

PACE INSTITUTE OF TECHNOLOGY & SCIENCES
(NH-5, Near Valluramma 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 2021-22)**



ACADEMIC REGULATIONS

For the students admitted to

MBA Regular Two Years Programme from the Academic Year 2021-22



ACADEMIC REGULATIONS (R21) FOR MBA. (REGULAR)

Applicable for students of Master of Business Administration.

(Regular) from Academic Year 2021-22 onwards

Pace Institute of Technology and Sciences, Ongole, 2021 Regulations (R21 Regulations) applicable for all the students admitted into first year of Master of Business Administration programme from the academic year 2021-22.

1. Duration of the Program:

The duration of the program is two academic years consisting of four semesters. However, a student is permitted to complete the course work of MBA program in the stipulated time frame of **FOUR** years from the date of joining.

2. Minimum Instruction Days:

Each semester consists of a minimum of ninety instruction days.

3. Program Credits:

MBA program is designed to have a total of 104 credits and the student shall have to complete the two year course work and earn all 104 credits for the award of MBA Degree.

4. Programme Pattern:

- i) Total duration of the MBA (Regular) Programme is two academic years.
- ii) Each Academic year of study is divided in to two semesters.
- iii) Minimum number of instruction days in each semester is 90.
- iv) Grade points, based on percentage of marks awarded for each course will form the basis for calculation of SGPA (Semester Grade Point Average) and CGPA (Cumulative Grade Point Average).
- v) The total credits for the Programme are 104.
- vi) Student is introduced to “Choice Based Credit System (CBCS)”.
- vii) A student has to register for all courses in a semester.
- viii) All the registered credits will be considered for the calculation of final CGPA.
- ix) Each semester has – “Continuous Internal Evaluation” (CIE) and “Semester End Examination” (SEE). Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) as indicated by UGC and course structure as suggested by AICTE are followed.
- x) The department shall assign a faculty advisor/mentor after admission to each student or group of students to provide guidance in courses registration/career growth/placements/opportunities for higher studies.

5. Attendance Requirements

- i) A student shall be eligible to write Semester End Examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects/courses, and with minimum 50% in each and every course including practicals.
- ii) Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee.
- iii) Shortage of Attendance below 65% in aggregate shall not be condoned and not eligible to write their end semester examination of that class.
- iv) Students whose shortage of attendance is not condoned in any semester are not eligible to write their semester end examination of that class.
- v) A prescribed fee shall be payable towards condonation of shortage of attendance.
- vi) A student shall not be promoted to the next semester unless, he satisfies the attendance requirement of the present semester, as applicable. They may seek re-admission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for re-admission into the same class.

6. Examinations and Scheme of Evaluation

1. Theory Courses

Each theory course shall be evaluated for a total of 100 marks, consisting of 30

marks for internal assessment and 70 marks for semester end examination.

a) **Internal Assessment**

- i) There shall be two mid term descriptive examinations of 90 minutes each. Each mid term examination consists of i) Descriptive examination for 15 marks ii) Seminar/Presentation for 15 marks.
- ii) The first mid examination is set with 3 full questions for 5 marks each from the first two and half units (50% of the syllabus), the student has to answer all questions. 15 marks for seminar / presentation (5 marks are for report content and 10 marks are for presentation).
- iii) In the similar lines, the second descriptive examination and Seminar/Presentation shall be conducted on the rest of the syllabus.
- iv) The final marks can be calculated with average of two mid term examinations and they shall be considered for marks of 30.

b) **External Assessment**

The semester end examination shall be conducted for a duration of three hours with 5 questions and one case study which is compulsory. All questions are to be answered and for each question has “either or” option except case study. All 5 questions carry 12 marks each and case study carries 10 marks, total becomes 70 marks.

2. **Laboratory Course**

- a) For practical subjects the distribution shall be 20 marks for Internal Evaluation and 30 marks for the semester end examinations. There shall be continuous evaluation by the internal subject teacher during the semester for 20 internal marks. Out of 20 marks for internal, 10 marks shall be for day- to-day performance (5 marks for day-to-day evaluation and 5 marks for Record) and 10 marks shall be evaluated by conducting an internal test conducted at the end of semester.
- b) Semester End laboratory examination shall be conducted for 30 marks with two Examiners, one of them being the Laboratory Class Teacher or teacher of the respective college and the second examiner shall be appointed by the Chief Controller of Examinations from the panel of examiners submitted by the department, with a break-up marks of Procedure-5, Experimentation-15, Results-5, Viva-voce-5.

3. **Comprehensive Viva-Voce**

Comprehensive Viva-Voce examination is conducted in all the subjects of four semesters of the course for 50 marks (internal evaluation only) at the end of fourth semester by a committee consisting of **two** senior faculty members of the department along with HOD.

4. **Project Work**

The final project work shall be carried out during the 3rd semester and will be evaluated for 100 marks.

Out of 100 marks, 50 marks shall be for dissertation and 50 marks for the project Viva-Voce. Both are evaluated by the Board of Evaluators (BOE). BOE, which comprises of External Examiner appointed/nominated by the Chief Controller of Examinations from the panel of examiners submitted by the department, Head of the Department and Internal project guide.

Each student shall give one internal seminar (pre talk) on the topic of his/her project as a prerequisite for submission of the final project report. He needs to submit plagiarism report (not exceeding 30% similarity) along with the guide certificate in the final project report.

7. Eligibility for Award of MBA Degree

A student will be declared eligible for the award of the MBA Degree if he fulfills the following academic regulations.

Pursued a course of study for not less than two academic years and not more than four academic years.

Registered for **104** credits and secured **104** credits

Students, who fail to complete their Two years Course of study within Four years or fail to acquire the **104** Credits for the award of the degree within four academic years from the year of their admission shall **forfeit** their seat in MBA course and their admission shall stands cancelled.

8. Criteria for Passing a Course and Award of Grades

A. Criteria for Passing a Course

- i) A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the Semester End Examination and a minimum aggregate of 50% of the total marks in the Semester End Examination and Internal Evaluation taken together.
- ii) A candidate shall be declared to have passed in comprehensive viva- voce, if he secures a minimum of 50% marks.
- iii) In case the candidate does not secure the minimum academic requirement in any subject (as specified in i & ii above) he has to re-appear for the Semester End Examination in that subject. A candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate are less than 50% and has failed in the end examination. In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The candidate's attendance in the re-registered subject(s) shall be calculated separately to decide upon his eligibility for writing the end examination in those subject(s). In the event of the student taking another chance, his internal marks and end examination marks obtained in the previous attempt shall stands cancelled. For re-registration the candidates have to apply to the Chief Controller of Examinations through the Head of the Department by paying the requisite fees and get approval from the Chief Controller of Examinations before the start of the semester in which the re-registration is required.

B. Method of Awarding Letter Grade and Grade Points for a Course

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

Marks Range Theory / Project Work (Max – 100)	Marks Range Laboratory/ Comprehensive Viva- Voce (Max – 50)	Letter Grade	Level	Grade Point
≥ 90	≥ 45	O	Outstanding	10
80 to <90	≥40 to <45	S	Excellent	9
70 to <80	≥35 to <40	A	Very Good	8
60 to <70	≥30 to <35	B	Good	7
50 to <60	≥25 to <30	C	Satisfactory	6
<50	<25	F	Fail	0
			Absent	0

9. A Computation of SGPA

- i) The following procedure is to be adopted to compute the Semester Grade Point Average(SGPA) and Cumulative Grade Point Average(CGPA)

- ii) The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

$$\text{SGPA } (S_i) = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

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.

Computation of CGPA

- i) The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semester of a Programme, i.e.

$$\text{CGPA} = \frac{\sum (C_i \times S_i)}{\sum C_i}$$

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

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

$$\text{Equivalent Percentage} = (\text{CGPA} - 0.75) \times 10$$

10. AWARD OF DEGREE AND CLASS

- A. After a student has satisfied the requirements prescribed for the completion of the program and is eligible for the award of MBA Degree he shall be placed in one of the following four classes:

Class Awarded	CGPA to be secured	
First Class with Distinction	≥ 7.75	From the CGPA secured From 104 Credits.
First Class	≥ 6.75	
Second Class	≥ 5.75 to < 6.75	

The Grades secured, Grade points and Credits obtained will be shown separately in the memorandum of marks.

B. WITHHOLDING OF RESULTS

If the student is involved in indiscipline/malpractices/court cases, the result of the student will be withheld.

11 TRANSITORY REGULATIONS (for R21)

Discontinued or detained candidates are eligible for re-admission into same or equivalent subjects at a time as and when offered.

The candidate who fails in any subject will be given two chances to pass the same subject; otherwise, he has to identify an equivalent subject as per R18 academic regulations.

12 GENERAL

Wherever the words “he”, “him”, “his”, occur in the regulations, they include “she”, “her”, “hers”. The academic regulation should be read as a whole for the purpose of any interpretation.

In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal is

final.

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

MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT IN EXAMINATIONS

Sl. No.	Nature of Malpractices/Improper conduct If the candidate:	Punishment
1. a.	Possesses or keeps accessible in examination hall, any paper, note book, 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.	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.	Has 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/year. 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 practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. 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.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination 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/year. 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.	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 that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent / 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.	In case of students of the college, they 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/year. 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.	Leaves the exam hall taking away answer script or intentionally tears 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/year. 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.
8.	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/year. 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/year. 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.	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/year.
11.	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/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the Chief Controller of Examinations for further action and impose suitable punishment.	








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	 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

LET US MAKE JNTUK A RAGGING FREE UNIVERSITY



JAWAHARLAL NEHRU TECHNOLOGICAL UNIVERSITY: KAKINADA
KAKINADA - 533 003, Andhra Pradesh, India
For Constituent Colleges and Affiliated Colleges of JNTUK



Ragging

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.



Jawaharlal Nehru Technological University Kakinada
For Constituent Colleges and Affiliated Colleges of JNTUK

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LET US MAKE JNTUK A RAGGING FREE UNIVERSITY

PACE INSTITUTE OF TECHNOLOGY & SCIENCES, VALLURE

(AUTONOMOUS)

R-21 REGULATIONS MBA COURSE STRUCTURE

I YEAR I SEMESTER

S.No	Code	Course	L	T	P	C	I	E
1	PP21MBT01	Management Theory & Organizational Behaviour.	4	0	0	4	30	70
2	PP21MBT02	Managerial Economics	4	0	0	4	30	70
3	PP21MBT03	Accounting for Managers	4	0	0	4	30	70
4	PP21MBT04	Business Communication	4	0	0	4	30	70
5	PP21MBT05	Legal & Business Environment	4	0	0	4	30	70
6	PP21MBT06	Quantitative Analysis for Business Decisions	4	0	0	4	30	70
7	PP21MBL01	Business Communication and Soft skills Lab	0	0	2	2	20	30
8	PP21MBL02	IT-LAB	0	0	2	2	20	30
9	PPMB21O01 Open Elective	Retail Marketing Management Management of change and Development MOOCs : SWAYAM/NPTEL- Related to Management Courses other than listed courses in the syllabus	2			2		100
TOTAL			26	0	4	30	220	580

I YEAR II SEMESTER

S.No	Code	Course	L	T	P	C	I	E
1	PP21MBT07	Financial Management	4	0	0	4	30	70
2	PP21MBT08	Human Resource Management	4	0	0	4	30	70
3	PP21MBT09	Marketing Management	4	0	0	4	30	70
4	PP21MBT10	Production and Operations Management	4	0	0	4	30	70

5	PP21MBT11	Business Research & Statistical Analysis	4	0	0	4	30	70
6	PP21MBT12	Entrepreneurship Development & Small Business	4	0	0	4	30	70
7	PP21MBL03	IT-lab 2(Programming R)	0	0	2	2	20	30
TOTAL			24	0	2	26	200	450

II YEAR III SEMESTER								
S.No	Code	Course	L	T	P	C	I	E
1	PP21MBT13	Strategic Management	4	0	0	4	30	70
2	PP21MBT14	Business Ethics & Corporate Governance	4	0	0	4	30	70
3		Elective-I	3	0	0	3	30	70
4		Elective-II	3	0	0	3	30	70
5		Elective-I	3	0	0	3	30	70
6		Elective-II	3	0	0	3	30	70
7	PP21MBP01	Industrial Project based on Summer Internship	4	0	0	4	-	100
TOTAL			24	0	0	24	180	520
S. No	Subject Code	Elective	Subjects					
1	PP21MBE01	Finance	Security Analysis & Portfolio Management					
2	PP21MBE02		Banking & Insurance Management					
3	PP21MBE03		Mergers, Acquisitions and Corporate Restructuring					
4	PP21MBE07	Human Resource Management	Compensation and Performance Management					
5	PP21MBE08		Management of Industrial Relations					
6	PP21MBE09		Human Capital Management					
7	PP21MBE13	Marketing	Advertising and Brand Management					
8	PP21MBE14		Consumer Behavior					
9	PP21MBE15		Green Marketing					
10	PP21MBE19	Logistics And Supply Chain Management	Warehouse Management					
11	PP21MBE20		Purchasing and Material Management					
12	PP21MBE21		Reverse Logistics					
13	PP21MBE25	Entrepreneurship Development	Social Entrepreneurship					
14	PP21MBE26		Business Plan Preparation for Small Business					
15	PP21MBE27		Planning, Structuring, and Financing					

			Small Business
16	PP21MBE31	Business Analytics	Essentials of Business Analytics
17	PP21MBE32		Text, Social Media & Web Analytics
18	PP21MBE33		Marketing Analytics
19	PP21MBE37	Systems	Data Mining for Business Decisions
			Web Designing
20	PP21MBE38		Managing Software Projects
21	PP21MBE39		Web Designing

II YEAR IV SEMESTER

S.No	Code	Course	L	T	P	C	I	E
1	PP21MBT16	Supply Chain Management and Analytics	4	0	0	4	30	70
2	PP21MBT17	International Business	4	0	0	4	30	70
3		Elective-III	3	0	0	3	30	70
4		Elective-IV	3	0	0	3	30	70
5		Elective-III	3	0	0	3	30	70
6		Elective-IV	3	0	0	3	30	70
7	PP21MBP02	Comprehensive Viva- voce	0	0	0	4		50
TOTAL			20	0	0	24	180	470
GRAND TOTAL			94	0	6	104	780	2020

S. No	Subject Code	Elective	Subjects
1	PP21MBE04	Finance	Financial Derivatives
2	PP21MBE05		Taxation
3	PP21MBE06		Strategic Financial Management
4	PP21MBE10	Human Resource Management	Labour Welfare and Legislation
5	PP21MBE11		Talent Management
6	PP21MBE12		Human Resources Development
7	PP21MBE16	Marketing	Services Marketing
8	PP21MBE17		Digital Marketing
9	PP21MBE18		Promotional and Distribution Management

10	PP21MBE22	Logistics And Supply Chain Management	Export Import Procedures and Documentation
11	PP21MBE23		Transportation and Infrastructure Management for SCM
12	PP21MBE24		Enterprise Resource Planning
13	PP21MBE28	Entrepreneurship Development	Marketing for Small Business
14	PP21MBE29		Finance and Accounting for Small Business
15	PP21MBE30		Technology Appreciation and Intellectual Property Rights
16	PP21MBE34	Business Analytics	Financial Analytics
17	PP21MBE35		HR Analytics
18	PP21MBE36		Econometrics and Business Forecasting
19	PP21MBE40	Systems	Big Data Analytics
20	PP21MBE41		Cyber Laws & Security
21	PP21MBE42		Artificial Intelligence and Machine Learning
L-LECTURE HOURS, T-TUTORIALS ,P-PRACTICAL HOURS, C-CREDITS, I-INTERNAL MARKS, E-EXTERNAL MARKS, MNC: Mandatory Non credit course			

Dual Specialization:

1. The Specialization papers will be offered in the areas of Marketing, Finance, Human Resource Management, Logistics and Supply Chain Management, Entrepreneurship Development, Business Analytics and Systems. The students should choose any **two** of the listed Specialization areas in the beginning of the third semester of MBA and select two courses from the selected specializations.
2. Specialization will be offered subject to a minimum of 20 students.
3. Comprehensive Viva is to verify the student knowledge as a whole from which he was studied during the two year course work.

MANAGEMENT THEORY & ORGANIZATIONAL BEHAVIOR

Internal Marks: 30

Course Code: PP21MBT01

External Marks: 70

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

(11 Lectures)

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. Coordination - principles.

(11 Lectures)

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.

(11 Lectures)

UNIT -III Organizational behavior: Nature and scope – linkages with other social sciences - Approach to Organizational behavior - models of organizational behavior -

Individual perspective – Perception and process- Values, Attitudes Learning and learning theories– Personality, types and models – Johari window – Transactional analysis.

(11 Lectures)

UNIT -IV Group Perspective of OB: Motivation – theories - 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.

(11 Lectures)

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

Reference Books :

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 References :

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

Internal Marks: 30

Course Code: PP21MBT02

External Marks: 70

Course 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.

(10 Lectures)

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.

(9 Lectures)

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.

(9 Lectures)

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

(10 Lectures)

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.

Reference Books:

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
4. <https://www.docsity.com/en/lecture-notes/subjects/managerial-economics/>
5. https://books.google.co.in/books/about/Managerial_Economics.html?id=95xjd7

MBA I Year I Semester

Course Structure

L	T	P	C
4	0	0	4

ACCOUNTING FOR MANAGERS

Internal Marks: 30

Course Code: PP21MBT03

External Marks: 70

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.

(10 Lectures)

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.

(9 Lectures)

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

(10 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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.

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

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

Reference Books:

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, New Delhi, 2012.
6. S. P. Jain and K. L. Narang: "Financial Accounting", Kalyani Publishers, 2014.

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>

L	T	P	C
4	0	0	4

BUSINESS COMMUNICATION AND SOFT SKILLS

Internal Marks: 30

Course Code: PP21MBT04

External Marks: 70

Objective:

To acquaint the students with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform them as effective communicators.

Unit – I

Purpose and process of communication: Objectives of Communication-Process of Communication- Types of communication; noise, listening skills, Types of listening, essentials of good listening and tips.

LAB: LISTENING AND SPEAKING SKILLS- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube.(Presenting before the class).

Unit – II

Managing Organizational Communication: Formal and Informal Communication- Interpersonal and Intrapersonal communication- Role of Emotion in Interpersonal Communication- Barriers to Interpersonal Communication- Exchange Theory-Gateways for Effective Interpersonal Communication.

LAB: Organizational Communication:

Choosing the organization – goal setting - time management — leadership traits – team work – communicating across teams- designing career and life planning.

Unit – III

Non verbal communication and Body Language: Kinesics, Proxemics, Paralanguage, Haptics, handshakes, appropriate body language and mannerisms for interviews: business etiquettes- across different cultures.

LAB: Understanding Body Language Aspects and presenting oneself to an interviewer. Proper handshakes.

Unit – IV

Written communication: mechanics of writing, report writing- business correspondence- business letter format- Meetings and managing meetings- Resume writing-Formats and Skills.

LAB: Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

Unit- V

Presentation skills: prerequisites of effective presentation, format of presentation; Assertiveness –strategies of assertive behavior; Communication skills for group discussion and interviews, Interview Techniques.

LAB: Designing presentations and enhancing presentation skills.

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

Text Books:

1. Mallika Nawal: —Business Communication, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: —*Business Communication*, Oxford University Press, NewDelhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: —*Organisational Communication*, JAICO Publishing House, New Delhi.
6. R.K.Madhukar: —Business Communication, Vikas Publishing House, New Delhi, 2012.
7. Kelly M Quintanilla, Shawn T.Wahl:—Business and Professional Communication, SAGE,New Delhi, 2012.

Reference Books :

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. Sathya Swaroop Debasish, Bhagaban Das” “*Business Communication*”, PHI

Web References :

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/1Pwf33liDW5ZHITlYB7frHGCzMx2OH4e-/view>

LEGAL AND BUSINESS ENVIRONMENT

Internal Marks: 30

Course Code: PP21MBT05

External Marks: 70

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..

(9 Lectures)

UNIT-I

Introduction: Concept of Business Environment-Definition-Characteristics-Environmental factors, Importance at national and international level – problems and challenges – Environmental Scanning: Importance, Process of scanning- NITI Aayog: It's Role in Economic Development of India- Technological Environment: Features, Its impact on Business, Restraints on Technological Growth.

UNIT-II

Economic and Political Environment: Concept-Definition of Economic Environment- Economic Systems- Relative merits and demerits of each systems-Economic Policies- Monetary-Fiscal- Industrial policies since independence and their significance – regulatory and promotional framework . Structure of Indian Economy- Nature and significance. Economic Planning- Objectives, Merits, Limitations- Concept and Meaning of Political Environment.

UNIT-III

Legal Environment: - Business Law: Meaning, scope and need for Business Law- Source of Business Law- Indian Contract Act 1872: Its Essentials, Breach of Contract and remedies, Intellectual Property Rights, Negotiable Instruments Act 1881.

UNIT-IV

Company Act 2013: Memorandum and Articles of Association-Partnership Act 1932: Duties of Partners- Dissolution of Partnership-Information Technology Act 2000: Digital signature- Cyber Frauds.

UNIT-V

Miscellaneous Acts: Sales of Goods Act 1930-Sale- agreement to Sale – Implied Conditions and Warranties- Consumer Protection Act 1986- Competition Act- Environment (Protection) Act 1986- Foreign Exchange Management Act (FEMA).

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

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.

Reference Books :

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.

Web References :

1. cde.annauniv.edu/mbaqp/pdf/First%20Semester/DBA1607/MBA%201607.pdf
2. <http://gurukpo.com/legal-aspects-of-indian-business/>
3. <https://examupdates.in> > Study Material
4. http://164.100.133.129:81/econtent/Uploads/Business_Environment.pdf
5. v5.books.elsevier.com/bookscat/samples/9780750680264/9780750680264.pdf
6. <http://www.eiilmuniversity.co.in/downloads/Business-Environment.pdf>

L T P C

4 0 0 4

QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

Internal Marks: 30

Course Code: PP21MBT06

External Marks: 70

Course Objective: The objective of this course is to familiarize the students with statistical techniques 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 matrices, central tendency, dispersion, correlation and regression.
2. Examine, analyze, and compare various probability distributions for both discrete and continuous.
3. Solve field problems in management involving various decision rules
4. Solve field problems in management involving Point and Interval Estimates of Averages and proportions.
5. Describe tests of difference between Mean and Proportions.

Unit I

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Matrices - Elementary operations of matrices, Solution of linear systems-matrix inversion method- crammer rule. Measures of Central Tendency – Measures of Dispersion –Simple Correlation and Regression Analysis

Unit II

Concept of Probability- Probability Rules – Additional and multiplication probability rules – Bayer’s Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions relating to simple problems.

UNIT III

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which decisions are made, Criteria for Decision Making, Decisionmaking 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-IV

Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples –Concepts of Testing Hypothesis – One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit-V

Tests Two Samples –Tests of Difference between Mean and Proportions of Small and Large Samples – Chi- square Test of Independence and Goodness of Fitness- Analysis of Variance.

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. 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. J. K. Sharma, “*Operations Research: Theory and Applications*”, Macmillan Gupta S.P: “*Statistical Methods*”, S. Chand and Sons, New Delhi,
2. Hamdy, A.Taha: —*Operations Research: An Introduction*||, Prentice-Hall of India, NewDelhi 2003.
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/

BUSINESS COMMUNICATION AND SOFT SKILLS LAB

Internal Marks: 20

Course Code: PP21MBL01

External Marks: 30

Course Objective:

The objective of this course is to equip the students with communications and soft skills. It helps them to deal with any stakeholder with proper understanding and communication.

Course outcomes:

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

1. To understand the importance of listening and speaking skills and learn to be a good listener and speaker.
2. To understand the communication in organizations.
3. To learn about the non verbal language
4. To learn how to be good at writing skills.
5. To learn how to give presentations.

Unit: 1 Listening and speaking skills- Conversational skills (formal and informal) – group discussion. Listening to lectures, discussions, talk shows, news programmes, dialogues from TV/radio/Ted talk/Podcast – watching videos on interesting events on YouTube. (Presenting before the class).

Activities for Unit-1: 1) Dos and Don'ts of Group Discussions. 2) Tell me about yourself. 3) Self SWOT Analysis 4) Analysis of Academic Video clip uploaded on the system for the student. 5) News Presentation- Current affairs.

Unit – II Organizational Communication: Choosing the organization – goal setting - Time management — leadership traits – Team work – communicating across teams- designing career and life planning.

Activities for Unit-II: 1) Individual goal setting – process / SMART goals. 2) Designing a team activity to be conducted in the class. 3) Preparing a schedule plan for conducting an

event (with proper time management). 4) Designing a self career plan. 5) Prepare a time management chart for your daily schedule. (Prioritization)

Unit – III Non verbal communication and Body Language: Understanding Body Language Aspects and presenting oneself to an interviewer, Proper handshakes. Activities for Unit-III: 1) Maintaining the body language for interviews. 2) Presenting oneself to an interviewer. 3) Importance of kinesics in an interview. 4) Role plays on cross cultural communication.

Unit – IV Written communication: Writing job applications – cover letter – resume – emails – letters – memos – reports – blogs – writing for publications.

Activities for Unit-IV: 1) Preparation of effective Resume. 2) Write dialogues for the following situation: Mr. A calls a Hotel in Shimla to make a reservation for four people. 3) Write dialogues for the following situation: Mr.K gives direction to his friend how to reach the JNTUK University. 4) Write a covering letter for job application in TCS. 5) Write at least 5 E-mail etiquette.

Unit- V Presentation skills: Designing presentations and enhancing presentation skills.

Activities for Unit-V: 1) Prepare a PowerPoint presentation on presentation skills. 2) How to make an effective presentation. 3) Prepare and present a PPT on any topic given by the examiner.

Text Books:

1. Mallika Nawal: —Business Communication, Cengage Learning, New Delhi, 2012.
2. Edwin A. Gerloff, Jerry C. Wofford, Robert Cummins Organisational Communication: The key stone to managerial effectiveness.
3. Meenakshi Rama: —*Business Communication*, Oxford University Press, NewDelhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: —*Organisational Communication*, JAICO Publishing House, New Delhi.
6. R.K.Madhukar: —Business Communication, Vikas Publishing House, New Delhi, 2012.
7. Kelly M Quintanilla, Shawn T.Wahl:—Business and Professional Communication, SAGE,New Delhi, 2012.

Reference Books :

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. Sathya Swaroop Debasish, Bhagaban Das” “*Business Communication*”, PHI

Web References :

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/1Pwf33liDW5ZHITlYB7frHGCzMx2OH4e-/view>

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INFORMATION TECHNOLOGY LAB (100% LAB)

Internal Marks: 20

Course Code: PP21MBL02

External Marks: 30

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 applications for spreadsheet.
2. To learn about the various functions that can be conducted in Excel.
3. Understand the application of Tally for Accounting.
4. To learn the set up of various account heads.
5. To prepare documentation for inventory in Tally.

UNIT- 1

Introducing spreadsheet: Choosing the correct tool; Creating and Saving; Spreadsheet workspace; Managing the workspace; Entering and editing data; Data entry; Selecting cells; Saving time when entering data. Presenting a spreadsheet; Number and date/time format tools; Percentages; Dates and Times; Currency; Text; Performing calculations; Basic arithmetic; Using functions; Replicating formulae; Absolute cell addressing; References between worksheets.

UNIT -II

Ranges and functions: Creating named ranges; Using named ranges; Finding and inserting functions; Excel – Functions: what if, Conditional count, sum and average, Multiple criteria with count, sum and if. Time and date calculations.

UNIT- III

Basic of Accounting: Type of Accounts, Rules of Accounting, Principles of concepts and conventions, double entry system, book keeping Mode of Accounting, Financial Statements,

Transaction, Recording Transactions. Getting the functional with Tally, Creation and setting up of company in Tally.

UNIT- IV

Accounting Masters in Tally- Features- Configurations- Setting up Account Heads.

UNIT- V

Inventory in Tally- Stock – groups – Stock Categories - Godowns / Location Units of Measure - Stock Items - Creating Inventory Masters for National Traders

Reference Books:

1. Shelly, Cashman: “Microsoft copies 2007”, Cengage Learning, New Delhi. 2012
2. Shraddha Singh & Navneet Mehra; “ Tally. ERP9”, 2010.

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>

RETAIL MARKETING MANAGEMENT

Course Code: PPMB21O01

Internal Marks: 30

External Marks: 70

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.

(9 Lectures)

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.

(10 Lectures)

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

(10 Lectures)

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

(9 Lectures)

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

(10 Lectures)

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:

Page 40 of 10

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

Reference Books:

1. Sivakumar, A, "Retail Marketing", Excel Books, New Delhi, 2007 Swapna Pradhan, "Retail management", Tata McGraw Hill Education Pvt. Ltd. New Delhi,
2. 2012 Berman Barry, Joel R. Evans and Mini Mathur, "Retail Management-A Strategic Approach", Pearson Education, New Delhi, 2011.
3. Chetan Bajaj Rajnish Tuli, 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>

FINANCIAL MANAGEMENT

Internal Marks: 30

Course Code: PP21MBT07

External Marks: 70

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.

(10 Lectures)

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.

(10 Lectures)

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.

(9 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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. I. 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.

5. L M Bhole, "Financial Institutions and Markets", 6th Edition, Mc Graw Hill, 2017.

Web References :

1 www.cfp-board.org

2 www.finra.org

3 www.sipc.org

MBA I Year II Semester

Course Structure

L T P C

4 0 0 4

HUMAN RESOURCE MANAGEMENT

Internal Marks: 30

Course Code: PP21MBT08

External Marks: 70

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.

(10 Lectures)

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 - HRM at global perspective challenges – cross- cultural problems – HRM. – emerging trends in HRM.

(10 Lectures)

UNIT II: Investment perspectives of HRM: Demand and Supply forecasting – Recruitment and Selection- Sources of recruitment – Tests and Interview Techniques –Training Need analysis – Training and Development – Methods and techniques - Job design , evaluation and Analysis --HRIS- HR Audit and Accounting..

(10 Lectures)

UNIT III : Performance Evaluation: Importance – Methods – Traditional and Modern methods – 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 in detail.

(9 Lectures)

UNIT IV: Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures .

(9 Lectures)

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

Reference Books:

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>

MARKETING MANAGEMENT

Course Code: PP21MBT09

Internal Marks: 30

External Marks: 70

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.

(10 Lectures)

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 - Green Marketing concept- Indian Marketing Environment.

(10 Lectures)

UNIT II: Market Segmentation, Targeting and Positioning: 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.

Page 47 of 10

(9 Lectures)

UNIT III: Product and Pricing Strategy: Product – Product Mix - Product Life cycle- Pricing -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.

(9 Lectures)

UNIT IV: Marketing Communication: Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force – Determining the Sales Force Size - Sales force Compensation.

(10 Lectures)

UNIT V: Distribution, Marketing Organization and Control: Channels of Distribution- Intensive, Selective and Exclusive Distribution- 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.

Reference Books:

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...>

MBA I Year II Semester

Course Structure

L	T	P	C
4	0	0	4

PRODUCTION & OPERATIONS MANAGEMENT

Internal Marks: 30

Course Code: PP21MBT10

External Marks: 70

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 Product Planning and Design
3. Able to understand about forecasting and capacity planning
4. Able to understand how to improve productivity.
5. Able to understand about total quality management

Objective:

This Course is designed to make student understand the strategic significance of Operation management, to acquaint them with application of discipline to deal with real life business problem.

UNIT-I:

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT -II:

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

UNIT- III:

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Unit- IV:

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

UNIT -V:

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Acceptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk), Total Quality Management (TQM). Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books :

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

Reference Books :

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>

BUSINESS RESEARCH & STATISTICAL ANALYSIS

Course Code: PP21MBT11

Internal Marks: 30
External Marks: 70

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

(10 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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.

(10 Lectures)

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.

(9 Lectures)

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.

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 Page 13 of 10
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

ENTREPRENEURSHIP DEVELOPMENT & SMALL BUSINESS

Internal Marks: 30

Course Code: PP21MBT12

External Marks: 70

Course Objectives :

To provide an introduction to entrepreneurship and its development process. It also enables the student to learn about project formulation, appraisal, financial and implementations. Further it attempts to provide conceptual clarification to small scale industry and the stages involved in the establishment of small business.

Course Outcomes:

1. To identify the importance of entrepreneurship in India.
2. To evaluate the training methods adopted in increasing entrepreneurship in India
3. To understand the preparation of projects and evaluating them
4. To study the growth of small and micro enterprises and the reasons for their downfall in industry
5. To understand the institutional support given for entrepreneurs in India.

(10 Lectures)

UNIT 1: Entrepreneurship: Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

(10 Lectures)

UNIT 2: Training: Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes

UNIT 3: Planning and Evaluation of Projects: Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study - Post Planning of Project-
Project Planning and Control.

(10 Lectures)

UNIT 4: Small and Micro Enterprises: Importance, definitions, classification, Classification of Industry – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.

(8 Lectures)

UNIT 5: Institutional Support to Entrepreneur and MSMEs: Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions-Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

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

Text Books:

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi,

References:

1. K.Ramachandran: “Entrepreneurship Development”, TMH, New Delhi, 2012
- 2.B.Janakiram, M Rizwana: “Entrepreneurship Development” Excel Books, New Delhi, 2011.
- 3.Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi,2012
4. P.C.Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011.

Web References :

1. <https://segera-wisuda.blogspot.com/2016/05/46-ebooks-entrepreneurship-download-free.html>
2. <https://www.free-ebooks.net/book-list/entrepreneurship>
3. <https://lecturenotes.in/subject/35/entrepreneurship-development-ed>

4. 164.100.133.129:81/econtent/Uploads/Entrepreneurship_Development.pdf
5. ncert.nic.in/ncerts/l/lebs213.pdf

L	T	P	C
0	0	2	2

IT Lab 2 (Programming R)

Internal Marks: 20

Course Code: PP21MBL03

External Marks: 30

Course Objective: The Course equips the students with the skills to analyze the data by utilizing R.

Course Outcomes:

1. Use R for statistical programming, computation, graphics, and modeling,
2. Write functions and use R in an efficient way,
3. Fit some basic types of statistical models
4. Use R in their own research,
5. Be able to expand their knowledge of R on their own.

UNIT-I: Introduction, How to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays, Classes.

UNIT-II:

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets,- If-Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Extended Example: A Binary Search Tree.

UNIT-III:

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability-Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example: Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /out put, Accessing the Keyboard and Monitor, Reading and writer Files,

UNIT-IV:

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot() Function – Customizing Graphs, Saving Graphs to Files-

UNIT-V:

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests,-ANOVA.

References:

- 1) The Art of R Programming, Norman Matloff, Cengage Learning
- 2) R for Everyone, Lander, Pearson
- 3) R Cookbook, Paul Teetor, O'Reilly
- 4) R in Action, Rob Kabacoff, Manning.
- 5) Garrett Golemund, Hands on Programming with R, O'Reilly

STRATEGIC MANAGEMENT

Internal Marks: 30

Course Code: PP21MBT13

External Marks: 70

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. To study the process of strategic formulation.
4. Identify the implementation of strategies and allocation of resources in functional areas
5. Analyze the strategic evaluation and control of the strategies.

(10 Lectures)

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.

(10 Lectures)

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.

(10 Lectures)

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.

(9 Lectures)

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.

(9 Lectures)

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, 2012.
3. Sanjay Mohapatra: “**Cases Studies in Strategic Management**”, Pearson, New Delhi, 2012

Reference Books :

1. Adrian Haberberg &Alison: **Strategic Management**, Oxford University Press, New Delhi, 2010
2. P.Subba Rao: “**Business Policy and Strategic Management**” Text and Case, page 61 of 10 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 References :

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/15eRrU56D1OOXEWE0l6kDdGR61waGimap/view>

L	T	P	C
4	0	0	4

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Internal Marks: 30

Course Code: PP21MBT14

External Marks: 70

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

(9 Lectures)

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.

(9 Lectures)

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 - Strategies to Motivate Ethical Behavior in Organizations.

(10 Lectures)

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.

Page 63 of 10
(10 Lectures)

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.

(10 Lectures)

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.

Reference Books :

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.

FINANCE ELECTIVE - I

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Internal Marks: 30

Course Code: PP21MBE01

External Marks: 70

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.

(10 Lectures)

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)

(9 Lectures)

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, immunization. (Problems)

(10 Lectures)

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

(10 Lectures)

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)

(9 Lectures)

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

Reference Books:

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

L	T	P	C
3	0	0	3

BANKING AND INSURANCE MANAGEMENT

Internal Marks: 30

Course Code: PP21MBE02

External Marks: 70

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.

(10 Lectures)

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.

(10 Lectures)

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 of 10 gross and net concept of NPAs, causes, implications & recovery of NPAs.

(10 Lectures)

UNIT III: Measurement and Management of Risk: Value at risk (VaR): The concept, computation, stresses testing, back testing. Cash flow at risk (CaR): VaR and CaR to make investment decisions. Managing risk when risk is measured by VaR or CaR Non-Insurance methods of Risk Management-Risk Avoidance, Loss Control, Risk Retention and Risk Transfer. Asset-Liability Management (ALM): evolution & concept, RBI guidelines. Capital Adequacy. Management of interest rate risk, liquidity risk, credit risk and exchange rate risk.

(11 Lectures)

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.

(9 Lectures)

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.

Text Books:

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.

Reference Books:

1. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing Page 70 of 10
2010.

2. Harold. D. Skipper & W. Jean Kwon: “Risk Management & Insurance, Perspectives in a Global Economy”, Blackwell Publishing New Delhi.
3. NIA: “Life Insurance Principles and Practices”, Cengage Learning, New Delhi,2013.
4. 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

FINANCE ELECTIVE - III

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

Internal Marks: 30

Course Code: PP21MBE03

External Marks: 70

Course Objectives:

To disseminate knowledge about Mergers and Acquisitions and the process of their valuations.

Course Outcomes:

1. To understand the concept of mergers and their types
2. To learn about the various techniques to identify the market conditions.
3. To learn about the merger process.
4. To understand the various methods of financing mergers.
5. To learn in detail about corporate restructuring.

(10 Lectures)

Unit – I: Mergers- types of merger– theories of mergers- operating, financial and managerial synergy of mergers – value creation in horizontal, vertical and conglomerate mergers – internal and external change forces contributing to M & A activities- Impact of M & A on stakeholders.

(10 Lectures)

Unit – II: M & A – A strategic perspective- industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A- SWOT analysis, BCG matrix. Takeovers, types, takeover strategies, - Takeover defences – financial defensive measures – methods of resistance – anti-takeover amendments – poison pills Legal aspects of Mergers/amalgamations and acquisitions/takeovers- Combination and Competition Act- Competition Commission of India (CCI), The SEBI Substantial Acquisition of Shares and Takeover code .

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(10 Lectures)

Unit – III: Merger Process: Dynamics of M&A process - identification of targets – negotiation - closing the deal. Five-stage model – Due diligence– Types - due diligence strategy and process - due diligence challenges. Process of merger integration – organizational and human aspects – managerial challenges of M & A.

(11 Lectures)

Unit – IV: Methods of financing mergers – cash offer, share exchange ratio – mergers as a capital budgeting decision Synergies from M&A: Operating and Financial synergy Accounting for amalgamation – amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method – procedure laid down under Indian companies act of 2013

(9 Lectures)

Unit – V: Corporate restructuring – significance - forms of restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buy outs (LBO) – management buy outs – master limited partnership– Limited Liability Partnership (LLP) in India: Nature and 91 incorporation of LLP-De merger- strategic alliance buyback of shares.

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

Text Books:

1. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam – 1/e, Pearson Education, 2003.
2. Merger Acquisitions & Corporate Restructuring – Chandrashekar Krishna Murthy & Vishwanath. S.R – Sage Publication.

References:

1. Mergers, acquisitions and Corporate Restructuring, NishikantJha, Himalaya Publishing House, 2011.
2. Corporate Restructuring, Bhagaban Das, Debdas Raskhit and Sathya Swaroop Debasish, Himalaya Publishing, 2009.
3. Business Legislation for Management, M.C. Kuchhal and Vivek Kuchhal, 4/e, Vikas Publishing House, 2013.

Web References:

1. <https://www.youtube.com/watch?v=1JSPUNFVoGs>
2. <https://www.digimat.in/nptel/courses/video/110101146/L24.html>

HUMAN RESOURCE ELECTIVE - I

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

COMPENSATION AND PERFORMANCE MANAGEMENT

Internal Marks: 30

Course Code: PP21MBE07

External Marks: 70

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.

Course Outcomes : Students will be able

1. To demonstrate knowledge and skills in the contemporary aspects of compensation.
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.
4. To understand the various aspect of Performance Management.
5. To understand the process of appraising reward and recognition.

(10 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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.

(11 Lectures)

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.

(8 Lectures)

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.

Reference Books:

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**”, PHILearning, 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 References:

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

Internal Marks: 30

Course Code: PP21MBE08

External Marks: 70

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.

(9 Lectures)

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.

(9 Lectures) of 10

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.

(11 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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 Page 79 of 10
Limited, New Delhi, 1985

Reference Books:

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.

HUMAN RESOURCE ELECTIVE - III

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

HUMAN CAPITAL MANAGEMENT

Internal Marks: 30

Course Code: PP21MBE09

External Marks: 70

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.

(9 Lectures)

Unit I: Economic theories of Human Capital: Nature and Role of Human Capital: The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised setting.

Page 81 of 10
(9 Lectures)

Unit II: Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

(11 Lectures)

Unit III: Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

(9 Lectures)

Unit IV: Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers' education objectives Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits measurement of Engagement-Empowerment. (10 Lectures)

Unit V: Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety –statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor.

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

Text Books

1. Millis and Montgonery, Labours Progress and some Basic Labour Problems, Graw Hill Book Company.

2. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Calif.
3. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University.
4. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.

Reference Books:

1. L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.
6. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.
7. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
8. Chakraborty, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press.

Web References:

1. <https://study.com/academy/lesson/what-is-human-capital-in-management-definition-value-quiz.html>
2. <https://www.adp.com/resources/articles-and-insights/articles/w/what-is-human-capital-management.aspx>
3. <https://www.oracle.com/in/human-capital-management/what-is-hcm/>

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: 30

Course Code: PP21MBE13

External Marks: 70

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.

(9 Lectures)

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.

(10 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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

(10 Lectures)

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.

Text Books:

1. Sangeetha Sharma: Advertising, PHI Learning, New Delhi, 2009
2. Shhkazmi: Advertising and sales promotion, Excel Books, New Delhi, 2010.

Reference Books:

1. Larry percy: Strategic Advertising Management, Oxford University Press, New Delhi, 2009
2. Shimp: Advertising and Promotion, Cengage Learning, New Delhi, 2008
3. 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

Internal Marks: 30

Course Code: PP21MBE14

External Marks: 70

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.

(9 Lectures)

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.

(10 Lectures)

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.

Page 86 of 10

(10 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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.

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.

Reference Books :

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

MARKETING MANAGEMENT ELECTIVE - III

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

GREEN MARKETING

Course Code: PP21MBE15

Internal Marks: 30

External Marks: 70

Course Objectives: To make the student understand the concept of Green Marketing and Green Products

Course Outcomes:

1. To understand the importance of Green Marketing
2. To learn the various Green Marketing concepts.
3. To understand purchase decision.
4. To learn about the Environmental consciousness.
5. To learn about the Green Marketing Initiatives.

(10 Lectures)

Unit – I Green Marketing and Green Product : Introduction to green marketing-strategic green planning environment and consumption- Green Product- Green Behavior- Five shades of green consumers Segmenting consumers- Green consumer's motives-Buying strategies - Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing-Establishing Credibility-Green distribution and Packaging Contemporary Government polices and subsidies that aids green product development.

(10 Lectures)

Unit – II Green Marketing Concepts: Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index.

(10 Lectures)

Unit – III Purchase Decision: Meaning of Purchase decision – Factors affecting Purchase decision - Steps in the decision making process - Five stages of consumer buying decision process - Models of buyer decision-making.

(10 Lectures)

Unit – IV Environmental consciousness: Introduction of Environment - Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E-waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste .

(10 Lectures)

Unit – V

Green Marketing Initiatives: Green Firms – HCL’s Green Management Policy – IBM’s Green Solutions – IndusInd Bank’s Solar Powered ATMs – ITCs Paperkraft – Maruti’s Green Supply Chain – ONCGs Mokshada Green Crematorium – Reva’s Electric Car – Samsung’s Eco-friendly handsets- Wipro Infotech’s Eco-friendly computer peripherals

Text Books And Reference Books:

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017
2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010.

Reference Books

1. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn A. Ottman, NTC Business Books, 1993
2. The New Rules of Green Marketing, Jacquelyn A. Ottman, Berrett-Koehler Publishers, 2011.

Web References:

1. https://didattica.unibocconi.eu/ts/tsn_anteprema.php?cod_ins=30439&anno=2019&IdPag=6163
2. <https://digitalschoolofmarketing.co.za/blog/what-is-green-marketing/>.
3. <https://digitalschoolofmarketing.co.za/blog/what-is-green-marketing/>

LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVE-I

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

WARE HOUSE MANAGEMENT

Course Code: PP21MBE19

Internal Marks: 30

External Marks: 70

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.

(10 Lectures)

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.

(10 Lectures)

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-

Page 71 of 10
(9 Lectures)

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.

(10 Lectures)

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.

(9 Lectures)

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.

Reference Books :

- 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

LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVE - II

MBA II Year III Semester

Course Structure

L	T	P	C
3	0	0	3

PURCHASING AND MATERIAL MANAGEMENT

Internal Marks: 30

Course Code: PP21MBE20

External Marks: 70

Course Objectives:

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

Course Outcomes:

1. Demonstrate purchase and supply process.
2. It provides insights into the purchasing function.
3. The chapter aims to teach integrated materials management.
4. To learn about the inventory systems
5. To learn about stores management.

(11 Lectures)

UNIT I The purchasing and supply process - Introduction to purchasing and SCM - Strategic supply management roles and responsibilities - Improving the procure to pay process - Approval, contract and purchase order preparation - Types of purchases - Purchasing policy and procedures -Policy overview - Purchasing policies Policy defining- Role and conduct of purchasing, Buyer supplier Relationship, operational issues- Purchasing procedures.

(11 Lectures)

UNIT II Organizing the purchasing function: Purchase function position within the organization structure, factors affecting purchasing's position, reporting of purchasing function, organizing of purchasing, separating operational and strategic purchasing- advantages and disadvantages of centralized- decentralized purchasing, hybrid purchasing structure.

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(11 Lectures)

UNIT III Concept of Integrated Materials Management (IMM) – Organising for IMM – Types of Inventories – Inventory Problems in India. Codification – Computerisation and Information Systems – Standardisation and Variety Reduction – Value Analysis: ABC, VED, XYZ and other methods of Selective Analysis.

(11 Lectures)

UNIT-IV: Q-Based Inventory System – P-Based Inventory System – S-S based Inventory System – Practical Inventory Models – Inventory Valuation. Purchasing – Source Selection – Vendor Rating – Purchase Budget – Systems – Tenders – Price Negotiations – Forward Buying – Purchasing Capital Equipments – Seasonal Goods – Special Items – Deferred Payment Schemes – Lending Institutions – Global Purchases – Government Buying – EGS & D – Rate Contract – Insurance – Legal Aspects in Purchasing – Evaluation of Purchase Performance.

(11 Lectures)

UNIT-V: Stores Layouts – Stores Accounting Procedures and Forms – Stock Verification – Practical Problems in Management of Dead Stocks – Surplus and Scraps – Evaluation of Stores Performance – Materials Handling and Transportation Management.

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

TEXT BOOKS:

1. Parasram, —In Cotermis Exports Coartind and Pricing with Practical Guide to in CoTerms, 1st Edition, Jain Book, 6th Edition, 2010.
2. Gopalakrishnan, P & Sundaresan, M: Materials Management – AnIntegrated Approach; Prentice Hall of Indian Private Ltd.
3. Gopalakrishnan, P & Sandilya, M.S: Inventory Management – Text AndCases; The Macmillan Company of India Ltd.

REFERENCES:

1. John Wiley, —Global Operations & Logistics:Text & Cases-Dornierl, Pearson Education, 2nd Edition 2013.
2. David Simchi-Levi, —Designing & Managing Supply Chain-Concepts, Strategiesl, TataMcGraw- Hill, 8th Edition, 2000.
3. Ammer, D.S, Materials Management; Irwin.

4. Datta, A.K: Materials Management – Procedures, Text AndCases; Prentice Hall of India Private Ltd.
6. Gokaran, P.R: Essentials of Materials Management; Somaiya Publications.

WEB REEERENCES:

1. <https://www.coursera.org/lecture/sourcing/purchasing-8mPae>
2. <https://www.youtube.com/watch?v=cojB0d76Mfk>

LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVE - III

MBA II Year III Semester

Course Structure

L	T	P	C
3	0	0	3

REVERSE LOGISTICS

Internal Marks: 30

Course Code: PP21MBE21

External Marks: 70

Course Objectives:

The aim of this subject is to provide students with analytical skills that are necessary for the understanding of Reverse Logistics

Course Outcomes:

1. Demonstrate Reverse logistics and forward logistics.
2. To learn the customer service returns
3. To learn about the organizational culture and reverse logistics.
4. To understand the reverse logistics
5. To learn about the carbon foot prints.

UNIT I: Reverse logistics and forward logistics Commercial logistics and the military Measuring reverse logistics and improvement Best practices of military reverse logistics Management of complex systems and reverse logistics. Successful management principles are successful reverse logistics principles Best practices in retail, apparel, electronics, food, beverage, and sporting goods.

UNIT II: Customer Service Returns RMA and other elements of returns Best practices in customer service and after sales customer support Reverse logistics concerns of the secondary market- Green reverse logistics practices Green buildings that support logistics (LEED Certification) Successful global projects

UNIT III: Explain and describe organizational culture and review how it applies to reserve logistics Review cultural design to support reverse logistics Reduction of risk in the reverse supply chain Securing the supply chain

UNIT IV: Understand reverse logistics for manufacturing Understand reverse logistics for food and beverage operations Understand reverse logistics for warehouse management Understand reverse logistics inventory management Understand reverse logistics as applied to product life cycle management.

UNIT V: Carbon Credits Carbon Footprint Logistics and reverse logistics as applied to carbon footprint What can you do to reduce your carbon footprint - Complexity theory Continuous improvement Lean principles New technologies for reverse logistics Communities and teams Future of reverse logistics and supply chain management

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

TEXT BOOKS:

1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.
2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge, 2018.
3. Janat Shah, Supply Chain Management: Text and Cases, 2nd Edition 2017.
4. John Manners-Bell, Logistics and Supply Chains in Emerging Markets, Kogan Page, 2017.

REFERENCE BOOKS:

1. Coyle, John Joseph. (2017). Supply chain management: a logistics perspective. 10th ed. Australia: Cengage Learning. HD 38.5 C69 2017
2. Abbey, J. D., & Guide Jr, V. D. R. (2017). Closed-loop supply chains: a strategic overview Sustainable Supply
3. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing, 2011

WEB REFERENCES:

1. <https://ocw.mit.edu/courses/engineering-systems-division/esd-s43-green-supply-chain-management-spring-2014/lecture-notes-and-videos/lecture-3-reverse-logistics-and-closing-the-loop/>
2. <https://www.youtube.com/watch?v=DAMwauQrt9c>
3. <https://www.coursera.org/lecture/business-sustainability-circular-economy/the-problems-of-reverse-logistics-l4syS>

ENTREPRENEURSHIP DEVELOPMENT – I

MBA II Year III Semester

Course Structure

L	T	P	C
3	0	0	3

SOCIAL ENTREPRENEURSHIP

Internal Marks: 30

Course Code: PP21MBE25

External Marks: 70

Course Objectives:

To explain relevance of business plans while taking business decisions for small business.

Course Outcomes:

1. To learn the importance of business plan.
2. To understand the business plan process.
3. To identify the business plan components.
4. To learn how to start a venture.
5. To learn about the project appraisal.

(11 Lectures)

UNIT - I Need and importance of Third Sector in development. Typologies of third sector - Voluntary, NGO, NPO, CBO, CSO, Growth of third sector in India – Performance and environment of third sector. Third sector relationship to state and civil society

(11 Lectures)

UNIT – II Concept, Definition, Importance – Role of a social entrepreneurship –History of Social Entrepreneurship- Social entrepreneurship Vs business entrepreneurship –Shift to Social Entrepreneurship- social entrepreneurs and social change –qualities and traits of social entrepreneurs.

(11 Lectures)

UNIT - III Concept, Definition, Importance of social enterprises – Social Business-

Principles and Social Innovation-similarities and differences between social enterprises and

non profits – types of social enterprises – concept of Triple Bottom Line, Bottom of the Pyramid, Sustainability – Corporate Social Responsibility– Boundaries of Social Entrepreneurship. Select case studies of Indian Social Enterprises.

(11 Lectures)

UNIT – IV Global & National environment to promote social enterprises and social entrepreneurship. Financial Management of social enterprises – venture capital for social enterprises – Corporate, Community and government support for social enterprises

(11 Lectures)

UNIT V: Application of marketing principles in welfare and development field – social marketing. Marketing of Social Services – Case studies related to Social and service marketing in the field of Health, Education, Environment protection, Energy consumption and Human rights.

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

Text Books:

1. Alex Nicholls, (2006), Social Entrepreneurship: New Models of Sustainable Social Change, New York: Oxford University Press.
2. David Bornstein, (2007). How to Change the World: Social Entrepreneurs and the Power of New Ideas, New York: Oxford University Press.

Reference Books:

1. Fred Setterberg, Kary Schulman (1985), Beyond Profit: Complete Guide to Managing the Non Profit Organizations, New York: Harper & Row.
2. Gregory Dees, Jed Emerson, Peter Economy (2002), Enterprising Non Profits – A Toolkit for Social Entrepreneurs, New York: John Wiley and Sons.
3. Peter Drucker (1990), Managing the Non Profits Organizations: Practices and Principles, New York: HarperCollins.

WEB REFERENCES:

1. <https://www.coursera.org/lecture/wharton-social-entrepreneurship/introduction-to-social-entrepreneurship-2MHkJ>.
2. <https://www.coursera.org/lecture/social-entrepreneurship-opportunities/who-is-a-social-entrepreneur-8a1P2>

ENTREPRENEURSHIP DEVELOPMENT – II

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

BUSINESS PLAN PREPARATION FOR SMALL BUSINESS

Internal Marks: 30

Course Code: PP21MBE26

External Marks: 70

Course Objectives:

To explain relevance of business plans while taking business decisions for small business.

Course Outcomes:

1. To learn the importance of business plan.
2. To understand the business plan process.
3. To identify the business plan components.
4. To learn how to start a venture.
5. To learn about the project appraisal.

(11 Lectures)

UNIT - I Business Plan - Meaning- The why of business plan - Basic parameters - Timing of decision undertaken Project parameters - the common considerations - Factors of successful business -capital management- financial control -anticipating change and adaptability.

(11 Lectures)

UNIT – II Business plan process - sources of information - Internet, government sources and statistics - offline research resources - library - SBDC'S -Trade and industries associations - sources of market research - evaluating data- benefits of market study -coverage of market study - information sources.

(11 Lectures)

UNIT - III Business plan components - The Executive summary - company description - Industry analysis and trends - Target market - Competition - strategic position

assessment - Marketing plan and sales strategy - operations - Technology plan -management and organization.

(11 Lectures)

UNIT – IV Starting the Venture - Generating business idea – Source of new ideas - Methods of generating ideas - Steps in setting up a small business enterprise,

(11 Lectures)

UNIT V: Concept of Project Appraisal - Environmental scanning - Competitor and industry analysis - Feasibility study – Market feasibility, Technical / operational feasibility - Financial Feasibility - Managerial competence. Functional plans - Marketing plan – Financial plan.

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

TEXT BOOKS:

1. Entrepreneurship (6th Edition) – Robert D Hisrich, Tata McGraw Hill
2. Entrepreneurship: A Contemporary Approach – Kuratko, Thomson Learning Books

REFERENCE BOOKS:

1. Small Scale Industries and Entrepreneurship (2003) – Vasant Desai, Himalaya Publishing House
2. Entrepreneurial Development – S.S. Khanka, S. Chand & Co.

WEB REFERENCES:

1. <https://www.sba.gov/business-guide/plan-your-business/write-your-business-plan>
2. <https://hbr.org/1985/05/how-to-write-a-winning-business-plan>
3. <https://articles.bplans.com/writing-a-business-plan/>

ENTREPRENEURSHIP AND SMALL BUSINESS ELECTIVE – III

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

PLANNING, STRUCTURING AND FINANCING SMALL BUSINESS

Internal Marks: 30

Course Code: PP21MBE27

External Marks: 70

Course Objectives:

To enable the students to know the importance of small scale business in a developing economy like India and motivate the students to start small scale business.

Course Outcomes:

1. To learn the importance of business plan.
2. To understand the business plan process.
3. To identify the business plan components.
4. To learn how to start a venture.
5. To learn about the project appraisal.

(11 Lectures)

UNIT - I Basics of Small Business Enterprise: – Definition – Features – Role of Small Business in Economic Development – Reasons for Establishing Small Business – Quality of Small Businessmen – Advantages and Disadvantages of Small Business – Reasons for Failures of Small Business – Characteristics of Successful Small Businessmen – Different Stages of Small business – Steps in Setting up a Small Business – Crisis Management in Business – Relationships between Small and Large Units – Small Sector in India – A note on Family Business.

(11 Lectures)

UNIT – II Dynamics of Small Business Concepts and Definitions of Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs – Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI – Problems of SSI – Sickness of SSI: Causes, Symptoms and Cures – Prospects of SSI in free Economy.

(11 Lectures)

UNIT - III Institutions Supporting Small Business Central, State and Other Institutional Support for SSI – Technological Upgradation and Institutional facility for SSI – Incentives and Subsidies for SSI.

(11 Lectures)

UNIT – IV Management of Small Business Production Management – Financial Management – Marketing Management – Strategic Management – Personal Management – and Office Management in Small Business Enterprises.

(11 Lectures)

UNIT V: Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises – Exposure and Observation Visit: Poultry, Sericulture, Courier, Cell Phone Sales and Service, Dairy, Mushroom Cultivation, Ornamental Pottery, Dying Unit, Power loom and Handloom, Blood Bank, Rice Mill and Food and Fruit Processing Unit – Role of Women SHGs in Micro Enterprises.

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

TEXT BOOKS:

1. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997.
2. Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 1986
3. Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2006.
4. Cormon J and Lussier R.N., Small Business Management: A Planning Approach, IRWIN, London, 1996.
5. Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, New Delhi, 2006.

REFERENCE BOOKS:

1. Desai S.S.M., Industrial Economy of India, Himalaya Publishers, New Delhi, 1968.
2. Development Commissioner, Small Scale Industries, Ministry of ID and IT, Government of India, New Delhi, 1985.
3. Dhanulinga Nadar, Small Scale Industry Interrelationship with Large Scale Industries, Rainbow, Coimbatore, 1985.

4. Francis Cherunilam, Industrial Economics : Indian Perspectives, Himalaya, Delhi, 1989.
5. Ganapathy Iyer, E.V., Indian Industrial Development Problems, Ganapathy Trans – West.

BUSINESS ANALYTICS – I

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

ESSENTIAL OF BUSINESS ANALYTICS

Internal Marks: 30

Course Code: PP21MBE31

External Marks: 70

Course Objectives:

This course helps the students to understand and analyze basic essentials of business analytics business framework. They shall be exposed to fundamental statistical techniques to solve real life problems and enable them to take better decisions

Course Outcomes:

1. To learn the basics of business analytics.
2. To understand the measures of Central Tendency and dispersion.
3. To learn about the Probability distributions..
4. To learn estimation of sampling.
5. To learn how to test the hypothesis.

(11 Lectures)

UNIT - I Introduction to Business Analytics, Types of data, Integrating Analytics with business, Business Analytics for Competitive Advantage, Descriptive, Predictive, and Prescriptive Analytics, Dashboards History; Subdivisions within Statistics; Data collection, Editing, Classification, Tabulation, Diagrammatic and Graphical representation of data.

(11 Lectures)

UNIT – II Measures of Central tendency and Dispersion: Arithmetic Mean, Geometric Mean, Harmonic Mean, Median, Mode, Mean Deviation, Quartile Deviation, Standard Deviation, Skewness, Kurtosis and Moments.

(11 Lectures)

UNIT - III Probability and Probability Distributions: Introduction to Probability, Probability Rules, Probabilities under Conditions of Statistical Independence, Probabilities under

Conditions of Statistical Dependence, Revising Prior Estimates of Probabilities, Bayes' Theorem, Random Variables, Use of Expected Value in Decision Making, Binomial Distribution, Poisson Distribution, Normal Distribution.

(11 Lectures)

UNIT – IV Sampling and Estimation: Random Sampling, Introduction to Sampling Distributions, Relationship Between Sample Size and Standard Error, Point Estimates, Interval Estimates, Confidence Intervals, Calculating Interval Estimates of the Mean from Large Samples.

(11 Lectures)

UNIT V: Testing of Hypotheses: Hypothesis, Steps in Hypothesis Testing, Measuring the Power of a Hypothesis Test, Hypothesis Testing of Means and Proportions, Hypothesis Testing for Differences between Means and Proportions, Analysis of Variance, One way ANOVA and Two way ANOVA, Non-parametric tests: Chi-Square Test, The Sign Test for Paired Data, The MannWhitney U Test, Kruskal-Wallis Test, The Kolmogorov-Smirnov test.
Unit 6: Correlation, Regression and Time Series: Correlation, Product moment correlation, Rank correlation, Bivariate correlation, Regression, Simple linear Regression, Line of best fit, Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Time Series Analysis in Forecasting

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

TEXT BOOKS:

1. Richard I. Levin & David S. Rubin, Statistics for Management, PHI.1999, New Delhi.
2. Kishor S. Trivedi, Probability and Statistics with Reliability, Queuing and Computer Science Applications, John Wiley & Sons, Singapore, 2002.
3. John E. Freund & Ronald E. Walpole, Mathematical statistics, PH, New Jersey, 1980.
4. E.L. Lehmann, Testing Statistical Hypotheses, John Wiley & Sons, New York, 1986.
5. S.P. Gupta, Statistical Methods, Sultan Chand & Sons, New Delhi 1998.

REFERENCE BOOKS:

1. Sundar Rao P.S.S, Richard J, Introduction to biostatistics – A manual for students in Health Sciences, PHI Learning Pvt. Ltd. 1996, New Delhi.

2. Susan Milton , Statistical methods in the Biological and Health Sciences,1999,
McGraw-Hill

WEB REFERENCES:

1. <https://searchbusinessanalytics.techtarget.com/definition/business-analytics-BA>
2. <https://www.youtube.com/watch?v=GgR6qkryg-U>
3. <https://www.yumpu.com/en/document/read/63924063/pdf-download-essentials-of-business-analytics-full-format>.

BUSINESS ANALYTICS – II

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

TEXT, SOCIAL MEDIA & WEB ANALYTICS

Internal Marks: 30

Course Code: PP21MBE32

External Marks: 70

Course Objectives:

This course helps the students to understand and analyze basic the text in the social media and web.

Course Outcomes:

1. To learn the basics of Text analytics.
2. To learn about the social media Analytics.
3. To know about the knowledge representation in Semantic web
4. To understand the web analytics.
5. To learn the usage of various web analytics tools.

(11 Lectures)

UNIT - I Text Analytics: Text Analytical Approach and Tools to Analyze Data: Analytical Approaches-- History of Analytical Tools-- Introducing Popular Analytical Tools-- Comparing Various Analytical Tools. Text mining –unstructured text, episode rule discovery for texts, hierarchy of categories, text clustering.

(11 Lectures)

UNIT – II Social Media Analytics: Introduction to Semantic Web: Limitations of current Web-- Development of Semantic Web-- Emergence of the Social Web. Social Network analysis: Development of Social Network Analysis -Key concepts and measures in network analysis. Electronic sources for network analysis: Electronic discussion networks- Blogs and online communities - Web-based networks.

(11 Lectures)

UNIT - III Knowledge representation on the Semantic web: Ontology and their role in the Semantic Web: Ontology-based knowledge Representation – Ontology languages for the Semantic Web: Resource Description Framework - Web Ontology Language. Modelling and aggregating social network data: State-of-the-art in network data representation - Ontological representation of social individuals - Ontological representation of social relationships - Aggregating and reasoning with social network data. Social-semantic applications: Generic Architecture- Sesame- Elmo – Graph util, Flink-Open academia. Social network extraction: Survey method-electronic data extraction- Data collection Optimiztionprediction- Evaluation.

(11 Lectures)

UNIT – IV Understanding web analytics: The foundations of Web analytics: Techniques and Technologies – Present and Future of Web analytics.---Data Collection: Importance and Options –Web server log files: Click stream data – User submitted information – Web server performance data – Page tags –First and third party tracking - Web Analytics Strategy: Key performance indicators – Web analytics process – Heuristics evaluations – Site visits – Surveys – Measuring reach – Measuring acquisition – Measuring conversion – Measuring retention – Security and privacy implications of Web analytics.

(11 Lectures)

UNIT V: Web Analytics Tools: Content organization tools – Process measurement tools – Visitor segmentation tools – Campaign analysis tools – Commerce measurement tools – Google analytics – Omniture – Web trends – Yahoo! Web analytics. Google Analytics: Key features and capabilities – Quantitative and qualitative data - Working of Google analytics – Privacy - Tracking visitor clicks, Outbound links and Non HTML files.

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

TEXT BOOKS:

1. Bernard J. Jansen, —Understanding User-Web Interactions via Web analytics, Morgan and Claypool, 2009.
2. Avinash Kaushik, —Web Analytics2.0, John Wiley and Sons, 2010.
3. Brian Clifton, —Advanced web metrics with Google analytics, John Wiley and Sons, 2012.
4. Justin Cutroni, —Google Analytics, O'Reilly, 2015.

5. Jerri L. Ledford, Joe Teixeira and Mary E. Tyler, —Google Analytics, John Wiley and Sons, 2013.

REFERENCE BOOKS:

1. Charu C. Aggarwal and ChengXiang Zhai, Mining Text Data. Springer, 2012.
2. Dan Jurafsky and James H Martin, Speech & Language Processing. Pearson Education India, 2000.
3. Guandong Xu, Yanchun Zhang and Lin Li, Web Mining and Social Networking – Techniques and applications, First Edition, Springer, 2011.
4. Dion Goh and Schubert Foo - Social information Retrieval Systems: Emerging Technologies and Applications for Searching the Web Effectively, IGI Global Snippet, 2008.
5. 10. Max Chevalier, Christine Julien and Chantal Soulé-Dupuy, Collaborative and Social Information Retrieval and Access: Techniques for Improved user Modelling, IGI Global Snippet, 2009. Richard I. Levin & David S. Rubin, Statistics for Management, PHI. 1999, New Delhi.

WEB REFERENCES:

1. <https://core.ac.uk/download/pdf/29416013.pdf>
2. <https://provalisresearch.com/solutions-2/applications/social-media-content-analysis-tool/>
3. <https://360digitmg.com/social-media-and-web-analytics-program/>

BUSINESS ANALYTICS – III

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

MARKETING ANALYTICS

Internal Marks: 30

Course Code: PP21MBE33

External Marks: 70

Course Objectives:

This course aims to provide knowledge on elements of market analysis and to use marketing analytics to predict outcomes and systematically allocate resources.

Course Outcomes:

1. To learn the basics of Marketing Analytics.
2. To learn about the Competitive analysis and business strategy.
3. To know product, service and price analytics.
4. To learn about distribution analytics.
5. To learn about the market basket analytics.

(11 Lectures)

UNIT - I Introduction: Marketing Analytics, Models and metrics- Market Insight – Market data sources, sizing, PESTLE trend analysis, and Porter five forces analysis – Market segment identification and positioning.

(11 Lectures)

UNIT – II Competitive Analysis And Business Strategy: Competitor identification, Intelligence gathering, analysis and strategy- Analytics based strategy selection, with strategic models and metrics, Forecasting, balanced scorecard, and critical success factors.

(11 Lectures)

UNIT - III Product, Service and Price Analytics: Conjoint analysis model, decision tree model, portfolio resource allocation, Pricing techniques, pricing assessment, pricing for business markets, price discrimination.

(11 Lectures)

UNIT – IV Distribution And Promotion Analytics: Retail location selection, distribution channel evaluation, and multi-channel distribution, Promotion budget estimation and allocation, promotion metrics for traditional media and social media.

(11 Lectures)

UNIT V: Market basket Analysis, Text Analytics, Spreadsheet Modelling - Sales Analytics: E Commerce sales mode, sales metrics, profitability metrics and support metrics.

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

TEXT BOOKS:

1. Stephan Sorger, —Marketing Analytics – Strategic Models and Metrics, Admiral Press, 2013.
2. Mark Jeffery, —Data Driven Marketing: The 15 Metrics Everyone in Marketing should know, Wiley, 2013.
3. Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein —Marketing Metrics: The Definitive Guide to Measuring Marketing Performance, Pearson FT press, 2012.

REFERENCE BOOKS:

1. Mohammad Nadeem, “Marketing Analytics”, Createspace Independent Publishing Platform.
2. Rackley Jerry, “Marketing Analytics Roadmap”, APress.
3. Stephan Sorger, “Marketing Analytics: Strategic Models and Metrics”, First Edition, 2013.

WEB REFERENCES:

1. <https://img1.wsimg.com/blobby/go/223a22cd-e724-41b6-a832-dfb6574fd59f/marketing-analytics-data-driven-techniques-wit.pdf>
2. <https://blog.alexa.com/wp-content/uploads/2016/12/How-to-Pro-Turn-Marketing-Analytics-into-Effective-Marketing-Strategies-ebook.pdf>

SYSTEMS ELECTIVE-I

MBA II Year III Semester

Course Structure

L	T	P	C
3	0	0	3

DATA MINING FOR BUSINESS DECISIONS

Course Code: PP21MBE37

Internal Marks: 30

External Marks: 70

Course Objectives:

A student will be able to apply Data mining techniques for quicker and better decisions. Whenever there is a need for data mining helps.

Course Out comes:

1. Identify the Data Mining and Data Warehousing tools.
2. Analyse the various aspects of Business Intelligence.
3. Learn the Data Mining Techniques.
4. Learn about the Web Mining.
5. Identify the Applications of Data Mining.

(11 Lectures)

Unit I: Introduction to Data Mining: Introduction-- Scope of Data Mining-- What is Data Mining-- How does Data Mining Works-- Predictive Modeling-- Data Mining and Data Warehousing-- Architecture for Data Mining: Profitable Applications-- Data Mining Tools.

(11 Lectures)

Unit II: Business Intelligence: Introduction, Business Intelligence-- Business Intelligence tools-- Business Intelligence Infrastructure-- Business Intelligence Applications-- BI versus Data Warehouse--BI versus Data Mining-- Future of BI. Data Preprocessing: Introduction-- Data Preprocessing Overview-- Data Cleaning-- Data Integration and Transformation-- Data Reduction-- Discretization and Concept Hierarchy Generation.

(11 Lectures)

Unit III: Data Mining Techniques An Overview: Introduction-- Data Mining-- Data Mining of Versus Database Management System-- Data Mining Techniques- Association rules—

Classification—Regression—Clustering-- Neural networks. Clustering—Introduction— Clustering-- Cluster Analysis-- Clustering Methods- K means-- Hierarchical clustering-- Agglomerative clustering-- Divisive clustering-- clustering and segmentation software-- evaluating clusters.

(11 Lectures)

Unit IV: Web Mining—Introduction—Terminologies-- Categories of Web Mining – Web Content Mining-- Web Structure Mining-- Web Usage Mining-- Applications of Web Mining and Agent based and Data base approaches-- Web mining Software.

(11 Lectures)

Unit V: Applications of Data mining: Introduction-- Business Applications Using Data Mining- Risk management and targeted marketing-- Customer profiles and feature construction-- Medical applications (diabetic screening)-- Scientific Applications using Data Mining-- Other Applications.

Text books:

1. Introduction to data mining by Tan, Steinbach & Kumar.
2. Data Mining: Concepts and Techniques, Third Edition by Han, Kamber & Pei.
3. Data Mining and Analysis Fundamental Concepts and Algorithms by Zaki & Meira.

Reference Books:

1. Data Mining: The Textbook by Aggarwal.
2. Data Mining for Business Intelligence by Galit Shmueli, Nitin R. Patel, Peter C. Bruce

Web References:

1. <http://myweb.sabanciuniv.edu/rdehkharghani/files/2016/02/The-Morgan-Kaufmann-Series-in-Data-Management-Systems-Jiawei-Han-Micheline-Kamber-Jian-Pei-Data-Mining.-Concepts-and-Techniques-3rd-Edition-Morgan-Kaufmann-2011.pdf>
2. https://doc.lagout.org/Others/Data%20Mining/Data%20Mining_%20The%20Textbook%20%5BAggarwal%202015-04-14%5D.pdf
3. http://ccs1.hnue.edu.vn/hungtd/DM2012/DataMining_BOOK.pdf
4. <https://www.wi.hs-wismar.de/~cleve/vorl/projects/dm/ss13/HierarClustern/Literatur/WittenFrank-DM-3rd.pdf>
5. <https://bookslock.org/data-ware-housing-data-mining-textbook-jntu/>

SYSTEMS ELECTIVE-II

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

MANAGING SOFTWARE PROJECTS

Internal Marks: 30

Course Code: PP21MBE38

External Marks: 70

Course Objectives:

1. To study how to plan and manage projects at each stage of the software development life cycle (SDLC)
2. To train software project managers and other individuals involved in software project planning and tracking and oversight in the implementation of the software project management process.
3. To understand successful software projects that support organization's strategic goals

Course Outcomes:

1. To match organizational needs to the most effective software development model
2. To understand the basic concepts and issues of software project management
3. To effectively Planning the software projects
4. To implement the project plans through managing people, communications and change
5. To select and employ mechanisms for tracking the software projects

(11 Lecturers)

UNIT -I: Introduction Project, Management, Software Project Management activities, Challenges in software projects, Stakeholders, Objectives & goals Project Planning: Step-wise planning, Project Scope, Project Products & deliverables, Project activities, Effort estimation, Infrastructure.

(11 Lecturers) of

UNIT -II: Project Approach Lifecycle models, Choosing Technology, Prototyping Iterative & incremental Process Framework: Lifecycle phases, Process Artifacts, Process workflows (Book 2).

(11 Lecturers)

UNIT -III: Effort estimation & activity Planning Estimation techniques, Function Point analysis, SLOC, COCOMO, Use case based estimation , Activity Identification Approaches, Network planning models, Critical path analysis.

(11 Lecturers)

UNIT -IV: Risk Management Risk categories, Identification, Assessment, Planning and management, PERT technique, Monte Carlo approach.

(11 Lecturers)

UNIT -V: Project Monitoring & Control, Resource Allocation Creating a framework for monitoring & control, Progress monitoring, Cost monitoring, Earned value Analysis, Defects Tracking, Issues Tracking, Status reports, Types of Resources, Identifying resource requirements, Resource scheduling, Planning Quality, Defining Quality - ISO 9016, Quality Measures, Quantitative Quality Management Planning, Product Quality & Process Quality Metrics, Statistical Process Control Capability Maturity Model.

TEXT BOOKS:

1. Software Project Management, Bob Hughes & Mike Cotterell, TATA Mcgraw-Hill
2. Software Project Management, Walker Royce: Pearson Education, 2005.
3. Software Project Management in practice, Pankaj Jalote, Pearson.

Reference Books:

1. Hughes, “Software Project Management”, McGraw Hill Education, 2017.
2. *Adolfo Villafiorita*, “Introduction to Software Project Management”, CRC Press.

Web References:

1. <https://www.edutechlearners.com/download/Software%20Project%20Management.pdf>
2. https://mrcet.com/downloads/digital_notes/CSE/IV%20Year/SOFTWARE%20PROJECT%20MANAGEMENT.pdf
3. <http://www.sasurieengg.com/e-course-material/CSE/IV-Year%20Sem%208/IT2403%20-%20Software%20Project%20Management.pdf>

SYSTEMS ELECTIVE-III

MBA II Year III Semester

Course Structure

L T P C

3 0 0 3

WEB DESIGNING

Internal Marks: 30

Course Code: PP21MBE39

External Marks: 70

Course Objectives: To make the student ready for designing the web pages for business.

Course Outcome:

1. To learn about the web fundamentals.
2. To learn how to work with HTTP.
3. To learn how to work with HTML.
4. To learn about Cascading Style sheets.
5. To understand the working of Javascript.

UNIT-I: Web Fundamentals – Introduction To The Web, History of the Web, Protocols Governing the Web, Creating Websites for Individuals and the Corporate World, Web Applications, Writing Web Projects, Identification of Objects, Target User, Web Team, Planning and Process Development, Web Architecture, Major Issues in the Web Solutions Development, Web Servers (Apache Web Server), Web Browsers, Internet Standards, TCP/IP Protocol Suite, IP Addresses, MIME, Cyber Laws.

UNIT-II: Hyper Text Transfer Protocol (HTTP): Introduction - Web Server and Clients, Resources, URL and its Anatomy – Examples, Message Format, Persistent and Non-Persistent Connections, Web Caching, Proxy. Java Network Programming- Java and the Net, Java Networking Classes and Interfaces, Looking up Internet Address, Client/Server Programs, Socket Programming, E-mail Client.(lab sessions to be conducted)

UNIT-III: Hyper Text Markup Language (HTML): Introduction, Structure, Text, Lists, Links, Images, Tables, Forms, Frames, Images, and Meta Tags. (lab sessions to be conducted)

UNIT-IV: Cascading Style Sheets (CSS) Introduction, Advantages, Color, Text, Boxes, Lists, Tables and Forms, Layout, Images, HTML5 Layout. (Lab Sessions to be conducted)

UNIT-V: JavaScript Introduction, Variables, Literals, Operators, Control Structure, Conditional Statements, Arrays, Functions, Objects, JavaScript and HTML DOM, Advanced JavaScript and HTML Forms (Lab sessions to be conducted).

(Lab Sessions to be conducted wherever it is required) Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Prof. Satish Jain and M. Geetha Iyer, “Web Designing and Publishing”, BPB Publications, 2020.
2. Satish Jain, “Web Designing And Development: Training Guide”, BPB Publication.

References :

1. Uttam K Roy: —Web Technologies— Oxford University Press, 2010.
2. Jon Duckett: —HTML & CSS: Design and Build Websites— John Wiley & Sons, 2014.

Web References:

1. <https://www.tutorialsduniya.com/notes/web-design-development-notes/>
2. http://www.itdesk.info/Web_design-handbook.pdf
3. <https://www.journaldev.com/301/web-designing-tutorial-pdf-free-download>

L	T	P	C
4	0	0	4

SUPPLY CHAIN MANAGEMENT AND ANALYTICS

Internal Marks: 30

Course Code: PP21MBT15

External Marks: 70

Course 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.

(10 Lectures)

UNIT I : Basics of Supply Chain Management: Introduction to Supply Chain Management – Evolution - Different views of Supply Chain – Supply Chain Strategy – Supply Chain Drivers – Developing Supply Chain Strategy- Strategic fit in Supply Chain. Analytics in Supply Chain Management.

(10 Lectures)

UNIT II : Supply Chain Analysis - Types of Supply Chains - Advanced Planning - Structure of Advanced - Planning Systems-Strategic Network Planning - Demand Planning - Master Planning - Demand Fulfillment and ATP - Production Planning and Scheduling Purchasing and Material Requirements Planning Distribution and Transport – Planning - Coordination and Integration - Collaborative Planning.

Page 121 of
(9 Lectures)

UNIT III : Set covering and Set Partitioning Problems, Travelling Salesman Algorithms, Advanced Vehicle Routing Problem Heuristics, Scheduling Algorithms-Deficit function Approach and Linking Algorithms

(10 Lectures)

UNIT IV: Fuzzy Logic and Techniques-Application in SCM - Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management

(9 Lectures)

UNIT- V: Inventory Management in Supply Chain- Network Design in Supply Chain- Alternative Channels of Distribution- Location Decisions in Supply Chain-Implementing Advanced Planning Systems - The Definition of a Supply - Chain Project -The Implementation Process SCM in a Pharmaceutical – Company Food and Beverages - Computer Assembly Semiconductor – Manufacturing.

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

Text Books:

1. Mohanty R.P, S.G Deshmuki —Supply Chain Management| Biztantra, New Delhi
2. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.

Reference Books:

1. Michael H. Hugos, “Essentials of Supply Chain Management”, John Wiley & Sons, 2011.
2. Chopra/Kalra, “Supply Chain Management”, 6TH Edition, **Pearson Education India, 2016.**
3. David Simchi Levi, “Designing And Managing the Supply Chain : Concepts, Strategies and Case studies”, 3rd Edition, 2019

Web References:

1. <https://book.akij.net/eBooks/2018/March/5ab0f141210e1/Essentials-of-Supply-Chain-Management.pdf>

2. <https://download.e-bookshelf.de/download/0000/5911/81/L-G-0000591181-0002385266.pdf>
3. <https://nptel.ac.in/courses/110/107/110107074/>
4. <https://nptel.ac.in/noc/courses/noc19/SEM1/noc19-mg22/>
5. <https://nptel.ac.in/noc/courses/noc15/SEM1/noc15-mg04/>

INTERNATIONAL BUSINESS

Course Code: PP21MBT15

Internal Marks: 30

External Marks: 70

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

(10 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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.

(9 Lectures)

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

(10 Lectures)

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.

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

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 - IV

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

FINANCIAL DERIVATIVES

Course Code: PP21MBE04

Internal Marks: 30

External Marks: 70

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.

(10 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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)

(9 Lectures)

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

(10 Lectures)

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.

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

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 - V

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

TAXATION

Internal Marks: 30

Course Code: PP21MBE05

External Marks: 70

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.

(10 Lectures)

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.

(9 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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.

(10 Lectures)

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

Reference Books:

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 Page 129 of
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>

FINANCE ELECTIVE - VI

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

STRATEGIC FINANCIAL MANAGEMENT

Internal Marks: 30

Course Code: PP21MBE06

External Marks: 70

Course Objectives:

To enlighten the students with the Concepts and Practical applications of Strategic Financial Management., with particular reference to the financial strategy and value of the enterprise.

Course Outcomes:

1. To understand the financial goals and strategy.
2. To understand the strategy for capital structure
3. To understand the investment strategy.
4. To learn about the merger strategies.
5. To learn about takeover strategies.

Unit-1: Financial Goals and Strategy – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

Unit-II: Financial Strategy for Capital Structure: Leverage Effect and Shareholders' Risk – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

Unit-III: Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

Unit-IV: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Unit-V: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Text Books:

1. Van Horn, JC, Financial Management and Policy, Prentice Hall, New Delhi
2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi
3. Weaver, Strategic Corporate Finance, Cengage, ND
4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall.

Reference Books:

1. GP Jakarthy, Strategic Financial Management, Vikas, New Delhi
2. Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.
3. Robichek, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.
4. James T. Gleason, Risk: The New Management Imperative in Finance, A Jaico Book.

Web References:

1. <https://www.youtube.com/watch?v=od--SUKVpnI>
2. <https://www.youtube.com/watch?v=oriP31pi1qY>
3. <http://14.139.206.50:8080/jspui/bitstream/1/4332/1/Strategic%20financial%20management.pdf>
4. <https://www.geektonight.com/strategic-financial-management-pdf/>
5. <https://archive.org/details/StrategicFinancialManagement>

HUMAN RESOURCE ELECTIVE - IV

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

LABOR WELFARE & LEGISLATION

Internal Marks: 30

Course Code: PP21MBE10

External Marks: 70

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.

(9 Lectures)

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.

Page 133 of
(9 Lectures)

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

(10 Lectures)

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.

(10 Lectures)

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..

(10 Lectures)

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.

Reference Books:

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 - V

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

TALENT MANAGEMENT & SUCCESSION PLANNING

Internal Marks: 30

Course Code: PP21MBE11

External Marks: 70

Course Objective: To enable the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization and to make them ready to develop a diagnostic and practical perspective of management of talent in organizations.

Course Outcomes:

1. To identify what drives the need for talent management in organizations today.
2. To strategically manage the talent and performance in organizations.
3. To implement proven strategies, tools, and processes to help manage talent and performance.
4. To discover how to focus people more effectively on their performance by examining each phase of the performance management process.

(9 Lectures)

UNIT - I Talent Management: Introduction Talent Management - Meaning and significance of talent management - Aligning HRM goals to business, attracting talent, retaining talent - becoming the best employer by employer branding activities - inculcating performance culture, right sizing the workforce - work life balance initiatives - providing HR leadership to business.

(10 Lectures)

UNIT - II Competency Mapping: Competency Mapping - Features of competency methods, historical development, definitions - approaches to mapping and case studies in competency mapping - Competency mapping procedures and steps- tools for data collection, data analysis - validating the competency models, Methods of Data Collection for Mapping: Observation, repertory grid, critical incidence technique - expert panels, surveys, automated expert systems - job task analysis, behavioural event interview. - Developing competency models from raw

data - data recording, analyzing the data.

(9 Lectures)

UNIT - III Employee Engagement: Employee engagement - meaning and significance - constituents of engagement, conceptual framework of engagement - behaviors associated with engaged employees, engaged, not engaged, actively disengaged - parameters to measure employee engagement - Q 12 model of Gallup, employee satisfaction survey., Great Place to Work studies, Organization Development interventions.

(11 Lectures)

UNIT - IV Career Planning: Career planning: Introduction, objectives, steps involved in career planning, Creating career growth opportunity. Mentoring employees for growth - Providing developmental job assignments, providing resources of learning and development opportunities - vertical promotions and horizontal postings to promote career progression - psychological contract and career anchors. {T:1,2}

(10 Lectures)

UNIT - V Succession planning: Introduction, objectives, significance, process. Identifying managerial positions which are critical for the business. - Identifying second line of leaders and developing their capabilities to occupy the critical positions in the event of the exit of current incumbents - Taking up lateral hiring when there is discontinuity in the succession plans.

Skill Development: (These activities are only indicative, the Faculty member can innovate)

1. Find out staffing strategy of any 2 companies
2. Conduct a survey on importance of HR planning in any 2 IT based companies
6. Study Attracting strategies of any 2 companies of financial institution
7. List out the latest trends in Recruitment
8. Study orientation programs offered by any 2 companies of IT sector

Text Books:

1. Lance Berger, Dorothy Berger, Talent Management Handbook, McGraw Hill Professional, 2003, ISBN - 007143612X, 9780071436120.
2. Lyle M. Spencer, Phd Signe M. Spencer, Competence At Work Models For Superior Performance, John Wiley & Sons, 2008, ISBN - 812651633X, 9788126516339.
3. Sanghi, Seema, The Handbook of Competency Mapping, SAGE(Response Books), New Delhi, 2004, ISBN - 076199842X, 9780761998426.

Page 137 of

Reference Books:

1. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International.
2. Chowdhary, Subir, Organization 2IC, Pearson Education, New Delhi.

Web References:

1. <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/talent-acquisition-recruitment.pdf>
2. <https://www.iosrjournals.org/iosr-jbm/papers/Vol16-issue12/Version-2/F0161223943.pdf>
3. <https://hvtc.edu.vn/Portals/0/files/635834387511001885talent-management-a-focus-on-excellence.pdf>

HUMAN RESOURCE ELECTIVE - VI

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

HUMAN RESOURCES DEVELOPMENT

Internal Marks: 30

Course Code: PP21MBE12

External Marks: 70

Course Objective: To help the student understand the concept of the development of human resources in the organization.

Course Outcomes:

1. To identify the need and scope of HRD in organizations.
2. To learn the HRD strategies.
3. To learn the HRD interventions.
4. To learn about the employee counseling
5. To understand the future of ethics.

(9 Lectures)

UNIT-I: Concept of HRD-objectives-Structure-Need-Scope- HRD in selected industrial organizations-significance-HRD functions-Framework-Techniques-Attributes of a HRD manager.

(10 Lectures)

UNIT – II: HRD Strategies:- An Overview - Strategies - Training and Development - Methods - Evaluation of training programmes. HRD Process Model: Methods of Implantation, Evaluation of HRD programmes. Identification of HRD needs and Design and development of HRD programmes.

(9 Lectures)

UNIT – III: HRD interventions: Mentoring for employee development: Concepts of Mentoring-Perspectives Mentoring relationship-Outcomes of Mentoring programmes-Design and implementation of formal-mentoring programmes-Barriers to mentoring-Role of

mentoring in development, understanding the role and responsibilities of mentor, mentee-
Special issues in Mentoring.

(11 Lectures)

UNIT – IV: Employee counselling for HRD: Overview of counselling programmes, employee assistance programme, stress management, employee wellness and health promotion. Career Planning, management, and development: Career development stages and activities, role of individual and organization in career planning, Issues in career management.

(10 Lectures)

UNIT-V : The future of HRD and HRD Ethics: Research, practice and education of HRD for innovation and talent development and management, Role of HRD in developing ethical attitude and behaviour and development, Ethical problems with HRD roles. Applications of HRD: HRD Climate, HRD for managing organizational change, HRD for Workers (blue collar employees), HRD Audit.

Text Books:

1. Arun Monappa; Personnel Management;
2. Rudrabasava Raj M.N. : Dynamic Personnel Administration Management of Human Resources;
3. Udai Pareek, Human Resource Development;

Reference Books;

1. S. Ravishankar & R.K. Mishra (Ed). : Management of Human Resources in Public Enterprises;
2. 5.Haribson F, Educational Planning and Human Resources Development, International Institute for Education, UNESCO, Paris;
3. Bell DJ, Planning Corporate' Manpower, Longman;
4. 7, Walker James W'. Human Resource Planning, MGH.

Web References:

1. [https://www.yyu.edu.tr/images/files/Turizmde_Insan_Kaynaklari_Gelisimi_Doc_Dr_Zekeriya_NAS\(1\).pdf](https://www.yyu.edu.tr/images/files/Turizmde_Insan_Kaynaklari_Gelisimi_Doc_Dr_Zekeriya_NAS(1).pdf)
2. <https://vulms.vu.edu.pk/Courses/HRM727/Downloads/Human%20Resource%20Development%20edited%20by%20John%20P%20wilson.pdf>

3. <https://books.askvenkat.org/human-resource-management-hrm-pdf-book-free-download-mba-books/>.

MARKETING ELECTIVE - IV

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

SERVICES MARKETING

Internal Marks: 30

Course Code: PP21MBE16

External Marks: 70

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

(10 Lectures)

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 -.

(9 Lectures)

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

(10 Lectures)

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

(9 Lectures)

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

(10 Lectures)

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

Reference Books :

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 – V

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

DIGITAL MARKETING

Internal Marks: 30

Course Code: PP21MBE17

External Marks: 70

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.

(10 Lectures)

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

(10 Lectures)

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.

(9 Lectures)

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.

(10 Lectures)

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 .

(9 Lectures)

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.

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

Text 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

Reference Books:

1. Digital Marketing for DummiesBy Ryan Deiss and Russ Hennesberry, 2017
2. 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

MARKETING ELECTIVE – V

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

PROMOTIONAL & DISTRIBUTION MANAGEMENT

Internal Marks: 30

Course Code: PP21MBE18

External Marks: 70

Course Objective:

To provide an understanding about the relevance of marketing communication, promotion activities and management of distribution networks.

Course Outcomes:

1. Learner will gain the knowledge about Marketing Communication.
2. Learner understand developing Integrated Marketing Communications.
3. Learner gain knowledge on to do personal selling
4. Learner will be able to learn about Sales Promotion and sales media.
5. Learner will be able to learn about distribution management.

(11 Lectures)

Unit – I Marketing Communications: The nature of marketing communications. The integration of marketing communication. Integrated marketing communication planning process. Model of marketing communications decision process. Establishing objectives and budgeting for the promotional programme.

(11 Lectures)

Unit – II Developing Integrated Marketing Communications: Creative strategy development. Process of execution of creative strategy: Appeals, execution styles and creative tactics. Media planning & Strategy: Developing Media Plans & Strategies and Implementation with IMC perspective.

(11 Lectures)

Unit – III Personal Selling: Role of personal selling in IMC programme. Integration of personal selling with other promotional tools. Personal selling process and app Page 146 of Evaluating, motivating and controlling sales force effort.

(11 Lectures)

Unit – IV Sales Promotion and Support media: Sales Promotion - objectives, consumer and trade oriented sales promotion. Developing and operating sales promotion for consumers & trade: Sales promotion tools: off - shelf offers, price promotions, premium promotions, prize promotions. Coordinating Sales promotions and advertisement. Support media – Elements of Support media and their role. Direct marketing, the internet & Interactive Marketing, publicity and public relations. Monitoring, evaluating & controlling promotion programme.

(11 Lectures)

Unit – V :Distribution Management: Role and functions of channels of distribution. Distribution Systems. Distribution cost, control and customer service. Channel design, and selection of channels, selecting suitable channel partners. Motivation and control of channel members. Distribution of Services, market logistics & supply chain management.

Text Books:

1. Shimp —Advertising and Promotion, 2007, Cengage Learning.
2. George E Belch, Micheal A Belch & Keyoor Purani —Advertising and Promotion, 2010, Tata McGraw Hills, 7th Ed.
3. Shah & D’souza —Advertising & Promotion, 2010, Tata McGraw Hills.

Reference Books:

1. SIA Experts, “Promotion and Distribution Management”, SIA Publishers & Distributors Pvt Ltd, 2018.
2. S.L. Gupta, “Sales and Distribution Management”, Excel Books India, 2009
3. **Pingali Venugopal**, “Sales and Distribution Management: **An Integrative Approach**”, Second Edition (Revised Edition),

Web References:

1. <https://www.freebookcentre.net/Business/Marketing-and-Sales-Books.html>
2. <https://imgur.com/9E5UNcb>
3. <https://nptel.ac.in/courses/110/105/110105122/>
4. <https://www.planettogether.com/blog/four-functions-of-marketing-logistics>

LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVE - IV

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

EXPORT IMPORT PROCEDURES AND DOCUMENTATION

Internal Marks: 30

Course Code: PP21MBE22

External Marks: 70

(10 Lectures)

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

(9 Lectures)

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.

(11 Lectures)

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.

(9 Lectures)

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.

(9 Lectures)

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-

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

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

Reference Books:

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 – V

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

TRANSPORTATION AND INFRASTRUCTURE MANAGEMENT FOR SCM

Internal Marks: 30

Course Code: PP21MBE23

External Marks: 70

Course Objectives:

The objective of this course is to provide students with an overview on transportation and infrastructure management of Supply Chain Management.

Course Outcomes:

1. Develop Knowledge about basic concepts of Transport System.
2. To learn about Logistics and supply chain management
3. To learn about packing and packaging
4. To learn about Sourcing and Planning Transportation Networks in Supply Chain
5. To understand Special Aspects of Export logistics.

(10 Lectures)

UNIT I Basics of Transportation, Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; International Air Cargo Transport; Coastal and Ocean transportation, Characteristics of shipping transport- Types of Ships. Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR;

(9 Lectures)

UNIT II Logistics management and Supply Chain management - Definition, Evolution, Importance. The concepts of logistics and Supply Chain Management, Key Drivers of Supply Chain Management and Logistics relationships. Drivers of Supply Chain Performance : Framework for structuring drivers- Facilities- Inventory- Transportation- Information- Sourcing- Pricing - an over view of Designing distribution network – and overview of

Network Design in the Supply Chain - an overview of Network design in Uncertain Environment.

(9 Lectures)

UNIT III Packing and Packaging: Meaning, Functions and Essentials of Packing and Packaging, Packing for Storage- Overseas Shipment- Inland-Transportation- Product content Protection, Packaging Types: Primary, Secondary and Tertiary- Requirements of Consumer Packaging, Channel Member Packaging and Transport Packaging - Shrink packaging – Identification codes, bar codes, and electronic data interchange (EDI)- Universal Product Code- GS1 Standards- package labels- Symbols used on packages and labels

(10 Lectures)

UNIT IV Sourcing and Planning Transportation Networks in Supply Chain: Sourcing decision in supply chain : Role of sourcing – in-house or outsource – Third and Fourth – Party Logistics providers – Supplier scoring and assessment – Transportation in Supply Chain : role- modes- performance characteristics – Logistics - Design options- role of IT- risk – Trade-offs in transportation design.

(10 Lectures)

UNIT V Special Aspects of Export logistics: Picking, Packing, Vessel Booking [Less-than Container Load(LCL) / Full Container Load (FCL)], Customs, Documentation, Shipment, Delivery to distribution centers, distributors and lastly the retail outlets- Import Logistics: Documents Collection- Valuing- Bonded Warehousing- Customs Formalities- Clearing ,Distribution to Units.

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

Text Books:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH
4. Pierre David, —International Logistics, Biztantra.

Reference Books:

1. Sunil Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India.
2. Liu, J., Supply Chain Management and Transport Logistics, Routledge, 2011.
3. Sinha, A. and Kotzab, H., Supply Chain Management: A Managerial Approach, 152 of McGraw-Hill Education, 2011.

Web References:

1. <https://www.oracle.com/scm/what-is-transportation-management-system/>
2. <https://www.altexsoft.com/blog/transportation-management-system/>
3. https://ebooks.lpude.in/management/mba/term_4/DMGT523_logistics_and_supply_chain_management.pdf.

LOGISTICS AND SUPPLY CHAIN MANAGEMENT ELECTIVE – VI

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

ENTERPRISE RESOURCE PLANNING

Internal Marks: 30

Course Code: PP21MBE24

External Marks: 70

Course Objectives:

The objective of this course is to provide students with an overview of the Enterprise resource planning market and the various concepts needed for ERP.

Course Outcomes:

1. To learn about ERP and its advantages.
2. To learn about Enterprise integrated modules.
3. To learn about various ERP related technologies.
4. To learn about the various ERP modules
5. To understand the implementation of ERP Modules.

(10 Lectures)

UNIT I Introduction to Enterprise resource planning (ERP), Evolution of ERP, Reasons for the growth of ERP, Scenario and Justification of ERP in India, Evaluation of ERP, Various Modules of ERP, Advantage of ERP - MRP – problems of systems islands – need for system integration and interface.

(10 Lectures)

UNIT II An overview of Enterprise: Integrated modules, Business Process Mapping for ERP Module Design, Organizational Environment and its selection for ERP Implementation. ERP – Packages – products and market opportunities – problems of ERP selection and implementation – identifying ERP benefits.

(10 Lectures)

UNIT III ERP and Related Technologies: ERP and Related Technologies, Business Process Reengineering (BPR), Management Information System (MIS), Executive Information System (EIS), Decision support System (DSS), Supply Chain Management (SCM). ERP

process – implementation – managing changes in IT organisations – preparing IT infrastructure – measuring benefits of ERP. Modules of ERP.

(10 Lectures)

UNIT IV ERP Modules: ERP Modules, Introduction, Finance, Plant Maintenance, Quality Management, Materials Management, ERP Market. A Comparative Assessment and Selection of ERP Packages and Modules.

(10 Lectures)

UNIT V ERP implementation lifecycle, issues in implementing ERP packages, pre-evaluation screening, package evaluation, project planning phase, gap analysis, reengineering, configuration, implementation, team training, testing, going live, end-user training, post implementation (Maintenance mode).

Text Books:

1. Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2007.
2. Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2008.
3. Hammer, Michael – Reengineering the corporation.
4. E-commerce strategy, technologies and applications by David Whitley.

Reference books:

1. Alexis Leon, Enterprise Resource Planning, second edition, Tata McGraw-Hill, 2008.
2. Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2009.
3. Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, Prentice Hall of India, 2nd edition, 2006.
4. Summer, ERP, Pearson Education, 2008.

Web References:

1. https://collegetutor.net/notes/enterprise_resource_planning_lpu_book_pdf
2. <http://index-of.co.uk/IT/Wiley%20-%20Enterprise%20Resource%20Planning.pdf>
3. https://ebooks.lpude.in/computer_application/bsc_it/term_5/DCAP302_DCAP514_ENTERPRISE_RESOURCE_PLANNING.pdf

ENTREPRENEURSHIP DEVELOPMENT - IV

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

MARKETING FOR SMALL BUSINESS

Internal Marks: 30

Course Code: PP21MBE28

External Marks: 70

Course Objectives:

The objective of this course is to provide students with an understanding of how to do marketing for small business.

Course Outcomes:

1. To learn about marketing for small business.
2. To understand the business environment for small business market.
3. To identify the various small business marketing channels.
4. To identify the various small business marketing strategies.
5. To identify the various small business inputs and outputs.

(10 Lectures)

UNIT I Introduction to Marketing for small business – Nature and Characteristics – Distinction between corporate marketing and marketing for small business – small business Marketing: Concept and Scope – Nature – Characteristics, Taxonomy – Composition of Small Business Market – small business Requirements – Consumer Durables and Non-Durables – Problems of Small Business Marketing – Attractiveness of Market – Factors affecting for Small business Marketing – Value Addition to Small Business Marketing - Characteristics of Successful Small Businessmen – Different Stages of Small business – Crisis Management in Business.

(10 Lectures)

UNIT II Small Business Market Environment: Factors in Small Business Market Environment: Social, Economic, Ethical, Political, Physical, Technological, and Demographic – Occupational Pattern – Income Generation – Expenditure Pattern
Business Market Infrastructure - Dynamics of Small Business Concepts and Definitions of

Small Scale Industries (SSIs) – Role of SSIs – Government Policy and Development of SSIs
– Growth and Performance – SSI Sector and Committee Report – Reservation of items for SSI.

(10 Lectures)

UNIT III Small Business Marketing Channels Small Business Marketing Channels – Old Set-up – New Players – New Approaches – Marketing and Distribution Trends, New Dynamics – Marketing Channels for Food grains: Oil Seeds – Egg – Live Poultry – Social Marketing - Opportunity for Retail Trading.

(10 Lectures)

UNIT IV Small Business Marketing Promotional Strategies: Small Business Market Segmentation – Targeting – Selection of Segments – Coverage of Segments – Positioning – Product, Pricing, Distribution and Promotional Strategies - Global Opportunities for Small Business Small Enterprises in International Business – Export Documents and Procedures for Small Enterprises – E-commerce and Small Enterprises

(10 Lectures)

UNIT V Marketing of Small Business Inputs and Outputs: Small Business Inputs: Market Mechanism of inputs for agriculture and Allied industries - Small Business Outputs: Marketing of agricultural produces – concepts of marketable and marketed surplus – market mechanism: unregulated and regulated – Marketing of Small Business industrial products – Mechanism, opportunities and challenges.

Text Books:

1. Shukla M.B. Entrepreneurship and Small Business Management, Kitab Mahal, 2003, Agra.
2. Ashis Gupta Indian Entrepreneurial Culture, Wishwa Prakashan Ltd., Surrey, UK.,1994.
3. Colombo Plan Entrepreneurship Development, Staff College Tata McGraw-Hill, New Delhi, 1998 for Technician Education.
4. Malli D.D. Training for Entrepreneurship and Self-Employment. Mittal, New Delhi, 1999
5. Khanka S.S. Entrepreneurial Development, S Chand & Co., New Delhi.

Reference Books:

1. Bedi R.V. and Bedi N.V., Rural Marketing, Himalaya, Mumbai, 2006
2. Datt, Ruddar and Sundharam K.P.M., Indian Economy, S.Chand, New Delhi, 2006.
3. Krishnamacharyulu C.S.G. and Lalitha Ramakrishnan, Rural Marketing : Texts and Cases, Pearson Education, New Delhi, 2006.
4. Barrow C. The Essence of Small Business, Prentice Hall of India, New Delhi, 1997

5. Bedapatai Mohanty, Economics of Small Scale Industries, Ashish, New Delhi, 1986
6. Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi, 2006.

Web References:

1. <https://blog.hubspot.com/marketing/small-business-marketing-guide>.
2. <https://www.youtube.com/watch?v=9 CLnPll-50>
3. <https://www.smallbusiness.wa.gov.au/business-advice/marketing/8-steps-to-marketing-your-business>

ENTREPRENEURSHIP DEVELOPMENT - V

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

FINANCE AND ACCOUNTING FOR SMALL BUSINESS

Internal Marks: 30

Course Code: PP21MBE29

External Marks: 70

Course Objectives:

The objective of this course is to provide students with an overview of the accounting and financing process for Small business.

Course Outcomes:

1. To learn about accounts and accounting process for small business.
2. To understand the basic financial statements.
3. To learn about the costing aspects of business.
4. To identify the various taxes on small business.
5. To learn about the GST on small business.

(10 Lectures)

UNIT I Accounts - Accounting Process - Accounting Concepts & Conventions - Accounting equation - Basic Accounting Procedure - Single Entry System : an admixture - Double Entry System - Accounting Elements - Classification of Accounts - Golden Rules - Journal - Classification of Journal - Ledger : Principal Books of Accounts - Cash Book - Vouchers-The documents to the transactions - Trial Balance - Depreciation - Preparation of Final Accounts and Balance Sheet - Techniques of Preparation of Final Accounts -The Balance Sheet

(10 Lectures)

UNIT II Finance: Understanding Balance Sheet – It's Use - Profit and Loss Account (P/L A/c) Understanding Financial Statement - Ratio Analysis - Cash Flow Statements - Cash Budget - Working Capital : Determination & Calculation - Operating Cycle - Computation of Working Capital - Framework for Regulation of Bank Credit - Long-Term Source of Finance - Retained Earnings - Equity Capital / Equity Share - Debenture - Preference Share

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Lectures)

UNIT III Costing: Introduction - Classification Cost - Use of Cost Data - Marginal Costing - Cost-Volume Profit Relationship - Mathematical Relationship between Cost-Volume Profit - Margin of Safety -BEP Analysis : Graphical Analysis - Use of Marginal costing in decision making- pricing decision, make or buy etc.

(10 Lectures)

UNIT IV Taxation: Income Tax - Definitions - Residential Status - How to Compute Total Income - Profit and Gains of Business or Profession - Deduction Under Chapter VIA - Central Sales Tax Act, 1956 - Preliminary - Formulation of Principles for Determining when a Sale or Purchase of Goods Taken Place in the Course of Inter-state Trade or Commerce or Outside a State or in the Course of Import or Export - Inter-State Sales Tax - Goods of Special Importance in Inter-State Trade or Commerce - Liability in Special Cases - Central Excises Act, 1944 - Preliminary - Levy and Collection of Duty -Powers and Duties of Officers and Landholders - Transport by Sea - Adjudication of Confiscations and Penalties - Appeals - Presumption as to Documents - Supplemental Provisions.

(10 Lectures)

UNIT V Goods and Services Tax (GST): – concept and status – Genesis - GST and Centre-State Financial Relations - Constitution (One Hundred and First) Amendment Act, 2016 - Goods and Services Tax Council (GSTC) - Salient Features of GST - Benefits of GST - Goods and Services Tax Network – GST Registration process of business enterprises – GST HSN – SAC Cods and tax rates

Text Books:

1. Dhanesh K Khatri, Financial Accounting, Mc Graw Hill.
2. Asish K. Bhattacharyya, Financial Accounting for Business Managers, 3rd Edition, PHI, Eastern Economy Edition.
3. Dr. V K Goyal, Financial Accounting, 3rd Edition, EB (Excel Books).
4. S N Maheswari, Suneel K Maheshwari and Sharad K Maheshwari, Financial Accounting, 5th Edition, Vikas Publications.
5. Horngren, Sundem, Stratton, Burgstahler and Schatzberg, Introduction to Management Accounting, 14th Edition, Pearson Hall.

Reference Books:

1. Charities An Exhaustive Treatise for Tax and Other... by S Rajaratnam , M. Natarajan
C.P. Thangaraj
2. Laws of Trade Tax Central Sales Tax and Tax on Ent... by O S Vatsa

3. Trade Tax, Central Sales Tax & Tax on Entry of Goo. ...by Arvind Agarwal , Adarsh K Gupta

Web References:

1. <https://www.accounting.com/resources/accounting-basics-small-business/>
2. <https://www.thebalancesmb.com/bookkeeping-and-accounting-for-small-business-393002>
3. <https://quickbooks.intuit.com/r/bookkeeping/small-business-accounting-checklist-10-things/>

ENTREPRENEURSHIP DEVELOPMENT - VI

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

TECHNOLOGY APPRECIATION AND INTELLECTUAL PROPERTY RIGHTS

Internal Marks: 30

Course Code: PP21MBE30

External Marks: 70

Course Objectives:

The objective of this course is to provide students with an understanding of Technology Appreciation and Intellectual Property Rights.

Course Outcomes:

1. To learn about technology developments.
2. To understand the technology transfer.
3. To learn about the Technology cycles.
4. To learn about the strategic management of intellectual property.
5. To learn the process of valuation of Intellectual Property.

(10 Lectures)

UNIT I Introduction, Definitions, Role and importance, Technology developments, implications of Technology Management, Technology change, TLC, Diffusion and Growth of Technologies - Technological Transformation alternatives, Technology Policy and Planning, Technology development-Options & Strategies, Socio-Economic planning, production functions & Technological Change, Macro effects of Technology change.

(10 Lectures)

UNIT II Technology Transfer - Models, Modes, Technology search strategy, Dimensions of Technology Transfer, Features & Routes of Technology Transfer, Technology absorption capabilities, Pricing of Technology Transfer agreements, Code of conduct for Technology transfer , Government initiative, Technology transfer and absorption process at unit level.

Page 162 of
(10 Lectures)

UNIT III Technology cycles, innovation streams, Managing through cycles of technological change - Planned innovation, planned innovation systems, Market driven innovation: Commercialization of Intellectual Property: Traditional IP and Evolving IP - Assignment – Licensing – Cross License – Patent Pool – Negotiations – Defensive Publications – Technical Disclosures – Patent Pooling – Patent Trolling - Brand Management- Brand and Pricing Strategies – Patent Mining – Patent Landscaping and Patent Mapping

(10 Lectures)

UNIT IV Strategic Management of Intellectual Property: Defensive & Offensive Strategies – Intellectual Asset Management - Intellectual Property Audit – Identification & Grouping of Intangible Assets into Bundles - Intangible Asset Management Plan – Value Maximization Strategies – Value Extraction Strategies – Licensing Process and Management

(10 Lectures)

UNIT V Valuation of Intellectual Property: Need for IP Valuation – Approaches of IP Valuation – Cost Approach – Income Approach – Market Approach – Methods of IP Valuation – "25% Rule" Method - Industry Standards Methods - Ranking Method - Surrogate Methods - Disaggregation Methods - Monte Carlo Method - Real Options Methods - The CAV Method - Market Value Method -Collateralization of IPA

Text Books:

1. Sunita K. Sreedhararn , An Introduction to Intellectual Asset Management.
2. Patrick H. Sullivan, Profiting from Intellectual Capital: Extracting Value from Innovation
3. Tulika Rastogi, IP Audit: Your Way to Healthy Organisation
4. Gordon V. Smith and Russell L. Parr, Valuation of Intellectual Property and Intangible Assets, 3rd Edition
5. Bruce Berman, From Assets to Profits: Competing for IP Value and Return (Intellectual Property-General, Law, Accounting & Finance, Management, Licensing, Special Topics).

Reference Books:

1. Loganathan, E.T. —IPR| (IPRS), TPIPS Agreement and Indian Laws.
2. Dasgupta. S: Technology and Creativity & Creativity, Oxford University Press, New York, 1996.
3. Proctor. T: The Essence of Management Creativity, Prentice - Hall, New Delhi, 1997.

4. Richards. T: Creativity and Problem Solving Network, Gower, Hampshire, 1997.
5. Ceserani. J & Greatwood. P: Innovation & Creativity, Kogan Page, London, 1995.
6. Ziman. J: Technological Innovation as an Evolutionary Process, Cambridge University Press, Cambridge, 2000

Web References:

1. <https://escholarship.org/content/qt3s03932b/qt3s03932b.pdf?t=lnr4i8>
2. <https://www.icsi.edu/media/website/IntellectualPropertyRightLaws&Practice.pdf>
3. http://www.iprcommission.org/papers/pdfs/final_report/ciprfullfinal.pdf

BUSINESS ANALYTICS - IV

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

FINANCIAL ANALYTICS

Internal Marks: 30

Course Code: PP21MBE34

External Marks: 70

Course Objectives:

The objective of this course is to provide students with an understanding of Financial Analytics

Course Outcomes:

1. To learn about financial analytics.
2. To learn about the financial securities
3. To learn the valuation of securities through Markowitz means.
4. To learn about the ganging marketing sentiments.
5. To learn the prediction using fundamental and binomial models.

(10 Lectures)

UNIT I Financial analytics: Concept and Practices- Data science - What is R and its application - Language features: functions-- Assignment-- Aruguments and types. Financial Statistics: Concept and mathematical expectation - Probability - Mean; SD and Variance - Skewness and Kurtosis - Covariance and correlation - Capital Asset Pricing model.

(10 Lectures)

UNIT II Financial Securities : Bond and Stock investments - Housing and Euro crisis - Securities Datasets and Visualization - Plotting multiple series. Time Series and Sharpe ratio: Examining and Stationary - Auto Regressive and integrated moving average Processes-- Time periods and Annualizing - Ranking investment candidates - Sharpe Ratio for Income Statement growth.

(10 Lectures) of

UNIT III Markowitz means - variance optimization - Optimal Portfolio of two risky assets - Data mining with Portfolio optimization- Cluster Analysis - K -means Clustering and Algorithm - Covariance and Precision matrices - Usage of Regression. (10 Lectures)

UNIT IV Ganging the market Sentiment: Markov Regime Switching model - Bayesian reasoning - Beta distribution. Stimulating Trading Strategies: Foreign exchange markets - Chart analytics - Initialization and finalization - Bayesian Reasoning within Positions. Black - Scholes model and option - Implied volatility: Black - Scholes model: Concept and applications - Derivation - Algorithm for - Implied volatility.

(10 Lectures)

UNIT V

Prediction using fundamentals and binomial model for options: Best income statement Portfolio - obtaining Price Statistics - combining the income statement with Price statistics - Prediction using classification trees and Recursive Partitioning. Applying Computational finance - risk Neutral Pricing and No Arbitrage - High Risk - Free Rate Environment

Text Books:

1. Financial Analytics with R _ Mark J. Bennets, Cambridge University Press.
2. Mark J. Bennett, “Financial Analytics with R: Building a Laptop Laboratory for Data Science”, Cambridge University Press
3. Edward E Williams, “Quantitative Financial Analytics”, 2017.

Reference Books:

1. Mark J. Bennett, “Financial Analytics with R”, Cambridge University Press, 2016.
2. Shuangzhe Liu and Milind Sathye, “Financial Statistics and Data Analytics”,

Web References:

1. <https://www.mdpi.com/books/pdfview/book/3444>

BUSINESS ANALYTICS - V

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

HR ANALYTICS

Internal Marks: 30

Course Code: PP21MBE35

External Marks: 70

Course Objectives:

The objective of this course is to provide students with an understanding of Financial Analytics

Course Outcomes:

1. To learn about financial analytics.
2. To learn about the financial securities
3. To learn the valuation of securities through Markowitz means.
4. To learn about the ganging marketing sentiments.
5. To learn the prediction using fundamental and binomial models.

(10 Lectures)

UNIT I HR Analytics in Perspective: Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean) , Locating the HR challenge in the system , Valuing HR Analytics in the organizational system, Typical problems. Case Studies

(10 Lectures)

UNIT II HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics, HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.

Page 167 of
(10 Lectures)

UNIT III Basics of HR Analytics: Basics of HR Analytics, what is Analytics, Evolution, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics. Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.

(10 Lectures)

UNIT IV HR Metrics: Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. HR Dashboards: Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.

(10 Lectures)

UNIT V HR Scorecard: Assessing HR Program, engagement and Turnover, Finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.

Text Books:

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.
3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.

Reference Books:

1. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.
2. HR Analytics: The What, Why and How, by Tracey Smith
3. The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ, 2010.

Web References:

1. <https://ecapitaladvisors.com/blog/what-is-financial-analytics/>
2. [https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Deloitte- Page 168 of Analytics/dttl-analytics-us-da-3minFinanceAnalytics.pdf](https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Deloitte-Page%20168%20of%20Analytics/dttl-analytics-us-da-3minFinanceAnalytics.pdf)

BUSINESS ANALYTICS - VI

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

ECONOMETRICS AND BUSINESS FORECASTING

Internal Marks: 30

Course Code: PP21MBE36

External Marks: 70

Course Objectives:

The objective of this course is to provide students with an understanding of Econometrics and business Forecasting.

Course Outcomes:

1. To learn about Basic classification of economics.
2. To learn the simple linear regression model
3. To learn about the Stationary time series models
4. To learn the First Generation Forecasting Model
5. To learn the Box Jenkins Models for Stationary.

(10 Lectures)

UNIT I Introduction: Broad classification of economic relations-- stochastic and non-stochastic relations- econometrics versus mathematical economics-- econometrics versus statistics-- concepts of econometric and mathematical models and their essential ingredients-- functions of econometrics-- essential steps of an empirical study.

(10 Lectures)

UNIT II The simple linear regression model: ordinary least squares (OLS) estimators and their properties- goodness of fit and tests of hypotheses-- effect of changing scale and units of measurement of variables. - testing of hypotheses-- testing individual coefficients-- testing several coefficients jointly-- testing linear combination of coefficients-- computing R^2 -- R^2 and F-statistic when there is no intercept term-- effect of omitting intercept term-- effect of inclusion of irrelevant and exclusion of relevant variable in the model. (10 Lectures)

UNIT III Stationary time series models: stochastic difference equation models- Page 19 of 19
models— stationarity-- the autocorrelation function-- the partial autocorrelation function--

sample autocorrelations of stationary series-- Box-Jenkins model selection-- and seasonality.-
 - Modeling Economic Time Series: Trends and Volatility-- ARCH process-- GARCH model-
 - ARCH-M model-- Testing for Trends and Unit Roots: Unit root processes, Dicky-Fuller tests, Augmented Dicky-Fuller test, Phillips Perron test. Introduction to VAR model-- estimation and identification-- the Impulse response function-- structural VAR-- Co-integration and Error Correction Models-- Testing for co-integration-- The Engle Granger methodology-- Johansen methodology-- ARDL bounds-testing approach.

(10 Lectures)

UNIT IV First Generation Forecasting Model – The Deterministic Trend/Deterministic Seasonal (DTDS) Model A. The Simple Trend Model – A Deterministic Trend -- Trend Model with Seasonal Dummies -- DTDS plus Autocorrelated Errors -- Tests for Trend and Seasonality – F-tests . Some Important Concepts Leading up to Box-Jenkins Modeling -- Mean, Variance, and Autocorrelation in Time Series --- Definition of Covariance Stationarity -- Example of a Stationary Time Series: the AR(1) model

- AR(1) Time Series Model $yy_{tt} = \emptyset_0 + \emptyset_1 yy_{tt-1} + a_{tt}$ when $|\emptyset_1| < 1$
- Mean, Variance, Autocovariance, and Autocorrelation
- The Special Case of $\emptyset_1 = 1$. The Random Walk model.
- The Random Walk Model in not Stationary
- Differing Prediction Profiles for the two cases: $|\emptyset_1| < 1$ versus $\emptyset_1 = 1$
- Do Stock Prices follow a Random Walk?

UNIT V

Box Jenkins Models for Stationary-- Non-Seasonal Time Series -- Some Simple Box-Jenkins Models and Their Properties i. ARMA(0,0) ii. MA(1) iii. AR(1) iv. ARMA(1,1) v. General Notation vi. Concepts of Stationarity and Invertibility-- Identification Tools -- Autocorrelation Function (ACF) --Partial Autocorrelation Function (PACF) -- Pattern Table -
 - Sample Counterparts -- Information Criteria -- P/Q Box -- Box-Jenkins Models – Forecasting for Stationary, Non-Seasonal Time Series-- Box-Jenkins Models for Non-Seasonal, Stochastically Trending Time Series - The Transfer Function Model --- The Equal-Lag Length Vector Autoregressive Model -- System-Wide Goodness of Fit Measures to Help Choose the LagLength E. Using Out-of-Sample Forecasting Experiments to Detect Useful —Extra Variables for use in Forecasting a Variable of Interest -- Diebold-Mariano Test for Significant Differences in

Forecasting Accuracies-- Combination Forecasting --Some Basic Theorems on Diversification of Forecasts -- Nelson Combination Method -- Granger-Ramanathan Combination Method -- Combinations with Time-Varying Weights --- Application to Economic Time Series

Text Books:

1. Berndt, E.R. (1991) —The Practice of Econometrics, Reading, Mass: AddisonWesley,
2. Gujarati, Damodar, N. (1995), Basic Econometrics, Mc Graw Hill, New Delhi.
3. Intriligator, M., R.G. Bodkin, and C. Hsiaq. (1996), Econometric Models, Techniques and Applications. Prentice Hall,
4. Johnson, J. (1984), Econometric Methods. New York: Mc Graw-Hill.
5. Kmenta, J. (1986), Elements of Econometrics. New York: Macmillan,
6. Krishna, K.L. ((1997) (Ed), Econometric Application in India Oxford University Press, New Delhi.
7. Lott, W., and S.C. Ray. (1992), Applied Econometrics: Problems and Data Sets. Fort Worth, Tex: The Dryden Press.
8. Maddala, G.S. (1977), Econometrics. Mc Graw-Hill, Inc.
9. J. Holton Wilson and Barry Keating(2009). Business Forecasting, Sixth Edition McGrawHill/Irwin
10. Ramanathan, Ramu. (2002), Introductory Econometrics with Applications. South Western: Thomson.

Reference books:

1. Walter Enders, (2010), Applied Econometrics Time Series, Wiley India Pvt. Ltd.
2. Kerry Patterson, (2008), An Introduction to Applied Econometrics: A Time Series Approach, Palgrave, MacMillan.
3. Davidson, R. and J.MacKinnon (2004): Econometric theory and methods, Oxford, Oxford University Press.
4. Hsiao, C. (1986): Analysis of panel data, Cambridge, Cambridge University Press.
5. Baltagi , B.H (2005): Econometrics Analysis of panel data, Wiley and Sons Ltd Wooldridge,
6. J.M. (2002): Econometric analysis of cross-section and panel data, Cambridge, Mass. MIT Press

Web References:

1. <https://www.econlib.org/library/Enc/ForecastingandEconometricModels.html>
2. http://untag-smd.ac.id/files/Perpustakaan_Digital_1/BUSINESS%20Practical%20business%20for%20forecasting.pdf
3. <https://www.kbmanage.com/concept/econometric-forecasting-model>

SYSTEMS - VI

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

BIG DATA ANALYTICS

Internal Marks: 30

Course Code: PP21MBE40

External Marks: 70

Course Objectives:

- Understand the Big Data Platform and its Use cases
- Provide an overview of Apache Hadoop
- Provide HDFS Concepts and Interfacing with HDFS
- Understand Map Reduce Jobs
- Provide hands on Hadoop Eco System
- Apply analytics on Structured, Unstructured Data
- Exposure to Data Analytics with R.

Course Outcomes:

1. To learn about the characteristics of Big Data.
2. To learn about the various components of Hadoop
3. To work with Map Reduce Programming
4. To learn the usage of Hadoop Eco System --User Defined Functions-- Data Processing operators
5. To understand the graphic representation in Mapreduce.

Unit I Introduction to Big Data: Big Data-definition, Characteristics of Big Data (Volume, Variety, Velocity, Veracity, Validity), Importance of Big Data , Patterns for Big Data Development, Data in the Warehouse and Data in Hadoop [Zikopoulos] - Introduction to Hadoop: Hadoop- definition, Understanding distributed systems and Hadoop, Comparing SQL databases and Hadoop, Understanding MapReduce, Counting words with Hadoop— running your first program, History of Hadoop, Starting Hadoop - The building blocks of Hadoop, NameNode, DataNode, Secondary NameNode, JobTracker and Task Tracker.

Unit II HDFS: Components of Hadoop -Working with files in HDFS, Anatomy of a MapReduce program, Reading and writing the Hadoop Distributed File system -The Design of HDFS, HDFS Concepts, The Command-Line Interface, Hadoop Filesystem, The Java Interface, Data Flow, Parallel Copying with distcp, Hadoop Archives. Hadoop I/O: Compression—Serialization-- Avro and File-Based Data structures.

Unit III Map Reduce Programming: Writing basic Map Reduce programs - Getting the patent data set, constructing the basic template of a Map Reduce program, Counting things, Adapting for Hadoop's API changes, Streaming in Hadoop. MapReduce Advanced Programming: Advanced MapReduce - Chaining Map Reduce jobs, joining data from different sources.

Unit IV Hadoop Eco System --User Defined Functions-- Data Processing operators.

Hive : Hive Shell-- Hive Services-- Hive Metastore-- Comparison with Traditional Databases—HiveQL-- Tables, Querying Data and User Defined Functions. Hbase : HBasics—Concepts—Clients—Example-- Hbase Versus RDBMS. Big SQL : Introduction

Unit V Graph Representation in Map Reduce: Modeling data and solving problems with graphs, Shortest Path Algorithm, Friends-of-Friends Algorithm, PageRank Algorithm, BloomFilters. Data Analytics with R Machine Learning : Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering. Big Data Analytics with BigR.

Text Books:

1. Tom White — Hadoop: The Definitive Guide| Third Edit on, O'reily Media, 2012.
2. Seema Acharya, Subhasini Chellappan, "Big Data Analytics" Wiley 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis|, Springer, 2007.
4. Jay Liebowitz, —Big Data and Business Analytics| Auerbach Publications, CRC press (2013)
5. Tom Plunkett, Mark Hornick, —Using R to Unlock the Value of Big Data: Big Data Analytics with Oracle R Enterprise and Oracle R Connector for Hadoop|, McGraw-Hill/Osborne Media (2013), Oracle press.

Reference Books:

1. Anand Rajaraman and Jeffrey David Ullman, —Mining of Massive Datasets|, Cambridge University Press, 2012.
2. Bill Franks, —Taming the Big Data Tidal Wave: Finding Opportunities in Huge Data Streams with Advanced Analytics|, John Wiley & sons, 2012.
3. Glen J. Myat, —Making Sense of Data|, John Wiley & Sons, 2007
4. Pete Warden, —Big Data Glossary|, O'Reily, 2011.

5. Michael Mineli, Michele Chambers, Ambiga Dhiraj, "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses", Wiley Publications, 2013.

Web References:

1. <https://www.ncertbooks.guru/big-data-analytics/>
2. <https://examupdates.in/big-data-analytics/>
3. [https://mrcet.com/downloads/digital_notes/IT/\(R17A0528\)%20BIG%20DATA%20ANALYTICS.pdf](https://mrcet.com/downloads/digital_notes/IT/(R17A0528)%20BIG%20DATA%20ANALYTICS.pdf)

SYSTEMS - V

MBA II Year IV Semester

Course Structure

L T P C

3 0 0 3

CYBER LAWS & SECURITY

Internal Marks: 30

Course Code: PP21MBE41

External Marks: 70

Course Objectives:

1. To help in understanding basic concepts in cyber security. COB
- 2: To help in understanding the importance of Secure System Planning and Administration
COB
- 3: To help in analysing the effects of Secure System Planning and administration.

Course Outcomes:

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

1. Describe the meaning and concepts of cyber security.
2. Explain the importance of Secure System Planning and administration.
3. Distinguish Information security policies and procedures in organizations.
4. Compare and contrast the practical applications of Information security systems.
5. Research on Organizational and Human Security.

(11 Lectures)

UNIT-I: Introduction to Computer Security: Definition, Threats to security, Government requirements, Information Protection and Access Controls, Computer security efforts, Standards, Computer Security mandates and legislation, Privacy considerations, International security activity.

(11 Lectures)

UNIT-II: Secure System Planning and administration: Introduction to the orange book, Security policy requirements, accountability, assurance and documentation requirements, Network Security, The Red book and Government network evaluations.

(11 Lectures)

UNIT-III: Information security policies and procedures: Corporate policies- Tier 1, Tier 2 and Tier3 policies - process management-planning and preparation-developing policies-asset classification policy-developing standards.

(11 Lectures)

UNIT-IV: Information security: fundamentals-Employee responsibilities- information classification Information handling- Tools of information security- Information processing-secure program administration.

(11 Lectures)

UNIT-V: Organizational and Human Security: Adoption of Information Security Management Standards, Human Factors in Security- Role of information security professionals.

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

Text Books:

1. Debby Russell and Sr. G.T Gangemi, "Computer Security Basics (Paperback)", 2nd Edition, O' Reilly Media, 2006.
2. Thomas R. Peltier, —Information Security policies and procedures: A Practitioner's Reference, 2nd Edition Prentice Hall, 2004.

Reference Books

3. Kenneth J. Knapp, —Cyber Security and Global Information Assurance: Threat Analysis and Response Solutions, IGI Global, 2009.
4. Thomas R Peltier, Justin Peltier and John blackley, Information Security Fundamentals, 2nd Edition, Prentice Hall, 1996.
5. Jonathan Rosenoer, —Cyber law: the Law of the Internet, Springer-verlag, 1997.

Web References:

1. <https://taxguru.in/wp-content/uploads/2012/10/cyber-laws-overview.pdf>
2. <http://index-of.es/Varios-2/Information%20security%20and%20Cyber%20Law.pdf>
3. <https://sithudelesin.files.wordpress.com/2020/03/cyber-law-in-india-by-farooq-ahmad-pioneer-books-pdf.pdf>
4. <http://cyberlawindia.com/cyber-law-books/>

SYSTEMS - VI

MBA II Year IV Semester

Course Structure

L	T	P	C
3	0	0	3

ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING

Internal Marks: 30

Course Code: PP21MBE42

External Marks: 70

Course Objectives: To help the student learn about artificial intelligence and its importance in the present world.

Course Outcomes:

1. To learn about the various concepts of Artificial Intelligence.
2. To learn about the Convolution Neural Networks.
3. To understand the foundations of Machine Learning.
4. To understand the Classification Naïve Bayes Classifier
5. To learn about association rule mining.

UNIT I What is Artificial Intelligence (AI)---Definitions, The Foundations of AI, The History of AI, Agents and Environments, The Concept of Rationality, The Nature of Environments, The Structure of Agents, Problem Solving Agents, Example Problems, Searching for Solutions, Uninformed Search Strategies: Breadth First, Depth First, Depth Limited; Informed Search Strategies: Greedy Best First, A*Algorithms

UNIT II Convolution Neural Networks -- Image classification -- Text classification -- Image classification and hyper-parameter tuning -- Emerging NN architectures -- Recurrent Neural Networks -- Building recurrent Neural Networks-- Long Short-Term Memory -- Time Series Forecasting. - Deep Learning -- Auto-encoders and unsupervised learning -- Stacked autoencoders and semi-supervised learning-- Regularization - Dropout and Batch normalization.

UNIT III Foundations for Machine Learning(ML)-- ML Techniques overview -- Validation Techniques (Cross-Validations)-- Feature Reduction/Dimensionality reduction -- Principal components analysis (Eigen values, Eigen vectors, Orthogonality). - Clustering -- Distance measures -- Different clustering methods (Distance, Density, Hierarchical) -- Iterative

distance-based clustering-- Dealing with continuous,--categorical values in K-Means--
Constructing a hierarchical cluster-- K-Medoids-- k-Mode and density-based clustering --
Measures of quality of clustering

UNIT IV Classification Naïve Bayes Classifier -- Model Assumptions--Probability
estimation -- Required data processing -- M-estimates-- Feature selection--Mutual
information --Classifier K-Nearest Neighbors -- Computational geometry-- Voronoi
Diagrams-- Delaunay Triangulations -- KNearest Neighbor algorithm-- Wilson editing and
triangulations -- Aspects to consider while designing K-Nearest Neighbor Support Vector
Machines --Linear learning machines and Kernel space--Making Kernels and working in
feature space-- SVM for classification and regression problems. Decision Trees -- ID4--C4.5-
- CART ---Ensembles methods -- Bagging & boosting and its impact on bias and variance --
C5.0 boosting -- Random forest -- Gradient Boosting Machines and XGBoost.

UNIT V Association Rule mining-- The applications of Association Rule Mining: Market
Basket-Recommendation Engines, etc.-- A mathematical model for association analysis--
Large item sets-- Association Rules -- Apriori-- Constructs large item sets with mini sup by
iterations-- Interestingness of discovered association rules-- Application examples--
Association analysis vs. classification -- FP-trees. - Machine Learning Applications across
Industries---Healthcare— Retail--Financial Services—Manufacturing—Hospitality--Cloud
Based ML Offerings--Top 10 AI Startups---Flashcards (Tips, Tricks, Definitions)

Text Books:

1. Artificial Intelligence: A Modern Approach. Stuart Russell, Peter Norvig, Pearson Education 2nd Edition.
2. Expert Systems : Principles and Programming. Joseph C Giarratano, Gary D Riley Thomson Publication, 4th Edition.

Reference Books:

1. Elaine Rich and Kevin Knight: Artificial Intelligence , Tata McGraw Hill.
2. Dan W.Patterson, Introduction to Artificial Intelligence and Expert Systems, PrenticeHall of India.
3. David W Rolston: Principles of Artificial Intelligence and Expert System Development, McGraw Hill

Web References:

1. <https://examupdates.in/artificial-intelligence-pdf/>
2. https://www.vssut.ac.in/lecture_notes/lecture1428643004.pdf

3. <https://readyforai.com/article/best-books-on-artificial-intelligence-for-beginner-with-pdf-download/>