Operation Research and Quantitative Techniques***”, Excel Publication, New Delhi,2013
5. Hamdy, A.Taha: “***Operations Research: An Introduction***”, Prentice-Hall of India, New Delhi2003.
6. Anderson: “***Quantitative Methods for Business***”, Cengage Learning, New Delhi 2013
7. Sancheti, Dc & VK Kapoor, “***Business Mathematics***”, S Chand and Sons, New Delhi

MBA: First Year - First semester
V18MBL01: Information Technology Lab (100% Lab)
(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
4	0	6	3

Course Outcomes:

1. Able to prepare various office reports using MS-Office, run queries using SQL.
2. Compute various financial calculations using MS-Excel.
3. Calculate and apply statistical functions using MS-Excel.
4. Understand the concept flow diagrams, TQM methodologies.

UNIT 1:

Introduction of various software used for business: Significance in the current business environments - Introduction of software MS Office, SQL.

UNIT 2:

Financial modeling: Present value of cash flows, Valuations, Financial ratio analysis, Forecasting, Trend analysis of data, Random input generations

UNIT 3:

Statistics for Management - correlation and regression analysis data presentation techniques. Spread sheet showing the monthly payments with changing interest rate over a period of loan. (Using excel)

UNIT 4:

Data Collection and analyzing techniques: Charts, Flow diagrams TQM methodologies

References:

1. Shelly, Cashman: "Microsoft copies 2007", Cengage Learning, New Delhi. 2012

Employability Skills – I (English Communication Skills)

I MBA - I Semester

S.No	Course Code	Course Name	L	T	P	C
1	V18ENT13	Employability Skills – I (English Communication Skills)	2	-	-	MNC*

(*MNC : Mandatory Non Credit Course)

COURSE OUTCOMES (Along with Knowledge Levels):

(After successful completion of the course the students will be able to)

CO1: Correlate rules of grammar and start communicating with ease. (K4)

CO2: Construct and use syntactic patterns in writing. (K3)

CO3: Express, discuss and comprehend English language well. (K2)

CO4: Recognize, recall and use expressions with a native-like competence. (K1)

CO5: Interpret well and demonstrate creative thinking. (K3)

Unit-1

Self - Introduction

Basic English Grammar

Kinds of Sentences: Assertive, Negative, Interrogative and Imperative.

Do / Be / Have forms and usage.

Unit-2

Basic English Grammar: Tense

Present, Past and Future Tenses

Situational Dialogues/ Role plays

Proverb Expansion (25)

Unit-3

Basic English Grammar - Modal verbs

Can, could, may, might, will, would, shall, should, etc.,

JAM (Just A Minute)

Idioms: Meaning and Usage (1 -50)

Unit-4

Basic English Grammar - Active and Passive Voice

Transitive and intransitive verbs
Picture Interpretation - Spoken and written forms.
Idioms: Meaning and Usage (51 -100)

Unit-5

Basic English Grammar - Reported speech (Direct and Indirect Speech) Conversion Rules as per the Reporting Verb - Changes in Modals - Conversion of Interrogatives, Command, Request, Exclamation, Wish and Change of Place and Time.
Thinking out of the box - Spoken and written forms.
Creative writing /thinking - Chart Presentations.

TEXT BOOKS:

1. Work book on Spoken English Prepared by T & P cell.

References:

1. Essential English Grammar-
Raymond Murphy
2. Advanced English Grammar –
D.S. Paul
3. <http://learnenglish.britishcouncil.org/en>

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MBA: First Year - Second semester
V18MBT07: FINANCIAL MANAGEMENT

(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
4	0	0	4

Course Outcomes:

1. Understood the fundamental concepts of financial Management
2. Able to construct optimal capital structure by identification of financial sources and evaluating cost of capital.
3. Evaluating long term investment projects by applying capital budgeting techniques.
4. Get through knowledge of working capital, cash, inventory and receivables management
5. Aware of various forms of corporate restructuring and Merger & Acquisition trends.

UNIT 1:

Financial Management: Concept - Nature and Scope - Evolution of financial Management objectives of financial Management - Profit maximization- Wealth maximization and EPS maximization – Major decisions of financial manager Challenges of Financial manager in contemporary scenario, Agency problem, - Risk- Return - trade off.

UNIT 2:

Financing Decision: Sources of finance - financial instruments - Concept and financial effects of leverage – Preparation Capital Structure decision - EBIT – EPS analysis. Cost of Capital: The concept – Average vs. Marginal Cost of Capital. Measurement of Cost of Capital – Component Costs and weighted Average Cost.

UNIT 3:

Investment and Dividend Decision: Investment decision process- Concept and Techniques of Time Value of money - Capital budgeting decisions: Developing Cash Flow Data - Evaluation Techniques-Traditional and DCF methods - NPV vs. IRR, PI- Risk Analysis in capital budgeting: Measurement of Risk. Risk Adjusted Discount Rate – Sensitivity analysis - Decision Tree Approach. Dividend Decision: Major forms of dividends - The theoretical backdrop– relevant, irrelevant theories of dividend. .

UNIT-4:

Working Capital Management: Concepts and characteristics of working capital. Factors determining the working capital - Estimating working capital requirements - Working capital policy - Management of current assets like Cash, Receivables and Inventory.

UNIT-5:

Corporate Restructuring: Mergers and Acquisitions, Types of Mergers, Evaluation of Merger Proposal, Take-over, Amalgamation, Leverage buy-out, Management buy-out, Merger and Acquisition trends in India.

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

References:

1. P.Vijaya Kumar, P.S. Ravindra, Kiran Kumar, “Financial Management”, Himalaya Publishing House PVT Ltd, 2014.
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi, 2012
3. Brigham, E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
8. Pradip Kumar Sinha: “**Financial Management**”, Excel Books, New Delhi, 2009.
9. Vyuptakesh Sharan: “**Fundamentals Financial Management**”, Pearson, New Delhi, 2012.

MBA: First Year - Second semester
V18MBT08: HUMAN RESOURCE MANAGEMENT
(Effective for the students admitted into first year from the Academic Year 2018-2019)

L T P C
4 0 0 4

Course Outcomes:

1. Understand the fundamentals of HRM with a global perspective.
2. Calculate the type and number of personnel required to the organization in future by considering the demand and supply of manpower.
3. Learn various methods to assess the performance of employees.
4. Design compensation system that conforms to the legal framework.
5. Learn the functionality of trade unions and also have ability to balance between work and life.

UNIT 1:

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

UNIT 2:

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting- Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques – Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis –job description and specifications - Management development - HRD concepts.

UNIT 3:

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

UNIT 4:

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms-Fringe Benefits-ESOPs

UNIT 5:

Managing Industrial Relations: Trade Unions - Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms- Quality of Work Life (QWL).

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

References

1. K Aswathappa: “***Human Resource and Personnel Management***”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “***Human Resource Management and Industrial Relations***”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “***Human Resource Management: A South-Asian Perspective***”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “***Personnel and Human Resource Management-Text and Cases***”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “***Human Resource Management***”, Excel Books, New Delhi, 2010

MBA: First Year - Second semester
V18MBT09: MARKETING MANAGEMENT

(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
4	0	0	4

Course Outcomes:

1. Know the concepts and constituents of Market and Marketing.
2. Understand marketing mix elements
3. Understand the process of develop pricing strategies.
4. Learn various marketing communication tools and techniques
5. Obtain the information on changing paradigm of marketing.

UNIT 1:

Introduction to Marketing: Concept of Market and Marketing – Philosophies of Marketing – Marketing Planning Process-Creation of Customer Value and Satisfaction.

UNIT 2:

Marketing MIX : Elements of marketing Mix - Product: Classification of Products - New Product Development - Product Life Cycle- BCG Matrix - Market Segmentation, Targeting and positioning strategies.

UNIT 3:

Pricing Strategy: Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

UNIT 4:

Marketing Communication: Communication Process – Communication Mix – Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.

UNIT 5:

Branding and New Horizons of Marketing: Brand and Branding – Creation of Brand - Brand Identity – Brand positioning and equity. Online Marketing – Green Marketing – Neuro Marketing – Guerilla Marketing – Experiential Marketing – Internal Marketing.

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

References

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.

V18MBT10: PRODUCTION & OPERATIONS MANAGEMENT

(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
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Course Outcomes:

- 1) Understand the evolution and fundamental concepts of production and operations management
- 2) Familiar with production planning and control strategies.
- 3) Learn concepts of Waste Management, Quality Assurance, Quality Circles and application of various Statistical Quality Control techniques.
- 4) Understand basic concepts of Quality Improvement tools like six sigma, ISO 9000-2000 clauses and coverage and factors effecting Productivity.
- 5) Gain knowledge on stores management and Inventory Control techniques.

UNIT 1:

Introduction: Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes.

UNIT 2:

Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement – Work Sampling.

UNIT 3:

Managing of Work Environment: –Automation --Technology Management – Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans.

UNIT 4:

Quality Improvement: Basic concepts of quality, dimensions of quality, Juran's quality trilogy, Deming's 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).

UNIT 5:

Stores Management: Purchase functions and Procedure - Objectives of Stores Management – Requirements for efficient-Management of Stores – safety stock- Different Systems of Inventory Control -Inventory control techniques- EOQ, ABC, VED and FNSD analysis- JIT, VMI

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

References

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. AlanMuhlemann, JohnOakland,jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi,2013
6. O.P.Khanna, “**Industrial Engineering and Management**” Dhanpad Rai Publications

MBA: First Year - Second semester
V18MBT11: BUSINESS RESEARCH & STATSTICAL ANALYSIS

(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
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Course Outcomes:

1. Understand the concept of research, research process in detail
2. Understand various scaling techniques and research report preparation process.
3. Apply various statistical tools to test hypothesis.
4. Familiar with Bivariate and Multivariate analysis concepts.
5. Use SPSS for Hypothesis testing.

UNIT 1:

Introduction : Nature and Importance of research, The role of business research, Research process, types of research, Defining Research Problem. Research Design –Types of Research design- Sampling and Sampling Design – Sampling Methods –Probability and Non probability sampling. Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data- Designing of Questionnaire.

UNIT 2:

Measurement and Scaling – Nominal Scale – Ordinal Scale –Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report

UNIT 3:

Data Analysis: Formulation of hypothesis-types of hypothesis- Type I and Type II errors, Hypothesis testing procedure, parametric tests -t distribution, Z test,

UNIT 4:

F test and ANOVA - one way and two ways test- Chi Square test- Goodness of fit- Independence- Bivariate and Multivariate analysis concepts.

UNIT 5:

Automated Data Analysis: SPSS Applications – Tabulation and Cross Tabulation of Data: Univariate, Bivariate Data Analysis and Tests of Hypothesis.

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

References

1. Navdeep and Guptha : **“Statistical Techniques & Research Methodology”**, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: **“Business Research Methods”**, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: **“Research Methods for management”**, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: **“Introducing Research Methodology”**, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: **“Business Research Methods”**, 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: **“Research Methodology”** , Everest Publishing House, New Delhi, 2010.
7. Sachdeva: **“Business Research Methods”**, Himalaya Publishing House, Mumbai, 2011.
8. Ranjit Kumar: **“Research Methodology”**, Pearson,New Delhi,2012.
9. Deepak Chawla , Neena Sondhi: **“Research Methodology, Concepts and Cases”** Vikas Publishing House, New Delhi, 2011.
10. Alan Bryman, Emma Bell: **“Business Research Methods”**, Oxford University Press, New Delhi, 2011.

MBA: First Year - Second semester
V18MBT12: LEGAL ENVIRONMENT FOR BUSINESS

(Effective for the students admitted into first year from the Academic Year 2018-2019)

L	T	P	C
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Course Outcomes:

1. Understand the classification and essentials of valid contract under the Indian contract act- 1872
2. Student will get awareness about the sale and agreement to sale and also on the rights of a consumer to protect himself in the unfair trade practice
3. Understand contract of agency in detail and also the issue of various negotiable instruments and their consequences.
4. Understand the concepts of partnership according to the Indian Partnership Act 1932(types, registration, partnership deed, dissolution of partnership)
5. Aware the legal aspect at various stages of functioning of a company complying with Companies Act 2013.

UNIT 1:

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

UNIT 2

Sales of Goods Act: Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale –Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986: Consumer Right –Machinery for Redressal of Consumer Grievances.- Information Technology Act 2000.

UNIT 3:

Contract of Agency: Kinds of Agents –Creation of Agency- Duties and Rights of Principal and Agents- Principal's Liability for the Acts of the Agent-Liability of Agent –Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.

UNIT 4:

Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration – Types of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

UNIT 5

Company Act 2013: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up.

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

References:

1. Kuchhal M. C. – Business Law (Vikas Publication, 4th Edition)
2. Gulshan S. S. – Business Law Including Company Law (Excel Books)
3. Avtar Singh – Principles of Mercantile Law (Eastern Book Company, 7th Edition).
4. N.D. Kapoor & Rajni Abbi-General Laws & Procedures (Sultan Chand & Sons)
5. Kumar, Ravinder (2016), Legal aspects of Business – 4th edition, Cengage Publishers, New Delhi.
6. Relevant Acts

MBA: First Year - Second semester
V18MBT13: BUSINESS ETHICS & CORPORATE GOVERNANCE
(Effective for the students admitted into first year from the Academic Year 2018-2019)

L T P C
4 0 0 4

COURSE OUTCOMES:

1. Understand the importance of ethics and ethical practices at work place
2. Know various factors influencing Business ethics in India. Also get understanding of various scams.
3. Understand the ethical practices in functional areas such as Marketing, Hrm & Finance.
4. Understand the overview of corporate governance in India.
5. Gain knowledge in various governance issues related to Directors and Auditors.

UNIT 1:

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions.

UNIT 2:

Impact of Globalization on Indian Business Ethics: Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets – Various studies on Ethical Attitudes of Managers Major Indian Scams.

UNIT 3:

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector.

UNIT 4:

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECD Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives.

UNIT 5:

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

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

References:

1. S.K.Mandal: "Ethics in Business and Corporate Governance", TMH, New Delhi, 2012.
2. Marianne M Jennings: "Cases in Business Ethics", Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: "Business Ethics and Corporate Governance", Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: "A Case Book on Corporate Governance and Stewardship", TMH., New Delhi, 2011.
5. A.C.Fernando: "Business Ethics and Corporate Governance", Pearson Publishers, New Delhi, 2013.

Employability Skills – II (Soft Skills)

I MBA - II Semester

S.No	Course Code	Course Name	L	T	P	C
1	V18ENT14	Employability Skills – II (Soft Skills)	2	-	-	MNC*

(*MNC : Mandatory Non Credit Course)

COURSE OUTCOMES (Along with Knowledge Levels):

(After successful completion of the course the students will be able to)

CO1: Recognize their own potential and set up career goals. (K2)

CO2: Identify and distinguish various cultures and etiquettes of people around the globe (K2)

CO3: Assess the personality and psyche of people based on body language (K5)

CO4: Interpret critical situations with a view to find solutions using creative skills and demonstrate the techniques learnt while working in teams to become a good team player. (K3)

CO5: Prepare resume and get ready for Campus placements by taking part in live group discussions (K3)

UNIT I – SELF AWARENESS & GOAL SETTING

Meaning of Self awareness – components-Improving self-awareness - benefits of understanding self, meaning of goal and goal-setting – short, medium and long term goals – steps in goal setting – SMART goals.

UNIT II –ATTIRE & ETIQUETTE

Importance of Attire, How to make good impressions using proper attire. Types of Etiquette- Telephonic, dining and office, Importance of Etiquette, Basic exercises on Etiquette.

UNIT III – BODY LANGUAGE

Body Language Basics – Proxemics & Kinesics

UNIT IV –CREATIVITY & TEAM WORK

Out of box thinking, Lateral Thinking. Importance of Team work, Benefits of working with a team, Formation of Teams.

UNIT V –RESUME WRITING AND GROUP DISCUSSION

Importance of a Resume – Main parts of a Resume - How to prepare a Resume. Types of Group Discussions, Do's and Don't's in a Group Discussion, Live discussions.

SUGGESTED READING

1. Butterfield, Jeff. *Soft Skills for Everyone*. New Delhi: Cengage Learning. 2010.
2. Chauhan, G.S. and Sangeeta Sharma. *Soft Skills*. New Delhi: Wiley. 2016.
3. Hall, Calvin S. et al. *Theories of Personality*. New Delhi: Wiley. rpt. 2011.
4. Holtz, Shel. *Corporate Conversations*. New Delhi: PHI. 2007.
5. Kumar, Sanajy and Pushp Lata. *Communication Skills*. New Delhi: OUP. 2011.
6. Thorpe, Edgar and Showick Thorpe. *Winning at Interviews*. Pearson Education. 2004.
7. Swami Vivekananda and "Personality Development" published by RK Math.

** ** *

MBA: Second Year - First semester
V18MBT14: BUSINESS POLICY & CORPORATE STRATEGY

L T P C
4 0 0 4

COURSE OUTCOMES:

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

CO1: Understand the concept of business policy and strategic management in detail

CO2: To get familiarity with various tools for appraising an organization's external environment.

CO3: Analyze various strategies formulated at corporate, business and functional levels.

CO4: To understand strategy implementation procedure in detail.

CO5: Evaluate the performance of strategies designed and applied at various levels of a business.

UNIT 1

Introduction: The concept and evolution of Business Policy- Vision, Mission and Objectives- Difference between business policy and strategic management. Corporate governance- concept, issues, models, evolution and significance. Introduction to Strategic Management-Concept importance of strategic Management, Strategy & Competitive Advantage, Strategy Planning & Decisions, strategic Management Process.

UNIT 2

Environmental Scanning and leadership: External Environment Appraisal using PESTEL, Competitor Analysis using Porter's 5-Forces model, Environmental Threat and Opportunity Profile (ETOP), Porter Value chain Analysis, Scanning Functional Resources and Capabilities for building Organization Capability Profile (OCP), SWOT Analysis. Key strategic leadership actions.

UNIT 3

Strategy Formulation: Strategic alternatives at corporate level: concept of grand strategies, Strategic choice models - Strickland's Grand Strategy Selection Matrix, Model of Grand Strategy Clusters, BCG, GE Nine Cell Matrix Strategic alternatives at business level: Michael Porter's Generic competitive strategies, Formulation of strategy at corporate, business and functional levels. Red Ocean and Blue Ocean Strategies

UNIT 4

Strategy Implementation: Developing short-term objectives and policies, functional tactics, and rewards, Structural Implementation: an overview of Structural Considerations Behavioral Implementation: an overview of: Leadership and Corporate Culture Mc Kinsey 7-S Framework.

UNIT 5

Strategy Evaluation and control – Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

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

References

1. Vijaya Kumar P.,.Hitt A: **Strategic Management**, Cengage learning, NewDelhi,2010
2. John A Pearcell, AmitaMital: **“Strategic Management”**, TMH, New Delhi,2012.Mohapatra: **“Cases Studies in Strategic Management”**, Pearson, NewDelhi,2012
3. Adrian Haberberg&Alison: **Strategic Management**, Oxford University Press, NewDelhi, 2010
4. P.SubbaRao: **“Business Policy and Strategic Management”** Text and Cases,Himalaya Publishing House, New Delhi,2011
5. AppaRao, ParvatheshwarRao, Shiva Rama Krishna: **“Strategic Management and Business Policy”**, Excel Books, New Delhi,2012

MBA: Second Year - First semester
V18MBT15: ENTREPRENEURSHIP DEVELOPMENT

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

CO1: Understand the foundations of Entrepreneurship and its importance.

CO2: Develop viable business ideas and understand entrepreneurial eco system.

CO3: Develop new projects and preparation of detailed project report.

CO4: Understand the importance of MSME's in the economic development of a nation.

CO5: Identify various sources of Entrepreneurial support organizations.

UNIT 1

Entrepreneurship: Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs, Opportunities for women entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

UNIT2

Innovation: Sources of business idea-Idea generation- Ideal validation- idea screening process- market sizing techniques- innovation and creativity for aspiring entrepreneurs- incubation- startup eco system

UNIT 3

Planning and Evaluation of Projects: Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study – Elements of a project report- preparation of DPR. Post Planning of Project-Project Planning and Control.

UNIT 4

Small and Micro Enterprises: Importance, definitions – policies and their support to MSMEs - growth and growth strategies – registration process of MSME- MSMED Act 2006.

UNIT 5

Institutional Support to Entrepreneur and MSMEs: Role of Government - Role of SIDBI, NIESBUD, SISI, DIC, NSIC, TCOs, role of DST in technology entrepreneurship- Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes.

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

References

1. Arya Kumar: "Entrepreneurship", Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: "Entrepreneurship", Cengage Learning, New Delhi,
3. K. Ramachandran: "Entrepreneurship Development", TMH, New Delhi, 2012
4. B. Janakiram, M Rizwana: "Entrepreneurship Development" Excel Books, New Delhi, 2011
5. Rajeev Roy: "Entrepreneurship", Oxford University Press, New Delhi, 2012
5. P. C. Shejwalkar: "Entrepreneurship Development", Everest Publishing House, New Delhi, 2011

MBA: Second Year - First semester
V18MBT16: E-BUSINESS

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

CO1: Understand the foundations and importance of E-commerce.

CO2: Analyze the impact of e-commerce on business models and strategy.

CO3: Apply the systems used in e-business in real life situations.

CO4: Discriminate the impact of e-Commerce on Business to Consumer, Business-to-Business and Intra-organizational levels.

CO5: Create a new online business with profound knowledge on launching process.

Unit 1:

Introduction to e-Business and e-Commerce: Define the e-Commerce and e-Business, Define e-Commerce- Types of transactions. Define e-Business Models. Internet Marketing and e-Tailing. Elements of e-Business Models. Explain the benefits and limitations of e-Commerce.

Unit 2:

E-Marketplaces: Structures, Mechanisms, Economics, and Impacts: Define e-Marketplace and Describe their Functions. E-Business models of companies like amazon, flipkart, alibaba, foodpanda, etc. e-Marketplace types and their features. Describe the various types of e-auctions and list their characteristics.

Unit 3:

E-Business Applications, e-Procurement and e-Payment Systems: Integration and e-Business suits, ERP, e-SCM, CRM, e-Procurement definition, processes, methods and benefits, e-Payment, Discuss the categories and users of smart cards, Describe payment methods in B2B EC.

Unit 4:

The Impact of e-Business on Different Fields and Industries: e-Tourism, Employment and Job Market Online, Online Real Estate, Online Publishing and e-Books, e-Banking and Personal Finance Online, On-Demand Delivery Systems and E-Grocers, Online Delivery of Digital Products, Entertainment, and Media

Unit 5:

Launching a Successful Online Business and EC Projects- Requirements for starting an online business from different perspectives- Funding options available to start up businesses. -Processes associated with managing Web site development -Techniques of search engine optimization. Evaluate Web sites on design criteria.

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

References:

1. Electronic Commerce: A Managerial Perspective, Turban, E. et al., Prentice Hall
2. Electronic Business and Electronic Commerce Management, 2nd edition, Dave Chaffey, Prentice Hall,
3. e-Learning Tools and Technologies, Horton and Horton, Wiley Publishing.

MBA: Second Year - First semester
V18MBT17: CONSUMER BEHAVIOR

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

1. Analyze and determine the behavior of consumer.
2. Describe consumer perception and attitude.
3. Understand the factors influencing consumer behavior.
4. Know the importance of communication on consumer behavior
5. Able to identify the roots of consumerism.

UNIT-1

Introduction to Consumer Behavior:

Understanding consumers and market segments. Evolution of concept of consumer behavior, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard-Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model

UNIT-2

Psychological Foundations of Consumer Behavior:

Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change.

UNIT-3

Consumer Behavioral Influences:

Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence

UNIT-4

Communication and Consumer Behavior:

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

UNIT-5

Consumerism:

The roots of consumerism, consumer safety, consumer information, Environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues

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

References

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behavior” Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, “Consumer Behavior” 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L “Consumer Behavior”, 8/e, Pearson Education, New Delhi, 2003.

MBA: Second Year - First semester
V18MBT18: RETAIL MANAGEMENT

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

- 1: Understand the basic structure of Retail business in India.
- 2: Gain Knowledge in designing Retail strategies.
- 3: Interpret the importance of location in making a retail business successful.
- 4: Apply basic operations in retail business in real life environment.
- 5: Examine the technical and financial aspects of retail business besides report preparation.

UNIT 1

Basics of Retailing: Retail and Retailing, Functions of Retailers, Types of Retailers, Benefits of a self service store, Evolution of Modern Retail, Understanding Barcoding, Multi-channel Retailing, Product assortment.

UNIT 2

Retail Strategies : Building sustainable competitive advantage, Strategic Retail planning process, Merchandising principles, Smart Pricing, Purchasing staples and branded FMCG items, Manpower planning and scheduling, Circle of Retail life

UNIT 3

Retail Location: Types, Location advantages, Finding the right place, core catchment area, Getting the right layout, Strategic profit model.

UNIT 4

Store operations : Inventory Management, Plan-O-Gram, Store manager routine and checklist, The cashier process, Cash management at Till, Billing process, Managing pilferage, Customer relationship management, periodic stock taking, Day-to-day security and loss prevention.

UNIT 5

Retail Monetary actions: Costs of running a supermarket, Key performance Indicators, Category Management, Retail automation, MIS and business reports, Licenses and permissions required.

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

References:

1. A.J.Lamba (2011): “The Art of Retailing”, Tata McGraw Hill Education Pvt Ltd, New Delhi
2. Sivakumar A (2007): “Retail Marketing”, Excel Books, New Delhi.
3. Sheikh and Kaneez Fatima (2012): “Retail Management” Himalaya publishing house, Mumbai.
4. Swapna Pradhan (2012): “Retail Management”, Tata McGraw Hill, New Delhi.

MBA: Second Year - First semester
V18MBT19: INTEGRATED MARKETING COMMUNICATION

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

- 1) To familiarize the students with concepts and practices in marketing communication.
- 2) To learn various communication tools and its effectiveness in contemporary times.
- 3) Draw a lesson from that knowledge for better integration of various marketing communication tools.
- 4) Understand the procedure for designing an integrated marketing communication programme.
- 5) Bring out creative ideas for effective marketing communication

Unit I:

An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour.

Unit II:

Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model.

Unit III:

Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget.

Unit IV:

Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning.

Unit V:

Measuring Effectiveness and control of Promotional Programmes: Meaning and importance of measuring communication effectiveness, The testing process, measuring the effectiveness of other promotional tools and IMC. The ethical, social, and legal aspects of advertising and promotion-, Social Communication Different legislative and self regulatory codes controlling advertising and promotions in India viz. advertising councils code, print media codes, broadcasting media codes and regulations governing sales promotion, packaging, direct marketing and internet marketing

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

References:

1. Integrated Marketing Communications – Kenneth Clown& Donald Bach
2. Advertising and Promotions – Belch & Belch, Tata McGraw Hill
3. Advertising Management – Rajeev Batra, John G.Myers& David A Aaker-PHI
4. Otto Kleepner’s advertising Procedure – PH
5. International Edition – Contemporary Advertising Irwin/McGraw -Hill
6. Integrated Marketing Communications – Duncon- TMH
7. Foundations of Advertising Theory & Practice

MBA: Second Year - First semester
V18MBT20: PRODUCT & BRAND MANAGEMENT

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

- 1: Understand the basic product structure and its components for market place.
- 2: Match the needs of the consumers in developing a new product.
- 3: Rephrase the concept of Brand and its applicability in the current market conditions.
- 4: Apply the concept of branding in real life market situations.
- 5: Understand core brand mantras for successful launch of a product.

UNIT 1

Introduction to Product: Product, Levels of a Product, Classification of products, Major Product decisions, Product Life Cycle, Product mix decisions, Consumer Adoption process.

UNIT 2

Product Development: New Product Development Process, Ideation, Concept development, Concept testing, Commercialization, Standard Test markets, controlled test markets and Simulated test markets, Managing New product development.

UNIT 3

Introduction to Branding: Concept of Brand and Branding, Brand Equity, Brand equity models, Building strong brands, Brand positioning, Brand Sponsorships.

UNIT 4

Brand Development: Functions of Brand to Consumer, Role of Brand in the product success, Brand development strategies, Brand Management Process, Brand Associations.

UNIT 5

Brand Value: Definition, Core Brand values, Branding and Ethics, Brand Mantras, Internal Branding, Brand Value chain model, Brand Imitations.

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

References:

1. Tapan K Panda (2016): “Product and Brand Management”, Oxford University Press.
2. Chitale A K (2013): “Product policy and Brand Management”, PHI Publications, New Delhi.
3. U C Mathur (2012): “Product and Brand Management” Excel Books, New Delhi.
4. Kirti Dutta (2012): “Brand Management: Principles and Practices”, Oxford University Press.
5. Harsh V Verma(2012): “Brand Management:Text and Cases” Excel Books, New Delhi.

MBA: Second Year - First semester
V18MBT21: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

1. Understand the environment of share markets and trading system in stock exchanges.
2. Find the relationship between risk and return. Value the equities and bonds
3. Learn about fundamental, technical and efficient market approaches.
4. Identify portfolio selection through different portfolio theories.
5. Apply various tools to analyse the performance of mutual funds.

Unit-I: Concept of Investment Education: Investment Vs Speculation, Investment alternatives - Investment Process – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

Unit-II: Equity and Bond Valuation Models: – Equity Shares valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; concept of Bond. Zero coupon bond, YTM, YTC. Bond valuation (Simple Problems)

Unit-III: Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals - Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

Unit-IV: Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model (SIM) and Capital Asset Pricing Model (CAPM).

Unit-V: Portfolio Evaluation of Mutual funds: Concept and Objectives, Functions and Classification of Mutual Funds- SEBI- Guidelines for Mutual Funds, Performance Evaluation of Portfolios; Sharpe- Jensen – Fama Models for Evaluation of Mutual funds (Problems).

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

References

1. S.Kevin: "Security Analysis and Portfolio Management", PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: "Security Analysis and Portfolio Management", Vikas Publishing House, N
3. Sudhendra Bhat: "Security Analysis and Portfolio Management", Excel Books, New Delhi, 2009.
4. Shashi K Gupta: "Security Analysis and Portfolio Management", Kalyani Publishers, New Delhi, 2010
5. Prasanna Chandra, "Investment Analysis and Portfolio Management", 3/e Tata McGrawHill Publishing Co. Ltd. New Delhi, 2003.
6. Ranganatham : "Investment Analysis and Portfolio Management" Pearson Education. New Delhi, 2009.

MBA: Second Year - First semester
V18MBT22: ADVANCED MANAGEMENT ACCOUNTING

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

1. Understand the nature, objectives and importance of advanced management accounting
2. Find optimum pricing, product-mix make or buy decisions through marginal costing.
3. Learn about standard costing and variance analysis
4. Prepare different types of budgets
5. Aware of contemporary practices in the area of advanced management accounting

Unit – 1: Introduction: Scope, objectives, importance and limitations of Employment of Management Accounting — Role, duties and responsibilities of Management Accountant. Essentials of reporting of management accounting.

Unit - 2: Marginal Costing: Significance of marginal costing. Cost volume profit-BEP analysis – Decision Situations-Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Mix Decisions— Plant Shutdown Decision Profit Planning – planning of level of activity – Key factor – Foreign market offers.

Unit - 3: Standard Costing: Standard Costing and Absorption costing – Establishment of cost standards. Variance analysis: Material Variances – Labour Variances – Overhead Variances - Sales Variances

Unit- 4: Budgetary Control: – Objectives and advantages of Budgetary control. Types of various budgets. Preparation of Budgets – Purchase, Production, Sales and Cash Budget-Flexible Budget – Master Budget – Zero Based Budgeting.

Unit – 5: Contemporary issues in Management Accounting: Value analysis-Activity based costing-Social cost benefit analysis-Kaizen costing-Throughput costing-Target costing-Learning curve.

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

References:

1. Charles T. Horn Gaxy L. Sundem.: “Introduction to Management Accounting” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “Management Accounting” Sahitya Bhawan Publications, Agra 2002.
3. Manmohan and Goyal: “Management Accounting” Pearson Education.
4. V. Krishna Kumar: “Management Accounting” Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: “Practical Problem in Management Accounting” Tata Mc Graw Hill, New Delhi.
6. S.P. Jain and K.L. Narang: “Advanced Cost and Management Accounting” Kalyani Publishers, New Delhi.

MBA: Second Year - First semester
V18MBT23: FINANCIAL MARKETS & SERVICES

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

- Understand the structure of Indian financial system
- Get awareness on the financial services and function of merchant banker.
- Understand the function of Venture capital and lease financing
- Describe the functions of various NBFCs
- Understand the functions of security deposits and stock broking houses

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

Unit –II: Financial Services: Concept , Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

Unit III: Venture Capital and Leasing: – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

Unit IV: NBFCs: Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

Unit V: Stock Broking and Security Depository: Concept of Stock Broking, Evolution of stock broking business, functions of stock broking firm- Regulatory guidelines of SEBI on stock broking business- Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

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

References

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
5. Edminister R.D., Financial Institution, Markets and Management:
6. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
7. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai
8. Meir Khan – Financial Institutions and Markets, Oxford Press.
9. Madura, Financial Markets & Institutions, Cengage, ND

MBA: Second Year - First semester
V18MBT24: BANKING & INSURANCE MANAGEMENT

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

1. Interpret the basic institutional and practical knowledge of Banking and Insurance
2. Apply the practical knowledge of bank credit system and non-performing assets in real scenario.
3. Ability to recognize the new innovations and regulations in the banking sector
4. Ability to interpret the types of insurance and its importance.
5. Understand the concept of general insurance and its practical applicability.

UNIT 1

Introduction to Banking: Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.

UNIT 2

Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT 3

Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking - Products & Services: Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance.

UNIT 4

Introduction to Insurance: Evolution of insurance business in India-Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers - Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification - an overview of IRDA.

UNIT 5

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products- Classification of Life Insurance - The Actuarial Science- Provisions of Life Insurance contracts - Special Life Insurance forms – General Insurance: **Health Insurance, Travel Insurance, Motor Insurance – Marine Insurance**-Micro Insurance in India.

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

References

1. Peter.S.Rose & Sylvia. C. Hudgins: **“Bank Management & Financial Services”**, Tata McGraw Hill New Delhi, 2010,
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B: **“Risk Management & Insurance”**, Cengage Learning, New Delhi
3. Reddy K S and Rao R N: **“Banking & Insurance”**, Paramount Publishing House 2013.
4. Vasant Desai: **“Banks & Institutional Management”**, Himalaya Publishing House 2010.
5. Harold. D. Skipper & W. Jean Kwon: **“Risk Management & Insurance, Perspectives in a Global Economy”**, Blackwell Publishing New Delhi.
6. NIA: **“Life Insurance Principles and Practices”**, Cengage Learning, New Delhi, 2013.
7. Neelam C. Gulati: **“Banking and Insurance: Principles and Practice”**, Excel Books, New Delhi 2011.

MBA: Second Year - First semester
V18MBT25: HUMAN RESOURCE PLANNING AND DEVELOPMENT

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

CO1: Understand the concept of HR Planning

CO2: Explain various factors influence demand and supply of manpower

CO3: Describe various models of learning

CO4: Assess training needs of employees

CO5: Evaluate various training methods

UNIT-I

Concept of HRP: Definition, need and importance of HRP-Process-Objectives of HRP- skill inventory-Macro Level manpower Planning and Labour market Analysis - Organisational Human Resource Planning; Work Force Flow mapping - Age and Grade Distribution mapping.

UNIT-II

Demand and supply forecasting: Human Resource demand and supply forecasting- Qualitative and Quantitative techniques of HR Demand forecasting; Redeployment and Exit Strategies. Succession planning- meaning and process- competency mapping.

UNIT-III

Instructional Technology for HRD: Learning and HRD; Models and Curriculum; Principles of Learning; Group and Individual Learning; Transactional Analysis; Assessment Centre; Behaviour Modelling and Self Directed Learning; Evaluating the HRD.

UNIT – 4

Human Resource Training and Development: Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers.

UNIT – 5

Training Methods: Training with in Industry (TWI): On the Job & Off the Job Training; Management Development: Lecture Method; Role Play; In-basket Exercise; Simulation; Vestibule Training; Management Games; Case Study; Programmed Instruction; Team Development; Sensitivity Training; Globalization challenges and Strategies of Training Program, Review on T&D Programmes in India.

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

Reference Books:

1. Nadler, Leonard :Corporat Human Resource Development, Van Nostrand Reinhold, ASTD, New York .
2. Rao, T.V and Pareek, Udai: Designing and Managing Human Resource Systems, Oxford IBH Pub. Pvt.Ltd., New Delhi , 2005.
3. Rao, T.V: Readings in HRD, Oxford IBH Pub. Pvt. Ltd., New Delhi , 2004
4. Viramani, B.R and Seth, Parmila: Evaluating Management Development, Vision Books, New Delhi .
5. Rao, T.V.(et.al): HRD in the New Economic Environment, Tata McGraw-Hill Pub.Pvt, Ltd., New Delhi , 2003.
6. Rao, T.V: HRD Audit, Sage Publications, New Delhi .
7. ILO, Teaching and Training Methods for Management Development Hand Book, McGraw-Hill , New York .
8. Rao, T.V: Human Resource Development, Sage Publications, New Delhi .
9. Kapur, Sashi: Human Resource Development and Training in Practice, Beacon Books, New Delhi
10. . Strategic HRM by Mabey and Salama.

COURSE OUTCOMES:

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

CO1: Describe the meaning and concept of wage and salary administration

CO2: Explain various methods of calculating worth of a job

CO3: State the various theories of wage and salary

CO4: Analyse the role of a compensation in controlling the labour cost

CO5: Evaluate compensation structure and design efficient compensation package

UNIT 1

Compensation: concept and definition – objectives of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations- Compensation as a Retention strategy- aligning compensation strategy with business strategy – concept of reward - non-financial compensation system-Reward management process - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants

UNIT 2

Job evaluation and Compensation Structure: Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods-Types of compensation system, compensation surveys- Incentive payments and its objectives.

UNIT 3

Wage and Salary administration: Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-Importance-Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.

UNIT 4

Control systems for labour costs: Introduction-Direct and Indirect labour, Role of various departments-The personnel department-Industrial engineering department-Types of worker-Payroll department-Process and steps for preparation of payroll-Compensation surveys-Profit sharing.

UNIT 5

Pay Structure and Tax Planning: Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

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

References

1. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.
2. A.M.Sarma, N.SambasivaRao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai
3. DewakarGoel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012
4. ER SoniShyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008.
5. Mousumi S Bhattacharya NilanjanSengupta , “Compensation Management” – Excel Books, New Delhi – 2009
6. Tapomoy Deb “Compensation Management” – Excel Books, New Delhi – 2009

MBA: Second Year - First semester
V18MBT27: PERFORMANCE MANAGEMENT

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

CO1: Describe the relationship between performance management and other disciplines of HRM

CO2: Explain various approaches of performance management planning

CO3: Discuss various methods of design and implementation of performance management Systems.

CO4: Analyse the role of a compensation in controlling the labour cost

CO5: Evaluate compensation structure and design efficient compensation package

Unit-1

Introduction: Definition–concerns-scope-Historical developments in performance management- Over view of performance management-Process for managing performance- Importance –Linkage of PM to other HR processes-Performance Audit.

Unit-2

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning- Barriers to performance planning-Competency Mapping-steps-Methods.

Unit-3

Management System: objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems- HR Challenges- Appraisal for recognition and reward-Methods of Appraising- Appraisal system design-Implementing the Appraisal System

Unit-4

Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust- Role efficiency- Coaching- Counselling and Monitoring- Concepts and Skills

Unit-5

Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership

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

References

- 1.PremChadha: “Performance Management”, Macmillan India, New Delhi, 2008.
- 2.Michael Armstrong & Angela Baron, “Performance Management”: The New Realities, Jaico Publishing House, New Delhi, 2010.
- 3.T.V.Rao, “Appraising and Developing Managerial Performance”, Excel Books, 2003.
- 4.David Wade and RonadRecardo, “Corporate Performance Management”, Butter Heinemann, New Delhi, 2002.
- 5.DewakarGoel: “Performance Appraisal and Compensation Management”, PHI Leaarning, New Delhi, 2009
- 6.A.M. Sarma “Performance Management Systems” Himalaya Publishing House, New Delhi, 2010.

MBA: Second Year - First semester
V18MBT28: STRATEGIC HUMAN RESOURCE MANAGEMENT

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

CO1: Understand the theoretical perspectives and various approaches to Strategic HRM

CO2: Describe various strategic HR Planning process

CO3: Explain strategic HR implementation process

CO4: Explain strategic HR Development

CO5: Evaluate various strategic HR strategies

UNIT-1

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

UNIT-2

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning- Activities related to strategic HR Planning-Basic overview of various strategic planning models- Strategic HR Planning model-Components of the strategic plan.

UNIT-3

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-4

Strategic Human Resource Development: Concept of Strategic Planning for HRD- Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness- employee engagement- Green HRM

UNIT-5

Human Resource Evaluation: Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

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

References:

1. Charles R. Greer: “Strategic Human Resource Management” - A General Manager Approach - Pearson Education, Asia
2. Fombrun Charles & Tichy: “Strategic Human Resource Management” - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar “Strategic Human Resource Management” Everest Publishing House, Pune 2009
4. Tanuja Agarwala “Strategic Human Resource Management” Oxford University Press, New Delhi 2014
5. Srinivas R Kandula “Strategic Human Resource Development” PHI Learning PVT Limited, New Delhi 2009
6. Dreher, Dougherty “Human Resource Strategy” Tata McGraw Hill Publishing Company Limited, New Delhi 2008

Year/Sem	II MBA I Sem	L	T	P	C	COURSE CODE
Regulation Year	2019-2020	2	-	-	MNC*	V18MAT07
Name of the Course	Employability Skills – III (Aptitude)					

(*MNC : Mandatory Non Credit Course)

COURSE OUTCOMES with Knowledge Levels:

After successful completion of the course the students will be able to

1. Investigate different types of logics. (K4)
2. Classify Ages and solve problems on Averages. (K2)
3. Identify accurate direction, find out angles between hands of the clock and find a day in a particular Calendar. (K3)
4. Improve problem solving skills through the concepts of Percentages, Profit & loss, and Partnership. (K3)
5. Summarize appropriate methods of logical thinking on “Ratio and Proportion”(K4)

Unit-1

SET THEORY & ANALYTICAL REASONING.

Definition and concept of Venn Diagram – its applications. statements – Affirmations,

Unit-2

AVERAGES & PROBLEMS ON AGES

Problems on ages with different logics. Averages and its various Interpretations, Definition and Properties, Applications of average in different cases such as Allegations – Methods of solving equations.

Unit-3

CLOCK, CALENDER & DIRECTIONS

Deriving the formula to find the angle between hands for the given time, finding the time if the angle is known. History of calendar-Define year, leap year, Finding the day for the given date, Formula and method to find the day for the given date in easy way Usage of directions north, south, east, west, Problems related to directions north, south, east, west.

Unit-4

PERCENTAGES, PROFIT AND LOSS, PARTNERSHIP

Problems on percentages-Converting fractions into percentages and vice versa, Understanding of cost price, selling price, marked price, discount, percentage of profit, percentage of loss, percentage of discount, Introduction of partnership, Sleeping partner concept and problems

Unit-5

RATIO & PROPORTION

Introducing the concept of ratio in three different methods, a method to compute and compare two ratios – The effect of increase or decrease of a quantity on the ratio – The meaning of proportion and Problems related to Ratio and Proportion.

TEXT BOOK:

Work book -1 on Aptitude Prepared by Training & Placement cell,
Sri Vasavi Engineering College.

References: Quantitative Aptitude by

R.S. Agarwal – Sultan Chand Publications

MBA: Second Year - Second semester
V18MBT29: Logistics & Supply Chain Management

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

CO1: Understand the importance of logistics management.

CO2: Get familiarity with various cost concepts in measuring logistics performance.

CO3: Understand the relationship between logistics and supply chain management.

CO4: Identify the need for coordination in LSCM.

CO5: Understand global logistics management.

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management.- Customer service and retention- Basic service capability Value added services

UNIT 2

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

UNIT 3

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

UNIT 4

Sourcing, Transporting and Pricing Products: sourcing decisions and transportation in supply chain – infrastructure suppliers of transport services – transportation economics and pricing – documentation - pricing and revenue management Lack of coordination and Bullwhip Effect - Impact of lack of coordination. - CRM –Internal supply chain management - .

UNIT 5

Managing global Logistic: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances.

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

References

1. Donald J.Bowersox and David J.Closs: "Logistical Management" The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: " A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. D.K.Agrawal: "Distribution and Logistics Management", MacMillan Publishers, 2011
4. Sunil Chopra and Peter Meindl: "Supply chain Management: Strategy, Planning and Operation", Pearson Education, New Delhi 2013
5. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009

MBA: Second Year - Second semester
V18MBT30: BUSINESS ANALYTICS

L	T	P	C
3	0	4	4

COURSE OUTCOMES:

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

1. Demonstrate the need of Business Analytics in today's business world.
2. Illustrate the phases of business analytics life cycle.
3. Demonstrate various Big Data technologies for business analytics.
4. Illustrating the use of R programming for business analytics.
5. Creating data sets using R programming and analyzing business data for decision making..

UNIT– I:

Introduction to Business Analytics –Competing on Analytics – The New Science of Winning Business Analytics – The Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics – Descriptive - Predictive and Prescriptive.

UNIT–II:

The Business Analytics Cycle Information summary about Books – Tools –Blogs- Resources – Groups – communities –Videos –Useful links- Sources of Data –Database Architecture and Data Gathering Process-Types of Data- Overview of an online survey/research project.

UNIT-III:

Introduction to Big Data – Structuring of Big Data –Elements of Big Data- Business Applications of Big Data –Handling Big Data Technologies –Data Mining and Text Mining.

UNIT–IV:

Creating R data sets – Reading raw data files (Column input/formatted input)- Assigning variable attributes – Changing variable attributes – Reading MS spread sheets in R. **(Including Practical)**

UNIT–V:

Reading R data sets and creating variables –Reading Delimited Raw Data Files –Using Excel for Data Management –Purpose of the Database- Relational Databases Entities – Relationships and Attributes –Specify Keys – Primary and Foreign –Create Relationships among Tables –Refinement and Normalization – Microsoft Access and R. **(Including Practical)**

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

References:

1. Big Data for Dummies – Authors: Judith Hurwitz, Alan Nugent, Fern Halper, and Marcia Kaufman
2. BIG DATA using SMART Big Data Analytics to make better decisions and improve performance – Author: BERNARD MARR
3. Analytics in a Big Data World, the essential guide to data science and its applications – Author: BART BAESENS
4. Data Science for Business, what you need to know about Data Mining and Data-Analytic Thinking – Author: FOSTER PROVOST & TOM FAWCETT
5. Data Science and Big Data Analytics: Discovering, Analyzing, Visualizing and Presenting Data – Author: EMC Education Services
6. R For Dummies – Authors: Andrie de Vries, and Joris Meys

MBA: Second Year - Second semester
V18MBT31: SERVICES MARKETING

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

1. Understand the nature and importance of services in an economy.
2. Understand the need for CRM in services.
3. To get familiarity on service product and strategy.
4. To understand distribution mechanism for services
5. To analyze the importance of service quality.

UNIT I:

Importance of services marketing; Service characteristics and Marketing challenges; Reasons for growth of services sector; Services sector in the Indian economy.

UNIT II:

Customer Relationship Marketing: Relationship Marketing, the nature of services consumption, understanding customer needs and expectations, strategic response to the intangibility of service performance.

UNIT III:

Services product management (Basic service package, CVH, service flower, new service development, service life cycle); Services branding and positioning; physical evidence; Pricing of services.

UNIT IV:

Service Distribution strategies; internal marketing; External marketing; Interactive marketing (Service encounter, Management of moments of truth, Interaction process design and efficiency).

UNIT V:

Service quality management (Gap model, SERVQUAL); Total quality services marketing; Services failures and recovery strategies (Case Studies are Compulsory)

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

Suggested Books:

1. K.Rama Mohana Rao: Services Marketing, Pearson, 2 Ed. New Delhi.
2. Valeri Zeithmal, Mary Jo Binter, Dwayne D Gremler and Ajay Pandit: Services Marketing, Tata McGraw Hill, New Delhi.
3. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee: Services Marketing: People, Technology, Strategy, Pearson, New Delhi.
4. Christian Gronroos: Services Management and Marketing, Maxwell Macmillan.
5. Harsh V. Verma, Services Marketing, Pearson, New Delhi.

MBA: Second Year - Second semester
V18MBT32: SALES AND DISTRIBUTION MANAGEMENT

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

1. Understand the basic concept of Sales and distribution management.
2. Apply personal selling techniques to promote a product.
3. Apply various concepts of sales force management.
4. Understand various issues related to distribution channels.
5. Understand the functionality of logistics and supply chain concepts.

UNIT1:

Definition of Sales Management-nature and scope of sales Management –Modern trends in Sales Management -Role and responsibilities of Sales Managers - Organization of Sales Department-Different types of Sales Organizations

UNIT2:

Personal Selling –Objectives – Approaches to Personal Selling –Process of Personal Selling-Organization Design and Staffing, Sales Planning, Time and Territory Management

UNIT3:

Managing sales Force - Recruitment –Selection and Training of salesmen-Salesmen's Compensation Plans - Evaluation of Salesmen's performance –Sales Control Research

UNIT4:

Marketing Channels- Structure and Functions-Channel Design –Selecting Channel Members – Motivating Channel Members –Selection and Recruitment of Channel Partners- Channel Conflicts –Reasons –Managing Channel Conflicts

UNIT5:

Distribution Management –Retailing –Wholesaling - Supply Chain Management- Managing Logistics-Physical Distribution Management –Transportation and Traffic Management – Warehousing and Storage

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

References:

1. Sales Management: Decisions, Strategies & Cases, Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Pearson Education, Latest Edition
2. Sales Management: Concepts Practice, and Cases, Johnson F.M., Kurtz D.L., Scheuing E.E., Tata McGraw- Hill, Latest Edition
3. Selling & Sales Management, David Jobber, Geoffrey Lancaster, Pearson Education, Latest Edition
4. Sales Management, Tanner, Honeycutt, Erffmeyer, Pearson Education, Latest Edition
5. Sales Force Management, Mark W. Johnston, Greg W. Marshall, Tata McGraw-Hill, Latest Edition
6. Sales Management, William L. Cron, Thomas E. DeCarlo, Wiley, Latest Edition
7. Sales & Distribution Management, Dr. S. L. Gupta, Excel, Latest Edition

MBA: Second Year - Second semester
V18MBT33: DIGITAL AND SOCIAL MEDIA MARKETING

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

CO1 : Recall the basic and advanced concepts of Marketing learned.

CO2 : Understand and gain Knowledge in Fundamental aspects of Digital Marketing.

CO3 : Apply SEM in managing promotional activities.

CO4 : Apply SMM techniques in planning a promotional campaign.

CO5 : Manage the promotional activities using SMO.

UNIT 1

Overview of Traditional Marketing:Marketing process, Marketing Mix, Promotion Strategies, Importance of Distribution Networks, Green Marketing, Guerrilla Marketing, Double Loop Marketing-From Mind share to wallet share.

UNIT 2

Fundamentals of Digital Marketing : Difference between Marketing and Sales, Inbound Vs Outbound Marketing, 7P's of Marketing, Concept of Digital Marketing, evolution of Digital marketing, various tools available in Digital Marketing landscape, advantages to marketers going digital, Understanding the concepts of Traffic and Leads.

UNIT 3

Search Engine Marketing: Understanding Ad words, Ad words Account structure, Ad types, Keyword Match types, Ad rank, Quality score calculation, Keyword planning and control, Bidding Strategies, Creating Ad campaigns (Search and Display only)

UNIT 4

Social Media Marketing: Importance of Social Media, Social Media-Disruption of Traditional Media, Benefits of Social Media Marketing, Social media jargon- Structure of SMM, Developing SMM strategy, Benefits of Blogs and Webinars - Planning a SMM Campaign and latest trends in social media marketing.

UNIT 5

Social Media Optimization: Meaning of Social Media optimization, Techniques of SMO, Edge rank algorithm, Practical Sessions on Social blogging sites. Add on Topics in Digital Marketing - Basic concepts of Search Engine optimization, Affiliate Marketing, E-Mail Marketing, Drip Marketing and Google Analytics. Cyber crime and ethical aspects of social media marketing.

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

References:

1. Puneet Singh Bhatia (2017). 'Fundamentals of Digital Marketing'. Pearson Education.
2. Seema Gupta (2017). 'Digital Marketing.' Tata McGraw Hill.
3. Philip Kotler (2017). 'Marketing 4.0 : Moving from Traditional to Digital'.
4. Vandana Ahuja (2015). 'Digital Marketing'. Oxford University Press.
5. Ankit Srivastava (2018) 'Social Media Marketing and Branding'. Pbp publishers.

COURSE OUTCOMES:

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

CO1 : Illustrate the marketing principles that together constitute the field of study known as international marketing;

CO2 : Evaluate and design sustainable strategies for International markets.

CO3 : Understand and assess the challenges of managing product and price decisions in International markets.

CO4 : Evaluate various marketing channels in International arena.

CO5 : Practice export related documentation by following authenticated procedures.

UNIT 1:

Introduction to International Marketing: Scope and Significance of international Marketing, - Difference between International and domestic marketing - The growing attractiveness of developing country market - International orientations, Stages of internationalization, Driving and restraining forces of International markets, Participants in international marketing.

UNIT 2:

International marketing strategy: Entry strategies in International markets - modes of entries in International markets - International market segmentation - international targeting - criteria for targeting, selecting a International target market - International product positioning strategy. Business Customs in International Market - strategies for FDI and FIIs - Entry Strategies of Indian Firms

UNIT 3:

International Product & Price management: International product mix - Managing International Research and Development for product management- Product diffusion and adoption in International markets - Product and culture - International brand leadership - : Environmental influences on Pricing Decisions - Grey Market goods - Transfer pricing - International Pricing - Policy Alternatives - Constraints on International pricing

UNIT 4:

International Marketing Channels and Promotion for International markets: channels

- Innovations in International channels - Channel strategy for new market entry - Distribution Structures - International Distribution Patterns - Challenges in Managing An International Distribution Strategy - Selecting Foreign Country Market intermediaries - International Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing - EXIM policy of India.

UNIT 5:

Export procedures and documents: Preliminaries: inquiry and offer - confirmation of offer - export license - finance - production /procurement of goods - shipping space - packing and marketing - quality control and pre - shipment inspection - excise clearance - customs formalities - negotiation and documents - standardization and aligned pre-shipment documents - documents related to goods - documents related to shipments.

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

References

1. Francis Cherunilam: International marketing, 11th Edition, Himalaya Publication House, 2010.
2. Warren J Keegan: Global Marketing Management, 5th Edition, Prentice Hall of India Private Limited.
3. Philip R. Cateora, John L. Graham: International Marketing 11/e, Tata McGraw-Hill Co. Ltd., 2002.
4. R. Srinivasan: International Marketing, Prentice-Hall of India Pvt. Ltd., 2010
5. U.C Mathur: International Marketing Management, Sage Publications, New Delhi 2008
6. Kotabe, Peloso: International Marketing, Wiley India, New Delhi, 2020

MBA: Second Year - Second semester
V18MBT35: FINANCIAL DERIVATIVES

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COURSE OUTCOMES:

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

1. Understand the nature of derivatives and derivative markets
2. Know the trading of futures on BSE & NSE
3. To get fundamental knowledge of options market
4. Apply pricing mechanism on various derivative options.
5. To get the ability of understanding swaps and economic functions of swap transactions.

UNIT – I:

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

UNIT – II:

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

UNIT – III:

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

UNIT – IV:

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

UNIT – V:

Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps.

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

Suggested Books:

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
3. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W.Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
8. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE manual of Indian Futures & Options & www.Sebi.com

MBA: Second Year - Second semester
V18MBT36: PROJECT APPRAISAL AND FINANCE

L	T	P	C
4	0	0	4

COURSE OUTCOMES:

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

1. Understand the nature, importance, various types of projects and project life cycle.
2. Know the different kinds of feasibility studies like market, technical, managerial etc.
3. Evaluating project appraisals by applying capital budgeting techniques.
4. Estimation of project scheduling using PERT and CPM
5. Identify the project related risks and remedial measures.

UNIT I:

Basics of Project Management –Concept–need-objectives-Characteristics of project - Project environment – Types of Projects – Project life cycle-phases – Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns.

UNIT II–

Feasibility study: Project analysis-Feasibility studies and reports – Stages of Project feasibility study – Components for project feasibility studies. Market feasibility -Market survey – Technical feasibility-Managerial Feasibility-Legal Aspects of Project Management.

UNIT III:

Financial Appraisal – Criteria and Investment strategies – Capital Investment - Risk analysis – Cost and financial feasibility – Cost of project and means of financing –Estimation of cash flows – Appraisal Techniques (Non DCF and DCF)-Cost-Benefit Ratio-Financial evaluation under Uncertainty – Tax benefits.(Problems)

UNIT IV:

Project Scheduling: Network analysis- Development of Programme Evaluation & Review Technique (PERT) – Benefits of PERT – Assumptions in PERT modelling Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path –Method (CPM) (Problems)

UNIT V:–

Project Risk Management: Introduction to Risk, Risk Management, Role of Risk Management in Overall Project Management, Process of Risk Management in project management, Reducing Risks. Abandonment analysis - Social Cost Benefit Analysis (SCBA) National and International importance of projects.

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

Suggested Books:

1. Gido: Effective Project Management, 2e, Thomson, 2007.
2. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation and Review", TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.
3. Damodaran, "Corporate Finance", Johy Wiley Publications.
4. Erhardt & Brigham, "Principles of Corporate Finance", Thomson, 2006.
5. Singh M.K, "Project Evaluation and Management"
6. Prasad N.K, "Principles and Practice of Cost Accounting", 8. Pahwa, HPS, Project Financing.
7. Clifford F. Gray, Erik W. Larson, "Project Management, the Managerial Emphasis", McGraw Hill, 2000.

COURSE OUTCOMES:

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

- 1) To Know about various types of Direct taxes
- 2) Understand the computation of various types of indirect taxes
- 3) To get familiarity with tax planning.
- 4) To understand basis of tax management decisions
- 5) Able to understand International tax system.

UNIT 1

Direct Taxes: Income Tax Act 1961 – Basic concepts – Income – Agricultural Income – Residential Status – Income exemption from tax – Income from House Property – Computation of Salary Income – Income from Business and Profession – Capital Gain from other sources – computation of Total Income.

UNIT 2

In Direct Taxes: Historical Evolution of GST and VAT in India. – Issues of GST – Components of GST. Excise Duty – Introduction – Nature – Basic Concepts. Customs Duty – Introduction – Basic Concepts – Scope and Converge of Customs Duty – Nature of Customs Duty – Classification for Customs – Types of Custom Duties – Exemptions from Customs Duty.

UNIT 3

Introduction to Tax Planning: Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.

UNIT 4

Tax Management Decisions: Tax considerations - Management Decisions, such as make / buy- own/lease - export/local sale - Guidelines to Tax planning – Relief's – Concessions – Rebates – Deductions – Incentives (Payment of Advance Tax) – Filing of Returns – Refunds – Penalties for non-compliance.

UNIT 5

Multi National Taxation: Bilateral Tax Treaties- Transfer Pricing for Tax Planning – Uses of Inter Company Loans- Tax Intensives Organizational Setup of MNCs- Tax Reliefs and Rebates in India- Tax Credits- Tax Havens- Investment Decision on Tax Planning- Global Investment and Tax Incentives- Transfer Pricing Methods- Measures to Plug Tax Loopholes.

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

References:

1. Vinod K.Singhania and Mounica singhnia, Corporate Tax Planning and business Management, Taxmann Publications.
2. Vinod K.Singhania and Kapil Singhania, Direct Taxes – Law and Practice, Taxmann Publications
3. R.N.Lakhotia, Corporate Tax Planning, vision publications.
4. V.A. Avadhani, “International Financial Managment” Himalaya Publishing House, 2009
5. PG Apte, “International Financial Management” Tata Mc Graw Hill, 2009.
6. Arun kumar “Ground Scorching Tax” Penguin Portfolio

MBA: Second Year - Second semester
V18MBT38: INTERNATIONAL FINANCIAL MANAGEMENT

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COURSE OUTCOMES:

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

- Understand the Evolution of international monetary system,
- Get the knowledge to apply the various measures to face the foreign Exchange risk
- Awareness about the international financial markets and financial instruments used in financial market
- Gained knowledge about the Corporate Strategies that MNC's will apply for FDI and Valuation of international acquisitions.
- Able to read and analyse the financial reports of MNC's

UNIT I:

International Monetary and Financial System: Introduction to international financial Management, Nature and Scope, International Monetary System: Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

UNIT II:

Foreign Exchange Markets: Foreign Exchange market Structures, Quotations and speculation, Arbitrage in Forex Market, Forex Exposure, Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: FOREX Derivatives – Swaps, futures and Options and Forward Contracts (Cases).

UNIT-III:

Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

UNIT-IV:

Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

UNIT V:

International Accounting and Practices; Accounting Practices of MNCs, Accounting For Foreign Currency Translation, Consolidation of Financial Statement. Accounting For Inflationary Trends. Transfer Pricing, Arm's-length price, Benefits and Costs of Transfer Pricing. Transfer pricing and Indian tax Provisions.

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

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGraw Hill, 3rd Edition
7. .Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
V.A.Avadhani, International Financial Management, Himalaya Publishing House.
8. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

COURSE OUTCOMES:

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

At the end of this course students will be able to

CO1: Recall the nature and importance of change in organizations

CO2: Represent various changes through mapping and diagramming

CO3: Describe nature, importance and interventions of OD

CO4: State the changes in labour management in India

CO5: analyse the need for teams and harness team work in organizations

UNIT 1

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

UNIT 2

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach – Learning organization: The relevance of a learning organization - strategies to build a learning organization.

UNIT 3

Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners.

UNIT 4

Negotiated Change: Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining -social security.

UNIT 5

Team Building: Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team - High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups.

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

References

1. Cummings: "Theory of Organisation Development and Change", Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
5. Radha R Sharma: Change Management, TMH, New Delhi, 2012

COURSE OUTCOMES:

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

At the end of this course students will be able to

CO1: Explain the factors influence IR

CO2: Describe the growth and functioning of trade unions

CO3: Describe nature, importance and various forms of Workers' Participation in management.

CO4: Recall the Salient features of Workmen Compensation Act.

CO5: Analyse the Causes of Grievances and Design redressal mechanism.

UNIT 1

Industrial Relations Management: Concept- meaning- evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments-Employment Structure – Social Partnership-Wider approaches to industrial relations- Labour Market.

UNIT 2

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926, recent amendments. Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.

UNIT 3

Workers' Participation in Management: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining concepts & Characteristics –Promoting peace.

UNIT 4

Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees' State Insurance Act relating to social security – Workers' education objectives -Rewarding.

UNIT 5

Employee Grievances: Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

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

References

1. C.S Venkataratnam: “**Industrial Relations**”, Oxford University Press, New Delhi, 2011
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013
3. Mamoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: “**Industrial Relations**” Excel Books, New Delhi, 2010
5. Arun Monappa: “**Industrial Relations**”, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
7. Ratna Sen: “**Industrial Relations**”, MacMillon Publishers, New Delhi, 2011

COURSE OUTCOMES:

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

CO1: Describe various problems in labour welfare

CO2: Reproduce various labour welfare programs

CO3: Recall the provisions of various acts related to labour welfare

CO4: Recall the provisions of various acts related to payment of bonus and wages

CO5: Explain the functioning of trade unions in India

UNIT 1

Labour Welfare: Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India-Labour problems - Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.

UNIT 2

Labour welfare programmes: Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry, Labour welfare fund.

UNIT 3

Welfare Legislation: Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P. Shops and Establishments Act.

UNIT 4

Wage and Social Security Legislation: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 -. Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 - Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

UNIT 5

Industrial Relations Legislation: Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

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

References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow, 1977
5. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi.
6. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.

COURSE OUTCOMES:

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

CO1: Describe global HR perspective

CO2: Explain problems involved in international assignments

CO3: Discuss the relevance of Cross Culture Communication in global context

CO4: Evaluate the worth of a overseas assignment

CO5: Evaluate Global Strategic Advantages through HRD

UNIT 1

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM - Global HR Planning - Staffing policy - Training and development - performance appraisal -International Labour relations - Industrial democracy.

UNIT 2

Managing International Assignments: Significance - Selection methods - Positioning Expatriate - Repatriate - factors of consideration - Strategies - International assignments for Women - gender issues.

UNIT 3

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

UNIT 4

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

UNIT 5

Global Strategic Advantages through HRD: Measures for creating global HRD Climate - Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity - Challenges in Creation of New Jobs through Globalization- New Corporate Culture

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

References:

1. Subba Rao P: "International Human Resource Management", Himalaya Publishing House, Hyderabad, 2011
2. NilanjanSen Gupta: "International Human Resource Management Text and cases" Excel Books, New Delhi.
3. Tony Edwards : "International Human Resource Management", Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: "International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: "International Human Resource Management", Oxford Universities Press, Hyderabad, 2012.

Year/Sem	II MBA II Sem	L	T	P	C	COURSE CODE
Regulation Year	2019-2020	2	-	-	MNC*	V18MAT08
Name of the Course	Employability Skills – IV (Aptitude)					

(*MNC : Mandatory Non Credit Course)

COURSE OUTCOMES with Knowledge Levels:

After successful completion of the course the students will be able to

1. Determine various methods of Simple and compound Interest. (K5)
2. Improve problem solving skills through the concepts of “Time & Work”(K3)
3. Find the relationship among Time, Speed and Distance. (K3)
4. Relate Numbers and Letters and solved different problems on Number system. (K1)
5. Analyze and solve the problems on Data Analysis. (K4)

Unit-1

SIMPLE AND COMPOUND INTEREST

Definition of Simple and Compound Interest. Formulas of Applications – Difference between Simple and Compound interest – Rate of Increase or Decrease Population

Unit-2

TIME AND WORK

Men Days Relation for completion of work – Capability Ratio among Men, Women and Children – Application of time in Pipes and Cistern. Work Progress in positive and negative effects.

Unit-3

TIME & DISTANCE

Relation among Time Speed and Distance – Concepts of Relative speed and Average Speed – Ideas about Boats and Streams.

Unit-4

NUMBER SYSTEM AND RANKING

Problems of how to find the next number in the series, Finding the missing number and related sums, , Sums related to Classification, Sums related to letter series, Relation between number series and letter series and find the Ranking.

Unit-5

DATA ANALYSIS & INTERPREATION.

Mastering the art of analyzing the data of different forms – Understanding qualitative and quantitative research.

TEXT BOOK:

Work book -II on Aptitude Prepared by T & P cell, Sri Vasavi Engineering College.

References:

R.S. Agarwal – Sultan Chand Publications