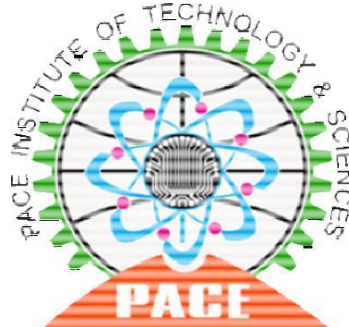


PACE INSTITUTE OF TECHNOLOGY & SCIENCES

(NH-5, Near Vallu ramma Temple, Ongole-523 272, Prakasam Dist. A.P.)

(AUTONOMOUS)

www.pace.ac.in



MASTER OF BUSINESS ADMINISTRATION

ACADEMIC REGULATIONS

AND

COURSE STRUCTURE & SYLLABUS

**(For the students admitted to
MBA Regular Two Years Programme from the Academic Year 2018-19)**



ACADEMIC REGULATIONS

For the students admitted to

**MBA Regular Two Years Programme from the Academic Year
2018-19**

ACADEMIC REGULATIONS R-18 FOR MBA (REGULAR)

(CHOICE BASED CREDIT SYSTEM)

Applicable for the students of MBA (Regular) from the Academic Year 2018-19

1. ELIGIBILITY CRITERIA FOR ADMISSION

The eligibility criteria for admission into MBA programme shall be as per the guidelines issued by the Andhra Pradesh State Council of Higher Education (APSCHE) and/or by any other competent authority.

2. AWARD OF DEGREE

A student will be declared eligible for the award of MBA degree, if he/she fulfils the following academic requirements:

i. 2 Year MBA Programme:

The Student shall study a course for not less than two academic years and not more than four academic years.

The student shall register for 102 credits and secure all the 102 credits.

The students, who fail to fulfill all the academic requirements for the award of degree within four academic years from the year of their admission, shall forfeit their seat in MBA Programme.

No disciplinary action pending against the student by the time of the completion of his/her course. If any disciplinary action is pending against the student, he/she should not be awarded with the degree.

3. MEDIUM OF INSTRUCTION

The medium of instruction is English in all academic activities.

4. MINIMUM INSTRUCTION DAYS

The minimum instruction days for each Semester shall be 90.

5. CATEGORIZATION OF COURSES

The curriculum of each programme shall contain various courses indicated in the following categories to train the students for employment, higher learning, research and entrepreneurship.

- i. **Professional Core (PC):** These courses are the core courses that provide the requisite foundation in the chosen from specialization.

- ii. **Professional Elective (PE):** These courses are the elective courses opted by the students relevant to the chosen branch from programme that provides the requisite foundation in a specific area of specialization.

6. CREDIT ASSIGNMENT

Each course is assigned a certain number of credits based on the following criteria.

Contact hours per week			Credits
L	T	P	
1	0	0	1
0	1	0	1
0	0	2	1

7. SEMESTER-WISE DISTRIBUTION OF CREDITS

The entire course of study is for two academic years and is on semester pattern. The distribution of credits in each semester is as follows.

Semester	Credits
I	23
II	24
III	25
IV	30
Total	102

8. ASSESSMENT AND EVALUATION

The performance of a student in each course shall be evaluated based on Continuous Internal Evaluation (CIE) and Semester End Examination (SEE) or only Continuous Internal Evaluation

S.No	Category of Course	Marks	
		CIE	SEE
1	Theory Courses	40	60
2	Laboratory Courses	40	60
3	Mini Project	100	-
4	Seminar	100	-
5	Project Work	Grade	

8.1 THEORY COURSES

8.1.1 Continuous Internal Evaluation (CIE):

Mid term Examinations (40 Marks):

There shall be two mid-term descriptive examinations of 120 minutes each. The mid-term examinations shall be conducted with syllabi from units I,II & first half of III for the first mid and second half of III, IV & V units for the second mid. In each theory course, the question paper for the mid-term descriptive examination consists of four questions. A student is required to answer all four questions for maximum 20 marks. Remaining 20 marks are allotted for Mini Report (10marks for preparation of Report and 10 marks for presentation in the class room) in the respective course.

CIE Computed is as follows: Finalized internal marks can be calculated with best of two mid term examination marks shall be considered for marks of 40.

8.1.2 Semester End Examinations (SEE)

The semester end examinations for theory courses will be conducted covering all the units for 60 Marks. The question paper consists of two parts. In Part-A, Comprising of 7 Essay type Questions taken 1 each from 5 units of the syllabus ,out of which 4 Questions are to be answered by the Students. Each Question Carries 12 Marks (**4 X 12=48 M**). (to test their Comprehensive understanding of the subject) and in Part-B Comprising of 1 **Case Study** which is Compulsory and can be taken from any unit of the syllabus (**1 X 12=12 M**) (to examine the student's ability to understand the problem and to conduct Situation

Analysis and Making Decision).Part-A and Part-B put together are given for 60 marks.

8.2 LABORATORY COURSES

8.2.1 Continuous Internal Evaluation (CIE)

The continuous internal evaluation for laboratory courses is based on the following parameters:

Parameter	Marks
Day-to-day Work	20
Internal Test	15
Viva Voce	05
Total	40

8.2.2 Semester End Examinations (SEE)

The performance of the student in laboratory courses shall be evaluated jointly by internal and external examiners for 3 hours duration as per the parameters indicated below:

Parameter	Marks
Procedure/Algorithm	10
Experimentation/Program Execution	15
Observations/Calculations/Testing	15
Result/Inference	10
Viva Voce	10
Total	60

8.3 SEMINAR

There shall be one seminar presentation during III Semester on any emerging topic of his/her choice from the core domain for credits of 2. For seminar, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the department in a duly-certified report form and shall mark an oral presentation before a Committee consisting of Head of the Department, Supervisor and two other senior faculty members of the department and CIE marks will finalize based on the following parameters:

Parameter	Marks
Seminar report	30
Innovation	20
Presentation	30
Viva Voce	20
Total	100

A student who fails to secure minimum 50% marks or abstains will be permitted to reappear in the subsequent semester(s). There shall be no semester end examination.

8.4 Mini Project (during II Semester): At the end of II Semester, every student shall submit the Mini Project in the form of a report and give a seminar before a committee to be evaluated for 100 marks. The Committee consists of the Head of the Department, the Supervisor of mini project and one faculty member from the department. There shall be no Semester End Examination. The student has to secure minimum 50% marks to be declared successful.

Parameter	Marks
Mini project Report	30
Innovation	25
Presentation	25
Viva Voce	20
Total	100

8.5 Project/Dissertation Work

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

- i. A Project Review Committee (PRC) shall be constituted with Head of the Department and two other senior faculty members.
- ii. Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement up to II Semester , both theory and practical.
- iii. Every candidate shall work on projects approved by the PRC.
- iv. A student has to undergo practical training for a period of 5 weeks in a Corporate Enterprise after II Semester/ Summer vacations in training period, the candidates should work on a

specific problem related to the project/elective subject. At the end of practical training, the student should submit a certificate obtained from the organization. The student should prepare a Project Report under the supervision of a guide from the Supervisor. However, the students who prepare Project Report in the area of systems can also work under the guidance of Supervisor.

- v. Three copies of the Project Thesis certified by the Supervisor shall be submitted to the Institute.
- vi. A candidate has to submit, in consultation with his project supervisor, the title, objective and plan of action of his project work for approval. The student can initiate the project work, only after obtaining the approval from the Project Review Committee (PRC).

If a candidate wishes to change his/her supervisor or topic of the project, he/she can do so with the approval of the Project Review Committee (PRC). However, the Project Review Committee (PRC) shall examine whether or not change of topic/supervisor leads to a major change of his/her initial plans of project proposal. If yes, his/she date of registration for the project work starts from the date of change of Supervisor of topic as the case may be.

- vii. The thesis shall be adjudicated by an External Examiner approved by the Principal from a panel of 4 Examiners, eminent in the field, submitted by the Department.
- viii. If the report of the examiner is not favorable, the candidate shall revise and re-submit the Thesis in the time frame as decided by the PRC. If the report of the examiner is unfavorable again, the Thesis shall be summarily rejected. The candidate has to re-register for the project and complete the project within the stipulated time after taking the approval from the PRC.
- ix. If the report of the examiner is favorable, Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the examiner who adjusted the Thesis. The board shall jointly report the candidate's work as one of the following:

- A: Excellent
- B: Good
- C: Satisfactory
- D: Unsatisfactory

The Head of the Department shall coordinate and make arrangements for the conduct of Viva Voce examination.

If the candidate fails to secure Grade A/Grade B/ Grade C in project Viva-Voce, the candidate shall retake the Viva Voce examination only after three months. If he/she fails to get a Grade A/Grade B/ Grade C report at the second Viva-Voce examination, the candidate has to re-register for the project and complete the project within the stipulated time after taking the approval from the PRC.

9. ATTENDANCE REQUIREMENTS

- i. A student is eligible to write the Semester End Examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects.
- ii. Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester may be granted by the College Academic Committee on medical grounds.
- iii. A stipulated fee shall be payable towards condonation of shortage of attendance.
- iv. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission into the same class.
- v. Shortage of Attendance below 65% in aggregate shall not be condoned.
- vi. A student who is short of attendance in semester may seek re-admission into that semester when offered within one week from the date of the commencement of class work.
- vii. Students whose shortage of attendance is not condoned in any semester are not eligible to write their Semester End Examination of that class.

10. MINIMUM ACADEMIC REQUIREMENTS

The following academic requirements have to be satisfied in addition to the attendance requirements mentioned in item no.09.

- a. A student shall be deemed to have satisfied the minimum academic requirements if he/she has earned the credits allotted to each course and secures not less than a minimum 40% of marks exclusively at the Semester End Examination. However, the student should secure minimum 50% of marks in both CIE and SEE put together to be eligible for passing the course.
- b. A student shall be promoted from II Semester to III Semester if he/she fulfills the minimum attendance requirement.
- c. The Students who fail to earn 102 credits as indicated in the course structure within four academic years from the year of admission, shall forfeit their seat in MBA programme and admission stands cancelled.

11. PROCEDURES FOR SEMESTER END EXAMINATIONS

- i. **Supplementary examinations:** There shall be supplementary examinations along with regular semester end examinations for a student to reappear in the course(s) failed or not attempted.
- ii. **Recounting:** A student, who wishes to verify the total marks obtained by him/her in any theory course in SEE can apply for recounting in response to the notification along with the prescribed fee. The outcome of the recounting gets reflected in the results sheet and grade card.
- iii. **Revaluation:** A student who wishes to apply for revaluation of a theory course in SEE can submit an application along with the prescribed fee as per the notification issued.
 - a. If the variation in marks of the first valuation and revaluation is $\leq 15\%$ of the total marks, then the better of the two evaluations shall be considered as final marks.
 - b. If the variation of marks between the first valuation and revaluation is $>15\%$ of the total marks, there shall be a third evaluation by another examiner. The average marks of two nearer evaluations shall be taken into consideration. In case of any fractional value of marks, it can be rounded off to the next integer value.

- c. If a student secures a higher grade in the revaluation, that grade will be declared as the final grade. Otherwise, the original grade will remain valid.

12. AWARD OF LETTER GRADES

A letter grade and grade points shall be awarded to a student in each course based on his/her performance as per the 10-point grading system given below.

Marks (Max:100)	Letter Grade	Grade Point	Level
≥ 90	O	10	Outstanding
80 to <90	S	9	Excellent
70 to <80	A	8	Very Good
60 to <70	B	7	Good
50 to <60	C	6	Pass
<50	D	0	Fail
--	Ab	0	Absent

Marks (Max:100)	Letter Grade	Grade Point	Level
≥ 50	SA	-	Satisfactory
< 50	US	-	Unsatisfactory
--	Ab	-	Absent

- a. A student who secures “D” grade in any course shall be considered “Failed” and is required to reappear as “Supplementary student” in SEE, as and when offered. In such cases, his/her CIE marks in those courses will remain same as obtained earlier.
- b. A student, who is absent from any examination shall be treated as “Failed”.
- c. In general, a student shall not be permitted to repeat any course (s) for the sake of “Grade improvement” or “SGPA/CGPA improvement”.

13. COMPUTATION OF SGPA & CGPA

a. Semester Grade Point Average (SGPA)

The performance of each student at the end of each semester is indicated in terms of SGPA. The SGPA is the ratio of sum of the product of the number of credits and the grade points scored by a

student in all the courses to the sum of the number of credits of all the courses.

$$\text{SGPA (S}_i\text{)} = \Sigma (\text{C}_i \times \text{G}_i) / \Sigma \text{C}_i$$

Where C_i is the number of credits of the i^{th} course and G_i is the grade point scored by the student in the i^{th} course.

b. Cumulative Grade Point Average (CGPA)

The CGPA is a measure of the overall cumulative performance of a student. The CGPA is calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme.

$$\text{CGPA} = \Sigma (\text{C}_i \times \text{S}_i) / \Sigma \text{C}_i$$

Where S_i is the SGPA of the i^{th} semester and C_i is the total number of credits in that semester.

- c. The SGPA and CGPA are rounded off to 2 decimal points and reported in grade cards.

14. AWARD OF CLASS

A student who satisfies the minimum requirements prescribed for the completion of a programme is eligible for the award of MBA degree and he/she shall be placed in one of the following four classes on a 10 point scale.

Class Awarded	CGPA to be secured	From the CGPA secured from 102 Credits
First Class with Distinction	≥ 7.5 with no subject failures	
First Class	≥ 6.5 with subject failures	
Second Class	≥ 5.5 to < 6.5	
Pass Class	> 5.0 to < 5.5	

15. DISCIPLINE

- a. A student is required to observe discipline and decorum both inside and outside the college and not to indulge in any activity that may tarnish the prestige of the college. The head of the institution shall constitute a disciplinary committee to enquire into acts of indiscipline and notify the college about the disciplinary action taken. In case of any serious disciplinary action, which leads to suspension or dismissal, a committee shall be constituted by head of the institution for taking final decision.
- b. Those students who indulge in examination related malpractices shall be punished as per the scale of punishment notified in Annexure-I.
- c. Those students involved in the illegal acts of ragging shall be punished as per the provisions of Act 26, 1997 of Govt. of Andhra Pradesh (Annexure-II).

16. REVISION OF REGULATIONS, CURRICULUM AND SYLLABI

The college may revise, amend or change the regulations, curriculum, syllabus and scheme of examinations from time to time subject to decisions/recommendations of Board of Studies and the College Academic Council.

17. WITHHOLDING OF RESULTS

If a student fails to clear dues, if any, payable to the institution or any case of indiscipline is pending against him, the result of the student will be withheld, and also the award of his/her degree is withheld in such cases.

18. TRANSITORY REGULATIONS

- a. A student, who is detained or discontinued in the semester, on readmission shall be required to do all the courses in the curriculum prescribed for the batch of students in which the student joins subsequently. However, exemption will be given to those students who have already passed the courses in the earlier semester(s) he/she is originally admitted into and substitute courses are offered in place of them as approved by the Board of Studies.

- b. In general, after transition, there will be a fitment formula approved by the competent authority in order to balance course composition and the number of credits.
- c. Students admitted by transfer from other institutions shall follow transitory regulations with suitable fitment formulae approved by the competent authority.
- d. A student who is seeking readmission shall apply in the prescribed format within one week after the commencement of the class work. However, the readmission of a student shall be approved by the competent authority.

19.COURSE CODE

The Course Codes will be given by the departments concern to the subject. Each course code contains 8 characters. The 8 characters for each subject will be filled as per the following description.

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

1 Character : Institute Name as ‘**P**’

2 Character : Post Graduation Name as ‘**P**’

3,4 Characters: Year of Commencement of Regulations as ‘**18**’

5,6 Characters: Programme Category such as ‘**MB**’

7 Character: Mode of Subject Learning and Evaluation such as **T** for Theory Courses

L for Laboratory Courses

S for Seminar

P for Project

M for Mini Project

E for Professional Elective Courses

8,9 Characters: Serial number of the course taught by the department in that Semester such 01, 02, 03,..... etc

20. GENERAL

Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”.

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

In case of any doubt or ambiguity in the interpretation of the above rules, decision of the competent authority is final and binding.

The college may change or amend academic regulations or syllabi at any time subject to approval of the competent authority and the changes or amendments made shall be applicable to all students with effect from the dates notified.

21. STATUTORY DECLARATION

In case the regulations do not specify application of an appropriate rule in a unique case, the decision of the competent authority of the college shall be final.

ANNEXURE-I

MALPRACTICE RULES

DISCIPLINARY ACTION FOR MALPRACTICE/IMPROPER CONDUCT IN EXAMINATIONS

S.No	Nature of Malpractices/Improper Conduct	Punishment
1 (a)	If a student possesses or tries to Access any paper, notebook, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	If a student gives assistance or guidance or receives it from any other candidate orally or by any other body language Methods or communicates through cell Phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	If a student is found to have copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester. The Hall Ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the Examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all Semester End Examinations. The

		continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	If a student smuggles inside the exam hall an Answer book or additional sheet or takes out or Arranges to send out the question paper or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and all Semester End Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	If a student uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in the subject.
6.	If a student refuses to obey the orders of the Chief Superintendent/Controller of Examinations / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	Such a student(s) shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.

7.	If a student leaves the exam hall Taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred for two consecutive semesters from class work and Semester End Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat .
8.	If a student is in possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges In any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered against them.
10.	If a student comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester.
11.	If copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment	

Malpractices identified by squad or special invigilators

Punishments to the candidates as per the above guidelines.

Punishment for institutions : (if the squad reports that the college is also involved in encouraging malpractices)






- i. A show cause notice shall be issued to the college.
- ii. Impose a suitable fine on the college.
- iii. Shifting the examination centre from the college to another college for a specific period of not less than one year.

Ragging

Prohibition of ragging in educational institutions Act 26 of 1997

Salient Features

- ⇒ Ragging within or outside any educational institution is prohibited.
- ⇒ Ragging means doing an act which causes or is likely to cause Insult or Annoyance of Fear or Apprehension or Threat or Intimidation or outrage of modesty or Injury to a student

	Imprisonment upto		Fine Upto
Teasing, Embarrassing and Humiliation	 6 Months	+	Rs. 1,000/-
Assaulting or Using Criminal force or Criminal intimidation	 1 Year	+	Rs. 2,000/-
Wrongfully restraining or confining or causing hurt	 2 Years	+	Rs. 5,000/-
Causing grievous hurt, kidnapping or Abducts or rape or committing unnatural offence	 5 Years	+	Rs. 10,000/-
Causing death or abetting suicide	 10 Months	+	Rs. 50,000/-

In Case of Emergency CALL TOLL FREE NO. : 1800 - 425 - 1288

ABSOLUTELY NO TO RAGGING

1. Ragging is prohibited as per Act 26 of A.P. Legislative Assembly, 1997.
2. Ragging entails heavy fines and/or imprisonment.
3. Ragging invokes suspension and dismissal from the College.
4. Outsiders are prohibited from entering the College and Hostel without permission.
5. Girl students must be in their hostel rooms by 7.00 p.m.
6. All the students must carry their Identity Cards and show them when demanded
7. The Principal and the Wardens may visit the Hostels and inspect the rooms any time.

PACE INSTITUTE OF TECHNOLOGY & SCIENCES, VALLURE								
(AUTONOMOUS)								
P-18 REGULATIONS MBA COURSE STRUCTURE							As on 07-07-2018	
I YEAR I SEMESTER								
S.No	Code	Course	L	T	P	C	I	E
1	P18MBT01	Management Theory & Organizational Behaviour	3	**	**	3	40	60
2	P18MBT02	Managerial Economics	3	**	**	3	40	60
3	P18MBT03	Accounting for Managers	3	1	**	4	40	60
4	P18MBT04	Business Communication	3	**	**	3	40	60
5	P18MBT05	Legal & Business Environment	3	**	**	3	40	60
6	P18MBT06	Quantitative Analysis for Business Decisions	3	1	**	4	40	60
7	P18MBL01	IT-LAB	**	**	6	3	40	60
TOTAL			18	2	6	23	280	420
I YEAR II SEMESTER								
S.No	Code	Course	L	T	P	C	I	E
1	P18MBT07	Financial Management	3	1	**	4	40	60
2	P18MBT08	Human Resource Management	3	**	**	3	40	60
3	P18MBT09	Marketing Management	3	**	**	3	40	60
4	P18MBT10	Production and Operations Management	3	**	**	3	40	60
5	P18MBT11	Business Research & Statistical Analysis	3	1	**	4	40	60
6	P18MBT12	Entrepreneurship Development & Small Business	3	**	**	3	40	60
7	P18MBM01	Mini Project	**	**	**	4	100	**
TOTAL			18	2	0	24	340	360

II YEAR III SEMESTER								
S.No	Code	Course	L	T	P	C	I	E
1	P18MBT13	Strategic Management	3	**	**	3	40	60
2	P18MBT14	Business Ethics & Corporate Governance	3	**	**	3	40	60
3	P18MBT15	Retail Management	3	**	**	3	40	60
4		Elective-I	3	**	**	3	40	60
5		Elective-II	3	**	**	3	40	60
6		Elective-I	3	**	**	3	40	60
7		Elective-II	3	**	**	3	40	60
8	P18MBS01	Seminar	**	**	**	4	100	**
TOTAL			21	0	0	25	380	420
S. No	Subject Code	Elective	Subjects					
1	P18MBE01	Finance	Security Analysis & Portfolio Management					
2	P18MBE02		Banking & Insurance Management					
3	P18MBE05	Human Resource Management	Compensation and Performance Management					
4	P18MBE06		Management of Industrial Relations					
5	P18MBE09	Marketing	Advertising and Brand Management					
6	P18MBE10		Consumer Behavior					
7	P18MBE13	Logistics And Supply Chain Management	Supply Chain Management					
8	P18MBE14		Warehouse Management					
II YEAR IV SEMESTER								
S.No	Code	Course	L	T	P	C	I	E
1	P18MBT16	E-Business	3	1	**	4	40	60
2	P18MBT17	International Business	3	1	**	4	40	60
3		Elective-III	3	**	**	3	40	60
4		Elective-IV	3	**	**	3	40	60
5		Elective-III	3	**	**	3	40	60
6		Elective-IV	3	**	**	3	40	60
7	P18MBP01	Major Project & Viva voce	**	**	**	10	**	**
TOTAL			18	2	0	30	240	360
GRAND TOTAL			75	6	6	102	1240	1560

S. No	Subject Code	Elective	Subjects
1	P18MBE03	Finance	Financial Derivatives
2	P18MBE04		Taxation
3	P18MBE07	Human Resource Management	Labour Welfare and Legislation
4	P18MBE08		Management of Change and Development
5	P18MBE11	Marketing	Services Marketing
6	P18MBE12		Digital Marketing
7	P18MBE15	Logistics And Supply Chain Management	Export / Import Documentation Procedure
8	P18MBE16		Multi Mode Transport
L-LECTURE HOURS, T-TUTORIALS ,P-PRACTICAL HOURS, C-CREDITS, I-INTERNAL MARKS, E-EXTERNAL MARKS, MNC: Mandatory Non credit course			

Dual Specialization:

The Specialization papers will be offered in the areas of Marketing, Finance, Human Resource Management (HRM), and Logistics and Supply Chain Management. The students should choose any **two** 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.

MANAGEMENT THEORY & ORGANIZATIONAL BEHAVIOR

Course Code: P18MBT01

Internal Marks: 40
External Marks: 60

Course Objective: To give basic perspective of Management theories and Practices. This will form foundation to study other functional areas of management and to provide the students with the conceptual framework and the theories underlying organizational Behavior.

Course Outcomes:

1. Understand and apply the concept of management and its functions.
2. Evaluate the managerial actions of planning, organizing and controlling.
3. Understand the implications of organizational behavior on the process of management.
4. Understand the methods of motivating and leading people in organizations
5. Analyze the role of organizational culture

UNIT -1. Nature of Management– definitions, scope and importance - managerial roles and functions–development of management thought - approaches to management - Managing for competitive advantage - the Challenges of Management - Corporate Social responsibility. Planning: Nature and principles of planning - The Planning Process-MBO. Decision-making: role-significance- process-decision tree analysis – tools and techniques. Coordination-principles.

UNIT -II Nature of organizing - principles – organization levels – types - and span of management- Organizational design and structure, approaches–delegation of authority - centralization and decentralization of authority – responsive organization. Controlling- Nature and importance – process – feedback system – Requirement for effective control – control techniques.

UNIT -III Organizational behavior: Nature and scope – linkages with other social sciences - Individual perspective – Perception and process- Values, Attitudes Learning and learning theories– Personality, types and models – Johari window – Transitional analysis-Approach to Organizational behavior - models of organizational behavior - Organizational culture and development.

UNIT -IV Motivation – theories - Leadership – approaches to leadership – leadership behavior and styles – leadership skills – leadership in cross-cultural environment – women and corporate leadership –Group dynamics – group formation and development -conflict management and negotiation skills.

UNIT-V Organizational culture and effectiveness: Definition – creating organizational culture- approaches to organizational culture – learning of organizational culture – measurement of organizational culture – organizational effectiveness – nature and importance.

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

Text Books:

1. Koontz o Donnel, “Principles of Management”, Tata Mc Graw Hill Publications.
2. Dr.P.Subba Rao and Prof. N.Sambasiva Rao:”Management and Organizational Behaviour - (Text and Cases)”, Himalaya Publishing House, Mumbai

References :

1. William, Tripathy: “MGMT (including instructor recourses)”, Cengage Learning, New Delhi, 2013.
2. Griffin, Moorhead: “Managing Organisational Behaviour”, Cengage Learning, New Delhi.2013.
3. Jerald Greenberg and Robert A Baron: “Behavior in Organizations”, PHI Learning Private Limited, New Delhi, 2009.
4. Mullins, Laurie: “Management and Organisational Behaviour”, Pearson Education, New Delhi, 2013.

Web Links :

1. <https://www.scribd.com/doc/36514320/Meaning-Nature-of-Management>
2. nptel.ac.in/courses/122106031/Pdfs/1_1.pdf
3. nptel.ac.in/Clarify_doubts.php?subjectId=110105034
4. nptel.ac.in/courses/110105034/38
5. <https://www.emeraldinsight.com/doi/10.1108/02621710910985504>

MANAGERIAL ECONOMICS

Course Code: P18MBT02

Internal Marks: 40

External Marks: 60

Objective:

To integrate the basic concepts of economics with the tools of mathematics and statistics in order to analyze and make optimal business decisions.

Course Outcomes:

1. To gain the knowledge about the fundamentals of Managerial economics and its principles.
2. To learn about the Elasticity of demand and its significance and also to know about the demand forecasting and its techniques.
3. To learn about the concepts of production and Laws of Returns to Scale.
4. To understand the different types of cost concepts and the Modern developments in cost theory and cost volume profit analysis.
5. To understand the different types of markets structures and price determination in different markets.

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 Perfective, Discounting Principle, Risk & uncertainty.

UNIT 2: Demand Analysis: Elasticity of demand, Types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, Forecasting techniques, Law of Supply, Elasticity of Supply.

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, Game Theory and Asymmetric Information

UNIT 4: Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis.

UNIT 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 – Price Searchers- Cartels - Managerial Theories of a firm – Marris & Williams Models.

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

Text Books :

1. D.N. Dwivedi: “Managerial Economics, 8th Edition”, Vikas Publishing House, 1980.
2. Arun Kumar, Rachana Sharma: “Managerial Economics”, Atlantic Publishers & Dist, 1998.
3. S. Charles Maurice, Christopher R Thomas: “Managerial Economics: MC Graw-Hill Education, 2015.

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. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002

Web Reference:

1. <https://www.free-ebooks.net/ebook/Managerial-Economics>
2. <https://examupdates.in/managerial-economics-notes/>
3. [www.sxccal.edu/twinningprogramme/.../mba-managerialeconomics- 1styear.pdf](http://www.sxccal.edu/twinningprogramme/.../mba-managerialeconomics-1styear.pdf)
4. <https://www.docsity.com/en/lecture-notes/subjects/managerial-economics/>
5. https://books.google.co.in/books/about/Managerial_Economics.html?id=95xjd7

ACCOUNTING FOR MANAGERS

Course Code: P18MBT03

Internal Marks: 40

External Marks: 60

Course Objectives:

1. To acquaint the students with the fundamentals principles of financial, cost and management accounting
2. To enable the students to prepare, analyze and interpret financial statements and to enable the students to take decisions using management accounting tools.

Course Outcomes:

1. Ability to comprehend accounting concepts, principles, and frameworks to analyze and effectively communicate information to a variety of stake holders.
2. Apply Generally Accepted Accounting Principles to prepare financial statements.
3. Analyses financial statement through ratio analysis to find out financial strength of business.
4. Analyses Funds from operations in the financial year.
5. Apply cost accounting methods to evaluate and project business performance.

UNIT- I: Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Revised Accounting Standards Double entry system–recording business transactions–Classification of accounts–Accounting cycle.

UNIT- II: The Accounting Process: Overview, Books of Original Record Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.

UNIT-III: Financial Analysis: The scope and purpose of financial analysis; financial statement analysis. Ratio analysis – liquidity, activity, structural, coverage and profitability ratios; predictive power of ratio analysis; Inflation and financial analysis; applications of financial analysis; Related AS.

UNIT-IV: Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Statement of Funds from operations, Preparation of Funds Flow Statement and its analysis, preparation of cash flow statement.

UNIT V: Cost accounting concepts: Methods of Costing, Techniques of Costing - Role of Cost accounting -Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts -Determination of product cost - Preparation of cost sheet under different cost heads.

Textbooks:

1. S.N. Maheswari ,S.K. Maheshwari, Financial Accounting, 5e, Vikas Publishing House, 2013.
2. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “Accounting for Managers”, Himalaya Publishing House, New Delhi, 2013

References:

1. Amberish Gupta:”Financial Accounting for Management”, Pearson Education, 2012.
2. Dr. Jawahar Lal: “Accounting for management”, Himalaya Publishing house, NewDelhi,2012.
3. Asish K. Bhattacharyya: “Essentials of Financial Accounting”, PHI Learning, New Delhi,2012.
4. Dr. V.R.Palanivelu: “Accounting for Management”. University Science Press, New Delhi,2009.
5. Ashok Banerjee: “Financial Accounting”, a managerial Emphasis, Excel books, NewDelhi, 2012.

Web References :

1. <http://www.accaglobal.com/publications/accountingandbusiness/>
2. <http://www.blackwellpublishing.com/journal.asp?ref=0810-5391>
3. <http://www.tandf.co.uk/journals/routledge/09585206.html>
4. <http://www.academicpress.com/cpa>
5. <http://www.tandf.co.uk/journals/routledge/09638180.html>

BUSINESS COMMUNICATION

Course Code: P18MBT04

Internal Marks: 40

External Marks: 60

Course Objectives : To provide students with the skills and knowledge of communication in the business environment.

Course outcomes: At the end of the course the student should be able to,

1. Enhance oral presentation planning, audio visual communication and developing & displaying visual aids for effective communication.
2. Understand managing the organizational communication.
3. Imply the role of interpersonal communication with intrapersonal foundation.
4. To equip with the business writing skills.
5. To develop the report writing and presentation skills

UNIT I: Communication in Business –Communication-Objectives and 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 – Cultural Effects of Communication.

UNIT II: Managing Organizational Communication – Formal and Informal Communication – Intra-personal– Inter -Personal Communication -Communication Models - Johari Window, Transactional Analysis, and Social Exchange theory.

UNIT III: Intra-Personal Foundation for Inter-Personal Communication - Managing motivation to influence interpersonal communication - Effects of intra personal motivation upon interpersonal communication - Perception in communication - Role of emotion in interpersonal communication - Communication Styles - Barriers to communication – Gateways to effective interpersonal communication.

UNIT IV: Business Writing Skills - Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Meeting, Telephonic Communication – Use of Technology in Business Communication.

UNIT V: Report Writing and Presentation skills – Formal and Informal Reports- Structure of Reports, Negative, Persuasive, Special Reports and Proposals – Types and Stages of presentation – Video Conferencing –Communication etiquettes.

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

Text Books:

1. Krizan: “**ESSENTIALS OF BUSINESS COMMUNICATION**”, Cengage Learning, New Delhi.
2. Urmila Rai & S.M. Rai, **Business Communication**, Himalya Publishers,

References :

1. Kuberudu B and Srinivasa Krishna K: “**BUSINESS COMMUNICATION AND SOFT SKILLS**”, Excel Books, 2008.
2. Sangita Mehta, NeetyKaushish: “**Business Communication**”, University Science Press, New Delhi, 2010.
3. Anjali Ghanekar: “**Business Communication Skills**”, Everest Publishing House, New Delhi,
4. SathyaSwaroopDebasish, Bhagaban Das” “**BUSINESS COMMUNICATION**”, PHI

Web Links :

1. <https://lecturenotes.in/subject/47/business-communication-bc>
2. <https://bbamantra.com/business-communication-introduction/>
3. https://templeok.webs.com/BussCommA_FullText.pdf
4. <https://aqilkhans.files.wordpress.com/2011/10/business-communication.pdf>
5. <https://drive.google.com/file/d/1mYZUJV34ygh-ouyiudaVWeJEdLKx33It/view>
6. <https://drive.google.com/file/d/1Pwf33liDW5ZHITIYB7frHGCzMx2OH4e-/view>

LEGAL AND BUSINESS ENVIRONMENT

Course Code: P18MBT05

Internal Marks: 40

External Marks: 60

Course Objectives: To provide an overview of important laws that have a bearing on the conduct of business in India and to examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.

COURSE OUTCOMES:

1. To understand the concept and application of Indian contracts Act.
2. To know the application of laws relating to Business.
3. To understand the concept of Business environment.
4. To understand the application of various policies in Indian Business Environment.
5. To understand the application of Intellectual property rights..

UNIT I: Importance of Commercial Law: Structure of Indian Legal system – The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies. Sale of Goods Act – Transfer of Ownership – Consumer Protection Act 1986

UNIT II: Laws relating to Business Organisations: Company Act 1956: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up – Amendments in Companies Act. **Indian Partnership Act 1932:** Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

UNIT III:

Business Environment: Nature, Scope and Importance at national and international level – Assessing risk in business environment – factors influencing business environment. Current industrialization trends and industrial policy – Roles and Responsibilities of NITI AYOJ.

UNIT IV: Indian Business Policies: Fiscal Policy - Nature and significance –

Components of Fiscal Policy - **Monetary Policy:** Nature and significance - Objectives of monetary and credit policy, Recent trends – Role of Finance Commission. Indian **Trade Policy**

Unit V:

Intellectual Property Rights: Nature – Objectives – Patents, copyrights – Trademarks – Trade Secrets – Geographical Indications. – Infringement – Agencies responsible for IPR Registration - International Patent Law

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

Text Books:

1. Ravindra Kumar: “Legal Aspects of Business”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “Business Legislation for Management”, Vikas Publishing House, New Delhi, 2012
3. Aswathappa K: “Essentials of Business Environment”, Himalaya Publishing House, New Delhi, 2011.

References

1. Pathak: “Legal Aspects of Business”, Tata McGraw Hill, New Delhi, 2010
2. S.N.Maheshwari, S.K.Maheshwari: “A Manual of Business Laws”, Himalaya Publishing House, 2013.
3. P.K.Padhi: “Legal Aspects of Business”, PHI Learnings, New Delhi, 2013.
4. Rosy Joshi, Sangam Kapoor: “Business Environment”, Kalyani Publishers, New Delhi, 2011.
5. Vivek Mittal: “Business Environment Text and Cases”, Excel Books New Delhi, 2011.
6. Sundaram and Black: “*International Business Environment Text and Cases*”, PHI Private Limited, New Delhi.

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QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**Internal Marks: 40****Course Code: P18MBT06****External Marks: 60**

Course Objective: The objective of this course is to familiarize the students with statistical techniques, Operations Research and Quantitative techniques . It aims to equip the students with standard concepts and tools at graduate to advance level that will serve them well towards tackling various problems in the discipline.

Course outcomes: At the end of the course, the student will able to:

1. Examine, analyze, and compare various probability distributions for both discrete and continuous
2. Solve field problems in management involving various decision rules
3. Formulate and solve linear programming problems
4. Describe and compute various transportation problems, Assignment and Game Problems.
5. Formulate and solve problems involving PERT and Replacement models

UNIT I: Basic Statistical Techniques: 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 Exponential Probability Distributions.

UNIT II: Introduction to 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, Decision making with an active opponent.

UNIT III: 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: Big M method, Two phase method.

UNIT IV: 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 V: P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path –probability of completing the project within given time–project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement

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

Text Books :

1. N.D.Vohra: “Quantitative Techniques in Management”, Tata- McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, “Operations Research: Theory and Applications”, Macmillan Gupta S.P: “Statistical Methods”, S. Chand and Sons, New Delhi,
3. Anand Sharma: “Quantitative Techniques for Business decision Making”, Himalaya Publishers, New Delhi,2012;
4. D P Apte: “Operation Research and Quantitative Techniques”, Excel Publication, New Delhi, 2013

References:

1. Hamdy, A.Taha: “*Operations Research: An Introduction*”, Prentice-Hall of India, New Delhi 2003.
2. Anderson: “**Quantitative Methods for Business**”, Cengage Learning, New Delhi 2013
3. Sancheti, Dc & VK Kapoor, “**Business Mathematics**”, S Chand and Sons, New Delhi

Web References :

1. www.nptel.ac.in/syllabus/110102018/
2. <https://examupdates.in/mba-quantitative-techniques-notes/>
3. <https://examupdates.in/mba-quantitative-techniques-notes/>
4. https://www.youtube.com/watch?v=siI_ncRPHKY
5. bookpdf.co.in/mba-quantitative-techniques-books-pdf/

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INFORMATION TECHNOLOGY LAB (100% LAB)

Course Code: P18MBL01

Internal Marks: 40

External Marks: 60

Course Objective: The objective of this course is to familiarize the students with computers. It aims to equip the students with standard concepts and tools of systems at graduate to advance level that will serve them well towards tackling various problems in the discipline.

Course outcomes: At the end of the course, the student will able to:

1. Understand the various software used for business.
2. Solve field problems in financial management involving various decision rules
3. Understand the application of statistics by using MS Excel.
4. To analyze the data through charts.
5. To prepare documentation of mini projects.

UNIT I : Introduction of various software used for business: Significance in the current business environments - Introduction of software MS Office – MS Word, MS Excel, MS Power point.

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

UNIT III: 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 IV: Data Collection and analyzing techniques: Charts, Flow diagrams, TQM methodologies.

UNIT V: Preparation and presentations of Mini projects assigned for course work of first semester.

References:

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

Web References ;

1. <https://study.com/.../what-is-application-software-definition-examples-types.html>
2. <https://financesonline.com/accounting-software-analysis-features-types-benefits-pricing/>
3. <https://courses.lumenlearning.com/santaana-informationsystems/.../types-of-software/>
4. www.uobabylon.edu.iq/eprints/publication_12_13193_1244.pdf
5. <https://study.com/.../what-is-application-software-definition-examples-types.html>

FINANCIAL MANAGEMENT

Course Code: P18MBT07

Internal Marks: 40

External Marks: 60

Course Objectives:

1. The objective of this course is to inform the students about the basic concepts of financial management and contemporary theory and policy in order to master the concepts, theories and technique of financial management
2. The purpose of the course is to offer the students relevant, systematic, efficient and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Out comes:

1. Ability to understand Roles and Responsibilities of Financial Manager in an organization.
2. Apply measures of cost of capital and value of firm form long-term financial policies for business.
3. Calculate common investment criteria and project cash flows associated with corporate project evaluation.
4. Describe the common factors influencing dividend policy.
5. Analyses the needs of working capital requirements and credit policy to operate business.

UNIT I: Introduction: Nature and Scope of Financial Management –Evolution of Financial Management Finance Function – Finance Organization – Role and Functions of the Financial Manager – Objectives of Financial Management – Risk – Return-trade off. Time Value of money-Future value-Present value.

UNIT II: Financing Decision: Sources of finance - financial instruments - Concept and financial effects of leverage – Theories of capital structure decisions - EBIT – EPS analysis. Cost of Capital: The concept – Cost of debt, Preference Capital, Equity Capital. The Weighted Average cost of capital.

UNIT III: Investment and Dividend Decision: Investment decision process- Need for capital budgeting - Developing Cash Flow Data - Evaluation Techniques- Traditional methods-pay back-Accounting rate of Return Modern Methods – Net Present Value-Internal Rate of Return- Profitability Index.

UNIT IV: Dividend Decision: Major forms of dividends - The theoretical backdrop – Major theories of Dividends Relevance –Walter Model-Gordon Model, Dividend irrelevance-MM Hypothesis, Dividend and uncertainty, Dividend policies of Indian Corporate.

UNIT V: 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.

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

Text Books:

1. M. Pandey: “Financial Management”, Vikas Publishers, New Delhi, 2013.
2. P.Vijaya Kumar, P.S. Ravindra, Kiran Kumar, “Financial Management”, Himalaya Publishing House PVT Ltd, 2014.

Reference Books :

1. Berk, J., DeMarzo, P. and Thampy, A., Financial Management, Pearson, 2010.
2. Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 12th Edition, Cengage Learning India, 2011.
3. Chandra, P., Financial Management: Theory and Practice, 8th Edition, Tata McGraw-Hill Education Pvt. LTd., 2012.
4. Chandra, P., Fundamentals of Financial Management, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.

Web References :

- 1 www.cfp-board.org
- 2 www.finra.org
- 3 www.sipc.org

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HUMAN RESOURCE MANAGEMENT

Course Code: P18MBT08

Internal Marks: 40

External Marks: 60

Course Objective:

The objective of the course is to teach the basic principles of strategic human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively.

Course Outcomes:

1. To gain the knowledge about the functions of HR, HR policies and role of HR department in organization.
2. To learn about HR planning in demand and supply forecasting, recruitment and selection and methods of training and job analysis.
3. To gain knowledge on evaluation of employee performance.
4. To gain knowledge about wage and salary policies and wage differentials.
5. To understand Trade unions, collective bargaining and grievances resolution mechanisms.

UNIT I : HRM: Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –HR as factor of Competitive Advantage - HRM at global perspective challenges – Line and Staff responsibility of HR managers – emerging trends in HRM.

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

UNIT III : Performance Evaluation: Importance – Methods – Traditional and Modern methods – Ethics - Latest trends in performance appraisal – Potential Appraisal - Career Development and Counseling-Employee separations, Downsizing & Outplacement - Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

UNIT IV: Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- ESOP'S - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms- HRIS. HR Audit and Accounting.

UNIT V: 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 - Managing work place stress. **Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

Text Books :

1. K Aswathappa: “Human Resource and Personnel Management”, Tata McGraw Hill, New Delhi, 2013.
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai

References:

1. Mathis, Jackson, Tripathy: "Human Resource Management: A South-Asian Perspective", Cengage Learning, New Delhi, 2013
2. Subba Rao P: "Personnel and Human Resource Management-Text and Cases", Himalaya Publications, Mumbai, 2013.

Web References:

1. <https://drive.google.com/file/d/1-CiBFFQ1hx7Ml1madtFeTkke0fneCTx/view>
2. <http://gurukpo.com/human-resource-management/>
3. <https://examupdates.in/mba-human-resource-management/>
4. <http://www.BookGanga.com>

MBA I Year II Semester

Course Structure

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MARKETING MANAGEMENT

Course Code: P18MBT09

Internal Marks: 40
External Marks: 60

Course Objective: As Marketing is a critical organizational function for all types of organization the objective of the course is to impart an understanding of the Conceptual framework, covering basic elements of the marketing mix; Globalization of marketing for organizational growth.

Course Outcomes:

1. Identify core concepts of marketing and the role of marketing in business and society.
2. Understand the segmentation of customers and the strategies to position the products.
3. Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
4. Develop a pricing strategy.
5. Demonstrate the ability to justify marketing strategies and advocate a strategically informed position when considering marketing plan implementation.

UNIT I: Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.

UNIT II: Market Segmentation and Targeting: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

UNIT III: 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 IV: 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 V: Marketing Organization and Control: Evolution of Marketing Department –Organizing the Marketing Department - , Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

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

Textbooks:

1. Phillip Kotler: “Marketing Management “, Pearson Publishers, New Delhi, 2013.
2. Rajan Sexena: “Marketing Management”, Tata McGraw Hill, New Delhi, 2012.

References:

1. Lamb, Hair, Sharma: “MKTG” Cengage Learning , New Delhi, 2013
2. R. Srinivasan: “Case Studies in Marketing”, PHI Learning, New Delhi, 2012
3. Tapan K Pand: “Marketing Management”, Excel Books, New Delhi, 2012
4. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “Marketing”, Oxford University Press, Chennai, 2013.

Web References :

1. <https://marketingexpert.cim.co.uk/.../practical-guide-introduction-to-marketing-v3.pdf>
2. <https://www.smartinsights.com/...marketing.../customer-segmentation-targeting/segme..>
3. nptel.ac.in/courses/110104070/25
4. nptel.ac.in/courses/110104070/42
5. <https://www.scribd.com/doc/.../Marketing-Unit-V-Marketing-Organization-and-Cont....>

PRODUCTION & OPERATIONS MANAGEMENT

Course Code: P18MBT10

Internal Marks: 40

External Marks: 60

Course Objective: To gain the knowledge about the fundamentals of Production planning and its principles

Course Outcomes:

1. Able to understand the Importance of production & manufacturing system
2. Able to understand production & planning control types & production control system
3. Able to understand work environment & importance of technology management
4. Able to understand total quality management
5. Able to understand objectives of store management

UNIT I: 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 and Product Design & stages in product design.

UNIT II: Production Planning and Control: Stages in PPC technique 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 III: 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. Purchase functions and Procedure - Types of Inventory– Safety stock – Inventory Control Systems –JIT, VMI.

UNIT IV: 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 V: Stores Management: Objectives of Stores Management – Requirements for efficient. Management of Stores & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– Costs importance in cost reduction – concepts and procedures

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

Text Books :

1. Upendra Kachuru : **“Prduction and operations Management”** Excel Books, New Delhi,2013
2. Kaushal : **“ Case Studies solutions in Productions Management”**, MacMillan, New Delhi,2012.

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

Web References:

1. <http://iso14000.com>
2. <http://www.epa.gov/p2>
3. <http://quality.nist.gov>

L T P C

3 1 0 4

BUSINESS RESEARCH & STATISTICAL ANALYSIS

Course Code: P18MBT11

Internal Marks: 40
External Marks: 60

Course Objectives:

1. Understand the concept / fundamentals of research and their types.
2. Understand the practical application of various research techniques.
3. Understand the importance of scaling & measurement techniques and sampling techniques

Course Outcomes:

1. Knowledge of concept / fundamentals for different types of research
2. Applying relevant research techniques
3. Understanding relevant scaling & measurement techniques and should use appropriate sampling techniques
4. Synthesizing different techniques of coding, editing, tabulation and analysis in doing research
5. Evaluating statistical analysis which includes various parametric test and non parametric test and ANOVA technique and prepare report

UNIT I: Foundations of Research: Definition, Nature and Importance of business research, ethical issues in business research, Research applications in functional areas of Business, Emerging trends in Business research, Research & the Scientific Method: Characteristics of scientific method. Steps in Research Process, Types of Research, and Concept of Scientific Enquiry: – Formulation of Research Problem, Research design: Concept, Features of a good research design.

UNIT II: Measurement and Data Collection: Concept of Measurement: Need of Measurement; Problems in measurement in management research – Validity and Reliability. Levels of measurement . Attitude Scaling Techniques. Discussion on

primary data and secondary data, tools and techniques of collecting data. Methods of collecting data.

UNIT III: Sampling and Data analysis: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, Sampling errors, Random Vs. Non- random sampling techniques, Determining size of the sample – Practical considerations in sampling and sample size, sample size determination. Editing, Coding, Tabular representation of data, frequency tables, Construction of frequency distributions, Graphical Representation of Data.

UNIT IV: Statistical Inference & quality control: Meaning of statistical inference, Parameter and Statistic, Concept of Point estimation and Interval estimation, Standard error of a statistic, Testing of Hypothesis, Critical Region, Type-I and Type-II errors, One tailed and two tailed tests, Properties of Normal distribution and their applications in hypothesis testing, Large sample Tests and Small sample tests for a single mean, single proportion, difference of two means and proportions (including paired t-test for small samples), Chi square (χ^2) Test, F- Test, ANOVA for one way and two way analysis.

UNIT V: Report Writing: meaning and significance of report writing, types of report, steps in writing report, layout of the research report, precaution in writing research report, developing thesis report, formatting, inside citations, references and bibliography, knowledge of computer, statistical software and their application, application of statistical tests/techniques through the use of statistical software like SPSS.

Note: Case studies on all of the above units indicating practical applications of the topics Concerned must be included as a teaching pedagogy.

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

Text Books:

1. Business Research Methods, Naval Bajpai, Pearson Education
2. Business Research Methods, William G. Zikmund, Barry J. Babin, Cengage Learning
3. Research Methodology, Deepak Chawla, NeenaSondhi, Vikas Publication

Reference Books:

- 1) Research Methodology, C R Kothari, New Age International.
- 2) Business Research Methods by Donald Cooper & Pamela Schindler, TMGH, 9th Edition.
- 3) Business Research Methods by Alan Bryman& Emma Bell, Oxford University Press, Second Edition.
- 4) Business Research Methods by T N Srivastava&ShailajaRao, TMH Publication, 2ndEdition.

Web References :

1. https://onlinecourses.nptel.ac.in/noc17_mg17/course
2. nptel.ac.in/courses/106105161/6
3. nptel.ac.in/courses/111104031/lectures.pdf
4. www.inpa.net.in/2013/25663/pdf_lecture_reinforced_concrete_design
5. https://www.lbrce.ac.in/mba_II%20SEM%20TIME%20TABLE%202017-18.pdf

L T P C

3 0 0 3

ENTREPRENEURSHIP DEVELOPMENT & SMALL BUSINESS

Course Code: P18MBT12

Internal Marks: 40

External Marks: 60

Course Objectives: To provide an overview of important laws that have a bearing on the conduct of business in India and to examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.

Course Outcomes:

1. To understand the concept and application of Indian contracts Act.
2. To know the application of Sale of Goods act and the benefits that the consumer gets.
3. To understand the concept of negotiable instruments.
4. To know the importance and process of implementation of Partnership Act
5. To understand the formulation of legal entities for Indian business environment.

UNIT I: 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 II: 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 III: 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 IV: Indian Partnership Act 1932: Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

UNIT V: Company Act 1956: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up – Amendments in Companies Act.

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

Text Books:

1. Ravindra Kumar: “Legal Aspects of Business”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “Business Legislation for Management”, Vikas Publishing House, New Delhi, 2012.

References

1. Pathak: “Legal Aspects of Business”, Tata McGraw Hill, New Delhi, 2010
2. S.N.Maheshwari, S.K.Maheshwari: “A Manual of Business Laws”, Himalaya Publishing House, 2013.
3. P.K.Padhi: “Legal Aspects of Business”, PHI Learnings, New Delhi, 2013.

Web References :

1. nptel.ac.in/courses/109105098/
2. nptel.ac.in/courses/Webcourse-contents/IIT%20Kharagpur/.../Pdf/Lesson-32.pdf
3. nptel.ac.in/courses/Webcourse-contents/IIT%20Kharagpur/.../Pdf/Lesson-32.pdf
4. nptel.ac.in/syllabus/108101005/
5. nptel.ac.in/courses/108103009/download/M9.pdf

STRATEGIC MANAGEMENT

Course Code: P18MBT13

Internal Marks: 40
External Marks: 60

Course Objectives:

1. To Review the basic concepts of Business Strategy.
2. To formulate the process of strategic analysis.
3. To study the process of strategy implementation.
4. To study the importance of strategic Evaluation and control.

Course outcomes: At the end of the course the student should be able to

1. Understand the strategic management importance, process and prepare the Business policies.
2. Study the internal and external environment to prepare the company strategies
3. Identify the implementation of strategies and allocation of resources in functional areas
4. Analyze the strategic evaluation and control of the strategies.

UNIT I: Introduction: Concepts in Strategic Management, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, and Policies – Factors that shape a company’s strategy – Crafting a strategy – Industry and Competitive Analysis

UNIT II: Environmental Scanning and leadership: Methods. SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Strategic Analysis and Choice: Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.

UNIT III: Strategy Formulation : Strategy Framework For Analyzing Competition, Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround -strategy and diversification strategies.

UNIT IV: Strategy Implementation : Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT V: 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.)

Text Books :

1. Vijaya Kumar P., Hitt A : **Strategic Management**, Cengage learning, New Delhi,2010
2. John A PearceII, Amita Mital: “**Strategic Management**”, TMH, New Delhi, 2012Sanjay
3. Mohapatra: “**Cases Studies in Strategic Management**”, Pearson, New Delhi,2012

References

1. Adrian Haberberg &Alison: **Strategic Management**, Oxford University Press, New Delhi, 2010
2. P.Subba Rao: “**Business Policy and Strategic Management**” Text and Cases, Himalaya Publishing House, New Delhi, 2011

3. Appa Rao, Parvatheshwar Rao, Shiva Rama Krishna: “**Strategic Management and Business Policy**”, Excel Books, New Delhi, 2012

Web Links :

1. <https://www.studocu.com/en/document/university-of-leeds/strategic-management/lecture-notes/strategic-management-notes-lecture-notes-lectures-1-20/575327/view>
2. <https://www.sigc.edu/department/mba/studymet/StrategicManagement.pdf>
3. <https://www.scribd.com/document/77527656/Strategic-Management-complete-Notes>
4. <http://www.rjspm.com/PDF/Strategic-Management-Notes-PDF.pdf>
5. <https://drive.google.com/file/d/1eZ24SKSyf0ijuA9cZCN8uGYsgNGklAmD/view>
6. <https://drive.google.com/file/d/15eRrU56D1OOXEWE016kDdGR61waGimp/view>

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Course Code: P18MBT14

Internal Marks: 40

External Marks: 60

Course Objective: This paper aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

Course Outcomes:

1. To understand the importance of ethics in workplace.
2. To identify the impact of globalization on business
3. To understand the ethics in different functional areas
4. To understand corporate governance in India
5. To identify the importance of corporate governance

UNIT I: 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 II: 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- Ethical climate and organizational misbehavior-Ethics and corporate compliance. Motivating Ethical Behavior.

UNIT III: 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 – Corporate Culture- Role of Corporate culture in Ethical Decision making- Ethical Framework and Evaluations of Corporate culture.

UNIT IV: Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives –Rationalizing unethical behaviors- Ethical Decision making and moral intensity- The Role of Power and influence in Ethical Decisions- The Role of work place diversity. Employee Monitoring.

UNIT V: 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.

Text Books :

1. N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, 2011.
2. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers, New Delhi, 2013.

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. S.k.Bhatia: “Business Ethics and Corporate Governance”, New Delhi, 2004.
5. Fernando A.C: “Business Ethics and Corporate Governance”, Pearson Education India, 2010

Web References

1. <https://www.scribd.com/doc/86536977/BUSINESS-ETHICS-CORPORATE-GOVERNANCE-BE-CG-SEM-IV-GTU>
2. <http://ddceutkal.ac.in/Syllabus/BECG-MBA.pdf>
3. <https://repository.up.ac.za/bitstream/handle/2263/28706/06chapter6.pdf?sequence=7>
4. <http://gurukpo.com/business-ethics-and-ethos/>.
5. www.gc11.ac.in/wp-content/uploads/2017/02/ethics-ppt.pptx.

RETAIL MANAGEMENT

Course Code: P18MBT15

Internal Marks: 40

External Marks: 60

Course Objectives:

To familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions.

Course Outcomes:

1. To understand the present structure of retailing in India.
2. To formulate the retailing strategies.
3. To learn the importance of location and the profit associated with it.
4. To study the layout of the retail store.
5. To formulate the retail pricing strategies.

UNIT I Basic concept of retailing: Retail development – types and functions of retailers – multi channel retailing – organized retailing in India – special characteristics of retailing services retailing- legislation for retailing in India.

UNIT II: Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

UNIT III: Retail location – Types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives.

UNIT IV: Store layout and design: Store operations and inventory management- Merchandise planning and control - Buying merchandise – Developing Assortment plan.

UNIT V: Retail Pricing Strategy:, Category Management, Customer services – Retail branding - International retailing – Promotional strategies – advertising, sales

promotion, Store atmosphere. Relevant cases have to be discussed in each unit and in examination case is compulsory

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

Text Books :

1. Sheikh and Kaneez Fatima, “Retail Management”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:“The Art of Retailing”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011

References

1. Sivakumar, A, “Retail Marketing”, Excel Books, New Delhi, 2007Swapna Pradhan, “Retail management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi,
2. 2012Berman Barry, Joel R. Evans and Mini Mathur, “Retail Management-A Strategic Approach”, Pearson Education, New Delhi, 2011.
3. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”Retail Management”, Oxford University Press, New Delhi, 2012.

Web References:

1. www.universityofcalicut.info/
2. www.pondiuni.edu.in/storage/dde/downloads/markiii_rm.pdf
3. www.prenhall.com/rm_student/html/start.htm
4. <https://en.wikipedia.org/wiki/Retail>

FINANCE ELECTIVE - I

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: P18MBE01

Internal Marks: 40

External Marks: 60

Course Objectives

To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors and Portfolio management practices in India.

Course Outcomes

1. Demonstrate knowledge and understanding of different Investment avenues to investment funds.
2. Demonstrate knowledge and understanding of security valuation models/methods and processes;
3. Conduct macro- and micro-valuation of stock market, industry, and company/stocks to make investment / portfolio management decisions;
4. Demonstrate knowledge and understanding of equity portfolio management and performance evaluation strategies;
5. Demonstrate knowledge and understanding valuation of Mutual funds performance.

UNIT I: Concept of Investment Education: Investment Vs Speculation, Investment alternatives -Investment Process - Sources of Investment Information – 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 – Preference Shares and Equity Shares Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

UNIT-III: Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, 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 Construction- Portfolio Models –Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems)

UNIT-V: Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model –Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems)

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

Text Books:

1. S.Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009

References:

1. Prasanna Chandra, “Investment Analysis and Portfolio Management”, 3/e Tata McGraw- Hill Publishing Co. Ltd. New Delhi, 2003.
2. Ranganatham : “Investment Analysis and Portfolio Management” Pearson Education

3. Shashi K Gupta: “Security Analysis and Portfolio Management”, Kalyani Publishers, New Delhi,2010
4. Modern Investments and Security Analysis, Fuller R J; Farrel JL (McGraw Hill) Security Analysis and Portfolio Management.

Web References :

1. <http://www.rce.rutgers.edu/money/investmentrisk.asp>
2. <http://www.investopedia.com/walkthrough/corporate-finance>
3. http://en.wikipedia.org/wiki/Modern_portfolio_theory
4. <http://www.prenhall.com/divisions/bp/app/cfl/RR/Portfolios.html>
5. http://eiilmuniversity.ac.in/coursepack/Management/SECURITY_ANALYSIS.pdf

FINANCE ELECTIVE - II

MBA II Year III Semester

Course Structure

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4	0	0	3

BANKING AND INSURANCE MANAGEMENT

Course Code: P18MBE02

Internal Marks: 40
External Marks: 60

Course Objectives:

To disseminate knowledge about their theoretical structures about banking and insurance and to train and equip the students with the dexterity of skills with which modern banking and insurance is run.

Course Outcomes:

1. To understand and evaluate the Indian banking system
2. To understand the concepts of bank credit
3. To study the innovative instruments of banking
4. To know the application of insurance policies and its functions
5. To evaluate the work of regulatory bodies of insurance in India.

UNIT I: Introduction to Banking: Introduction to Indian Financial System - 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 statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators-Sources of Bank Funds.

UNIT II: 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 - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs.

UNIT III: Regulation and Innovations in Banking System: Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III. - Banking Innovations - Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc- assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

UNIT IV: Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance -Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

UNIT V: 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 - Health and General insurance– Overview, Types, Third Party Administrators- 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.

Web References :

1. <https://nptel.ac.in/courses/110106040/>
2. <https://swayam.gov.in/courses/4992-fundamentals-of-banking-and-insurance>
3. <https://targetstudy.com/courses/bcom-banking-and-insurance.html>
4. <https://iedunote.com/types-of-insurance>
5. www.eiiff.com/insurance/meaning-insurance.html

HUMAN RESOURCE ELECTIVE - I

MBA II Year III Semester

Course Structure

L T P C

4 0 0 3

COMPENSATION AND PERFORMANCE MANAGEMENT

Internal Marks: 40

Course Code: P18MBE05

External Marks: 60

Course Outcomes : Students will be able

1. To demonstrate knowledge and skills in the contemporary aspects of compensation and performance management for achieving sustainable competitive advantage and will be able to design the performance management systems.
2. To illustrate different ways to strengthen the pay-for-performance link.
3. To recognize the effect of law and regulation on compensation and benefit practices.

Course Objectives:

1. It gives a comprehensive understanding of a new developments as well as established approaches to compensation decisions and employing performance management systems effectively in an enterprise.
2. It will examine the strategic use of compensation systems by management to attract, motivate, retain, and reward employee performance.
3. It will help to identify the internal and external environmental factors that have an impact on the pay structure of an organization.

UNIT –I: Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation – aligning compensation strategy with business strategy – developing a compensation strategy – concept of reward – nonfinancial compensation system - Managing Compensation: Structuring compensation functions– Designing a compensation system – internal and external equity– pay determinants–pay structures and Tax Planning - frame work of

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

UNIT-II: Wage concepts and theories: minimum wages, fair wages, living wages – money and real wages – wage theories – wage incentives - classification of incentives, incentive systems, wage incentives in India, recommendations of the National Commission on Labor – fringe benefits - wage differentials – linking wage with productivity. Theories of compensation–Executive compensation – trends – welfare measures – statutory and non-statutory.

UNIT-III: Wage and Salary administration: Nature and importance – job analysis – methods - job evaluation – wage determination process – methods of wage fixation – wage structure - multi-dimensional approach – wage problems –wage surveys – wage administration –economic objectives of wage policy – legal frame work – Law’s relating to Wages – institutional mechanism for wage determination– Cost accounting treatment of wage components– Managing Labour cost. Payroll: Definition and its components– Process and steps for preparation of payroll.

UNIT-IV: Performance Management: Importance - Methods- process- Definition, concepts and scope – Goal Setting- Linkages to Strategic Planning– Building high performance culture- Competency mapping- Performance Management System: objectives–Importance– Features and dimensions – Functions Performance Management Cycle- Competency based Performance Management Systems– Four pillars of performance management system- Reward based Performance Management Systems- Electronic Performance Management Systems- Performance Management Tools: Importance- Traditions and Modern Techniques-HR Scorecard –Balanced Score Card- 360 Degree Performance Appraising- Merit Rating- MBO- BARS

UNIT-V: Appraising for Recognition & Reward: Purpose of Appraising – Methods of appraisal – appraisal system design – Implementing the appraisal system – Organizational effectiveness - Performance management skills Building and leading High performing teams – Performance Monitoring and Counseling: Introduction- Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic

reviews- Problem solving- Role efficiency- Coaching- Counseling and Monitoring- Performance Audit.

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

Text Books

1. George T Milkovich, JerryM Newman, C.S.Venkatratnam: **“Compensation”**, TMH, New Delhi, 2013.
2. A.M.Sarma, N.Sambasiva Rao: **“Compensation and Performance management”**, Himalaya Publishing House, Mumbai.
3. Prem Chadha: **“Performance Management”**, Macmillan India, New Delhi, 2008.

References :

1. T.V.Rao: **“Performance Management Appraisal Systems”**, Sage Publications, 2008
2. A.M.Sarma, N.Sambasiva Rao: **“Compensation and Performance management”**, Himalaya Publishing House, Mumbai
3. Dewakar Goel: **“Performance Appraisal and Compensation Management”**, PHI Learning, New Delhi, 2012
4. B.D.Singh: **“Performance Management Systems”** Excel Books, New Delhi, 2010
5. A.S. Kholi: **“Performance Management”**, Oxford University Press, New Delhi, 2012
6. Prem Chadha: **“Performance Management”**, Macmillan India, New Delhi, 2008.
7. Bagchi: **“Performance Management”**, Cengage Learning, New Delhi, 2012.
8. Topomoy DEB: **“Compensation Management”**, Excel Books, New Delhi, 2009
9. George T Milkovich, JerryM Newman, C.S.Venkatratnam: **“Compensation”**, TMH, New Delhi, 2013

Web Links :

1. <http://newhorizonindia.edu/nhc-marathahalli/wp-content/uploads/2017/04/Compensation-Management.pdf>
2. <https://www.scribd.com/doc/77145425/Compensation-Management-MBA-HR>
3. <https://www.scribd.com/document/260184888/Compensation-Management-Theory-Notes>
4. <https://www.ebsglobal.net/EBS/media/EBS/PDFs/Performance-Management-Course-Taster.pdf>
5. <https://www.slideshare.net/fellowbuddy/performance-management-overview-lecture-notes-61306746>
6. <https://examupdates.in/compensation-management>

HUMAN RESOURCE ELECTIVE - II

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

MANAGEMENT OF INDUSTRIAL RELATIONS

Course Code: P18MBE06

Internal Marks: 40

External Marks: 60

Course Objective:

A key objective of industrial relations is to avoid and manage disputes. Disputes between labor and management cause damage to both business and workers, so industrial relations practitioners aim to develop practices to reduce friction and resolve workplace issues.

COURSE OUTCOMES:

1. Demonstrate descriptive knowledge of the field of industrial relations.
2. Apply the essential concepts of industrial relations and their interrelationship at the personal, organizational and national levels.
3. Recognize and consider the social, historical and equity issues within industrial relations.
4. Investigate solutions to industrial relations problems based on research and assessment of current practices.
5. Communicate your knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose.

UNIT I: Industrial Relations Management: Concept- 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 II: Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.

UNIT III: Quality of Work Life: 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.Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

UNIT IV: 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 V: 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.

Text Books

1. Singh P.N: “ **Employee Relation Management**” , Pearson Education, India, 2011.
2. Raghubir Dayal, Peter Zachariah, Kireet Raipal: “**Personal Management and Industrial Relations**”, Mittal Publication, New Delhi, India, 1996.
3. Arun Monappa: “**Industrial Relations**” Tata MCGraw-Hill Publishing Company Limited, New Delhi, 1985

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 B.D.Singh: “Industrial Relations” Excel Books, New Delhi, 2010
4. Arun Monappa: “Industrial Relations”, TMH, New Delhi. 2012
5. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “Human Resource Management and Industrial Relations”, Himalaya Publishing House, Mumbai

Web References :

1. <https://bookboon.com/en/hrm-ebooks>
2. www.whatishumanresource.com/industrial-relations
3. <https://www.tandfonline.com/doi/abs/10.1080/09585199300000034>
4. www.iloencyclopaedia.org/part-iii.../labor-relations-and-human-resource-management.

MARKETING MANAGEMENT ELECTIVE - I

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

ADVERTISING AND BRAND MANAGEMENT

Internal Marks: 40

Course Code: P18MBE09

External Marks: 60

Course Objectives

Advertisement is one of the most creative fields and is a part of marketing to carry out communication between the brand and the customer. This paper enables the students to learn about the role advertising in developing economy through proper budgeting and the media selection for brand positioning and extension.

Course Outcomes:

1. Learner identifies the importance of Advertising and types of advertising.
2. Learner evaluates the Advertisement budgets and the role of Role of advertisement agencies and their functioning.
3. Learner understands the different ways of Advertising and displaying products to grab the attention of customers.
4. Learner gains the knowledge on selecting media for advertising products.
5. Learner understood the concept of brand equity and how to promote brand and positioning brand.

UNIT I: Introduction to Advertising: Role of advertising in a developing economy, a critical appraisal, types of advertisement, industrial, institutional, retail, trade and professional, advertisement in marketing mix.

UNIT II: Organizing for Advertising: Advertising department and advertisement manager, objectives and functions, Role of advertisement agencies, functioning of advertisement agencies. Advertisement budget types, determining optimal

expenditure, decision models, sales response and decay, communication, state, competitive share.

UNIT III: Advertisement: Visual layout, art work, production traffic copy and effective use of words, devices to get greater readership interrelation – Advertisement effectiveness: Pre-testing, post testing, experimental designs.

UNIT IV: Advertising Media: Media selection, optimizing and non optimizing approaches, media scheduling, media research- Sources of themes: Adapting presentation to medium campaign, USP, brand image, positioning, purchase proposition and creative interpretation

UNIT V: Brand and Brand Extensions: Concept of Brand- Brand Evaluation. Brand Positioning, Brand and consumers, Brand equity, Brand Extension, Challenges facing Brands, Brand Valuation Methods, Brand Revitalization.

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

Reference Books:

1. Sangeetha Sharma: Advertising, PHI Learning, New Delhi, 2009
2. Shhkazmi: Advertising and sales promotion, Excel Books, New Delhi, 2010.
3. Larry percy: Stratagic Advertising Management, Oxford University Press, New Delhi, 2009
4. Shimp: Advertising and Promotion, Cengage Learning, New Delhi, 2008
5. S.A.Chunawalla: Foundations of Advertising,. Himalaya Publishing House, New Delhi, 2010

Web References:

1. <https://examupdates.in/advertising-and-sales-promotion/#Advertising-and-Sales-promotion-Study-Material-free-download>
2. <https://drive.google.com/file/d/1AP2qPLgbpTxZ0t4IA-JCsf7hfX3wC-8c/view>
3. https://drive.google.com/file/d/1da6yjLzLqDp17ciqhEdiSsKqbd_6K0PI/view

MARKETING MANAGEMENT ELECTIVE - II

MBA II Year III Semester

Course Structure

L	T	P	C
3	0	0	3

CONSUMER BEHAVIOR

Course Code: P18MBE10

Internal Marks: 40
External Marks: 60

Course Objectives:

To provide an introduction to Consumer Behaviour, understanding consumers and market segments and about buyer behavior models.. It also enables the student to learn Psychological Foundations of Consumer Behavior .It attempts to excel l the knowledge regarding consumerism & Consumer Protection.

Course Outcomes:

1. To study about Introduction to Consumer Behavior
2. To evaluate the Psychological Foundations of Consumer Behavior
3. To understand about Communication and Consumer Behavior
4. To study about Consumerism
5. To understand the Consumer Protection.

UNIT –I: Introduction to Consumer Behaviour- Understanding consumers and market segments Evolution of consumer behaviour, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model.

UNIT –II: 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. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

UNIT III: 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 Behaviors.

UNIT-IV: Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.

UNIT –V: Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes redressal Commission. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behaviour Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011.

References :

1. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
2. David L Loudon and Albert J Della Bitta, Consumer Behaviour, 4/e, TMH, New Delhi, 2002.
3. Schiffman, L.G and Kanuk L.L Consumer Behaviour, 8/e, Pearson Education, New Delhi, 2003. 6. Roger D. Black Well et al, Consumer Behaviour, 9/e Cengage, New Delhi, 2012.
4. Consumer Behavior, Schiffman, L.G. and Kanuk L.L., Prentice Hall, India

Web References :

1. http://nptel.ac.in/syllabus/syllabus_pdf/110105054.pdf

LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVE-I

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

SUPPLY CHAIN MANAGEMENT

Internal Marks: 40

Course Code: P18MBE13

External Marks: 60

Course Objectives:

This course expands on the components of logistics systems and further develops the importance of the supply chain in a firm's success.

Course Out comes:

1. Identify the fundamental theories and concepts and methods that inform supply chain management within a variety of organisational settings and in a variety of disciplines.
2. Analyses supply chain performances.
3. Understand relationship between manufacturer and supplier to provide quality of services.
4. Analyses supply chain strategies to build competitive advantage.
5. Analyze the global business environment

UNIT I: Introduction to Supply Chain Management: Definition – Types of Supply Chain Management- Importance of supply chain-Objectives of Supply Chain Management- Analysis of Supply Chain Management and their Constituents- Supply Chain Activities- Supply Chain Organization- Managing Technical Challenges of Supply Chain.

UNIT II: Measuring Integrated supply chain management:: The concept of Total Cost analysis – Principles of supply chain information strategy- – Logistics and the bottom-line – Impact of Logistics on shareholder value - customer Service and channels –Direct product profitability – Channels of Distribution.- Business Models & sourcing.

UNIT III: Customer Relationship Management: Introduction-Definition- Role of Supply Chain Management in CRM- Key Tools and components of CRM- Segmenting Customers- Predicting Customer Behavior- Personalizing Customer Communications- Customer Service Capabilities- Designing and Implementing Successful CRM.

UNIT IV: Sustaining Competitive Advantage: Supply Chain Process Integration- Review and Establish Supply Chain Strategies- Developing Supply Chain Performance Measure and asses Internal Integration of Key Processes- Extend Process Integration to Second Tier Supply Chain Partners- Performance Measurement.

UNIT V: International Supply Chain Management: Introduction of International SCM- International Logistics Infrastructure – Methods of entry into Foreign Markets-International Contracts- Terms and Trades or Inco terms- Terms of Payments-Currency of Payments and Managing Transaction Risk- International Commercial Documents.

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

Text Books:

- 1 Ram Ganeshan and Terry P. Harrison. An Introduction to Supply Chain anagement.
2. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
- 3 Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.

References:

1. Y. Narahari and S. Biswas. Supply Chain Management: Models and Decision Making
2. D. Connors, D. An, S. Buckley, G. Feigin, R. Jayaraman, A. Levas, N. Nayak, R. Petrakian, R. Srinivasan. Dynamic modelling for business process reengineering. IBM Research Report 19944, 1995
3. Anthony Chavez, Pattie Maes, Kasbah: An Agent Marketplace for Buying and Selling Goods.
4. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009.

Web References :

1. nptel.ac.in/courses/110106045/
2. nptel.ac.in/courses/110105083/19
3. https://onlinecourses.nptel.ac.in/noc17_mg14/
4. nptel.ac.in/courses/110107074/
5. www.nptelvideos.in/2012/12/operations-and-supply-chain-management.html

LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVE - II

MBA II Year III Semester

Course Structure

L	T	P	C
3	0	0	3

WARE HOUSE MANAGEMENT

Course Code: P18MBE14

Internal Marks: 40
External Marks: 60

Course Objectives:

The aim of this subject is to provide students with analytical skills that are necessary for the understanding of warehousing management knowledge and principles.

Course Outcomes:

1. Demonstrate the importance of efficient warehousing management in business.
2. Demonstrate the technology used in ware house management system.
3. Categories cargo storage and materials handling systems which provide a good academic and vocational foundation for a career in related fields.
4. Identify inventory and warehousing issues in an integrated logistics flow which reflects sound business practices.
5. Analyses the costing elements in to transport of goods.

UNIT-I: Ware House Management: Role of the warehouse in the supply chain- Purposes of holding stock.-Functions of ware house-Types of Warehouses- Objectives of warehouse Management- outsourcing contracts- Warehousing location and number of warehouse.

UNIT-II: Ware House and Technology: New warehouse technologies- summary of warehouse Technologies- Functions & role of the Warehouse management system- Automatic Identification methods- Modeling and simulation systems-

UNIT-III: Warehouse functions-Receiving and put way or cross- dock- Picking- Replenishment- Packing and dispatch- Returns- Valuation of stocks.-Ware house maintenance- Inventory stock level models- FIFO-LIFO-Simple and weighted averages.

UNIT-IV: Management issues: House Keeping- Safety and Environment- stock counting- Role & functions of House stock house keeper- Maintenance of Housekeeping Accounting & cost records- Developing a Warehouse strategy- stages in strategy development- warehouse planning- warehouse layout- storage methods & equipment- warehouse automation- Material handling methods and equipment.

UNIT-V: Warehouse cost management: Sources of cost and cost drivers- Calculating costs and rates- Activity based costing- Performance improvement and management- Productivity standards- Performance indicators and control methods- New warehousing Technologies-

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

Text Books:

1. Friedman, D. "How to Select the Best Warehouse Management System." *Material Handling Management* 60, no. 1 (January 2005): 28–29.
- 2 Ackerman, K.B. *Practical Handbook of Warehousing*. New York, NY: Van Nostrand Reinhold, 1993.

References:

1. Forger, G. "Leading Trends in Manufacturing, Warehousing & Distribution." *Modern Materials Handling* 59, no. 13 (December 2004): 38.
- 2 Albright, B. "Recession Impacts Supply Chain Markets: WMS Growth Slows;
3. Harrington, L.H. "How to Solve the Warehousing Puzzle." *Logistics Today* 44, no. 9 (September 2003): 32–38.

Web References :

1. nptel.ac.in/courses/110107074/16
2. https://onlinecourses.nptel.ac.in/noc17_mg14/
3. nptel.ac.in/downloads/110106045/
4. nptel.ac.in/courses/112102106/38
5. nptel.ac.in/courses/110107074

E-BUSINESS

Course Code: P18MBT16

Internal Marks: 40
External Marks: 60

Objective : The course imparts undertaking of the concepts and various application issues of e-business like Internet infrastructure, security over internet, payment systems and various online strategies for e-business.

Course Outcomes :

1. To understand the concept of E-Business and its application.
2. To identify the security threats and their protective measures.
3. To identify the electronic payment systems.
4. To learn the application of E-business and strategies.
5. To learn Infrastructure and e-marketing concepts of E-business.

UNIT I : Introduction to e-business : Electronic business, Electronic commerce, difference between e-business & e-commerce, electronic commerce models, types of electronic commerce, value chains in electronic commerce, E-commerce in India, internet, web based tools for electronic commerce. Electronic data, Interchange, components of electronic data interchange, electronic data interchange process.

UNIT II : Security threats to e- business: Security overview, Electronic commerce threats, Encryption, Cryptography, public key and private key Cryptography digital signatures, digital certificates, security protocols over public networks : HTTP, SSL, Firewall as security control, public key infrastructure (PKI) For Security.

UNIT III : Electronic payment system : Concept of money, electronic payment systems, types of electronic payment systems, smart cards and electronic payment systems, infrastructure issues in EPS, Electronic fund transfer.

UNIT IV : E-business applications and strategies : Business models & revenue models over internet, emerging trends in e- business e- governance, digital commerce, mobile commerce, strategies for business over web, internet based business models.

UNIT V : E –business infrastructure and e- marketing : Hard works system software infrastructure, ISP's, managing e-business applications infrastructure, what is e- marketing, e-marketing planning, tactics, strategies.

Text books:

1. Dave chaffey :e-business & e-commerce management- Pearson.
2. e- commerce- e-business :Dr.C.S.Rayudu, Himalaya.

References :

1. Whitley, David (2000) ,e-commerce strategy,Technologies and applications.TMH.
2. Schneider Gary P.and Perry, James T(1ST edition 2000) Electronic commerce, Thomson Learning.
3. Bajaj, Kamlesh K and Nag, Debjani (1st edition 1999) ,e- commerce, The cutting edge of business,TMH Publishing company

Web Refernces:

1. <https://managementmania.com/en/e-business>
2. https://onlinecourses.nptel.ac.in/noc18_mg35
3. <https://ccm.net> › Encyclopedia › IT pro › e-Business

INTERNATIONAL BUSINESS

Course Code: P18MBT17

Internal Marks: 40
External Marks: 60

Course Objective:

This course will provide the students an opportunity to learn and understand how business is conducted in the international arena.

Course Outcome:

1. To provide basic knowledge of International Business
2. To understand Basic Concepts Relating to Foreign Exchange
3. To analyze about International Institution
4. To provide information about Strategic Functions of International HRM
5. To describe the International Marketing Strategy

UNIT I: An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Theories of International Business.

UNIT II: Foreign Exchange Markets: Basic Concepts Relating to Foreign Exchange, Bretton woods system – Floating Rate Regimes, Purchasing Power Parity, Interest rates, other Factors Affecting Exchange Rates, Current Scenario of Exchange Rates.

UNIT III: International Institution: UNCTAD, Its Basic Principles and Major Achievements, IMF, Role of IMF, World Bank, WTO - Role and Advantages of WTO. Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Asia – BRICS, SAARC, Integration for Business.

UNIT IV: Strategic Functions of International HRM: Staffing Policy – Ethnocentric, Polycentric and Geocentric Approach, Expatriate Preparation and development, Expatriate Repatriation, International Labor Relations

UNIT V: International Marketing Strategy: Entry strategies in Global Markets – modes of entry in global markets – global market segmentation – international targeting – international product mix – global product positioning strategy – international product life cycle – strategies for FDIs and FIIs.

Text Books:

1. Jaiswal- International Business (Himalaya Publication)
2. Varshney R.L, Bhattacharya B - International Marketing Management (Sultan Chand & Sons, 9th Ed.)
3. Francis Cherunilam: “International Business: Text and Cases” , PHI Learning Pvt.Ltd,2010.

References:

- 1) Agarwal Raj - International Trade (Excel, 1st Ed.)
- 2) Albaum Duerr - International Marketing and Export management (Pearson, 7th Ed.)
- 3) Cherunilam F - International Trade and Export Management (Himalaya, 2007)
- 4) Hill C.W. - International Business (TMH, 5th Ed.)
- 5) Daniels - International Business (Pearson, 1st Ed.)
- 6) Kumar R and Goal, International Business, (UDH Publications, edition

Web References:

1. <https://Alexanderstreet.Com/Products/International-Business-Online>
2. <https://Books.Google.Co.In/Books?Isbn=3110970961>
3. <https://Onlinelibrary.Wiley.Com/Doi/Abs/10.1002/9781444316568.Wiem01024>
4. <https://www.edx.org/learn/international-business>
5. www.marketing-schools.org/types-of-marketing/international-marketing.html
6. <http://gurukpo.com/international-business/>

FINANCE ELECTIVE - III

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

FINANCIAL DERIVATIVES

Course Code: P18MBE03

Internal Marks: 40
External Marks: 60

Course Objective:

To familiarize students with different investment alternatives introduce them to the framework of their analysis and valuation and also acquaint them with portfolio management and evaluation techniques.

Course Outcomes:

1. To understand the concept of derivatives
2. To compute the valuation of futures and forwards
3. To compute and identify the valuation of swaps and its importance
4. To understand the options and their trading mechanism
5. To understand the various types of commodity derivatives.

UNIT-I: Financial Derivatives - Introduction, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market - Factors contributing to the growth of derivatives - functions of derivative markets - Exchange traded versus OTC derivatives -traders in derivatives markets - Derivatives market in India.

UNIT-II: Futures and forwards - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures – arbitrage opportunities.

UNIT-III: Financial Swaps - features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps – currency swaps – valuation of currency swaps-Credit risk - Bond prices and the probability of default, Historical default

experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, Credit spread options, Collateralized debt obligation. Value at Risk (VAR)

UNIT-IV: Options: Types of options, option pricing, factors affecting option pricing - put-call parity - mechanics of options -stock options - options on stock index - options on futures interest rate options - Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black Scholes Model

UNIT-V: Commodity derivatives: commodity futures market-exchanges for commodity futures in India, Forward Market Commissions and regulation-commodities traded – trading and settlements – physical delivery of commodities.

Interest rate markets - Type of rates, Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivatives.

Textbooks:

1. John C. Hull, “Options, Futures, and Other Derivatives”, Pearson.
2. Stulz M. Rene, RISK MANAGEMENT & DERIVATIVES, Cengage Learning, New Delhi.

References:

1. Gupta S.L., FINANCIAL DERIVATIVES THEORY, CONCEPTS AND PROBLEMS PHI, Delhi, Kumar S.S.S. FINANCIAL DERIVATIVES, PHI, New Delhi, 2007
2. Chance, Don M: DERIVATIVES and Risk Management Basics, Cengage Learning, New Delhi.

Web Reference :

1. <https://www.managementstudyguide.com/types-of-derivatives.htm>
2. efinancemanagement.com
3. <https://www.managementstudyguide.com/types-of-derivatives.htm>
4. www.optionstrading.org/basics/option-types/
5. [https://en.wikipedia.org/wiki/Derivative_\(finance\)](https://en.wikipedia.org/wiki/Derivative_(finance))

FINANCE ELECTIVE - IV

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

TAXATION

Course Code: P18MBE04

Internal Marks: 40
External Marks: 60

Course Objectives:

To provide an in depth study on the various provisions of indirect taxation laws and their impact on business decision-making.

Course Outcomes:

1. Understand the principles underlying the Indirect Taxation Statutes (with reference to Goods and Services Tax Act, Customs Act).
2. Compute the assessable value of transactions related to goods and services for levy and determination of duty liability.
3. Identify and analyze the procedural aspects under different applicable statutes related to indirect taxation.
4. Ability to registration of enterprises under GST registration procedure.
5. Ability to understand Multinational taxation system.

UNIT I: Direct and Indirect 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. Indirect Taxes – Excise Duty – Introduction – Nature – Basic Concepts – Types and Taxable Event for Excise Duty.

UNIT-II: 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- Self assessment Taxation procedure.

UNIT-III: Fundamentals of GST - Constitution [101st Amendment] Act, 2016 - What is GST - Advantages of GST -Need for GST in India - One Nation - One Tax - Dual GST Model - Inter-State Vs Intra-State Stock Transfers [IGST-SGST] - Goods and Services Tax Network [GSTN] - GST Council . Important Definitions under CGST Law.

UNIT- IV: Registration under GST: Threshold for Registration-Regular Tax payer-composition tax payer-casual taxable person-unique identification number-registration number format- Procedure for Registration-Deemed Registration-Cancellation of Registration-Revocation of Registration, Preliminary Activities.

UNIT-V: 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

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

Text Books

1. Vinod K.Singhania and Mounica singhnia, Corporate Tax Planning and business Management, Taxmann Publications.
2. Indirect taxes: V.S.Datey-Taxman Publications

References:

1. Vinod K.Singhania and Kapil Singhania, Direct Taxes – Law and Practice, Taxmann Publications.
2. R.N.Lakhotia, Corporate Tax Planning, vision publications
3. V.A. Avadhani, “International Financial Managment” Himalaya Publishing House, 2009

Web References :

1. <http://www.freebookcentre.net/Business/Tax-Books.html>
2. www.digitalbookindex.org/_search/search010economicstaxationa.asp
3. <https://cleartax.in> › ... › Free GST PDF Ebook – Download GST Explained PDF
4. <https://www.taxmann.com/bookstore/eBooks.aspx>
5. <https://smallbiztrends.com/2016/03/tax-ebook-small-businesses.html>

HUMAN RESOURCE ELECTIVE - III

MBA II Year IV Semester

Course Structure

L T P C
3 0 0 3

LABOR WELFARE & LEGISLATION

Course Code: P18MBE07

Internal Marks: 40
External Marks: 60

Course Objective:

In this course, the students are to be acquainted with the Industrial relations framework in our country. Further, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasized. **Course Outcomes:**

1. Become acquainted to the core principles and structures of Labour Law.
2. Apply labour legislation in practical subjects pertaining to their professional life, indicatively; drafting from an accountant or tax-consultant payroll charts, insurance contributions and work schedules.
3. Acquire the ability to understand the legal framework regarding relations within the entrepreneurial environment in which - as members of the Accounting and Finance community – shall be called upon to demonstrate their professional skills.
4. Are in a position to deal with basic subjects pertaining to the structure and application of collective labour relations, and in particular acquire the ability to process collective labour agreements.
5. They respect difference and multiculturalism.

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

UNIT III: 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 IV: 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 V: 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.

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

Text Boks :

1. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi
2. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.
3. Suresh Murugan: " Labour Welfare & Labour Legislation", Social Work Department, PSGCAS, 2013.

References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow,1977

Web References :

1. <http://hrmba.blogspot.com/2009/11/labour-legislation-notes.html>
2. <https://www.jstor.org/stable/1227652>
3. <https://www.law.cornell.edu/wex/welfare>
4. <https://www.legislation.gov.uk/niu/2011/16/contents>
5. www.citizensinformation.ie > ... > Health and safety

HUMAN RESOURCE ELECTIVE - IV

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

MANAGEMENT OF CHANGE & DEVELOPMENT

Course Code: P18MBE08

Internal Marks: 40
External Marks: 60

Course Objective:

1. To increase the level of inter-personal trust among employees
2. To increase employees' level of satisfaction and commitment
3. To confront problems instead of neglecting them

Course Outcomes:

1. Define various terms relating to organizational development & change.
2. Apply theories and current research concerning individuals, groups, and organizations to the process of change.
3. Discuss the process of change as applied to organizational culture and human behavior
4. Identify organizational situations that would benefit from OD interventions
5. Explain and act upon the differences between insider and outsider approaches to consulting and OD interventions

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

UNIT II: 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 -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model

(TPMM). Learning organization: The relevance of a learning organization - strategies to build a learning organization

UNIT III: 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 IV: 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 - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

UNIT V: 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 – role of change consultant— contemporary issues in managing teams. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
2. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012. 5.
Radha R Sharma: Change Management, TMH, New Delhi, 2012

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.

Web References :

1. https://www.apubb.ro/wp-content/uploads/2011/.../OD_Suport_de_curs_masterat.pdf
2. [www.icsi.edu/.../Management%20of%20Change%20and%20Organizational%](http://www.icsi.edu/.../Management%20of%20Change%20and%20Organizational%20Change)
3. <https://rapidbi.com> › Management
4. <https://drive.google.com/file/d/1gTVNYIfS71hgZgFXL5QQphexRuqpzJ5n/view>

MARKETING ELECTIVE - III

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

SERVICES MARKETING

Course Code: P18MBE11

Internal Marks: 40
External Marks: 60

Course Objective:

To give basic perspective of Services Marketing. This study helps how the developed economies are dominated by services. Students will learn to develop a framework for recognizing and analyzing management problems in service industries and designing competitive strategies.

Course Outcomes:

1. To understand the concept of service marketing.
2. To Evaluate the Key Dimensions of Services Marketing.
3. To Understand the Service marketing system.
4. To Understand the Developing Sustainable Service Models
5. To Analyze the Service Marketing Practices of different industries

UNIT 1 : Introduction to Services Marketing: Scope and Definition- Services Marketing Environment .Components of Service- Characteristics- Product to Services—The Challenges • The Gaps Model • The Services Marketing Mix -.

UNIT 2 : Key Dimensions of Services Marketing: Introduction- Service Environment.Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Bench Marking-TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees. SERVQUAL

UNIT 3 : Service marketing system: production, marketing, human resources, sequential analysis Service system positioning: service delivery process, blueprinting Service buying behaviour; difference in perspective, risk analysis, decision process

Service marketing strategy; segmentation, targeting and positioning, market innovation

UNIT 4 : Developing Sustainable Service Models: The problem Services Design ,Managing Customer Research in Services, Planning and implementation of new service models. New Product Development in Services

UNIT 5 : Service Marketing Practices : Marketing of Financial and Insurance Services, Marketing of Health Care, Marketing of Hospitality, Marketing for Travel and Tourism, Emerging Influence of Retailing and Shopping Malls Internationalization of Services- Liberization of Services

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

Test books:

1. Gronroos, C. (2004). Service management and marketing: A customer relationship management approach. New York: John Wiley. 4. Hoffman, K. D., & John, E. G. B. (2006). Marketing of services: Concepts strategies and cases. New Delhi: Thomson-South Western.
2. Lovelock, C., & Chatterjee, J. (2006). Service marketing: people technology and strategy. New Delhi: Pearson Education

References :

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. Rajendra Nargundkar: “Services Marketing”, Tata McGraw Hill, New Delhi, 2011.
3. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011
4. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010

Web References:

1. <https://www.managementstudyguide.com/definition-and-characteristics-of-services.htm>
2. <http://nptel.ac.in/courses/110104068/>
3. https://books.google.co.in/books/about/Service_Marketing_Concepts_Practices.html?
4. <https://water.stanford.edu/research/sustainable-service-models>

MARKETING ELECTIVE – IV

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

DIGITAL MARKETING

Course Code: P18MBE12

Internal Marks: 40

External Marks: 60

Course Objective:

To give basic perspective of digital marketing and to provide the information how to create website traffic & increase brand awareness.

Course Outcomes:

1. Learner will gain the knowledge about digital marketing and it's evaluation. .
2. Learner understands the various sources of digital marketing.
3. Learner gain knowledge on how to develop website for their digital marketing and policy administration.
4. Learner will understand the concept of E- commerce and various business models to reach customer.
5. Learner understood the various challenges faces in digital marketing.

UNIT I: Introduction to Digital Marketing: Introduction to Digital Marketing, Evolution of digital marketing, Scope of digital marketing, Types of Digital Marketing, Digital Marketing Planning and Strategy, Current approaches to advertising and direct marketing, Media selection, evaluation of effectiveness

UNIT II: Digital Marketing Sources:: Email Marketing, Affiliate Marketing, Mobile Marketing, Social media marketing, social media strategy and customer engagement , digital advertising, Video marketing, Pay per click advertising.

UNIT III: Website Optimization: Web Design , Web development, , Digital Advertising (PPC, Digital Display and YouTube), Web Analytics, Search Engine Optimization (SEO),Content Marketing , Online privacy and policy implications.

UNIT IV: E-commerce Marketing: Introduction, The scope of E-Marketing, Internet Marketing Techniques, E-commerce Business Models, Major Business to Consumer (B2C) business models, Major Business to Business (B2B) business models, Business models in emerging E-commerce areas .

UNIT V: Challenges in Digital marketing: Challenges of new media, pricing in two-sided markets, crowd sourcing, managing digital identity and privacy, combining hierarchical management with self-organizing systems.

Reference Books:

1. E-Marketing by Rob Stokes, 5th edition will be the major reference.
2. Social Media Marketing by Tracy Tuten and Michael Solomon, Sage, 2015
3. Digital Marketing for Dummies By Ryan Deiss and Russ Hennesberry, 2017
4. A Do-It-Yourself Guide to PPC Advertising By Cory Rabazinsky, 2015

Web References:

1. <https://talentedge.in/iim-jammu/digital-marketing-certification-course>
2. https://www.redandyellow.co.za/wp-content/uploads/emarketing_textbook_download.pdf

LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVE - III

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

EXPORT IMPORT PROCEDURES AND DOCUMENTATION

Course Code: P18MBE15

Internal Marks: 40

External Marks: 60

UNIT I : Preliminaries for Exports and Imports: Meaning and Definition of Export – Classification – Strategy and Preparation for Export Marketing – Export Marketing Organizations – Registration Formalities – IEC – RCMC – Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit. Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers

UNIT II: Export Import Documentation: Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate’s Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies. Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration.

UNIT III : Export-Import Procedure: Steps in Export Procedure – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realization of Exports Proceeds. Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents.

UNIT IV: Policy and Institutional Framework for Exports and Imports:

Foreign Trade Policy – Highlights – Special Focus Initiatives – Duty Drawback – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils- Commodity Boards – FIEO – IIFT – EOUs – SEZs – ITPO – ECGC – EXIM Bank.

UNIT-V: Prepare the Goods and the Shipping Documents: Invoice Letter- Terms & conditions- Shipping letter of Instructions- Shippers Letter of Instructions- Payment conditions of money-Run a Restricted Party Screening – Right before the goods shipping- shipping solutions- Insurance coverage- Automation- Documentation through software- Audit Procedure-

Text books:

1. Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India, New Delhi
2. Export: What, Where and How, Paras Ram, Anupam Publishers, Delhi
3. Exports – Do it Yourself, Mahajan M.I., Snow White Publications, New Delhi
4. Import – Do it Yourself, M. I. Mahajan, Snow White Publications, New Delhi
5. Export Marketing, TAS Balagopal , Himalaya Publishing House

References:

1. Export Documentation and Procedures, , Nabhi Publications, New Delhi
2. International Marketing Management, R.L. Varshney, Sultan Chand
3. International Marketing, Terpstra, Holt Saunders
4. International Business, Concept, Environment and Strategy, Sharan V., –
5. Export Management, D.C. Kapoor, Vikas Publishing House

Web References :

1. http://www.business-standard.com/article/economy-policy/exports-up-over-11-in-july-113081200326_1.html
2. World Imports 2012 from all countries, in World Bank's World Integrated Trade Solution
3. Export Administration Regulations Database
4. "Export Strategy by Australian Government - Austrade". Australian Government.

LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVE – IV

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

MULTIMODE TRANSPORT SYSTEMS

Course Code: P18MBE16

Internal Marks: 40
External Marks: 60

Course Objectives:

The objective of this course is to provide students with an overview of the operating context, leadership challenges, strategies and management tools that are used in today's public and private transportation organizations. As transportation operations occur within an environment where the roles of public and private organizations are often blurred, this course focuses on the patterns of conflict and consensus between government and industry in transportation.

Course Outcomes:

1. Develop Knowledge about basic concepts of Multimode Transport System.
2. Planning to transport Management system and efficient use of resources.
3. Ability To Understand the transport services.
4. Ability To Understand better traffic Management system.
5. Ability to impose tariffs, and procure finance & make agreements in multimodal transport

UNIT-1: Introduction to Transport Management and System : Transportation-meaning, features, importance, functions, • Impact of Transportation • Modes of transport- air, water, land and others • Means of transportation in India - Traditional Public road transport, Urban rail transport, Other local transport, Long distance transport, Aviation, Ports & shipping, Waterways, Pipelines, Utility vehicle, Heavy hauler, BRTS.. • Elements and components of transport. • Transport Units • Multi-Modal Transport. • Intermodal Transport.

UNIT II: Transport Planning: Transportation planning- Importance Methods, Steps, Interventions,- Two stage Traffic- Route choice behavior- Net work Analysis- Policy instrument transportation planning process, metropolitan planning- Comprehensive Transport Planning- Factors required for planning process Integrated public transport planning. • System Approach to transportation planning. • Transportation Principles & participants • Transport Forecasting.

UNIT- III: Transport Services: Costing and Performance • Transportation Services- • Terminal Services- Consolidation, dispersion, shipment services, vehicle services, interchange, loading and unloading, weighing, tracing, expediting. • Line Haul Services- re consignment, diversion, pulling, stopping in transit, transit privilege • Transportation Documentation- domestic and international. • Transportation costing and pricing- concepts, key cost driver, modal rate development, current issues and practices.

UNIT IV: Traffic Management: Designing of Routes management- Construction management- Public consultation and public Research- Project Management- Environmental Mapping- structural Engineering- The Role of Transport managers- Fleet managers- Facilities managers- Operations Management- Infrastructure Management –Strategies to achieve the desired changes in travel behaviour.

UNIT V: Transportation Policy, Strategy: current concepts, theory and issues in the strategic management of transportation organizations. -Designed for graduate transportation,- logistics, planning and engineering systems students- Management Tools used in Public and Private Organizations- Decision making Models- Strategic Planning- Stakeholders Valuation and Analysis- Transportation Enterprises- Disaster Communications- Change Management- Impact of globalization.

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

Text Books:

1. Alderton, Patrick M, ‘ Sea Transport: Operations and Economics: Thomas Reed Publication, Surrey U.K.
2. Hutchinson, B.G., “Principles of Urban Transport Systems Planning “ Mc Graw Hill, New York, 1974.
3. Slim Hammadi, Mekki Ksouri: “Multimodal Transport Systems” , John Wiley & Sons, 2013.

References:

1. Kadiyali, L. R. “Traffic Engineering and Transport Planning”, Khanna Publishers, 1997
2. Florian Michael, “Transportation Planning Models”, Elsevier Science Publishers, B.V. Netherlands, 1984
3. Wright H, and Paquette, R. J., “Highway Engineering”, John Wiley & Sons, U.S.A., 1987
4. Ortuzar, J. D., Willumsen, L. G. “Modeling Transport”, John Wiley & Sons,

Web References :

1. IPCC, Aviation and the Global Atmosphere: A Special Report of the Intergovernmental Panel on Climate Change (2000), Cambridge University Press
2. Hypermobility is now the opium of the people, an obsession that wrecks communities and planet
3. Binge flying: Behavioural addiction and climate change
4. Eyes wide shut? UK consumer perceptions on aviation climate impacts and travel decisions to New Zealand
5. <http://shodhganga.inflibnet.ac.in/bitstream/10603/35999/2/chapter2.pdf>
6. https://www.supplyon.com/img/downloads/events/03_SupplyOn_Business_Lunch_Transportmanagement_inet_Transport_Management_Systeme.pdf.
7. <https://www.nbmcw.com/tech-articles/project-management-arbitration/18631-multi-modal-transportation-system.html>.
8. <https://www.slideshare.net/studsplanet/multimodal-transport>.