



## SRI VASAVI ENGINEERING COLLEGE (Autonomous)

(Sponsored by Sri Vasavi Educational Society; Regd. No: 898/2000)

(Approved by AICTE, New Delhi & Permanently affiliated to JNTUK, Kakinada)

(Accredited by NAAC with 'A' Grade, Recognized by UGC under section 2(f) & 12(B))

Pedatadepalli, TADEPALLIGUDEM – 534 101, W.G. Dist, (A.P.)

**Department of Management Studies (MBA)**

### *Minutes of the 5<sup>th</sup> Board of Studies meeting of Management Studies held on 29-07-2022*

The following are the members who attended for the meeting.

S.No	Name of the member	Designation	Role
1	Dr.G.V.Subba Raju	Professor Sri Vasavi Engg.College	Chairman BOS
2	Prof. B. Amarnath	Former Professor, Department of Management Studies Sri Venkateswara University. Tirupathi.	Council Nominee
3	Prof.D.Suryachandra Rao	Professor, Department of Management Studies, Krishna University, Machilipatnam	University Nominee
4	Sri. P.S.Varma	Former D G M, Coromandel International Limited, Kakinada	Industry expert
5	Sri Satyanarayana Ruttala	Senior Manager, Ericsson India Global Services Pvt., Ltd., Bangalore	Alumni
Department of Management Studies, Sri Vasavi Engineering College members			
6	D. Naveen Kumar	Asst. Professor & HOD	Member
7	Dr. S. Krishna Murthy Naidu	Associate Professor	Member
8	D.Satyanarayana	Sr. Asst.Professor	Member
9	Dr.K.Rambabu	Asst. Professor	Member
10	K.Vinay Kumar	Asst. Professor	Member
11	T.Dileep	Asst. Professor	Member

12	K.Pavan Kumar	Asst. Professor	Member
13	K.Suji	Asst. Professor	Member
14	B.Aruna	Asst. Professor	Member
15	P.Bharath Kumar	Asst. Professor	Member
16	K.Murali Krishna	Asst. Professor	Member
17	P.Devi	Asst. Professor	Member
18	Dr.K.Pulla Rao	Asst. Professor	Member
19	K.Lalitha Bhavani	Asst. Professor	Member

The Chairman of the BOS Extended a formal welcome to the members and handed over the proceedings to the Head of the Department.

### **Minutes of the 5<sup>th</sup> BOS Meeting**

#### **Item No.1:**

- **Reviewed and approved the syllabi for the Courses offered in 3<sup>rd</sup> & 4<sup>th</sup> Semesters under V21 Regulations.**

The Chairman of BOS proposed the New Syllabi under V21 Regulations for the Academic year 2022-23. After considering the suggestions made by all BOS members the Syllabi was modified accordingly and was approved by BOS. The approved Syllabi was enclosed under Annexure-1

#### **Item No.2:**

- **To design and approve the Syllabus for Management Science & Universal Human Values under V20 Regulations for Engineering Branches.**

The Syllabi of Management Science & Universal Human Values under V20 Regulations has been approved by BOS. The approved Syllabi was enclosed under Annexure-2

## **3<sup>rd</sup> Semester MBA Syllabus – Annexure 1**

**MBA: Second Year - First semester**

**V21MBT14: BUSINESS POLICY AND CORPORATE STRATEGY**

**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

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### **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. (K2)

**CO2:** Examine various models for appraising an organization's external environment. (K3)

**CO3:** Analyze various strategies formulated at corporate, business and functional levels. (K4)

**CO4:** Understand strategy implementation procedure in detail. (K2)

**CO5:** Analyze the performance of strategies designed and applied at various levels of business. (K4)

### **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 Pearce, Amita Mital: **"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. Subba Rao: **"Business Policy and Strategic Management"** Text and Cases, Himalaya Publishing House, New Delhi, 2011
5. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: **"Strategic Management and Business Policy"**, Excel Books, New Delhi, 2012

**MBA: Second Year - First semester**  
**V21MBT15: CONSUMER BEHAVIOR**  
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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**COURSE OUTCOMES:**

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

1. Understand the concept of Consumer Behavior and various models of buyer behavior. (K2)
2. Identify various behavioral aspects based on psychological foundations of CB. (K2)
3. Understand the factors influencing consumer behavior. (K2)
4. Understand the importance of communication on consumer behavior. (K2)
5. Identify the roots of consumerism. (K2)

**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**  
**V21MBT16: RETAIL MANAGEMENT**  
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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**COURSE OUTCOMES:**

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

- 1: Understand the basic structure of Retail business in India. (K2)
- 2: Understand various retail strategies in practice. (K2)
- 3: Interpret the importance of location in making a retail business successful. (K2)
- 4: Apply basic operations in retail business in real life environment. (K3)
- 5: Examine the technical and financial aspects of retail business besides report preparation. (K3)

**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.

**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, Retail life Cycle

**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, Retail automation, MIS and business reports, Licenses and permissions required, Models of retail franchising.

**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. SwapnaPradhan (2012): “Retail Management”, Tata McGraw Hill, New Delhi.



**MBA: Second Year - First semester**  
**V21MBT17: DIGITAL & SOCIAL MEDIA MARKETING**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

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**COURSE OUTCOMES:**

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

CO1: Understand the basic fundamentals of evolution of Digital Marketing. (K2)

CO2: Apply SEM tools in managing promotional activities. (K3)

CO3: Employ SEO techniques to optimize the Website. (K3)

CO4: Assess the importance of SMM & Affiliate Marketing tools. (K3)

CO5: Construct and examine the reports generated under Analytics. (K4)

**UNIT 1**

**Overview of Digital Marketing:** Concept of Digital Marketing – Evolution of digital communication through ages & Evolution of Digital Marketing. Concepts of Web 1.0, Web 2.0, Web 3.0 or Semantic Web, Web 4.0 or Symbiotic Web. Key drivers for Digital Marketing in India – Digital Marketplace. Digital Marketing Funnel, various tools available in Digital Marketing landscape.

**UNIT 2**

**Search Engine Marketing/Google Ads:** Understanding Ad words, Ad words Account structure, Ad Network & Ad types, Keyword Match types, Ad rank, Quality score calculation, Difference between Max CPC & Actual CPC, Keyword planning and control, Bidding Strategies, Creating Ad campaigns (Search and Display only)

**UNIT 3**

**Search Engine Optimization (SEO) & E Mail Marketing:** Anatomy of a Website; Paid, Owned and Earned Media; Search Engine working methodology, Keyword Research Techniques, On-Page Optimization elements like Website Architecture. Off-Page Optimization Techniques. E-Mail Marketing-Basics, 4 Stage E Mail Marketing process: Data, Design, Delivery & Discovery.

## **UNIT 4**

**Social Media & Affiliate Marketing:** Importance of social media, social media-Disruption of Traditional Media, Benefits of Social Media Marketing, Essentials of a successful Social Media Marketing Strategy, Engagement Metrics, Reach Metrics & Conversion Metrics; Affiliate Marketing – Parties in Affiliate Marketing. Difference between Affiliate & Influencer Marketing, Process of being an Affiliate Marketer, Briefing on Amazon Associates Affiliate Program.

## **UNIT 5**

**Google Analytics:** Concept of Google Analytics, Analytics Account Structure: Hierarchy of Accounts, Users, Properties & Views. Website data collection, Anatomy of a 'HIT' and most common types of HIT's. Categorizing data into users and sessions. Types of Reports, Metrics under Audience Overview Report, Overview of Acquisition reports and Behavioral reports, Exit Rate Vs. Bounce Rate.

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

### **References:**

1. Ian Dodson (2017). 'The Art of Digital Marketing'. - WILEY
2. Puneet Singh Bhatia (2017). 'Fundamentals of Digital Marketing'. Pearson Education.
3. Swaminathan (2019). 'Digital Marketing-Fundamentals to Future'. CENGAGE.
4. Seema Gupta (2017). 'Digital Marketing.' Tata McGraw Hill.
5. Philip Kotler (2017). 'Marketing 4.0: Moving from Traditional to Digital'.
6. Vandana Ahuja (2015). 'Digital Marketing'. Oxford University Press.

**MBA: Second Year - First semester**  
**V21MBT18: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**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.(K2)
2. Find the relationship between risk and return and value the equities and bonds. (K1)
3. Understand the fundamental, technical and efficient market approaches. (K2)
4. Identify portfolio selection through different portfolio theories. (K2)
5. Apply various tools to analyze the performance of mutual funds. (K3)

**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-Jenson – 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**  
**V21MBT19: BANKING AND INSURANCE MANAGEMENT**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

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**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. (K2)
2. Apply the practical knowledge of bank credit system and non-performing assets in real scenario. (K3)
3. Recognize the new innovations and regulations in the banking sector. (K2)
4. Interpret the types of insurance and their importance. (K2)
5. Understand the concept of general insurance and its practical applicability. (K2)
6. Identify and understand the practical issues in banking and insurance sectors. (K2)

**UNIT 1**

**Introduction to Banking:** Meaning of a Bank and Customer- Bank and customer Relationship – Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Classification of Banks - Role of commercial banks in Economic Development

**UNIT 2**

**Sources and Uses of Bank Funds:** Sources of Bank funds – Uses of bank funds - different types of loans - management of credit process – tools to assess credit worthiness of a prospective borrower. Non Performing Assets: gross and net concept of NPAs, causes, implications & recovery of NPAs.

**UNIT 3**

**Regulation and Innovations in Banking System:** Financial statement analysis of banks: CAMEL Approach, Key Performance indicators. 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 – types of electronic fund transfers - 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 – Insurance Marketing channels - responsibilities of insurance agents - an overview of IRDAI.

## UNIT 5

**Life Insurance and General Insurance:** The concept of Life Insurance - types of Life Insurance contracts - Provisions of Life Insurance contracts - Life Insurance Products- Tax treatment of Life Insurance - The Actuarial Science- - Special Life Insurance forms.

**General Insurance: Health Insurance, Travel Insurance, Personal accident insurance, Motor Insurance – Marine Insurance – Fire accident 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, NewDelhi
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 NewDelhi.
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 Delhi2011.

**MBA: Second Year - First semester**  
**V21MBT20: BUSINESS TAXATION & PLANNING**  
(Effective for the students admitted into Second year from the Academic Year 2022-23)

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**COURSE OUTCOMES:**

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

- 1) Understand the basic concept of Taxation and Tax planning. (K2)
- 2) Calculate individual's tax liability and filing the returns. (K4)
- 3) Understand the tax planning for a business firm. (K2)
- 4) Differentiate among different Indirect taxes. (K2)
- 5) Understand tax audit and reporting. (K2)
- 6) Apply tax planning concepts in business decision making. (K3)

**UNIT 1**

**Introduction:** Meaning, Nature, objectives, principles and basic concepts of taxation - Indian taxation system – Classification of Taxes - Income Tax Act 1961 – Concept of Tax Avoidance, Tax Evasion and Tax Planning - Measures to plug tax loopholes in India.

**UNIT 2**

**Tax Planning for Individuals:** Computation of Gross and Net income of an individual under various 'Heads of Income' – Tax deductions, rebates, reliefs – Calculation of Tax Liability – Filing of IT Returns – IT Forms, due dates and penalties.

**UNIT 3**

**Tax Planning for Business Forms – Direct tax:** Corporate Taxation – Tax deductions, exemptions, reliefs, rebates and Incentives available to business firms – Carry forward and set –off of losses – Tax considerations in management decisions

**UNIT 4**

**Tax Planning for Business Forms – Indirect tax:** Concept of Excise Duty, Customs Duty, VAT and GST. Evolution of GST in India – Key concepts, components, slabs rates of GST. Benefits and Challenges of GST in India.

## **UNIT 5**

**Tax Audit:** Tax Audit – Qualities and Qualifications required to a tax auditor – Tax reporting and disclosure in financial statements.

**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, New Delhi.
2. Vinod K. Singhania and Kapil Singhania, Direct Taxes – Law and Practice, Taxmann Publications, New Delhi
3. R.N.Lakhotia, Corporate Tax Planning, vision publications.
4. Arun kumar “Ground Scorching Tax” Penguin Portfolio
5. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.



**MBA: Second Year - First semester**  
**V21MBT21: LABOUR WELFARE & LEGISLATION**  
(Effective for the students admitted into Second year from the Academic Year 2022-23)

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**COURSE OUTCOMES:**

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

CO1: Understand the principles of labor welfare. (K2)

CO2: Understand various labor welfare programs. (K2)

CO3: Recall the provisions of various acts related to labor welfare. (K1)

CO4: Recall the provisions of various acts related to payment of bonus and wages. (K1)

CO5: Explain the functioning of trade unions in India. (K2)

**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 Concept & objectives, Types of Strikes and Lock-outs, Wages for Strike and Lock-out Period- Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926- Types of Trade Unions - Reasons for Joining Trade Unions.

**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.

**MBA: Second Year - First semester**  
**V21MBT22: PERFORMANCE EVALUATION & COMPENSATION MANAGEMENT**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**COURSE OUTCOMES:**

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

CO1: Understand the concept of Performance and linkage with other HR processes. (K2)

CO2: Interpret Performance Management Planning Process. (K2)

CO3: Understand the methods of Performance Management System. (K2)

CO4: Understand the objectives and dimensions of compensation system. (K2)

CO5: Design the pay structure and frame different types of pay structures. (K4)

**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 planningBarriers to performance planning-Competency Mapping-steps-Methods.

**UNIT-3**

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

**UNIT 4**

**Compensation:** concept and definition – objectives and dimensions 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 - Managing Compensation: Designing a compensation system – internal and external equity– pay

determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

## **UNIT 5**

**Pay Structure and Tax Planning:** 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 plans 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.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. Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.
5. A.M.Sarma, N.SambasivaRao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai
6. Dewakar Goel:“Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012
7. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008.

**MBA: Second Year - First semester**  
**V21MBT23: STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

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**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. (K2)

CO2: Describe various strategic HR Planning processes. (K2)

CO3: Explain strategic HR implementation process. (K2)

CO4: Explain strategic HR Development. (K2)

CO5: Analyze various HR Evaluation strategies. (K3)

**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 and levels of strategic planning, Components of the strategic plan, Basic overview of various strategic planning models, Strategic HR Plan-Activities related to strategic HR Planning, Models of Strategic HR Planning

**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

## **4<sup>th</sup> Semester MBA Syllabus**

**MBA: Second Year - First semester**  
**V21MBT24: LOGISTICS & SUPPLY CHAIN MANAGEMENT**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### **COURSE OUTCOMES:**

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

**CO1:** Understand the concept of Logistics and Supply chain management. (K2)

**CO2:** Generalize various costs incurred to measure the logistics performance. (K2)

**CO3:** Understand the strategy of benchmarking in Logistics and supply chain. (K2)

**CO4:** Assess the need for various third-party aggregator services. (K3)

**CO5:** Understand the logistics management at global level. (K2)

### **UNIT 1**

**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 - First semester**  
**V21MBT25: SALES AND DISTRIBUTION MANAGEMENT**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OUTCOMES:**

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

1. Understand the basic concept of Sales and distribution management. (K2)
2. Apply personal selling techniques to promote a product. (K3)
3. Apply various concepts of sales force management. (K3)
4. Understand various issues related to distribution channels. (K2)
5. Understand the functionality of logistics and supply chain concepts. (K2)

**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 - First semester**  
**V21MBT26: SERVICES MARKETING**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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. (K2)
2. Understand the need for CRM in services. (K2)
3. Examine various elements related to service product management. (K3)
4. Understand distribution mechanism for services. (K2)
5. Analyze the importance of service quality. (K3)

**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 flow, 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.**

**References:**

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 - First semester**  
**V21MBT27: ADVERTISING & BRAND MANAGEMENT**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

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 importance of Advertising. (K2)

CO2: Explain the Advertising campaign development from organizational context. (K2)

CO3: Examine the Advertising effectiveness. (K3)

CO4: Identify the foundations of Branding. (K1)

CO5: Illustrate the Brand Building Practices. (K2)

**Unit – I**

Advertising: Its importance and nature; Communication model; Persuasion Process –perception, learning and attitude change; Major advertising decisions and influencing factors;

**Unit – II**

Developing Advertising Campaign: Determining advertising Objectives and budget  
Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling Advertising through Internet.

**Unit – III**

Organisation and Evaluation of Advertising Efforts: In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness.

## Unit – IV

Importance of branding; Basic Branding concepts –Brand personality, brand image, brand identify, brand equity and brand loyalty; Identifying and selecting brand name, Brand positioning and re-launch; Brand extension; Adjustments to Brand portfolio.

## Unit – V

Brand Building in Different Sectors – Corporate Branding, Service branding challenges, B2B Branding. Leadership Capabilities for B2B Global Brand Leadership. Global Branding – Adaption and Brand Culture perspective

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

## Suggested Readings:

1. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books Cowley. D: Understanding Brands, ,Kogan Page Ltd
2. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH
3. Aaker, Myers &Batra : Advertising Management , Prentice Hall.
4. Wells,Moriarity&Burnett : Advertising Principles & practices , Prentice Hall.

**MBA: Second Year - First semester**  
**V21MBT28: FINANCIAL DERIVATIVES**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OUTCOMES:**

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

1. Understand the nature of derivatives and derivative markets. (K2)
2. Operate the trading of futures in BSE &NSE. (K3)
3. Develop fundamental knowledge of options market. (K3)
4. Apply pricing mechanism on various derivative options. (K4)
5. Understand swaps and economic functions of swap transactions. (K2)

**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.**

#### **References:**

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](http://www.Sebi.com)



**MBA: Second Year - First semester**  
**V21MBT29: FINANCIAL MARKETS & SERVICES**  
(Effective for the students admitted into Second year from the Academic Year 2022-23)

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OUTCOMES:**

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

- Understand the structure of Indian financial system. (K2)
- Generalize the financial services and functions of merchant banker. (K2)
- Understand the function of venture capital business and lease financing. (K2)
- Describe the functions of various NBFCs. (K2)
- Understand the functions of security deposits and stock broking houses. (K2)

**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 –Credit Rating Agencies in India, 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 CDSL.

**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**  
**V21MBT30: ADVANCED MANAGEMENT ACCOUNTING**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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.(K2)
2. Experiment on optimum pricing, and various elements of marginal costing. (K3)
3. Assess the importance of standard costing and variance analysis. (K3)
4. Prepare different types of budgets. (K3)
5. Understand contemporary practices in the area of advanced management accounting. (K2)

**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**  
**V21MBT31: HUMAN RESOURCE METRICS & ANALYTICS**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OUTCOMES:**

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

1. Understand various approaches in designing HR Metrics. (K2)
2. Compute Metrics for different HR operations. (K3)
3. Understand the concept of HR Analytics using dashboards. (K2)
4. Assess diversity in various HR functions. (K3)
5. Evaluate the best practices in HR Analytics. (K5)

**Unit 1**

HR Metrics Overview--Concepts, Objectives-- Historical evolution of HR metrics. —Importance of HR Metrics. --Approaches for designing HR metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR metrics with business strategy, goals and objectives.

**Unit II**

Creating levels of metrics measures—HR Efficiency measures—HR Effectiveness measures-- HR value / impact measures. Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics-- Compensation & Benefits Metrics -- Employee relations & Retention Metrics

**Unit III**

HR Analytics Overview -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r)Model.

## Unit IV

Diversity Analysis-- Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.. Recruitment and Selection Analytics--Evaluating Reliability and validity of selection models, Finding out selection bias.Predicting the performance and turnover. Performance Analysis-- Predicting employee performance, Training requirements, evaluating training and development.

## UNIT V:

Optimizing selection and promotion decisions. Monitoring impact of Interventions-- Tracking impact interventions-- Evaluating stress levels and value-change-- Formulating evidence based practices and responsible investment-- Evaluation mediation process, moderation and interaction analysis.

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

## References

1. Edwards Martin R, Edwards Kirsten (2016), -Predictive HR Analytics: Mastering the HR Metric||, Kogan Page Publishers, ISBN-0749473924
2. Fitz-enz Jac (2010), -The new HR analytics: predicting the economic value of your company's human capital investments||, AMACOM, ISBN-13: 978-0-8144-1643-3
3. Fitz-enz Jac, Mattox II John (2014), -Predictive Analytics for Human Resources||, Wiley, ISBN-1118940709
4. Bernard Marr (2018), Data Driven HR: How to use Analytics and metrics to data driven performance, Kindle Edition.
5. John Sullivan (2003) HR Metrics The World Class Way, Kennedy Information ISBN 978-1932079012

**MBA: Second Year - First semester**  
**V21MBT32: MANAGEMENT OF INDUSTRIAL RELATIONS**  
(Effective for the students admitted into Second year from the Academic Year 2022-23)

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**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 influencing IR. (K2)

CO2: Describe the growth and functioning of trade unions. (K2)

CO3: Describe nature, importance and various forms of Workers' Participation in management. (K2)

CO4: Recall the Salient features of Workmen Compensation Act. (K1)

CO5: Analyze the Causes of Grievances and Design redressal mechanism. (K4)

**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



**MBA: Second Year - First semester**  
**V21MBT33: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**(Effective for the students admitted into Second year from the Academic Year 2022-23)**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**COURSE OUTCOMES:**

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

CO1: Describe HR applications in global perspective. (K2)

CO2: Explain problems involved in international assignments. (K2)

CO3: Describe the relevance of Cross Culture Communication in global context. (K2)

CO4: Analyze the worth of a overseas assignment. (K3)

CO5: Analyze Global Strategic Advantages through HRD. (K3)

**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.

## Annexure - 2

### **V20MBT52: MANAGEMENT SCIENCE**

S.NO	Programme	Course Code	Course Name	L	T	P	C
1	B. Tech	V20MBT52	Management Science	3	0	0	3

After completion of this course, Students Will be able to

CO1	Understand various approaches to Management	K2
CO2	To get familiarity with operations management in an organization	K2
CO3	Understand the Functions of Human Resource Management, Marketing Management and Financial Management	K2
CO4	To Sketch the networks for better project management	K3
CO5	Understand the Concept of Strategic Management and to get familiarity with contemporary developments in business management	K2

#### **UNIT I**

**Introduction to Management Theory:** Concept – Nature and importance of Management – Functions of Management – Managerial Skills - Scientific Management: F W Taylor contributions, Henry Fayol's 14 Principles. Theories of Motivation: Abraham Maslow's Need Hierarchy, Herzberg Two Factor Theory and Theory-X and Theory Y. Leadership styles – Decision making process.

#### **UNIT - II**

**Operations Management:** Plant Location, Plant layout types, Work study - Quality Management: SQC, Control Charts (X-Chart, R-Chart) simple problems, TQM, Six Sigma. Material Management: Need for Inventory control- EOQ, ABC analysis (HML, SDE, VED, and FSN analysis).

#### **UNIT - III**

**Functional Management:** Human Resource Management: Concept of HRM, Functions of HR Manager- Job analysis, Job Evaluation and Merit Rating. Marketing Management: Functions of Marketing Management - Four P's - New product development - Product Life Cycle - Services Marketing – Customer Relationship Management. Financial Management: Concept of Finance - Functions of Financial Management

## UNIT - IV

**Project Management:** (PERT/CPM): Development of Network–Difference between PERT and CPM– Identifying Critical Path – Project Crashing (Simple Problems).

## UNIT V

**Strategic Management & Contemporary practices:** **Strategic Management:** Vision, Mission, Goals, Strategy- Strategic management process – Elements of Corporate Planning Process – Environmental Scanning – SWOT analysis. **Contemporary Management Practices:** Remote working dynamics – Workforce diversity - Automation of business operations – ERP – Digital marketing – Green Marketing - Customization trends - AI in Business - Lean startups and entrepreneurship – Freelancing.

## References:

1. Dr.A.R.Aryasri,ManagementScience'TMH2011.
2. Koontz&Weihrich:'Essentialsofmanagement'TMH2011
3. Seth&Rastogi:GlobalManagementSystems,Cengagelearning,Delhi,2011
4. Robbins:OrganizationalBehaviour,Pearsonpublications,2011
5. KanishkaBedi:Production&OperationsManagement,OxfordPublications,2011
6. PhilipKotler&Armstrong:PrinciplesofMarketing,Pearsonpublications
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9. Prem Chadha: Performance Management, Trinity Press (An imprint of Laxmi Publications Pvt. Ltd.) Delhi 2015.
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**V20MBT54: UNIVERSAL HUMAN VALUES-II**  
**(For all B.Tech., Programs)**

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**COURSE OUTCOMES:**

**After the completion of this course, the following outcomes may be expected.**

- i. Students are expected to become more aware of themselves, and their surroundings (family, society, nature)
- ii. They would become more responsible in life, and in handling problems with sustainable solutions, while keeping human relationships and human nature in mind.
- iii. They would have better critical ability.
- iv. They would also become sensitive to their commitment towards what they have understood (Human values, human relationship and human society).
- v. It is hoped that they would be able to apply what they have learnt to their own self in different day-to-day settings in real life, at least a beginning would be made in this direction.

**Unit-I:**

Need, Basic Guidelines, Content and Process for Value Education Purpose and motivation for the course, recapitulation from Universal Human Values-I - Self-Exploration– what is it? - Its content and process; 'Natural Acceptance' and Experiential Validation- as the process for self-exploration - Continuous Happiness and Prosperity- A look at basic Human Aspirations - Right understanding, Relationship and Physical Facility- the basic requirements for fulfilment of aspirations of every human being with their correct priority - Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario - Method to fulfil the above human aspirations: understanding and living in harmony at various levels.

**Unit-II:**

Understanding Harmony in the Human Being - Harmony in Myself! Understanding human being as a co-existence of the sentient 'I' and the material 'Body' - Understanding the needs of Self ('I') and 'Body' - happiness and physical facility - Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer) - Understanding the characteristics and activities of 'I' and harmony in 'I' - Understanding the

harmony of I with the Body: Sanyam and Health; correct appraisal of Physical needs, meaning of Prosperity in detail - Programs to ensure Sanyam and Health.

### **Unit-III:**

Understanding Harmony in the Family and Society- Harmony in Human- Human Relationship Understanding values in human-human relationship; meaning of Justice (nine universal values in relationships) and program for its fulfilment to ensure mutual happiness; Trust and Respect as the foundational values of relationship - Understanding the meaning of Trust; Difference between intention and competence - Understanding the meaning of Respect, Difference between respect and differentiation; the other salient values in relationship - Understanding the harmony in the society (society being an extension of family): Resolution, Prosperity, fearlessness (trust) and co-existence as comprehensive Human Goals - Visualizing a universal harmonious order in society- Undivided Society, Universal Order from family to world family

### **Unit-IV:**

Understanding Harmony in the Nature and Existence - Whole existence as Coexistence Understanding the harmony in the Nature - Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature - Understanding Existence as Co-existence of mutually interacting units in all-pervasive space - Holistic perception of harmony at all levels of existence.

### **Unit-V:**

Implications of the above Holistic Understanding of Harmony on Professional Ethics Natural acceptance of human values - Definitiveness of Ethical Human Conduct Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order - Competence in professional ethics: a. Ability to utilize the professional competence for augmenting universal human order b. Ability to identify the scope and characteristics of people friendly and eco-friendly production systems, c. Ability to identify and develop appropriate technologies and management patterns for above production systems. - Case studies of typical holistic technologies, management models and production systems - Strategy for transition from the present state to Universal Human Order: a. At the level of individual: as socially and ecologically responsible engineers, technologists and managers b. At the level of society: as mutually enriching institutions and organizations.

### **REFERENCES:**

i. Jeevan Vidya: Ek Parichaya, A Nagaraj, Jeevan Vidya Prakashan, Amar kantik, 1999.

- ii. A. N. Tripathi, "Human Values", New Age Intl. Publishers, New Delhi, 2004.
- iii. The Story of Stuff (Book).
- iv. Mohandas Karamchand Gandhi "The Story of My Experiments with Truth"
- v. E. F. Schumacher. "Small is Beautiful"
- vi. Slow is Beautiful –Cecile Andrews
- vii. J C Kumarappa "Economy of Permanence"
- viii. Pandit Sunderlal "Bharat Mein Angreji Raj"
- ix. Dharampal, "Rediscovering India"
- x. Mohandas K. Gandhi, "Hind Swaraj or Indian Home Rule"
- xi. India Wins Freedom - Maulana Abdul Kalam Azad
- xii. Vivekananda - Romain Rolland(English)
- xiii. Gandhi - Romain Rolland (English)