

# **ACADEMIC REGULATIONS AND COURSE STRUCTURE**

**CHOICE BASED CREDIT SYSTEM**

## **MLR17**

### **Master of Business Administration (MBA)**

**MBA - Regular Two Year Degree Program  
(For batches admitted from the academic year 2017 - 2018)**



## **MLR Institute of Technology**

**(Autonomous)**

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## FOREWORD

The autonomy is conferred on MLR Institute of Technology by UGC based on its performance as well as future commitment and competency to impart quality education. It is a mark of its ability to function independently in accordance with the set norms of the monitoring bodies like UGC and AICTE. It reflects the confidence of the UGC in the autonomous institution to uphold and maintain standards it expects to deliver on its own behalf and thus awards degrees on behalf of the college. Thus, an autonomous institution is given the freedom to have its own **curriculum, examination system and monitoring mechanism**, independent of the affiliating University but under its observance.

MLR Institute of Technology is proud to win the credence of all the above bodies monitoring the quality in education and has gladly accepted the responsibility of sustaining, if not improving upon the standards and ethics for which it has been striving for more than a decade in reaching its present standing in the arena of contemporary technical education. As a follow up, statutory bodies like Academic Council and Boards of Studies are constituted with the guidance of the Governing Body of the College and recommendations of the JNTU Hyderabad to frame the regulations, course structure and syllabi under autonomous status.

The autonomous regulations, course structure and syllabi have been prepared after prolonged and detailed interaction with several expertise solicited from academics, industry and research, in accordance with the vision and mission of the college to order to produce quality engineering graduates to the society.

All the faculty, parents and students are requested to go through all the rules and regulations carefully. Any clarifications, if needed, are to be sought, at appropriate time and with principal of the college, without presumptions, to avoid unwanted subsequent inconveniences and embarrassments. The Cooperation of all the stake holders is sought for the successful implementation of the autonomous system in the larger interests of the college and brighter prospects of engineering graduates.

**PRINCIPAL**

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**MBA - Regular Two Year Degree Program  
(For batches admitted from the academic year 2017 - 18)**

For pursuing two year post graduate Masters Degree Programme of study in Management (MBA) offered by MLR Institute of Technology under Autonomous status and herein referred to as MLRIT (Autonomous):

All the rules specified herein approved by the Academic Council will be in force and applicable to students admitted from the Academic Year 2017-18 onwards. Any reference to "Institute" or "College" in these rules and regulations shall stand for MLR Institute of Technology (Autonomous).

All the rules and regulations, specified hereafter shall be read as a whole for the purpose of interpretation as and when a doubt arises, the interpretation of the Chairman, Academic Council is final. As per the requirements of statutory bodies, the Principal, MLR Institute of Technology shall be the Chairman, Academic Council.

**1. ADMISSION**

**Admission into first year of two year MBA degree Program of study in Engineering:**

**Eligibility:**

Admission to the above programme shall be made subject to eligibility, qualification and specialization as prescribed by the University from time to time.

Admissions shall be made on the basis of merit/rank obtained by the candidates at the qualifying Entrance Test conducted by the University or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Govt. From time to time

**2. AWARD OF MBA DEGREE**

A student shall be declared eligible for the award of the MBA Degree, if he pursues a course of study in not less than two and not more than four academic years. However, he is permitted to write the examinations for two more years after two academic years of course work, failing which he shall forfeit his seat in MBA programme.

The student shall register for all 88 credits and secure all the 88 credits.

The minimum instruction days in each semester are 90.

**3. COURSESOFASTUDY**

MASTER OF BUSINESS ADMINISTRATION

**4. Course Registration**

4.1 A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him on the Post Graduate Programme (PGP), its Course Structure and Curriculum, Choice / Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.

4.2 Academic Section of the College invites 'Registration Forms' from students within 15 days from the commencement of class work', ensuring 'DATE and TIME Stamping'. The Registration Requests for any 'CURRENT SEMESTER' shall be completed BEFORE the commencement of SEEs (Semester End Examinations) of the 'PRECEDING SEMESTER'.

4.3 A Student can apply for Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the

Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).

- 4.4 If the Student submits ambiguous choices or multiple options or erroneous entries - during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned Subject/ Course in that Category will be taken into consideration.
- 4.5 Subject/ Course Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices will also not be considered. However, if the Subject/ Course that has already been listed for Registration (by the Head of Department) in a Semester could not be offered due to any unforeseen or unexpected reasons, then the Student shall be allowed to have alternate choice - either for a new Subject (subject to offering of such a Subject), or for another existing Subject (subject to availability of seats), which may be considered. Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class-work for that Semester.

## 5. ATTENDANCE

The programmes are offered on a unit basis with each subject being considered a unit.

- 5.1 Attendance in all classes (Lectures/Laboratories etc.) is compulsory. The minimum required attendance in each theory / Laboratory etc. is 75% including the days of attendance in sports, games, NCC and NSS activities for appearing for the End Semester examination. A student shall not be permitted to appear for the Semester End Examinations (SEE) if his attendance is less than 75%.
- 5.2 Condonation of shortage of attendance in each subject up to 10% (65% and above and below 75%) in each semester shall be granted by the College Academic Committee.
- 5.3 Shortage of Attendance below 65% in each subject shall not be condoned.
- 5.4 Students whose shortage of attendance is not condoned in any subject are not eligible to write their end semester examination of that subject and their registration shall stand cancelled.
- 5.5 A prescribed fee shall be payable towards Condonation of shortage of attendance.
- 5.6 A Candidate shall put in a minimum required attendance at least three (3) theory subjects in I Year I semester for promoting to I Year II Semester. In order to qualify for the award of the MBA Degree, the candidate shall complete all the academic requirements of the subjects, as per the course structure.
- 5.7 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 readmission into that semester when offered next. If any candidate fulfills the attendance requirement in the present semester, he shall not be eligible for readmission in to the same class.

## 6. EVALUATION

The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 100 marks for practical, on the basis of Internal Evaluation and End Semester Examination.

- For the theory subjects 70 marks shall be awarded for the performance in the Semester End Examination(SEE) and 30 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid Term-Examinations conducted, one in the middle of the

Semester and the other, immediately after the completion of Semester instructions. Each mid-term examination shall be conducted for a total duration of 120 minutes.

**Continues Internal Evaluation(CIE)**

- Subjective Paper shall contain three questions. Question 1 & 2 with internal choice from unit-I, question 3 & 4 with internal choice from unit-II and question 5 having a, b questions with internal choice from first half part of unit-III for I-MID examinations. For II-MID 1 & 2 questions from unit-4, questions 3 & 4 from unit-5 and question no 5 from remaining half part of unit-3. The first mid-term examination shall be conducted for the first 50% of the syllabus, and the second mid-term examination shall be conducted for the remaining 50% of the syllabus.
  - The Semester End Examination will be conducted for 70 marks examination shall be conducted for a total duration of 180 minutes. Question paper consists of Part –A and Part-B with the following.
  - Part-A is a compulsory question consisting of 5 questions, one from each unit and carries 4 marks each.
  - Part-B to be answered 5 questions carrying 10 marks each. There will be two questions from each unit and only one should be answered.
- 6.1 For practical subjects, 70 marks shall be awarded for performance in the Semester End Examinations and 30 marks shall be awarded for day-to-day performance as Internal Marks.
- 6.2 For conducting laboratory end examinations of all PG Programmes, one internal examiner and one external examiner are to be appointed by the Chief Controller of Examination in one week before for commencement of the lab end examinations.
- 6.3 There shall be Four seminar presentations during MBA program. For seminar, a student under the supervision of a faculty member, shall collect the literature on a topic and critically review the literature and submit it to the department in a report form and shall make an oral presentation before the Departmental Academic Committee consisting of Head of the Department, Supervisor and two other senior faculty members of the department. For each Seminar will be evaluation for 50 marks by internal examiner. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfil minimum marks, he has to reappear during the supplementary examinations.
- 6.4 There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the students' understanding of various subjects he has studied during the MBA course of study. The Head of the Department shall be associated with the conduct of the Comprehensive Viva-Voce through a Committee. The Committee consisting of Head of the Department, one senior faculty member and an external examiner. The external examiner shall be appointed by the Chief Controller of Examinations. For this, the Head of the Department shall submit a panel of 3 examiners. There are no internal marks for the Comprehensive Viva-Voce and evaluates for maximum of 100 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to fulfill minimum marks, he has to reappear during the supplementary examinations.
- 6.5 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 Continuous Internal Evaluation taken together.

- 6.6 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 6.5) he has to re appear for the Semester End Examination in that subject.
- 6.7 A candidate shall be given one chance to re-register for the subjects if the internal marks secured by a candidate is less than 50% and failed in that subject for maximum of two subjects and should register within four weeks of commencement of the class work. In such a case, the candidate must re-register for the subjects 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 Semester End Examination in those subjects. In the event of the student taking another chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stands cancelled.
- 6.8 In case the candidate secures less than the required attendance in any subject, he shall not be permitted to write the Semester End Examination in that subject. He shall re-register for the subject when next offered.

## 7. Examinations and Assessment - The Grading System

- 7.1 Marks will be awarded to indicate the performance of each student in each Theory Subject, or Lab / Practicals, or Seminar, or Project, etc., based on the % marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 6 above, and a corresponding Letter Grade shall be given.
- 7.2 As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

<b>% of Marks Secured (Class Intervals)</b>	<b>Letter Grade (UGC Guidelines)</b>	<b>Grade Points</b>
90% and above ( $\geq 90\%$ , $\leq 100\%$ )	O (Outstanding)	10
Below 90% but not less than 80% ( $\geq 80\%$ , $< 90\%$ )	A <sup>+</sup> (Excellent)	9
Below 80% but not less than 70% ( $\geq 70\%$ , $< 80\%$ )	A (Very Good)	8
Below 70% but not less than 60% ( $\geq 60\%$ , $< 70\%$ )	B <sup>+</sup> (Good)	7
Below 60% but not less than 50% ( $\geq 50\%$ , $< 60\%$ )	B (above Average)	6
Below 50% ( $< 50\%$ )	F (FAIL)	0
Absent	AB	0

- 7.3 A student obtaining F Grade in any Subject shall be considered 'failed' and is be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered. In such cases, his Internal Marks (CIE Marks) in those Subjects will remain the same as those he obtained earlier.
- 7.4 A student not appeared for examination then 'AB' Grade will be allocated in any Subject shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered.

7.5 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.

7.6 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of 'Grade Improvement' or 'SGPA / CGPA Improvement'.

7.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject / Course.

**Credit Points (CP) = Grade Point (GP) x Credits .... For a Course**

7.8 The Student passes the Subject/ Course only when he **gets GP  $\geq 6$  (B Grade or above)**.

7.9A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/Course (excluding Mandatory non-credit Courses). Then the corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/Course.

**Credit Points (CP) = Grade Point (GP) x Credits .... For a Course**

7.10 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ( $\Sigma CP$ ) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

$$\text{SGPA} = \frac{\{\sum_{i=1}^N C_i G_i\}}{\{\sum_{i=1}^N C_i\}} \dots \text{For each Semester,}$$

where 'i' is the Subject indicator index (takes into account all Subjects in a Semester), 'N' is the no. of Subjects 'REGISTERED' for the Semester (as specifically required and listed under the Course Structure of the parent Department),  $C_i$  is the no. of Credits allotted to that ix Subject, and  $G_i$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that ith Subject.

#### Illustration of Computation of SGPA

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit x Grade)
Course1	3	A	8	3 x 8 = 24
Course2	4	B+	7	4 x 7 = 28
Course3	3	B	6	3 x 6 = 18
Course4	3	O	10	3 x 10 = 30
Course5	3	C	5	3 x 5 = 15
Course6	4	B	6	4 x 6 = 24

Thus, **SGPA = 139/20 = 6.95**

7.11 The Cumulative Grade Point Average (CGPA) is a measure of the overall cumulative performance of a student over all Semesters considered for registration. The CGPA is the ratio of the Total Credit Points secured by a student in ALL registered Courses in ALL Semesters, and the Total Number of Credits registered in ALL the Semesters. CGPA is rounded off to TWO Decimal Places. CGPA is thus computed from the I Year Second Semester onwards, at the end of each Semester, as per the formula

$$\text{CGPA} = \frac{\{\sum_{j=1}^M C_j G_j\}}{\{\sum_{j=1}^M C_j\}} \dots \text{for all S Semesters registered}$$

**(i.e., up to and inclusive of S Semesters, S  $\geq$  2)**



where 'M' is the TOTAL no. of Subjects (as specifically required and listed under the Course Structure of the parent Department) the Student has 'REGISTERED' from the 1<sup>st</sup> Semester onwards upto and inclusive of the Semester S (obviously  $M > N$ ), 'j' is the Subject indicator index (takes into account all Subjects from 1 to S Semesters),  $C_j$  is the no. of Credits allotted to the jth Subject, and  $G_j$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that jth Subject. After registration and completion of I Year I Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

#### For CGPA Computation

Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
Credits : 20 SGPA : 6.9	Credits : 22 SGPA : 7.8	Credits : 25 SGPA : 5.6	Credits : 26 SGPA : 6.0	Credits : 26 SGPA : 6.3	Credits : 25 SGPA : 8.0

$$\text{Thus, CGPA} = \frac{20 \times 6.9 + 22 \times 7.8 + 25 \times 5.6 + 26 \times 6.0 + 26 \times 6.3 + 25 \times 8.0}{144} = 6.73$$

7.12 For Calculations listed in Item 7.6 – 7.10, performance in failed Subjects/ Courses (securing F Grade) will also be taken into account, and the Credits of such Subjects/ Courses will also be included in the multiplications and summations.

## 8. EVALUATION OF PROJECT/DISSERTATION WORK

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

- 8.1 A Project Review Committee (PRC) shall be constituted with Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 8.2 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical.
- 8.3 After satisfying 8.2, a candidate has to submit, in consultation with his Project Supervisor, the title, objective and plan of action of his project work to the PRC for approval. Only after obtaining the approval of the PRC the student can initiate the Project work.
- 8.4 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.
- 8.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- 8.6 A) The work on the project shall be initiated at the beginning of the II year II Semester and the duration of the project is one semester. A candidate is permitted to submit Project dissertation only after successful completion of all theory and practical courses with the approval of PRC not earlier than the Academic Calendar of the Semester from the date of registration of the project work. For the approval of PRC the candidate shall submit the draft copy of the dissertation to the Head of the Department and make an oral presentation before the PRC

- B) A pre project submission seminar will be conducted to evaluate the fitness of the project for final submission which will be evaluated for 50 marks by Internal Examiner.
- 8.7 After approval from the PRC, the soft copy of the thesis should be submitted to the college for ANTI-PLAGIARISM for the quality check and the plagiarism report should be included in the final thesis. If the copied information is less than 30%, then only thesis will be accepted for submission.
- 8.8 Three copies of the Project Thesis certified by the supervisor shall be submitted to the College/Institution.
- 8.9 For Project Evaluation (Viva Voce) there is an internal marks of 30, the evaluation should be done by the PRC for 20 marks and Supervisor will evaluate for 10 marks. The Supervisor and PRC will examine the Problem Definition, Objectives, Scope of Work, Literature Survey in the same domain.
- 8.10 For Project Evaluation (Viva Voce) there is an external marks of 70 and the same evaluated by the External examiner appointed by the Chief Controller of Examinations. The candidate has to secure minimum of 50 marks out of 100 marks in the Project Evaluation (Viva-Voce) examination.
- 8.11 If he fails to fulfill as specified in 8.10, he will reappear for the Viva-Voce examination only after three months. In the reappeared examination also, fails to fulfill, he will not be eligible for the award of the degree.
- 8.12 The dissertation shall be adjudicated by one examiner selected by the Chief Controller of Examinations. For this, the Head of the Department shall submit a panel of 3 examiners, eminent in that field, with the help of the guide concerned and Subject Expert.
- 8.13 If the report of the examiner is not favourable, the candidate shall revise and resubmit the Dissertation. If the report of the examiner is unfavourable again, the dissertation shall be summarily rejected.
- 8.14 If the report of the examiner is favourable, Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the dissertation.
- 8.15 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

## **9. AWARD OF DEGREE AND CLASS**

- 9.1 A Student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire PG Programme (PGP), and secures the required number of **88** Credits (with CGPA  $\geq$  6.0), shall be declared to have 'QUALIFIED' for the award of the M.BA Degree in the chosen Branch of Engineering and Technology with specialization as he admitted.
- 9.2 Award of Class  
After a student has satisfied the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

Table: **Declaration of Class based on CGPA (Cumulative Grade Point Average)**

<b>Class Awarded</b>	<b>Grade to be Secured</b>
First Class with Distinction	CGPA $\geq$ 8.00
First Class	$\geq$ 7.00 to $<$ 8.00 CGPA
Second Class	$\geq$ 6.00 to $<$ 7.00 CGPA

9.3 A student with final CGPA (at the end of the PGP)  $<$  6.00 will not be eligible for the Award of Degree.

## 10. WITHOLDING OF RESULTS

If the student has not paid the dues, if any, to the college or if any case of indiscipline is pending against him, the result of the student will be withheld and he will not be allowed into the next semester. His degree will be with held in such cases.

## 11. TRANSITORY REGULATIONS

- 11.1 If any candidate is detained due to shortage of attendance in one or more subjects, they are eligible for re-registration to maximum of two earlier or equivalent subjects at a time as and when offered.
- 11.2 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 MLR17 Academic Regulations.

## 12. GENERAL

- 12.1 **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 12.2 **Credit Point:** It is the product of grade point and number of credits for a course.
- 12.3 Wherever the words "he", "him", "his", occur in the regulations, they include "she", "her".
- 12.4 The academic regulation should be read as a whole for the purpose of any interpretation.
- 12.5 In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Principal is final.
- 12.6 The University may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the University.

## MALPRACTICES RULES DISCIPLINARY ACTIONFOR / IMPROPER CONDUCT IN EXAMINATIONS

<b>S. No</b>	<b>Nature of Malpractices/Improper conduct</b>	<b>Punishment</b>
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 and sent to the Principal.
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 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 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 Addl. Controller of examinations / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the addl. Controller of examinations 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 addl. Controller of examinations, 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 of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all 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 principal for further action to award suitable punishment.	
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## COURSE STRUCTURE - MLR-17

<b>I MBA.- I SEMESTER</b>							
Course Code	Course Title	Periods per Week		Credits	Scheme of Examination Maximum Marks		
		L	P		Internal (CIE)	External (SEE)	Total
C20001	Management and Organizational Behavior	3	-	3	30	70	100
C20002	Research Methodology and Statistical Analysis	3	-	3	30	70	100
C20003	Managerial Economics	3	-	3	30	70	100
C20004	Financial Accounting and Analysis	3	-	3	30	70	100
C20005	Business Law & Business Environment	3	-	3	30	70	100
	Open Elective I	3	-	3	30	70	100
C20006	Business Communication	-	3	2	30	70	100
C20007	IT for Managers Lab	-	3	2	30	70	100
	<b>TOTAL</b>	<b>18</b>	<b>6</b>	<b>22</b>	<b>240</b>	<b>560</b>	<b>800</b>

<b>II MBA.- I SEMESTER</b>							
Course Code	Course Title	Periods per Week		Credits	Scheme of Examination Maximum Marks		
		L	P		Internal	External	Total

<b>I MBA.- II SEMESTER</b>							
Course Code	Course Title	Periods per Week		Credits	Scheme of Examination Maximum Marks		
		L	P		Internal (CIE)	External (SEE)	Total
C20008	Financial Management	3	-	3	30	70	100
C20009	Marketing Management	3	-	3	30	70	100
C20010	Human Resource Management	3	-	3	30	70	100
C20011	Quantitative Analysis For Business Decisions	3	-	3	30	70	100
C20012	MIS & ERP	3	-	3	30	70	100
	Open Elective II	3	-	3	30	70	100
C20013	Business Best Practices and Success stories of Emerging Leaders –Seminar	-	3	2	50	--	50
C20014	Summer Internship Seminar	-	3	2	50	--	50
	<b>TOTAL</b>	<b>18</b>	<b>6</b>	<b>22</b>	<b>280</b>	<b>420</b>	<b>700</b>



					(CIE)	(SEE)	
C20015	Production & Operations Management	3	-	3	30	70	100
C20016	Strategic Management	3	-	3	30	70	100
C20017	Leadership	3	-	3	30	70	100
	ELECTIVE-I	3	-	3	30	70	100
	ELECTIVE-II	3	-	3	30	70	100
	ELECTIVE-III	3	-	3	30	70	100
C20018	Personal Effectiveness Seminar	-	4	2	50	--	50
C20019	Industry Report Analysis	-	2	2	50	--	50
	<b>TOTAL</b>	<b>18</b>	<b>6</b>	<b>22</b>	<b>280</b>	420	<b>700</b>

<b>II MBA.- II SEMESTER</b>							
Course Code	Course Title	Periods per week		Credits	Scheme of Examination Maximum Marks		
		L	P		Internal (CIE)	External (SEE)	Total
C20020	Entrepreneurship	3	-	3	30	70	100
C20021	Corporate Governance and Ethics	3	-	3	30	70	100
	ELECTIVE-IV	3	-	3	30	70	100
	ELECTIVE-V	3	-	3	30	70	100
	ELECTIVE-VI	3	-	3	30	70	100
C20022	Pre-submission of Project Seminar	-	4	2	50	--	50
C20023	Comprehensive Subject VIVA	-	4	2	-	100	100
C20024	<b>Project work</b>	-	-	3	30	70	100
	<b>TOTAL</b>	<b>15</b>	<b>8</b>	<b>22</b>	<b>230</b>	<b>520</b>	<b>750</b>

**CHOOSE ANY ONE OF THE MARKETING OR FINANCE OR HR OR SYSTEMS ELECTIVES**

MARKETING ELECTIVES		FINANCE ELECTIVES	
C20025	Consumer Behavior and CRM	C20031	Security Analysis and Portfolio Management
C20026	Services Marketing	C20032	Banking, Insurance and Risk Management
C20027	Retail Management	C20033	Strategic Management Accounting

C20028	International Business	C20034	Strategic Investment and Financing Decisions
C20029	Advertisement and Sales Promotion	C20035	International Financial Management
C20030	Rural and Agricultural Marketing	C20036	Financial Derivatives
<b>HR ELECTIVES</b>		<b>SYSTEMS ELECTIVES</b>	
C20037	Recruitment and Selection	C20043	Business Intelligence
C20038	Performance Management and Training & Development	C20044	Database Management systems
C20039	Management of Industrial Relations and Labour Laws	C20045	Information System Control & Audit
C20040	Compensation & Reward Management	C20046	System Analysis and Design
C20041	Organizational Development & Change Management	C20047	Data Warehousing and Data mining
C20042	International HRM	C20048	E-Business

**Open Electives**

<b>Open Elective I</b>		<b>Open Elective II</b>	
C20049	Intellectual Property Rights	C20052	Psychology
C20050	Disaster Management	C20053	Cyber Security
C20051	Environmental Sciences	C20054	Web Technologies

## MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

**MBA: I Semester**  
**Course Code: C20001**

**L P C**  
**3 - 3**

### Unit-I

**Introduction to Management:** Definition, types of managers, Henry Mintzberg's managerial roles, Functions of Management, Administration vs. Management. A Brief History of Management: Classical Theory-Scientific Management, Administrative Theory, Behavioural Theory, Management Science, Integrative Perspective – Systems Theory, Socio technical Theory, Contingency Theory, Comparing Theories.

### Unit – II

**Problem solving, decision making and planning:** Problem Solving and Decision making, Classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and select the most feasible plan, implement decision and control, Plans, types of plans, steps involved in planning process.

### Unit – III

**Organizing and controlling:** Principles of organizing, organizational design, relation between authority, power and influence; organizational functional and control systems, types of controls

### Unit – IV

**Organizational behavior – Individual and Group behavior:** Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

### Unit – V

**Leadership, Motivation and Organizational Structure:** Leadership theories, Power and Politics, Maslow's needs theory, two factor theory of motivation, McGregor's theory, ERG theory, McClelland's needs theory, Valance Theory and other relevant theories of motivation

### Reference Books:

1. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, engage Learning, First Edition, 2012
2. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012
3. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing
4. Udai Pareek, Sushma Khanna, Organizational Behavior, 3e, Oxford Publishing
5. Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing
6. Griffin & Moorhead, Organizational Behaviour, 10th Edition, Cengage Publishing

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**RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS**

**MBA: I Semester**  
**Course Code: C20002**

**L P C**  
**3 - 3**

**Unit I**

**Introduction:** Nature and Importance of research, the role of business research, aims and types of social research, research process - primary data and secondary data, Questionnaire and schedules as tools of collecting data. Sampling design and sampling procedures. Diagrammatic and graphical presentation of data. Tabulation of data and general rules of tabulation. SPSS for tabulation and SPSS and Report Presentation- Mechanics of report writing, preliminary pages, main body and appendices including bibliography.

**Unit II**

**Measurement concepts:** Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research. Levels of measurement and types of scales. Criteria for good measurement. Research Design: Meaning of Research Design. Functions and goals of Research Design, pilot study and developing a case study.

**Unit III**

**Statistical Tools-I:** Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central Tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation- Correlation and Regression Analysis, method of least squares, regression vs. correlation, correlation vs. determination. Types of correlation and their specific applications.

**Unit IV**

**Statistical Tools-II: Time series, utility of time series, components,** measurement of trend through Method of Least Squares, Moving averages, and Graphical methods. Index Numbers: Laspeyres's Index, Paasche's Index, Fischer's Ideal index, Time Reversal and Factor Reversal tests.

**Unit V**

**Statistical Inference:** Introduction to Null hypothesis vs. alternative hypothesis, Tests of Hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, ANOVA – one way and two way classifications and Chi-square test, Association of attributes and inferences.

**References**

1. Donald R. Cooper, Pamela S. Schindler: *Business Research Methods*, 8/e, TMH, 2009.
2. Gaur: *Statistical Methods for Practice and Research*, Sage Publication, 2009
3. Bajpai: *Business Statistics*, Pearson, 2009.
4. Dipak Kumar.Bhattacharya: *Research Methodology*, Excel Books, 2009
5. William G. Zikmund: *Business Research Methods*, Cengage, 2006.
6. C.R Kothari: *Research Methodology Methods & Techniques*, 2/e, Vishwa Prakashan, 2009.
7. C.B. Gupta & Vijay Gupta: *An introduction to Statistical Methods*, Vikas, 2009.
8. J.K.Sachdeva: *Business Research Methodology*, Himalaya, 2009
9. Nargundkar: *Marketing Research Tests and Cases*, TMH, 3/e, 2009

**MANAGERIAL ECONOMICS**

**MBA: I Semester**  
**Course Code:C20003**

**L P C**  
**3 - 3**

**Unit –I**

**Introduction to Economics:** Economic and non-economic activities, definition, nature and scope of managerial economics, functions of managers - decision making and forward planning, objective of firms-traditional (profit maximization), modern (sales and revenue maximization) and behavioural (utility maximization) theories, value maximization vs. profit maximization. Economic optimization –constrained and unconstrained optimization problems

**Unit –II**

**Theories of Demand and Supply:** Demand Analysis -meaning and determinants of demand, law of demand and exceptions to the law. Elasticity of demand –price, income, cross and promotional elasticity of demand, Methods of measurement of elasticity

**Forecasting of Demand:** Meaning, purpose, significance and methods of demand forecasting Features of a good forecasting method Supply analysis -meaning and determinants of supply, law of supply and elasticity concepts. Equilibrium price, market price, normal price and other concepts, changes in price.

**Unit –III**

**Production and Cost Analysis:** Theory of production -meaning and factors of production, production function with one variable input (law of variable proportion), with two variable inputs (law of returns to scale).

**Market Analysis:** Classification of markets (location, time and competition based markets), equilibrium price and output determination in perfect market, monopoly, oligopoly and monopolistic markets.

**Unit –IV**

**Theories of Profits** (Dynamic, risk and uncertainty bearing and innovations).Theory of cost-different cost concepts and different relations between cost and output in short run and long run. Managerial uses of revenue and cost concepts(break-even point).

**Unit –V**

**Macro concepts for Business Decisions:** National income -concept and various methods of measurements, inflation-types and causes of inflation, measurement of inflation, Philips curve and steps to control inflation.

**Business Cycles:** Phases of Business cycle and Strategies to follow in each

**REFERENCE BOOKS:**

1. Petersen Craig. H (2009), *Managerial Economics*, 4<sup>th</sup> edition, Pearson Education.
2. Dean, Joel (2009), *Managerial Economics*, Prentice Hall of India.
3. Trivedi M.L, Jhinghan. M. L (2009), *Managerial Economics, Theory and Applications*, Tata McGraw Hill, New Delhi.
4. G.Sunitha(2010),*ManagerialEconomics*,studenthelplinePublishingHousePrivateLimited,Hyderabad.

**FINANCIAL ACCOUNTING AND ANALYSIS**

**MBA: I Semester**  
**Course Code: C20004**

**L P C**  
**3 - 3**

**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; Double entry system—recording business transactions—Classification of accounts—Accounting cycle.

**Unit-II**

**The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments.

**Accounting Standards issued by ICAI:** (Focus on importance of standards to give a general view on financial accounting practices), creative financial practices and issues related to quality of disclosures in reported earnings, window dressing and limitations of financial statements.

**Unit-III**

**Valuation of Fixed Assets:** Tangible vs. intangible assets, depreciation of fixed assets and methods of depreciation.

**Inventory Valuation:** Inventory valuation – Need, Significance & Scope, Methods of Inventory valuation, valuation of goodwill - Need, Significance & Scope Methods of calculation of Good will

**Unit-IV**

**Financial Analysis-I:** Statement of changes in working capital, funds from operations, paid cost and unpaid costs. Distinction between cash profits and book profits Preparation and analysis of cash flow statement and funds flow statement.

**Unit-V**

**Financial Analysis -II:** Analysis and interpretation of financial statements from investor and company point of view, horizontal analysis and vertical analysis of company financial statements. Liquidity, leverage, solvency and profitability ratios, DuPont chart a case study on ratio analysis.

**REFERENCE BOOKS:**

1. Dr. S. N. Maheshwari, Dr. S. K. Maheshwari (2009), *Financial Accounting, Vikas Publishing House Private Limited*, New Delhi.
2. S.P.Jain, K.L.Narang (2009), *Financial Accounting*, 10<sup>th</sup> edition, Kalyani Publication, New Delhi.
3. R.Narayanaswamy (2008), *Financial accounting: A managerial perspective*, Prentice Hall of India.
4. Ambrish Gupta (2009), *Financial Accounting Management-An Analytical Perspective*, Pearson Education.

**BUSINESS LAW & BUSINESS ENVIRONMENT**

**MBA: I Semester**  
**Course Code: C20005**

**L P C**  
**3 - 3**

**UNIT I**

**Law of Contract - 1872:** Nature of contract and essential elements; types of contracts, Unlawful and illegal agreements, Contingent contracts, Performance and Discharge of contracts, Remedies for breach of contract, Indemnity and Guarantee, Latest Amendments.

**UNIT II**

**Companies Act - 1956:** Steps and procedure for Incorporation of the company, Company Management– Appointment of Directors; Powers, Duties & liabilities of Directors; Company Meetings, Resolutions, Winding-up of a Company, Latest Amendments.

**UNIT III**

**Basic Business Regulations:**

**Negotiable Instruments Act – 1881:** Negotiable Instruments- Promissory Note, Bills of Exchange, Cheques, and their definitions and characteristics, Types of endorsements, Discharge of Parties, Latest Amendments.

**UNIT IV**

**Introduction to Business Environment:** Macro Environment Analysis (PESTEL Model); Industrial Policies: A brief review of industrial policies since Independence, Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, EXIM Policy, FDI in INDIA.

**UNIT V**

**Balance of Payments:** Structure, Major components of Balance of payments, Causes for dis-equilibrium in Balance of Payments, correction measures, Impact of New Economic Policy on Balance of Payments, Recent trends.

**REFERENCES:**

1. RSN Pillai, Bagavathi, Business Law, S.Chand, 2013
2. N.D.Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition
3. S.S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition
4. K.Asathappa, Essentials of Business Environment, Himalaya Publication house, 2008.
5. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007
6. S.N.Maheshwari & Maheshwari, *Business Regulatory*

**INTELLECTUAL PROPERTY RIGHTS**  
**Open Elective-I**

**MBA: I Semester**  
**Course Code: C20049**

**L P C**  
**3 - 3**

**UNIT - I**

**INTRODUCTION TO INTELLECTUAL PROPERTY:**

Introduction, types of intellectual property, international organizations, agencies and treaties, importance of intellectual property rights

**UNIT - II**

**TRADEMARKS:**

Purpose and function of trademarks, acquisition of trade mark rights, protectable matter, selecting and evaluating trade mark' trade mark registration processes.

**UNIT - III**

**LAW OF COPY RIGHTS:**

Fundamental of copy right law, originality of material, rights of reproduction, rights to perform the work publicly, copy right ownership issues, copy right registration, notice of copy right' international copy right law.

**LAW OF PATENTS:**

Foundation of patent law, patent searching process ownership rights and transfer.

**UNIT - IV**

**TRADE SECRETS:**

Trade secretes law, determination of trade secretes status' liability for misappropriations of trade secrets, and protection for submission, trade secretes litigation.

UNFAIR COMPETITION: Misappropriation right of publicity, false advertising.

**UNIT - V**

**NEW DEVELOPMENT OF INTELLECTUAL PROPERTY:**

New developments in trade mark law; copy right law patent law, intellectual property audits'. International overview on intellectual property, international - trade mark law, copy right law, international patent law, and international development trade secrets law.

List of Text Books / References / Websites / Journals / Others

**TEXT BOOKS:**

1. Deborah. E. Bouchoux (2009), Intellectual property, Cengage learning, India.
2. Deborah. E. Bouchoux (2001), Protecting your companies intellectual property, AMACOM, USA.

**REFERENCE BOOKS:**

1. Prabuddaganguli (2003), Intellectual Property Right, Tata McGraw Hill Publishing company Ltd., India.
2. Robert Hisrich, Michael P. Peter, Dean A. Shepherd (201), Entrepreneurship, Tata McGraw Hill., India.



**DISASTER MANAGEMENT**  
**Open Elective-I**

**MBA: I Semester**  
**Course Code: C20050**

**L P C**  
**3 - 3**

**UNIT I**

**Environmental Hazards & Disasters:** Meaning of Environmental hazards, Environmental Disasters and Environmental stress. Concept of Environmental Hazards, Environmental stress & Environmental Disasters. Different approaches & relation with human Ecology - Landscape Approach - Ecosystem Approach - Perception approach - Human ecology & its application in geographical researches.

**UNIT II**

**Types of Environmental hazards & Disasters:** Natural hazards and Disasters - Man induced hazards & Disasters - Natural Hazards - Planetary Hazards / Disasters - Extra Planetary Hazards / disasters - Planetary Hazards - Endogenous Hazards - Exogenous Hazards

**UNIT III**

Endogenous Hazards - Volcanic eruption - Earthquakes - landslides - Volcanic Hazards / Disasters - Causes and distribution of Volcanoes - Hazardous effects of volcanic eruptions - Environmental impacts of volcanic eruptions - Earthquake Hazards / disasters - Causes of Earthquakes - Distribution of earthquakes - Hazardous effects of - earthquakes - Earthquake Hazards in India - Human adjustment, perception & mitigation of earthquake.

**UNIT IV**

Exogenous hazards / disasters - Infrequent events - Cumulative atmospheric hazards / disasters

**Infrequent events:** Cyclones - Lightning - Hailstorms

**Cyclones:** Tropical cyclones & Local storms - Destruction by tropical cyclones & local storms (causes, distribution human adjustment, perception & mitigation) Cumulative atmospheric hazards/ disasters :- Floods - Droughts - Cold waves - Heat waves Floods :- Causes of floods - Flood hazards India - Flood control measures (Human adjustment, perception & mitigation) Droughts :- Impacts of droughts - Drought hazards in India - Drought control measures - Extra Planetary Hazards / Disasters - man induced Hazards / Disasters - Physical hazards / Disasters - Soil erosion

**Soil Erosion:** Mechanics & forms of Soil Erosion - Factors 7 causes of Soil Erosion - Conservation measures of Soil Erosion.

**Chemical hazards / disasters:** Release of toxic chemicals, nuclear explosion - Sedimentation processes Sedimentation processes: - Global Sedimentation problems - Regional Sedimentation problems - Sedimentation & Environmental problems - Corrective measures of Erosion & Sedimentation

**Biological hazards/ disasters:** Population Explosion.

**UNIT V**

Emerging approaches in Disaster Management - Three stages

1. Pre-disaster Stage (preparedness)
2. Emergency Stage
- 3.
4. Post Disaster stage - Rehabilitation

**TEXT BOOKS:**

1. Disaster Mitigation: Experiences And Reflections by Pradeep Sahni
2. Natural Hazards & Disasters by Donald Hyndman & David Hyndman - Cengage Learning

**REFERENCES:**

1. R. B. Singh (Ed) Environmental Geography, Heritage Publishers New Delhi, 1990
2. Savinder Singh Environmental Geography, Prayag Pustak Bhawann 1997
3. Kates, B. I & White, G. F The Environment as Hazards, Oxford, New York, 1978
4. R. B. Singh (Ed) Disaster Management, Rawat Publication, New Delhi, 2000
5. H. K. Gupta (Ed) Disaster Management, Universities Press, India, 2003
6. R. B. Singh, Space Technology for Disaster Mitigation in India (INCED), University of Tokyo, 1994
7. Dr. Satender, Disaster Management in Hills, Concept Publishing Co., New Delhi, 2003
8. A. S. Arya Action Plan For Earthquake, Disaster, Mitigation in V. K. Sharma (Ed) Disaster Management IIPA Publication New Delhi, 1994
9. R. K. Bhandani An overview on Natural & Man made Disaster & their Reduction, CSIR, New Delhi
10. M. C. Gupta Manuals on Natural Disaster Management in india, National Centre for Disaster Management, IIPA, New Delhi, 2001.

**ENVIRONMENTAL SCIENCES**  
**Open Elective-I****MBA: I Semester**  
**Course Code: C20051****L P C**  
**3 - 3****UNIT - I**

**Environmental Science Introduction and Natural Resources:** Introduction: Multidisciplinary nature of environmental studies: Definition, scope and importance, need for public awareness. Natural Resources: Renewable and non-renewable resources .Natural resources and associated problems. Forest Resources: Use and over - exploitation, deforestation, timber extraction, mining, dams and other effects on forest and tribal people. Water Resources: Use and over utilization of surface and ground water, floods, drought, conflicts over water, dams benefits and problems. Mineral Resources: Use and exploitation, environmental effects of extracting and using mineral resources. Food Resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, Organic farming and Food miles. Energy Resources: Growing energy needs, renewable and nonrenewable energy sources, use of alternate energy sources, Case studies. Land Resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification. Role of an individual in conservation of natural resources. Equitable use of resources for sustainable lifestyles.

**UNIT - II**

**Ecosystem and Biodiversity:** Ecosystems: Concept of an ecosystem, structure and function of an ecosystem, producers, consumers and decomposers. Energy flow in the ecosystem - ecological succession, food chains, food webs and ecological pyramids. Introduction, types, characteristic features, structure and function of the following ecosystem: forest ecosystem, grassland ecosystem, desert ecosystem, aquatic ecosystems (ponds, streams, lakes, rivers, oceans and estuaries). Biodiversity and Its Conservation: Introduction - definition: genetic, species and ecosystem diversity, value of biodiversity- consumptive use, productive use, social, ethical, aesthetic and option values. Biodiversity at global, national and local levels. India as mega diversity nation, hot-spots of biodiversity, threats to biodiversity- habitat loss, poaching of wildlife, man -wildlife conflicts. Endangered and endemic species of India. Conservation of biodiversity- in-situ and ex-situ conservation of biodiversity.

**UNIT - III**

**Environmental Pollution, Global Environmental Issues and Control Measures:** Environmental Pollution: definition, cause, effects and control measures of air pollution, water pollution, soil pollution, marine pollution, noise pollution, thermal pollution and nuclear hazards. Solid Waste Management: Causes, effects and control measures of urban and industrial wastes. Role of an individual in prevention of pollution, pollution case studies. Disaster Management: Floods, earthquake, cyclone and landslides. E-waste and plastic waste - recycling and reuse. Social Issues and the Environment: From unsustainable to sustainable development, urban problems related to energy. Water Conservation: Rain water harvesting, watershed management, resettlement and rehabilitation of people; its problems and concerns, case studies, climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, case Studies, waste land reclamation.

**UNIT - IV**

**Green Environmental Issues:** Introduction, Clean development mechanism, Carbon foot printing, Carbon credits, Carbon sequestration, Polluter pay principle. Green building, practices, approaches to green computing, Nanotechnology ISO14000. Role of Information Technology in environment and human health, case studies.

**UNIT - V**

**Environmental Ethics, Environmental Impact Assessment & Role of NGOs:** Environmental Ethics: Environment protection act, air (prevention and control of pollution) act, water (prevention and control of pollution) act, wildlife protection act, forest conservation act, issues involved in enforcement of environmental, legislation, public awareness. Environmental Impact Assessment: Conceptual facts of EIA, baseline data acquisition, planning and management of impact studies, operational aspects of EIA, methods for impact identification, prediction of impacts (air, water, noise, soil, biological and socio-economic), environmental management plan, role of NGOs in creating awareness among people regarding environmental issues

**REFERENCE BOOKS:**

1. Benny Joseph (2005), Environmental Studies, Tata McGraw Hill Publishing Company Limited, New Delhi.
2. Erach Bharucha (2005), Textbook of Environmental Studies for Undergraduate Courses, Universities Press, Hyderabad.
3. Anji Reddy. M (2007), Textbook of Environmental Sciences and Technology, BS Publications, Hyderabad.
4. Rajagopalan. R (2009), Environmental Studies, Oxford University Press, New Delhi.
5. Anubha Kaushik (2006), Perspectives in Environmental Science, 3rd Edition, New age international, New Delhi.

## BUSINESS COMMUNICATION

MBA: I Semester  
Course Code: C20006

L P C  
- 3 2

### LIST OF EXERCISES:

1. **Features of Indian English:** Correction of sentences, structures, tenses, ambiguity, idiomatic distortions
2. **Types of Communication:** Oral, aural, writing and reading, word power, vocabulary, jargon, rate of speech, pitch, tone clarity of voice  
**Informal Conversation Vs Formal:** Expression verbal and non - verbal communication, barriers to effective communication, kinetics
3. **Management Presentations:** Types of presentation, video conferencing, participation in meetings, chairing sessions
4. **Formal and Informal Interviews:** Ambience and polemics, interviewing in different settings and for different purposes e.g. eliciting and giving information, recruiting, performance appraisal
5. **WRITTEN COMMUNICATION**

**Letter Writing:** Business letters, pro forma culture, format, style, effectiveness, promptness, analysis of sample letters collected from industry, email, fax

**Business and Technical Report Writing:** Types of reports, progress reports, routine reports, annual reports, format, analysis of sample reports from industry, synopsis and thesis writing

### REFERENCES BOOK:

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. AndreJ. Ruther ford (1992), *Basic Communication Skills for Technology*, Pearson Education Asia, New Delhi.
3. J Katyayani, B Sudhir (2011), Business Communication and Soft Skills, Students helpline Publishing House Private Limited, Hyderabad.
4. R K Madhukar (2009), *Business Communication*, Vikas Publishing House Private Limited, New Delhi.
5. RajendraPal, J.S.Korlahhi (2008), *Essentials of Business Communication*, Sultan Chand and Sons, New Delhi.
6. Edmund H. Weiss (2009), *Writing Remedies - Practical Exercises for Technical Writing*, Universities Press, Hyderabad

**IT FOR MANAGERS (LAB)**

**MBA: I Semester**  
**Course Code: C20007**

**L P C**  
**- 3 2**

**LIST OF EXERCISES:**

- 1. COMMUNICATION MEDIA:** Types of network, network topologies, network protocols, introduction to internet e-mail
- 2. MS-ACCESS:** Tables and queries, MS –power point– introduction, creation of slides.
- 3. OVERVIEW OF MS-EXCEL FEATURES:** Creating worksheet, entering and editing text, entering and editing formulas. Hands on experience with prowess of MS-Excel and a few simple exercises on ratio analysis using the package. Highlights and main functions. Using the Excel help function. Customizing the Quick Access Toolbar. Creating and Using Templates. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special Saving, Page Setup, and Printing. Using Headers and Footers. Manipulating Data, using Data Names and Ranges, V Lookup, H Lookup, Filters and Sort and Validation Lists. Importing Data from External Sources. Using and Formatting Tables. Basic Formulas and Use of Functions.
- 4. ADVANCED EXCEL LESSONS:** Data Analysis Using Charts and Graphs. Managing, Inserting, and Copying Worksheets. Securing the Excel Document (Protect Cells and Workbook). Advanced Formulas and Functions. Advanced Worksheet Features. Advanced Data Analysis using Pivot Tables and Pivot Charts
- 5. EXERCISES:**  
Test-1: Creating and Editing a Data File.  
Test-2: Cross Tabulation and Chi-Square Analysis.  
Test-3: The one-way ANOVA procedure  
Test-4: Bi-variate Correlation: Bi-variate correlation, partial correlations and the correlation matrix.  
Test-5: Multi dimensional scaling.

**REFERENCE BOOKS:**

1. Glyn Davis & Branko Pecar "Business Statistics Using Excel" Oxford University Press, 2012.
2. V.Rajaraman (2009), *Introduction to Information Technology*, Prentice Hall of India.
3. Efraim Turban, R. Kelly Rainer, Richard E. Potter (2006), *Introduction to Information Technology*, Wiley India.
4. Ron Mansfield (2008), *Working in Microsoft Office*, Tata McGraw Hill, New Delhi.
5. David Wigham "Business Data Analysis Using Excel" Oxford University Press, 2012
6. Winston "Excel 2010 Data Analysis and Business Modeling" PHI Learning Private Limited.

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## FINANCIAL MANAGEMENT

**MBA: II Semester**  
**Course Code: C20008**

**L P C**  
**3 - 3**

**UNIT I**

**INTRODUCTION:** Nature, scope and objectives of financial management, profit maximization vs wealth maximization. EPS maximization, finance functions, financial planning and forecasting, role of financial manager, time value of money - present value, future value of money and the basic valuation models.

**UNIT II**

**CAPITAL BUDGETING:** Nature and techniques of capital budgeting – payback period, accounting rate of return, discounted cash flow techniques, net present value, profitability index and internal rate of return, cases in capital budgeting. **COST OF CAPITAL:** Concept and measurement of cost of capital, debt vs. equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital, importance of cost of capital in capital budgeting decisions.

**UNIT III**

**CAPITAL STRUCTURE:** Factors affecting capital structure, theories of capital structure (NI, NOI, MM and traditional approach), capital structure vs. financial structure capitalization, financial leverage, operating leverage and composite leverage EBIT-EPS analysis, indifference point/breakeven analysis of financial leverage.

**UNIT IV**

**DIVIDEND DECISION AND VALUATION OF THE FIRM:** Factors effecting dividend policy, dividend and valuation of the firm, the basic models, MM hypothesis, declaration and payment of dividends, bonus share, rights issue, share splits, Walter model and Gordon model.

**WORKING CAPITAL MANAGEMENT:** Components of working capital, gross vs. networking capital, determinants of working capital, operating cycle approach, estimation of working capital, financing of working capital through bank finance and trade credit, recommendations of Tendon and Daheja committee on working capital, cases.

**UNIT V**

**MANAGEMENT OF CURRENT ASSETS-I:** Management of cash, basic strategies for cash management, cash budget, and cash management techniques process.

**MANAGEMENT OF CURRENT ASSETS II:** Marketable securities - characteristics selection criteria, marketable securities alternatives-management of receivables and management of inventory, the importance of current assets management in working capital planning.

**REFERENCE BOOKS:**

1. Prasanna Chandra (2009), *Financial Management*, Tata McGraw Hill, New Delhi.
2. Khan, Jain (2009), *Financial Management*, Tata McGraw Hill, New Delhi.
3. MacMillan, Jim (2009), *Financial Management*, Oxford University Press, New Delhi.
4. Paresh P. Shah (2009), *Financial Management*, Wiley India, New Delhi.
5. JamesC .Van Horne (2009), *Financial Management and Policy*, Prentice Hall of India, New Delhi, India.

## MARKETING MANAGEMENT

**MBA: II Semester**  
**Course Code: C20009**

**L P C**  
**3 - 3**

### UNIT I

**INTRODUCTION TO MARKETING:** Understanding marketing management, developing marketing strategies and Plans, marketing concept, product concept, experience concept, service concept, green marketing, efficiency vs. effectiveness, limitations of marketing concepts, marketing orientation and business performance, gathering information and scanning environment.

### UNIT II

**MARKETING RESEARCH:** Need for marketing research, types of marketing research, stages of marketing research, marketing environment, customer value proposition, customer satisfaction and value, customer retention, consumer profitability, emerging dimensions of marketing, Indian and global perspective.

**SEGMENTATION:** Non segmented markets, purpose of segmentation, types of segmentation, targeting and positioning. Segmentation and market entry, target market selection, strategies of target marketing, analyzing business market, analyzing consumer market & market segmentation

### UNIT III

**MARKETING MIX - I:** Creating customer value, satisfaction and loyalty, product management – different types of products, product line and product mix, managing product line and brands. **MARKETING MIX - II:** Designing and managing services, marketing strategies for service firms, distinctive characteristics of services, customer relationship, communicating value, role of marketing communication, develop effective communication, marketing communication mix, managing the integrated marketing communication process, managing mass communication.

### UNIT IV

**PRODUCT LIFE CYCLE:** PLC excessive product variants, product line portfolios, product recalls, setting product strategies. Pricing strategies, methods of pricing factors influencing pricing decisions, pricing cues, consumption and pricing, price sensitivity, price imitating price changes, price wars, product mix pricing, ingredient branding, packaging and labelling strategies, direct marketing.

**CHANNELS OF DISTRIBUTION:** Distribution designing, marketing channels and value networks, importance and role of distribution in marketing, channel design decision, channel management decisions, channel integration systems, e-commerce, conflict cooperation and competition, retailing, wholesaling, logistics.



**UNIT V**

**MANAGING PERSONAL COMMUNICATION:** Word of mouth, designing sales force, direct marketing techniques, internet marketing, new product options and development, development to commercialization, consumer adoption process, tapping global markets, developed vs. developing markets, managing holistic marketing organization, socially responsible marketing, internal marketing, global marketing, rural consumer behavior, pricing and distribution decisions, future of marketing. Effective communication and promotional mix, managing advertising, personal selling, sales promotion, public relations, publicity.

**REFERENCE BOOKS:**

1. V. S. Ramaswamy, S. Namakumari (2009), *Marketing management: global perspective, Indian context*, Macmillan, New Delhi.
2. Philip Kotler (2009), *Marketing Management*, Pearson Education, Asia.
3. Rajan Saxena (2009), *Marketing Management*, Tata McGraw Publishing Company, New Delhi.
4. W. J. Stanton, Michael J. Etzel, Bruce J. Walker (2009), *Fundamentals of Marketing*, McGraw Hill International, New Delhi.
5. Czinkota (2009), *Marketing Management*, Vikas Publishers, New Delhi.

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## HUMAN RESOURCE MANAGEMENT

**MBA: II Semester**  
**Course Code: C20010**

**L P C**  
**3 - 3**

### Unit I

Introduction, Concept of Human Resource Management, Scope of Human Resource Management, Function of Human Resource Management, Line vs. Staff - The changing environment and role of HRM Role of HR Executives Changing Role of Human Resource in India, , Competitive challenges influencing HR, Competency Framework for HR professionals

### Unit II

Human Resource Planning: Process of HRP, Need for HRP, HR Forecasting Techniques- Gallagher HR Estimator.

*Job Analysis and Design:* Concept of Job Analysis, Process of Job Analysis, Methods of Job Analysis, Analysis and mapping of workflow. Job characteristics Model, Concept of Job Design  
*Recruitment and Selection:* Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction

### Unit III

**Training and Management Development:** Concept and need of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, post evaluation of Training.

*Employee Career Planning and Growth:* Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Greenhaus career Development Model – Protean career Succession Planning

**Performance Appraisal:** Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Concept and need for Performance appraisal, reviews, overview of performance Appraisal, appraisal methods, 360 degree appraisal, benefits.

### Unit IV

**Compensation Management:** Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organizations.

Employee Welfare and Working Conditions: Concept of employee welfare and welfare measures.

### Unit V

**Contemporary HR practices:** Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement, Balanced Score Card and HR Score Card, Emotional intelligence and competencies at work, Work life integration- Introduction to International HRM and Global HRM

1. Rao T V, Pereira D F, Recent Experiences In Human Resources Development
2. Pareek Udai, Rao, Designing And Managing Human Resource Systems
3. Spencer Lyte M, Calculating Human Resource Costs And Benefits
4. Cascio Wayne F, Costing Human Resources:The Financial Impact Of Behaviour
5. Karen Legge, Human Resource Management
6. Mabey, Salaman And Storey, Strategic Human Resource Management
7. Dave Ulrich (Ed), Tomorrow's Hr Manager
8. Rothwell & Kazanas, Strategic Human Resource Planning And Management

**QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**MBA: II Semester**  
**Course Code: C20011**

**L P C**  
**3 - 3**

**UNIT I**

**INTRODUCTION:** Nature and scope of Operations research: Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and shortcomings of using an OR model.

**UNIT II**

**LINEAR PROGRAMMING METHOD I:** Structural LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method.

**LINEAR PROGRAMMING METHOD II:** simplex method, two-phase method, BIG-M method, converting primal LPP to dual LPP, Limitations of LPP.

**UNIT III**

**TRANSPORTATION PROBLEM:** Mathematical Model of transportation problem, Methods for finding Initial feasible solution: Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by MODI Method, Variations in transportation Problems like unbalanced Supply and demand, Degeneracy and its resolution.

**UNIT IV**

**ASSIGNMENT MODEL I:** Algorithm for solving assignment model, Hungarian Method for solving assignment problem, variations in assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem.

**ASSIGNMENT MODEL II:** Travelling salesman problem, simplex method for solving assignment problem.

**UNIT V**

**DECISION THEORY:** Introduction, ingredients of decision problems. Decision making–under uncertainty, under risk, under certainty, decision tree, construction of decision tree

**QUEUING THEORY:** Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service stations with finite and in finite population.

**REFERENCE BOOKS:**

1. J.K.Sharma, "Operations Research: Theory and applications, 5th edition, Macmillian, 2013
2. Anand Sharma, "Quantitative Techniques for Decision Making", HPH, 2010
3. R.Panner selvam: Operations Research, PHI, 3<sup>rd</sup> revised edition, 2012
4. Prem Kumar Gupta "Introduction to Operations Research S Chand, 2012.
5. K.L.Schgel "Quantitative Techniques and Statistics", 2012.
6. Hillier /Lieberman: Introduction to Operations research, 9th edition, TMH, 2012

**MIS & ERP**

**MBA: II Semester**  
**Course Code: C20012**

**L P C**  
**3 - 3**

**UNIT I**

**INTRODUCTION: Definition**, Significance of MIS, Nature and Scope of MIS, Structure and classification of MIS, Information and systems concept, information systems for competitive advantage.

**BUSINESS APPLICATION OF INFORMATION SYSTEM:** .E-Commerce, DSS, Business intelligence, knowledge management system.

**UNIT II**

**STRATEGIC AND PROJECT PLANNING FOR MIS:** General business planning, appropriate MIS response, MIS planning-general, MIS planning-details.

**IS SECURITY, CONTROL AND AUDIT:** System Vulnerability and abuse, business value of Security and control, Need for security, Methods of minimizing risks IS Audit, ensuring system quality

**UNIT III**

**INTRODUCTION TO ERP:** Overview of ERP, MRP, MRP-II and evaluation of ERP, integrated management systems, reasons for the growth of ERP, business modeling, integrated data model, foundations of IS in business, obstacles of applying IT, ERP market.

**ERP MODULES:** Finance, Accounting system, manufacturing and production system, sales and distribution system, human resource system, plant maintenance system, material management system, quality management system, ERP system options and selection, ERP proposal evaluation.

**UNIT IV**

**BENEFITS OF ERP:** Reduction of lead time, on time shipment, reduction in cycle time, improved resource utilization, better customer satisfaction; improve supplier performance, increased flexibility, reduced quality cost, improved information accuracy and design making capabilities.

**UNIT V**

**BUILDING OF INFORMATION SYSTEM:** System Development stages, System Development Approaches, Systems Analysis and Design, Requirement determination, strategies for requirement determination.

**ERP IMPLEMENTATION AND MAINTENANCE:** Implementation strategy options, features of successful ERP implementation, strategies to attain success, user training, maintaining ERP and IS

**REFERENCE BOOKS:**

1. D P Goyal (2010), Management Information Systems– Managerial Perspective, 3rd .Macmillan.
2. Jawadekar (2012), *MIS Text and Cases*, TMH, New Delhi, India.
3. Alexis Leon, (2006), *ERP (Demystified)*, TMH, New Delhi, India.
4. David L Olson: Managerial Issues of Enterprise Resource Planning System, Mc Graw Hill, International Edition – 2009
5. Rainer, Turben, Potter: Introduction to Information systems, Wiley – India – 2009.

**PSYCHOLOGY**  
(Open Elective – II)

**MBA: II Semester**  
**Course Code: C20052**

**L P C**  
**3 - 3**

**UNIT I****FUNDAMENTALS OF PSYCHOLOGY**

Definition, goals, The Growth of Psychology from middle 19<sup>th</sup> century, Development of Psychology in India, Enduring issues Application of Psychology to societal problems Contributions of Weber, William Wundt, Ivan Pavlov & Galton,

**UNIT II****METHODS OF PSYCHOLOGY:**

Types of research: Descriptive, evaluative, diagnostic and prognostic; Methods of Research: Survey, observation, case-study and experiments; Characteristics of experimental design and non-experimental design, Quasi-experimental designs; Focused group discussions, brain storming, grounded theory approach.

**UNIT III****STRESS & HEALTH PSYCHOLOGY:**

Sources of stress: Life changes, Everyday hassles, Thinking critically, Self-imposed stress, Stress & Individual differences. Coping with stress, Stress & Health: The biology of stress, staying healthy. Extreme stress: Sources, Post- traumatic stress disorders.

**UNIT IV****PERCEPTION, MOTIVATION & EMOTION:**

Definition and concept of perception, biological factors in perception; Perceptual organization-influence of past experiences, perceptual defence-factors influencing space and depth perception.

Psychological and physiological basis of motivation and emotion; Measurement of motivation and emotion; Effects of motivation and emotion on behaviour; Extrinsic and intrinsic motivation; Factors influencing intrinsic motivation; Emotional competence and the related issues.

**UNIT V****SOCIAL PSYCHOLOGY**

Social cognition: Impression formation, interpersonal attraction. Attitudes: Nature, Prejudice & discrimination, attitude change. Social influence: Cultural influence, Cultural assimilators. Social action: Deindividuation, Helping behaviour, Group decision-making, organizational behaviour.

**REFERENCE BOOKS:**

1. **Psychology: An Introduction**, [Charles G. Morris](#), [Albert Anthony Maisto](#), [Ann Levine](#)
2. Atkinson et al. (13th edition 1985), **Hilgard's Introduction to Psychology**, Harcourt Brace.
3. Bell, P.A., Greene, T. C., Fisher, J.D., & Baum A. (2001) **Environmental Psychology**. (Vth edition) Wadsworth Group/ Thomason Learning, 10 Davis Drive Belmont CA, U.S.A.
4. Sahakian, William, S. Ed. (1981). **History of Psychology**, F.E. Peacock, Publishers, Inc. Itasca, Illinois (U.S.A.)

**CYBER SECURITY**  
**(Open Elective – II)**

**MBA: II Semester**  
**Course Code: C20053**

**L P C**  
**3 - 3**

**Unit I**

Cyber crime: Mobile and Wireless devices-Trend mobility-authentication service security-Attacks on mobile phones-mobile phone security Implications for organizations-Organizational measurement for Handling mobile-Security policies and measures in mobile computing era.

**Unit II**

Tools and methods used in cyber crime-Proxy servers and Anonymizers- Phishing- Password cracking-Key loggers and Spy wares-Virus and worms-Trojan Horse and Backdoors-Steganography-SQL Injection-Buffer overflow-Attacks on wireless network.

**Unit III**

Understanding computer forensic-Historical background of cyber forensic-Forensic analysis of e-mail-Digital forensic life cycle-Network forensic-Setting up a computer forensic Laboratory-Relevance of the OSI 7 Layer model to computer Forensic-Computer forensic from compliance perspectives.

**Unit IV**

Forensic of Hand –Held Devices-Understanding cell phone working characteristics-Hand-Held devices and digital forensic- Toolkits for Hand-Held device-Forensic of i-pod and digital music devices-Techno legal Challenges with evidence from hand-held Devices.

**Unit V**

Cyber Security –Organizational implications-cost of cybercrimes and IPR issues-Web threats for organizations: the evils and Perils-Social media marketing-Security and privacy Implications-Protecting people privacy in the organizations-Forensic best practices for organizations.

**Text book:**

1. Nina Godbole & Sunit Belapure “Cyber Security”, Wiley India, 2012.
2. Harish Chander, “Cyber Laws & IT Protection”, PHI learning Pvt.Ltd, 2012.
3. Dhiren R Patel, “Information Security Theory & Practice”, PHI learning Pvt Ltd,2010.
4. MS.M.K.Geetha & Ms.Swapne Raman”Cyber Crimes and Fraud Management,”Macmillan,2012.
5. Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2013.
6. Vivek Sood, Cyber Law Simplified, TMH, 2012

## WEB TECHNOLOGIES

### Open Elective-II

**MBA: - Semester**  
**Course Code: C20054**

**L P C**  
**3 - 3**

#### Unit I

A Brief Introduction to the Internet – The World Wide Web – Web Browser – Web Servers – Uniform Resource Locators – The Hypertext Transfer Protocol.

#### Unit II

Introduction to HTML : Designing a Home Page – HTML Document – Anchor Tag – Hyperlinks – Head and Body Sections – Header Section – Title – Prologue – Links – Colorful Pages – Comments – Body Section – Heading – Horizontal Ruler – Paragraph – Tabs – Images - and Pictures – Lists and their Types – Nested Lists – Table Handling.

#### Unit III

Cascading Style Sheets - Defining Styles – Elements of Styles – Linking a Style Sheet to a HTML Document – Inline Styles – External Style Sheets – Internal Style Sheets – Multiple Styles – Web Page Designing.

#### Unit IV

Introduction to Java Script – Event Handling – Form validation using Java Script.

#### Unit V

Open Source Web Development: Installing LAMP stack (Linux, Apache, MySQL, PHP suite) - Creating PHP web pages – MySQL Database – Integrating PHP with MySQL.

Books for study:

1. Robert Sebesta, Programming the World Wide Web, Third Edition, Pearson Education, New Delhi (2006).
2. Achyut S Godbole and Atul Khate, Web Technologies (Second Edition) - TCP/IP Architecture and Java Programming, Tata McGraw Hill Publications, New Delhi (2009).
3. Deitel and Deitel, Internet and World Wide Web – How to Program (4/e), Pearson Education, New Delhi (2008).

## BUSINESS BEST PRACTICES AND SUCCESS STORIES

**MBA: II Semester**  
**Course Code: C20013**

**L P C**  
**- 3 2**

**Aim:** To enable students to understand the best practices followed by the organizations as well as to understand how entrepreneurs are becoming successful. This is to inspire students to become job providers rather than job seekers.

**Learning outcome:** By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices & even to suggest the next best practices. The students may choose any of the following corporate practices or any other practices and study with reference to any company:

1. Balanced Score Card.
  2. Benchmarking.
  3. Career Planning
  4. Competency Mapping
  5. Capability Maturity Model
  6. People Capability Maturity Model (Level 5)
  7. Performance Management System
  8. Concept of Six Sigma
  9. Talent Management
- Any other functional systems, policies, practices may also be considered for studying.

After interacting with the entrepreneur and others in the organization, the students should be able to understand:

1. How to start a company?
2. How to choose the product and estimate demand for the product.
3. The problems of procurement of raw materials.
4. The marketing, HR and finance problems of the entrepreneur.
5. Growth alternatives available to the entrepreneur.

### REFERENCE BOOKS:

1. Raj Shankar, Entrepreneurship Theory and Practice, TMH First edition, 2012
2. A G Krishnamurthy, Dhirubhaism, TMH, 2011.



### SUMMER INTERNSHIP SEMINAR

**MBA: II Semester**  
**Course Code: C20014**

**L P C**  
**- 3 2**

**Course Aim:** Aim of summer internship is to give an opportunity to the MBA students to have practical exposure related to the job they prefer to do after MBA. Summer internship is to acquire practical knowledge by working in any organization. Through working for one to two months in any organization of their choice, students should learn how to do routine work related to the functional area of their interest.

#### **Learning Outcome**

After summer learning internship students should be able to:

1. Understand the product mix and strategies of the organization, structure of organization, reporting systems and general administration of the organization.
2. Understand the organizational dynamics in terms of organizational behavior, culture, competition, future strategies and change initiatives of the organization.
3. Understand how to do the routine work related to job they prefer to do after MBA.

#### **Approach to decide Summer Internship:**

Students should take covering letter/s, addressed to the organization/professional, before second mid of first semester and approach the organization s. They can use their own contacts or seek assistance from the Faculty and Head of the MBA department of the college to pursue the process of getting the summer internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA.

Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional(like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunks, dealers, distributors, retailers, companies or their branch offices in their nearby cities, towns and villages to understand their business model.

**PRODUCTION AND OPERATIONS MANAGEMENT**

**MBA: - III Semester**  
**Course Code: C20015**

**L P C**  
**3 - 3**

**UNIT I**

**INTRODUCTION:** Overview of production and operation management (POM), functions, historical development of POM, POM scenario today, product and process design, product and process development, manufacturing process technology, value analysis.

**FACILITIESMANAGEMENT:** Location of facilities, layout of facilities, optimization of product/process layout.

**UNIT II**

**AGGREGATE PLANNING:** Preparation of aggregate demand forecast, specification of organizational policies for smoothing capacity utilization, determination of feasible production alternatives and determination of optimal production strategy. **SCHEDULING:** Scheduling in job, shop type production, shop loading, assignment and sequencing, scheduling in mass, line of balance, methods of production control, world class production.

**UNIT III**

**WORK STUDY:** Method study, work measurement, work design, job design, and work sampling, industrial engineering techniques. **QUALITY MANAGEMENT:** Introduction to Quality Management, Economics of quality assurance, inspection and quality control, control charts for variables and control charts for attributes, acceptance sampling, just in time production, quality circles and ISO 9000 series standards, six sigma concepts

**UNIT IV**

**PERT & CPM:** Drawing networks diagram, identifying critical path, Estimation of project time, project crashing, optimum cost and optimum duration.

**UNIT V**

**MATERIAL MANAGEMENT:** Costs associated with inventory, economic order quantity, stores management - objectives, systems of Inventory control - ABC, VED and FSND analysis, material requirement planning I & material requirement planning II

**REFERENCE BOOKS:**

1. Chary S.N (2009), *Production and Operation Management*, Tata McGraw Hill, New Delhi.
2. Upendra Kachru (2009), *Operation Management*, Excel Publications, New Delhi.
3. AdamE.E, EbertR.J (2009), *Production and Operation Management*, 6thedition, Prentice Hall of India.
4. J. Katyayani (2010), *Production Management*, Students Helpline Publishing House Private Limited, Hyderabad.
5. Chunnawala (2009), *Production and Operation Management*, Himalaya Publications, Mumbai.  
RogertoRussel, Taylor (2009), *Production and Operations Management*, 4thedition, Prentice Hall of India

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**STRATEGIC MANAGEMENT**

**MBA: - III Semester**  
**Course Code: C20016**

**L P C**  
**3 - 3**

**UNIT –I**

**INTRODUCTION:** Concepts in strategic management, strategic management process, developing a strategic vision, mission, objectives, policies, factors that shape a company's strategy, environmental scanning.

**INDUSTRY AND COMPETITIVE ANALYSIS:** Methods, evaluating company resources and competitive capabilities, SWOT analysis-value chain analysis and competitive advantage.

**UNIT –II**

**TOOLS AND TECHNIQUES FOR STRATEGIC ANALYSIS:** Porter's five force model, BCG matrix, GE model, TOWS matrix, IE matrix, the grand strategy matrix. Market life cycle model and organizational learning, impact matrix and the experience curve, generic strategies, strategy formulation

**UNIT –III**

**TYPES OF STRATEGIES:** Offensive strategy, defensive strategy, exit and entry barriers tailoring strategy to fit specific industry and company situations.

**TURNAROUND STRATEGIES:** Turnaround strategy, management of strategic change, strategies for mergers, acquisitions, takeovers and joint ventures.

**DIVERSIFICATION STRATEGIES:** Diversification strategy, why firms diversify, different types of diversification strategies, the concept of core competence, competitive advantage in diversified companies and its evaluation.

**UNIT –IV**

**STRATEGY IMPLEMENTATION:** Strategy and structure, strategy and leadership, strategy and culture connection, operational sing and institutionalizing strategy, strategies for competing in globalizing markets and internet economy, organizational values and their impact on strategy, resource allocation as a vital part of strategy planning systems for implementation.

**UNIT –V**

**STRATEGY EVALUATION AND CONTROL:** Establishing strategic controls for measuring performance appropriate measures, role of the strategist, using qualitative and quantitative benchmarking to evaluate performance, strategic information systems, problems in measuring performance, guidelines for proper control, strategic surveillance, strategic audit, strategy and corporate evaluation and feedback in the Indian and international context.

**ETHICS & CSR:** Ethics, Nature and scope, Ethics and value, Ethical issues in functional areas of business i.e., Marketing, Finance & HR. Origin and Development of Corporate governance, corporate Governance Mechanism, Ethics and Governance.

**REFERENCE BOOKS**

1. V.S.P. Rao, Hari V. Krishna (2009), *Strategic Management*, Excel Books, New Delhi.
2. Saloner (2009), *Strategic Management*, Wiley- India, New Delhi.
3. Gregory Dess, G. T. Lumpkin (2009), *Strategic Management - Creating Competitive Advantage*, Tata McGraw Hill, New Delhi.
4. AzharKazmi (2009), *Business Policy and Strategic Management*, Tata McGraw Hill, New Delhi.  
Business Ethics,Francis & Mishra,TMH
3. Corporate Governance, Fernando, Pearson. Fred R David (2009),*Strategic Management Concepts and Cases*, Prentice Hall of India

**LEADERSHIP**  
**(Common Paper)**

**MBA: III Semester**  
**Course Code: C20017**

**L P C**  
**3 - 3**

**Aim:** The aim of this subject is to empower the students with the concepts, theories and approaches to lead organizations. The knowledge gained will help the students to feel confident to add value to the organizations. **Learning Outcome:** The students will be able to understand in definitions, concepts and process of leadership. They will also understand the approaches and theories of leadership, leadership styles, leadership types like transactional leadership, transformational leadership, team leadership.

**Unit-I**

**Introduction** - Leadership definition and components, ways of conceptualizing leadership, Trait versus process leadership, leadership and management. Trait Approach: Description, Five- factor personality model and leadership, emotional intelligence, how does the trait approach work? Strengths, criticisms, applications.

Case 1. Developing a leadership pipeline at Infosys (p.no. 27 P.C.Reddy)

Case 2. Fostering young leaders (p.no. 48, Uday kumar)

**Unit-II**

**Skills Approach:** Description, three- skill approach, skills models, how does the skills approach work? Strengths, criticisms, applications. **Style Approach:** Description, The Ohio State Studies, The University of Michigan Studies, Blake and Mouton's Managerial (leadership) Grid, paternalism/Materialism Opportunism. **Situational Approach:** Description Leadership Styles, Development Levels, How does the Situational Approach Work? Strengths, criticisms, applications.

Case 3. Train dogs; develop leaders (p.no. 99 W. Glennrowe)

**Unit-III**

**Contingency Theory:** Description, leadership Styles, Situational Variables, How does Contingency Theory Work? Strengths, Criticisms, applications. **Path-Goal Theory:** Description, leader Behaviours, Subordinate characteristics, how does Path-Goal Theory Work? Strengths, criticisms, applications. **Leader-Member Exchange theory:** Description, Early studies, Later Studies, Leadership Making.

Case 4. Charismatic leadership & motivation in ABC Ltd. (p.no. 31 P.C.Reddy)

**Unit-IV**

**Transformational Leadership:** Description, Transformational leadership definition, Transformational leadership and charisma, A model of transformational leadership, How does the Transformational Leadership Work? Strengths, criticisms, applications, **Servant Leadership:** Description, Servant Leadership Defined, Historical basis of servant leadership, Ten characteristics of a servant leader, Building a theory of servant leadership.

Case 5. Douglas fine foods (p.no. 222 W. Glennrowe) Case 6. Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

**Unit-V**

**Team Leadership:** Description-Team Leadership model-How does team leader work- Women and Leadership-Gender, Leadership Styles-Culture and Leadership- Dimension of Culture-Leadership Behaviour-Leadership Ethics-Ethical Theories-Heifetz's Perspective on Ethical Leadership.

Case 7. X-Teams: new ways of leading in a new world (p.no. 361 W. Glennrowe)

Case 8. Tata: leadership with trust (p.no. 444 W. Glennrowe) Case 9. Turning individuals into team players: Apollo engineering works (p.no. 359, Uday kumar)

**Text book:**

Peter G. Northouse "Leadership: Theory & Practices" Sage Publications, 2012. MBA R13 74 Journals : Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

**Reference:**

1. W.Glenn Rowe, Laura Guerrero, "Cases in Leadership", 3rd edition, Sage, 2013. Kain Dalton, " leadership & management development", Pearson, 2013.
2. Dr.P.C.Reddy, Mr. C S Sai prasad Reddy, case studies in business management, paramount publishers, 2012. Uday kumar Haldar, "leadership & team building", Oxford, 2011.
3. Hughes, Ginnett, Curphy "Leadership" 7e Indian edition, TMH, 2013. Gary Yukl "Leadership in Organizations" Pearson, 2012.
4. Kavin Dalton, Leadership and Management Development, Pearson, 2013, Roger Gill, " Theory and Practice of Leadership" Sage, 2011

**CONSUMER BEHAVIOR AND CUSTOMER RELATIONSHIP MANAGEMENT**

**Marketing Elective**

**(ELECTIVE –I)**

**MBA: III Semester**  
**Course Code: C20025**

**L P C**  
**3 - 3**

**UNIT –I**

**INTRODUCTION TO CONSUMER BEHAVIOUR:** Evolution of consumer behavior, understanding consumers and market segments, consumer behavior and marketing strategy, psychographic dimensions, consumer motivation, perception, personality, information processing, attitude formation and attitude change.

**UNIT –II**

**SOCIAL AND CULTURAL ENVIRONMENT:** Economic, demographic, cross cultural and socio-cultural influences, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings social stratification, reference groups and family influences, personal influence.

Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families.

**UNIT –III**

**COMMUNICATION AND CONSUMER BEHAVIOUR:** Components of communications process, designing persuasive communication and diffusion of innovations, models of buyer behavior, Howard model, Howard- Sheth model, EKB model, Webster and wind model and Sheth industrial buyer behavior model.

**CONSUMER DECISION PROCESSES:** High and low involvement, pre-purchase processes, purchase, post purchase processes, consumption and evaluation, brand loyalty and repeat purchase behavior.

**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.

**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.

**UNIT –V**

**CUSTOMER RELATIONSHIP MANAGEMENT:** Facets and elements of CRM, CRM process, Importance of CRM, planning and managing CRM programme. **TRENDS IN CRM:** e-CRM Solutions – Data Warehousing, Data mining for CRM –an introduction to CRM software packages.

**CUSTOMER LOYALTY:** Concept of customer loyalty, customer value assessment, customer retention strategies, CRM in services, E-CRM.

**REFERENCE BOOKS**

1. N. Venkat Rao, P. Naga Raju (2011), *Consumer Behaviour*, Students Helpline Publishing House Private Limited, Hyderabad.
2. Hawkins, Best, Coney (2009), *Consumer Behaviour Building Marketing Strategy*, Tata Mc Graw Hill, New Delhi.
3. Henry Assael (2009), *Consumer Behaviour*, Willey India, New Delhi.
4. Deon (2009), *Buyer Behaviour*, Oxford University Press, New Delhi.
5. Leen G. Schiff man, L.H. Kanuk (2009), *Consumer Behaviour*, Pearson Education, India

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Finance Elective**

**(ELECTIVE –I)**

**MBA: III Semester**  
**Course Code: C20031**

**L P C**  
**3 - 3**

**UNIT –I**

**INVESTMENT:** The investment environment, classification and functions of financial markets and financial instruments. Securities markets, how securities are traded.

**UNIT –II**

**PORTFOLIO THEORY AND CAPITAL MARKET THEORY:** The returns and risks from investing, Markowitz portfolio theory, mean variance approach, portfolio selection, efficient portfolios, the single index model, asset pricing models, the capital asset pricing model, arbitrage pricing theory.

**UNIT –III**

**FIXED INCOME SECURITIES (BOND):** Analysis, valuation and management, interest rates, measuring bond yields, bond pricing theorems, convexity, duration, passive bond management and active bond management strategies, bond immunization

**UNIT –IV**

**EQUITY ANALYSIS VALUATION AND MANAGEMENT:** Discounted cash flow techniques, balance sheet analysis, dividend discount models, intrinsic value and market price, the P/E ratio or earnings multiplier approach, price/book value, price/sale ratio, economic value added (EVA) the passive and active strategy.

**SECURITYANALYSIS:** Macro economic analysis, industry and company analysis, technical analysis.

**UNIT –V**

**PORTFOLIO MANAGEMENT:** Mutual funds, growth of mutual funds in India, structure of Mutual funds, Performance evaluation of mutual funds, and performance measurement with changing portfolio composition.

**PERFORMANCE EVALUATION OF PORTFOLIOS:** Sharpe model, Jensen's model for portfolio evaluation, evaluation of mutual fund.

**REFERENCE BOOKS:**

1. Donald E. Fischer, Ronald J. Jordan (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi
2. Prasanna Chandra (2009), *Investment Analysis and Portfolio Management*, Tata Mc Graw Hill, New Delhi.
3. Tanuja (2011), *Security Analysis and Portfolio Management*, Students helpline Publishing House Private Limited, Hyderabad.
4. S.Kevin (2009), *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.
5. Bhalla .V.K (2009), *Investment Management*, S .Chand publications, New Delhi.
6. S.Kevin: *Security Analysis & Portfolio Management*, Prentice Hall, 2006.
7. Arnold, Kumar: *Corporate Financial Management*, Pearson, 2009



**RECRUITMENT AND SELECTION**

**HR Elective  
(Elective -1)**

**MBA: III Semester  
Course Code: C20037**

**L P C  
3 - 3**

**Unit –I**

Recruitment Challenges- How to make recruitment efforts succeed, Workers Expectations- Recruitment Sources, Proactive and reactive recruitment, Innovative recruitment sources, Electronic Recruitment, Electronic resumes, Career web sites, International electronic recruitment electronic Web sources.

**Unit – II**

Interviewing, Job descriptions, Reviewing the application and résumé, Planning basic questions, Competency Based questions, Key competency category, competency based lead-ins, Generic competency Questions, Additional types of questions, Probing questions, Questioning techniques to avoid, Encourage applicant to talk, Providing talk.

**Unit -III**

Pre-employment Testing, testing advantages and disadvantages, test validation, testing categories, Computer based testing, Background check policy, reference check, Guidelines for releasing and obtaining Information.

**Unit – IV**

Ability Tests- Mental Ability, effects of practice and coaching, Mechanical ability test, Personality Measurement Test, Personality Assessment- Performance tests and, Use of performance test, Assessment Center-Integrity Testing ,Drug testing, Graphology.

**Unit – V**

Recruitment and Selection Practices Abroad - Case Studies

**References**

1. Phillips: Strategic Staffing, Pearson, 2009.
2. Daine Arthur: Recruiting, Interviewing, Selecting & Orienting New Employee, PHI, 4/e, 2007.
3. Robert Edenborough: Assessment Methods in Recruitment, Selection and Performance, Kogan, 2006.
4. Sanjay Srivastava: Case Studies in HRM, Excel, 2009.
5. Gatewood, Field, Barrick: Human Resource Selection, Cengage, 2008.
6. Gareth Robert: Recruitment and selection, Jaico, 2008.
7. N.K.Chanda: Recruitment and Selection, Paragon International, 2009

**BUSINESS INTELLIGENCE****Systems Elective****(Elective-I)**

**MBA: III Semester**  
**Course Code: C20043**

**L P C**  
**3 - 3**

**Unit-I**

Introduction to Business Intelligence-the Business pressure-Responses and support model-Definition of BI- Architecture of BI- Styles of BI-vent-Driven alerts-A cyclic process of Intelligence Creation. The value of Business intelligence-Value driven and Information use-Performance metrics and key performance indicators-horizontal use cases for BI.

Case Study: 1 (Efraim Turban Pg no 26 & 107).

**Unit-II**

Data Ware Housing-Definitions and concepts-DW process an Innovation-Data Warehousing Implementation-Data warehousing Administration-Security Issues and future trends. Business Performance Management-Overview Strategic plan, monitor, performance measurement, BPM methodologies-BPM Techniques-Performance dashboard and scorecards.

Case Studies: 2 (Efraim Turban.Pg no 125).

**Unit-III**

Data Mining for Business Intelligence-Data mining concepts and definitions-Data mining applications-Artificial neural Networks for data mining. Text and web mining-Natural language processing-Text mining applications-Text mining process-tools-Web mining overview-Web content overview-Web structure mining-Web usage mining.

Case Studies: 3 (Efraim Turban.Pg no 228)

**Unit-IV**

Business Rules-the value preposition of business rules-Business rules approach-Business rule system sources of business rules and management approach.

**Unit-V**

Business intelligence implementation-Business Intelligence and integration implementation-connecting in BI systems- Issues of legality- Privacy and ethics- Social networking and BI.

**REFERENCES**

1. Efraim Turban et al. "Business Intelligence" 2e, Pearson Education, 2012.
2. David Loshin "Business Intelligence" 2e, Elsevier, 2012.
3. Rajiv Sabherwal "Business Intelligence" Wiley Publications, 2012.
4. Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server,
5. 2008 R2 & Office 2010, TMH, 2011.
6. Nina Godbole & Sunit Belapure "Cyber Security" Wiley india 2012.
7. Jawadekar, MIS Text and Cases, TMH, 2012.

**SERVICES MARKETING**  
**Marketing Elective**  
**(Elective-II)**

**MBA: III Semester**  
**Course Code: C20026**

**L P C**  
**3 - 3**

**UNIT -I**

**UNDERSTANDING SERVICES MARKETING:** Introduction, services in the modern economy, classification of services, marketing services Vs physical services, services as a system.

**CUSTOMER RELATIONSHIP MARKETING:** Relationship marketing, the nature of service consumption, understanding the customer needs and expectations, strategic response to the intangibility of service performances.

**UNIT -II**

**SERVICES MARKET SEGMENTATIONS:** The process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining value relations, customer loyalty

**CREATING VALUE IN A COMPETITIVE MARKET:** Positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

**UNIT -III**

**PRICING STRATEGIES FOR SERVICES:** Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies in to practice

**SERVICE PROMOTION:** Service promotion, the role of marketing communication, implication for communication strategies, setting communication objectives, marketing communication mix, external marketing, word of mouth communication, interactive marketing.

**UNIT - IV**

**PLANNING AND MANAGING SERVICE DELIVERY:** Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity. Creating delivery system in price, cyber space and time, the physical evidence of the service space, the role of intermediaries, enhancing value by improving the quality and productivity

**UNIT -V**

**MARKETING PLANS FOR SERVICES:** The marketing planning process, strategic context, situation review marketing strategy formulation, resource all occasions and monitory marketing planning and services.

**MANAGEMENT OF MOVEMENTS OF TRUTH:** Service deficiencies, consumer grievance recovery strategies.

**REFERENCE BOOKS:**

1. K. Rama Mohana Rao (2009), *Services Marketing*, Pearson Education, New Delhi
2. Valeri Zeithmal, Mary Jo Bunter (2009), *Services Marketing*, Tata Mc GrawHill, New Delhi.
3. B. Sudhir, Jawahar Babu, Subrahmanyam (2010), *Services Marketing*, Students helpline Publishing House Private Limited, Hyderabad.
4. Christopher Lovelock (2009), *Services Marketing*, Pearson Education, New Delhi.
5. Christian Gronrose (2009), *Services Management and Marketing*, Maxwell Macmillan, New Delhi.
6. Kenneth E .Clow, David L. Kurtz (2009), *Services Marketing*, Wiley India, New Delhi.
7. S.D.Naidu, MC Raveendra(2010), *Marketing Management*, Students Helpline Publishing House Private Limited, Hyderabad.

**BANKING, INSURANCE AND RISK MANAGEMENT**

**Finance Elective  
(Elective-II)**

**MBA: III Semester**  
**Course Code: C20032**

**L P C**  
**3 - 3**

**UNIT I**

**Introduction to Banking Business:** Introduction to Banking sectors-History of banking business in India, Structure of Indian banking system: Types of accounts, advances and deposits in a bank New Dimensions and products- E-Banking, Mobile-Banking, Net Banking, CRM, Cheque System and KYC system.

**UNIT II**

**Banking Reforms and Regulations:** Banking Regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and Credit Control system; Role of commercial banks and their functions. Banking sector reforms in India and deficiencies in Indian banking including problem accounts and Non- Performing Assets.

**UNIT III**

**Introduction to Insurance:** Introduction to insurance, Need and importance of Insurance, principles of Insurance, Characteristics of Insurance Contract, Branches of Insurance and Types Of Insurance; Life Insurance and Its Products: Role of Agents and Brokers.

**UNIT IV**

**Insurance Business Environment:** Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and Economics of insurance, Need for changing mindset and latest trends.

**UNIT V**

**Introduction to Risk Management:** Introduction to risk, meaning and types of risk in business and individual, Risk management process, Methods: Risk identification and measurement, Risk management techniques; Non insurance methods.

**Suggested Readings:**

1. Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons, New Delhi.
2. Mark S. Dorfman: Risk Management and Insurance, Pearson, 2009.
3. Reddy K S and Rao R N: Banking and Insurance, Paramount publishers, 2013
4. Scott E. Harringam Gregory R. Nichanus: Risk Management & Insurance, TMH, 2009.
5. Geroge E. Rejda: Principles of risk Management & Insurance, 9/e, pearson Education. 2009.
6. G. Koteswar: Risk Management Insurance and Derivatives, Himalaya, 2008.

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**PERFORMANCE MANAGEMENT AND TRAINING & DEVELOPMENT**

**MBA: III Semester**  
**Course Code: C20038**

**L P C**  
**3 - 3**

**Unit-I**

Defining performance and choosing a Measurement Approach, Measuring Results and Behaviours. Gathering performance Information, Implementing a performance Management System. Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

**Unit-II**

Performance Management and Employee development, Performance Management skills. Reward Systems and legal issues, Managing Team performance. Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

**Unit-III**

Training and Development: Important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process. Trends in training

**Unit-IV**

**Need Analysis and Training Design:** The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfer to the job, design theory. **Training methods:** Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

**Unit-V**

**Implementation & Evaluation of Training:** Development of training, implementation, transfer of training, major players in training & development, rational for evaluation, resistance to training evaluation, types of evaluation. **Areas of organizational Training:** Orientation training, diversity training, sexual harassment training, team training, cross functional teams, cross cultural training, training for talent management and Competency Mapping.

**REFERENCES**

1. Herman Aguinis, "Performance Management" Pearson, 2012.
2. Lance A Berger & Dorothy R Berger "The Talent Management Hand Book" 2nd edition TMH, 2015.
3. B D Singh, "Performance Management System- a holistic approach" excel Books,2010
4. Prem Chadha "Performance management" Macmillan, 2012.
5. Srinivas K Kandula "Performance Management" PHI, 2010.
6. R K Sahu : Performance Management System, Excel, 2015.
7. P.Nick Blanchard, James W. Thacker, A.Anand Ram, "Effective Training" 4e, Pearson, 2012.
8. Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.
9. Rolf Lynton, Uday Pareek "Training for Development" Sage, 2012.
10. Jean Barbazette-Training Needs Assessment: Methods, Tools, and Techniques- Wiley,2014
11. Raynold A. Svenson-The Training and Development Strategic Plan Workbook- PHI-2014
12. John Pulparampil- Training for Development-Thompson publications-2014

**DATABASE MANAGEMENT SYSTEMS**  
**Systems Elective**  
**(Elective-II)**

**MBA: III Semester**  
**Course Code: C20044**

**L P C**  
**3 - 3**

**Unit-I**

Managing Data: Individual Data Management, Organizational Data Management, Components of Organizational Memory, Evaluation of Database Technology File-Oriented Systems: Meeting the Need for Random Access Processing Information as Resource, Other Limitations of Traditional File Systems, Data Base Systems, Hierarchical Network Model Systems, Relational Database Systems - Database Systems: Hardware, Software, Data, People and Relationship of the four System Components.

**Unit-II**

Database Systems in the Organisations: Data Sharing and Data Bases – Sharing Data Between Functional Units, Sharing Data Between Different Levels of Users, Sharing Data Between Different Locations, The Role of the Data Base, Strategic Data Base Planning – The Need for Data Base Planning, The Data Base Project, The Data Base Development Life Cycle (DDLCC)

**Unit-III**

Risks and Costs of Database: Organizational Conflicts – Development Project Failures – System Failure – Overhead costs – Need for Sophisticated Personnel – Separating Physical and Logical Data Representation – Client / Server Data Base Architecture, Three-Level Data Base Architecture

**Unit-IV**

Data Warehousing Introduction: What is a Data warehouse, who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts. The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization, Meta Data – Human Meta Data, Computer Based Meta Data for people to use, Computer-based Meta Data for the computer to use.

**Unit-V**

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use. Constructing A Data warehouse System: Stages of the Project - The Planning Stage – Justifying the Data warehouse – Obtaining User Buy-in – Overcoming Resistance to the Data warehouse – Developing a Project Plan, Data warehousing Design Approaches – The Architecture Stage – The Data warehouse Data Base – The Analysis Architecture – Data warehouse Hard Ware.

**REFERENCES:**

1. Richard T Watson: Data Management Data Bases and Organisations, 5/E , Wiley – India, 2006
2. Berson Smith, Data Warehousing, Data Mining 7 OLAP, TMH, 2007
3. Marakas : Modern Data Warehousing, Mining, and Visualization Core Concepts Pearson Education
4. Sivanandam, Data Mining Techniques and Tasks, Thomson, 2006
5. Gary W Hansen, James V Hansen: Data Base Management and Design, 3E, PHI – 2006
6. Michael J.A. Berry, Gordon S.Linoff, Data Mining Techniques, 2/e, Wiley -India, 2005.

**RETAIL MANAGEMENT**  
**Marketing Elective**  
**(Elective-III)**

**MBA: III Semester**  
**Course Code: C20027**

**L P C**  
**3 - 3**

**UNIT –I**

**INTRODUCTION:** Advent of Retailing, functions of Retailing, types of Retailing, customer buying behaviour, retailing strategy, Target market and retail format, Growth strategies.

**MERCHANDISING PLANNING:** Meaning of merchandize planning, sources of merchandize, category management, buying systems to stores, allocation of merchandize.

**UNIT –II**

**PRICING STRATEGIES:** Retail pricing strategies, approaches for setting pricing, pricing adjustments, using price to stimulate retail sales, promoting the merchandize, implementing and advertising plan.

**STORE MANAGEMENT:** Objectives of good store design, store layout, space planning, merchandise presentation techniques and atmospherics, consumer behaviour in retail marketing, retail store location, traffic flow and analysis, layout/design.

**UNIT –III**

**LOCATION STRATEGIES:** Shopping centers, freestanding sites, location and retail strategies, factors affecting the demand for a region or trade area, factors affecting the attractiveness of a site.

**RETAILING IN INDIA:** The present Indian retail scenario, factors affecting retailing in India, region wise analysis of Indian retailing, retailing opportunities in India. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

**UNIT –IV**

**RETAIL PLANNING:** Strategic retail planning process, factors to be considered for retail planning. Human Resource & Administrative Strategy, designing the organizational structure for retail firm, retail organization structures. Concept of franchising, evaluation of franchising, types, franchising in India

**UNIT –V**

**E – TAILING:** Introduction, definition, advantages & disadvantages, essentials of E – tailing, Business models, Issues of E- tailing, impact on various service organizations such as banks, travel & tourism, Online job market. Barriers of E –tailing, Indian scenario & future of E- tailing

**REFERENCE BOOKS:**

1. Swapna Pradhan (2009), *Retail Management*, Tata Mc Graw Hill, NewDelhi.
2. Lavy Weitz (2009), *Retailing Management*, Tata Mc Graw Hill, NewDelhi.
3. Judy Strauss, Aclcl. E, Ansary Raymond Frost (2009), *E-Marketing*, 3rdedition, Pearson Education, India.
4. S. D. Naidu, M. C. Raveendra (2010), *Marketing Management*, Students Helpline Publishing House Private Limited, Hyderabad.
5. Siva Kumar (2009), *Retailing Management*, Excel Publications, NewDelhi.
6. E-Tailing Paperback – Import, 1 Jan 2000 by [Bernadette Tiernan](#)



**STRATEGIC MANAGEMENT ACCOUNTING**

**Finance Elective  
(ELECTIVE –III)**

**MBA: III Semester  
Course Code: C20033**

**L P C  
3 - 3**

**UNIT –I**

**INTRODUCTION:** Management Accounting vs. Cost Accounting vs. Financial Accounting, role of accounting information in planning and control.

**COST CONCEPTS AND MANAGERIAL USE OF CLASSIFICATION OF COSTS:** The management process and Accounting cost analysis and control- direct and indirect expenses, allocation and appointment of over heads, calculation of machine hour rate.

**UNIT –II**

**COSTING FOR SPECIFIC INDUSTRIES:** Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, equivalent production

**MARGINAL COSTING I:** Introduction, features, advantages & disadvantages, application of marginal costing in terms of cost control, profit planning, closing down a plant, dropping a product line

**UNIT –III**

**MARGINAL COSTING II:** charging general and specific fixed costs, fixation of selling price, make or buy decisions, key or limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.

**UNIT –IV**

**BREAK-EVEN-ANALYSIS:** Application of BEP for various business problems. Inter firm comparison-need for inter firm comparison, types of comparisons, advantages.

**BUDGET:** Flexible budget, different types of budgets, sales budget, cash budget, production budget, master budget, performance budgets, material vs. purchase budgets, zero based budgeting.

**UNIT –V**

**BUDGETARYCONTROL:** Steps in budgetary control. An introduction to cost audit and management audit

**STANDARD COSTING:** Standard cost and standard costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing, analysis of variance, material variance, labour variance, sales and profit variance.

**REFERENCE BOOKS:**

1. M. Y.Khan, P K.Jain(2008),*Management Accounting: Theory and Problems*, 4<sup>th</sup> edition, Tata Mcgraw Hill, NewDelhi.
2. Colin Drury (2009), *Management and Cost Accounting*, Cengage Learning, India.
3. Sankar Reddy (2010), *Cost and Management Accounting*, Students Helpline Publishing House Private Limited, Hyderabad.
4. Sharma, Shashi. K. Gupta (2009), *Management Accounting*, Kalyani Publications, New Delhi.
5. S.P.Jain,K.L.Narang(2009),*Cost and Management Accounting*,Kalyani Publications,New Delhi,India
6. M. N. Arora (2009), *Cost Accounting*, Vikas Publications, New Delhi.

**MANAGEMENT OF INDUSTRIAL RELATIONS AND LABOUR LAWS****HR Elective  
(Elective-III)****MBA: III Semester  
Course Code: C20039****L P C  
3 - 3****Unit-I**

Meaning, Definitions, Characteristics, Factors affecting IR, Approaches to IR, Participation in IR, Objectives of IR and Human Relations, IR and Productivity, Various Dimensions of IR

**Unit-II**

**Industrial Disputes Act, 1947** Introduction, Objectives, Definitions, Various Methods and Various Authorities under the act for resolution of industrial disputes ,methods of conciliation, adjudication and voluntary arbitration, Authorities like Works Committee, Conciliation officer, Court of Enquiry, Labour Court, Industrial Tribunal, National Tribunal, Provisions with respect to Strikes and Lockouts, Lay-off and retrenchment, Special provisions relating to lay-off, Retrenchment and Closure, Offences and Penalties, unfair labour practices, etc. Important Supreme Court Cases on industry, workman, strikes, retrenchment, etc. Bombay Industrial Relations Act, Objectives, Scope, Types of Unions for the purpose of recognition of a trade union, Resolution of industrial Disputes, Provisions pertaining to standing orders, etc.

**Unit-III**

**Trade Unions Act, 1926.** Introduction, meaning, definitions, nature of Trade Unions, trade union movement in India, problems of trade union, appointment of Registrar, procedure for registration of a trade union, cancellation of registration, appeal, rights and privileges of a registered TU, duties and liabilities, amalgamation, dissolution of TUs, offences and penalties, etc. Industrial Employment Standing Order Act, 1946 Introduction, Objectives, definitions, Model Standing Orders, Procedure for approval of standing orders, appeal, modification of standing orders, Certifying Officer, subsistence allowance, offences and penalties,

**Unit-IV**

**Factories Act, 1948** Objectives, definitions, Provisions regarding Health, Safety, Welfare of workers, hazardous processes, working hours, restriction on employment of women and children. Annual leave with wages, offences and penalties, case law, etc. Shops and Establishment Act, 1948.Objectives, definitions, registration of establishments, health and safety, leave with pay, opening and closing hours, employment of children, young persons and women, offences and penalties, etc. Mines Act,1952 Objectives, definitions, Provisions regarding mining operations and management of mines, health, safety, welfare, working hours and limitation of employment, leave with wages, offences and penalties, etc Contract Labour(Regulation & Abolition)Act, 1970 Application, Establishments, definitions, jurisdiction of government, Central and State advisory boards, registration of establishments and licensing of contractors, prohibition of employment of contract labour, welfare and health of contract labour, liabilities of the Principal employer, Inspecting Staff, offences and penalties, etc.

**Unit-V**

Collective Bargaining Introduction, Definitions, Characteristics, Process, Pre- requisites of a Successful collective bargaining. Types, Functions, Factors Obstructing, Collective Bargaining in India. Suggestions for better functioning of CB, Workers' Participation In Management Concept, Objectives, evolution, Necessary conditions for effective working of Workers' Participation In Management Discipline Meaning and definitions, Characteristics, Objectives of discipline, types of discipline, principles, procedure for disciplinary action, punishment, intervention by a tribunal, code of discipline in India Grievance Handling Grievance Handling: Meaning, definitions, Causes, Importance of grievance handling, formal Grievance

handling mechanism Sexual harassment of women in workplace Nature of problem, Supreme Court's guidelines on this issue, etc.

**Text Books:**

1. C S Venkata Ratnam Industrial Relations. Oxford 2006 Edition.
2. P K Padhi- (For Labour Laws) Labour and Industrial Laws PHI 2007 Edition.
3. B D Singh Industrial Relations and Labour Laws Excel 2008 Edition.

**Reference Books:** (Latest available editions should only be considered)

1. S C Srivastava Industrial Relations and Labour Laws Vikas 2007 Edition
2. B D Singh Industrial Relations Emerging Paradigms Excel 2nd Edition
3. A M Sarma Industrial Relations Conceptual and Legal Framework Himalaya 9th Edition
4. A M Sarma Industrial Jurisprudence and Labour Legislation Himalaya 6 th Edition
5. Kathy Daniels- Employee Relations in an organizational context Jaico 2007 Edition
6. B D Singh Labour Laws for Managers Excel 2007 Edition
7. Mamoria Dynamics of Industrial Relations Himalaya 16th Edition R8 Taxmann's Labour Laws Latest Edition
8. Harry Katz, Thomas Kochan, and Alexander Colvin An Introduction to Collective Bargaining & Industrial Relations Tata McGraw Hill Latest Edition

**INFORMATION SYSTEM CONTROL AND AUDIT**

**Systems Elective**

**(Elective-III)**

**MBA: III Semester**  
**Course Code: C20045**

**L P C**  
**3 - 3**

**Unit-I**

Audit and review the role of Information Technology-Audit standards-Importance of audit standard independence- AICPA pro announcement- The need for IT audit function- role of the IT auditor-Legal implications..

**Unit-II**

Audit process in a information Technology Environment-Risk Assessment-Audit budget- Objectives and context-preliminary review-Field-work and implementation audit Methodology-Documenting results.

**Unit-III**

Computer Assistance Audit tools- Auditor productivity tools-Flowcharting Techniques-Flowcharting an Analytical tool- Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic.

**Unit-IV**

Managing IT audits- Establish a Career Development and Planning-Evaluating IT audit quality- criteria for IT audit quality-IT auditing in new millennium-code of ethics and professional standards-Private industry-Management consultancy.

**Unit-V**

Strategy and standards for Auditing- Strategic Planning- communication- Demand Management- Architecture and Standards- Business Architecture- Application and Information Architecture-Architecture Functions.

**REFERENCES :**

1. Sandra Senft & Fredrick "Information Technology Control and Audit " CRC Press, 2012.
2. D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and chelists from the banking industry, TMH, 2008.
3. Nina Godbole & Sunit Belapure " Cyber Security" Wiley india 2012.
4. Jawadekar, MIS Text and Cases, TMH, 2012.
5. Dr Milind M Oka "Cases in Management Information system 'Everest, 2012.
6. Subash Chandra Das-Management Control Systems : Principles and Practices-PHI,2014

## PERSONAL EFFECTIVENESS SEMINAR

**MBA: III Semester**  
**Course Code: C20018**

**L P C**  
**- 4 2**

### **Course Aim:**

The aim of this course is to enable students develop soft skills necessary for employability of MBA students.

### **Learning Outcomes: Students at the end of the course would be able to:**

- Loose fear of public speaking and feel confident about them-selves.
  - Participate in group discussions.
  - Face Interviews.
  - Gain communication skills and be able to convince their view point to the superiors, peers and subordinates.
  - Time management skills to efficiently manage time in meeting deadlines in modern day organizations.
  - Life style management skills to grow in modern day organization and succeed in their chosen careers.
  - Help students to confidently face and succeed in the corporate selection processes.
- 
- Presentations
  - Group Discussions
  - Overcoming fear of facing Interviews
  - Time Management
  - Vocabulary skills for critical corporate communication and to give effective presentations

to internal and external customers of an organization.

### **REFERENCE BOOKS**

1. LAB: Globarena E-Mentoring System, by Globarena Technologies Pvt. Ltd, Hyderabad.  
It can be provided in LAN and also can be accessed by registering in <http://\gems.globarena.net>.  
or any other software
2. Sherfeild: Developing Soft skills-Pearson Education-2013.
3. Murphy: Effective Business Communication, 7/e, TMH, 2013.
4. Colin Beard: Experiential Learning, Kogan Page, 2013.
5. Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012.

### INDUSTRY REPORT ANALYSIS

**MBA: III Semester**  
**Course Code: C20019**

**L P C**  
**- 2 2**

**Course aim:** Aim is to show Annual Reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

#### **Learning Outcome:**

By the end of this mini project, students will be able to:

- Analyze balance sheet of an organization.
- Analyze profit and loss of an organization.
- Analyze investment portfolio of the organization.
- Analyze profitability ratios, asset turnover ratios, structural ratios and liquidity ratios.
- Forecast the future gaps in terms changing objectives of the organization.

#### **EXERCISES**

1. Analysis of profitability ratios.
2. Analysis of structural ratios.
3. Analysis of asset turnover ratios.
4. Analysis of liquidity ratios.
5. Analyse Growth, Stability and Stock Performance.

#### **REFERENCE BOOKS:**

John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.

Refer Books under 13MBA03 - Financial Accounting and Analysis, 13MBA11-Financial Management

**ENTREPRENEURSHIP  
(Common Paper)**

**MBA: IV Semester**  
**Course Code: C20020**

**L P C**  
**3 - 3**

**Unit-I**

Understanding Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship- Approaches to entrepreneurship- Process approach- Twenty first century trends in entrepreneurship.

**Unit-II**

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur- the entrepreneurial ego- Entrepreneurial motivations. Corporate entrepreneurial Mind set the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

**Unit-III**

Launching Entrepreneurial Ventures- opportunities identification- entrepreneurial Imagination and Creativity- the nature of the creativity process-Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising-hybrid disadvantage of Franchising.

**Unit-IV**

Legal challenges of Entrepreneurship-Intellectual property protection-Patents, Copyrights-Trademarks and Trade secrets-Avoiding trademark pitfalls. Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, Poor financial Understanding-Critical factors for new venture development-The Evaluation process-Feasibility criteria approach.

**Unit-V**

Strategic perspectives in entrepreneurship- Strategic planning-Strategic actions- strategic positioning-Business stabilization- Building the adaptive firms-Understanding the growth stage-Unique managerial concern of growing ventures.

**Reference**

1. D F Kuratko and T V Rao "Entrepreneurship- A South-Asian Perspective "Cengage Learning, 2012.
2. Vasant Desai "Small Scale industries and entrepreneurship" Himalaya publishing 2012.
3. 2. Rajeev Roy "Entrepreneurship" 2e, Oxford, 2012.
4. B.Janakiram and M.Rizwana" Entrepreneurship Development :Text & Cases, Excel Books,2011.
5. Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
6. Robert Hisrich et al "Entrepreneurship" 6th e, TMH, 2012.
7. Nandan H, Fundamentals of Entrepreneurship, PHI, 2013
8. Shejwalkar, Entrepreneurship Development, Everest, 2011
9. Khanka, Entrepreneurship Development, S.Chand, 2012

**CORPORATE GOVERNANCE AND ETHICS**  
**(Common Paper)**

**MBA: IV Semester**  
**Course Code: C20021**

**L P C**  
**3 - 3**

**UNIT-I**

**Introduction to Business Ethics:** Definition of Ethics, necessity for business ethics, basic principles in ethics, nature and theory of ethics, need for ethical guideline, salient issues in ethics and commerce, ethics as a luxury, earlier attempts at ethics in industry, justification for ethics, effect of migration of national character, shadow economy, corporate audits, political issues.

**UNIT –II**

**Understanding Corporate Governance:** Corporate governance, capitalism at cross roads historical perspective of corporate governance, issues of corporate governance, theoretical basis of corporate governance, corporate governance mechanisms, Indian model of governance good corporate governance, corporate governance committees, OECD principles, Indian committee and guidelines, the confederation of Indian industry's initiative, corporate governance models.

**UNIT –III**

**Corporate Social Responsibility:** System concept of business society, social responsibility, social responsibility tools, approaches to ethics, corporate social accountability, business in a social world ethics and social responsibility, professional ethics, ethics of practicing company secretaries, ethical investing.

**UNIT-IV**

**Project Management:** Concept of project and classification of project identification, project formulation-project design, project planning, and social cost benefit analysis, financial analysis.

**Project Appraisal:** Project report and guidelines for preparing a project report, project Appraisal, Significance of project appraisal, Profitability appraisal, and project financing.

**UNIT –V**

**Entrepreneurial Training:** Designing appropriate training programmes to inculcate Entrepreneurial Spirit, significance of entrepreneurial training, Training for emerging and Existing Entrepreneurs, challenges of new venture start-ups, poor financial understanding—critical factors for new venture development.

**REFERENCE BOOKS:**

1. Mathew, J.Manimala (2009), *Entrepreneurship Theory at the Cross roads*, Wiley India, New Delhi, India.
2. Bholanath Dutta (2009), *Entrepreneurship*, Excel Publication, New Delhi, India.
3. N.Venkat Rao (2011), *Entrepreneurship and good Governance*, Students Helpline Publishing House Private Limited, Hyderabad.
4. Tabarrok (2009), *Entrepreneurial Economics*, Oxford University Press, New Delhi.
5. Jain (2009), *Hand Book of Entrepreneurs*, Oxford University Press, New Delhi.
6. Robert D.Hisrich, Michael P. Peters, Decin A. Shepherd (2009), *Entrepreneurship*, Tata Mc Graw Hill, New Delhi



**INTERNATIONAL BUSINESS****Marketing Elective****(ELECTIVE –IV)**

**MBA: IV Semester**  
**Course Code: C20028**

**L P C**  
**3 - 3**

**UNIT –I**

**The Structure and Strategy of International Business:** An overview of international business environment, International Business strategies of the firm, profiting from global expansion. Pressures for cost reductions and local responsiveness

**Strategic choices: The Organization of International Business:** Control systems and incentives - entry strategy and strategic alliances–Theory of global competitiveness alignment, mapping competitiveness shifts.

**UNIT –II**

**Managing Technology and Knowledge in International Operations:** Problems of control in an International company – Designing an international control system – Understanding Technology – Technology transfer–Knowledge in Organizations– the process of knowledge management in international organizations - Negotiations and Decision making across borders and cultures.

**Mergers and Acquisitions (M & A):** Implications for India for the practice of global leadership in business, Ethics and Social Responsibilities of International Firms- International ethical codes of conduct –Cross Cultural, Cross Religion and Cross Racial Issues.

**UNIT –III**

**Role of Multinational Enterprises (MNEs):** How MNE's exploit market imperfections–seeking markets, efficiency and knowledge–MNE's and life cycle of product–The MNE's and competitive advantage of nations– Regulatory environment of MNE's – Guidelines for Managers of MNE's - Areas of particular concern to MNE's

**Multinational Bankruptcy:** Cross Border Liability and Trade Disputes–Protection of Intellectual Property– Trade-offs between business abroad and national security / foreign policy at home – Role of Indian MNE's in International Business – Hidden Values and responsibilities to stakeholders.

**UNIT –IV**

**International Economic Institutions Agencies and Agreements Regional Trading Arrangement:** The European Union and NAFTA–Bilateral Trade laws, Multilateral Trade laws–An overview of GATT/WTO, IMF and World Bank Group, UNCTAD, ILO, Regional Economic Integration–Trade Areas and Economic Unions–OPEC–Commercial policy implications of customs union– International Economic Policies-Policy Implications of barriers to trade–Debate on Trade policy i.e. free trade verses protectionism – The China Syndrome –impact of International Economic Institutions and Agencies.

**UNIT –V**

**Functional Operations Management:** International Marketing Strategy–International HR management strategy–International Operations Management Strategy–International Financial Management Strategy– Global Standard Quality Management – Porter's model of competitive advantage – The 10-P model of Global Strategic Management–A Global perspective on corporate governance mechanisms.

**REFERENCE BOOKS:**

1. Hodgetts, Luthans Doh (2010), *International Management*, Tata Mc graw hill, New Delhi.
2. K Aswathappa (2010), *International Business, 4<sup>th</sup> Ed.*, Tata Mc graw hill, New Delhi.
3. Stuart Wall, Bronwen Rees, Sonal Minocha (2009), *International Business, 3<sup>rd</sup> Ed.*, Pearson Education,

New Delhi.

4. Pradip N. Khandwalla (2009), *Lifelong creativity - an unending fest*, Tata Mc graw hill, New Delhi.
5. John Daniels, Lee H Rade baugh (2011), *International Business*, Pearson Education, New Delhi.

**STRATEGIC INVESTMENT AND FINANCING DECISION**

**Finance Elective**

**(ELECTIVE –IV)**

**MBA: IV Semester**  
**Course Code: C20034**

**L P C**  
**3 - 3**

**UNIT –I**

**INVESTMENT DECISIONS UNDER CONDITIONS OF RISK AND UNCERTAINTY:** Concepts of risk and uncertainty, risk analysis in investment decisions, risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Mont Carlo approach to simulation, investment decisions under capital constraints, capital rationing vs. Portfolio, portfolio risk and diversified projects.

**UNIT –II**

**TYPES OF INVESTMENTS AND DISINVESTMENTS:** Project abandonment decisions, evidence of IRR, multiple IRR, modified IRR, pure, simple and mixed investments. Lorie savage paradox, adjusted NPV and impact of inflation on capital budgeting decisions

**UNIT –III**

**CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES:** Discounted payback, post payback, surplus life and surplus payback, bail-out payback, return on investment, equivalent annual cost, and terminal value.  
**INVESTMENT DECISIONS UNDER CAPITAL CONSTRAINTS:** Single period constraint, multi period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz simulation and hillier approaches, significance of information and data banking project selection.

**UNIT –IV**

**INTERNATIONAL 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, Modigliani Millar model, and Hamada model of market risk, the tradeoff models and agency costs.  
**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**

**STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS:** Lease financing, leasing vs. operating risk, barrowing vs. procuring. Hire purchase and installment decisions  
**TURNAROUND STRATEGIES:** Corporate restructuring, distress restructuring strategy, selloffs, spinoffs, leveraged buyouts.

**REFERENCEBOOKS:**

1. Prasanna Chandra (2009), *Financial Management Theory and Practice*, Tata McGraw Hill, New Delhi, India.
2. V. Murali Krishna (2011), *Strategic Investment and Finance Decision*, Students helpline

Publishing House Private Limited, Hyderabad.

3. MY.Khan, P K .Jain (2008), *Financial Management Text, Problems and cases*, Tata McGraw Hill, New Delhi, India.
4. Alan Shapiro (2008), *Capital Budgeting and Investment analysis*, Pearson Education, New Delhi.
5. Van Horn JC (2009), *Financial Management and Policy*, Prentice Hall of India
6. Edwin J Elton, Martin J Gruber, Stephen J Brown, William N.Goef Z Mann : *Modern Portfolio Theory and Investment Analysis*. 2013.

**COMPENSATION AND REWARD MANAGEMENT**

**Human Resource Elective**

**(ELECTIVE -IV)**

**MBA: IV Semester**  
**Course Code: C20040**

**L P C**  
**3 - 3**

**UNIT –I**

**Compensation:** Wage and salary policies in organization, role of HR department in wage and salary administration, payroll administration, Executive remuneration components, base salary, annual bonus, long term incentives, and perquisites. Recent trends in executive remuneration in Indian organizations and MNCs.

**UNIT –II**

**Compensation Structure:** Components of wage, CTC, pay scales, D. A, calculation of variable dearness allowance (DA), bonus, provident fund, gratuity, ESI, compensation in case of accidents.

**UNIT –III**

**Labour Welfare:** Definition, scope, objectives, importance, origin and development.

**Agencies of Labour Welfare:** Government, employers, voluntary organizations, trade unions and international labour organization (ILO).

**Employee Welfare Programmes:** Statutory, non-statutory, intramural and extramural, labour welfare policy, evaluation, feedback and revision.

**UNIT –IV**

**Social Security:** Concept, scope, social assistance and social insurance, development of social security in India.

**UNIT –V**

**Labour Administration:** Central and state labour machinery in India, labour administration in Andhra Pradesh and Telangana.

**REFERENCEBOOKS:**

1. Richard I. Henderson (1994), *Compensation Management: Rewarding Performance*, 6<sup>th</sup> edition, Prentice Hall of India, India.
2. Goel (2009), *Performance appraisal and compensation management approach– a modern approach*, Prentice Hall of India, New Delhi
3. A. Santhosh Roopa (2011), *Compensation and Reward Management*, Students helpline Publishing House Private Limited, Hyderabad.
4. B. D. Singh (2007), *Compensation and reward system*, Excel Books, Hyderabad.
5. Marticho (2008), *Strategic compensation*, Pearson Education, India.

**SYSTEM ANALYSIS AND DESIGN**

**Systems Elective**

**(ELECTIVE –IV)**

**MBA: IV Semester**  
**Course Code: C20046**

**L P C**  
**3 - 3**

**UNIT I**

Overview of Systems Analysis & Design: Business Systems Concepts, Systems Development Life Cycle(SDLC), Life cycle models (Waterfall model, Prototyping model, Incremental model, Spiral model, RAD model), Feasibility Analysis, Design, Implementation, Testing & Evaluation. Business Process Re-engineering: Concepts, Process involved; Case study.

**UNIT II**

Analysis and Design Methodologies System Requirement Specification & Analysis: Fact finding techniques, data - flow Diagrams, data dictionaries, process organization & interactions, decision analysis, standards ( IEEE/ ISO). Data Modeling & Analysis Detailed Design Modularization: Module Specification, File Design, Systems Development involving Data Bases. Structured Design Methodology (SDM) Database Design Output Design. Input Design User Interface Design

**UNIT III**

Object-Oriented Analysis & Design Modeling System Requirements using 'USE CASES'. Object Modeling: Object Structure, Object Features, Classes & Objects, Key Concepts of object oriented approach, Object Representation methods, Object Status, State Diagram, Modeling behaviour in object Modeling - use cases, Object oriented Analysis, Object oriented Design, Modeling & Design using UML, Activity Diagram & Swim lane Diagram, Sequence & Collaboration Diagram. OO Testing strategies & techniques

**UNIT IV**

System Control & Quality Assurance through testing Design Objectives reliability & maintenance, Software Design & documentation tools, top – down, bottom – up and variants. Testing strategies & techniques: Unit and integration testing, testing practices and plans; System Controls, Audit Trails, CASE Tools.

**UNIT V**

Hardware & Software Selection: Hardware acquisition, memory , process, peripherals, Benchmarking, Vendor selection, Software selection – operating system, languages, Language Processes, performance & acceptance criteria.

**REFERENCE BOOKS:**

1. Systems Analysis and Design, Kenneth E. Kendall and Julie E. Kendall , Prentice Hall TR, 5<sup>th</sup> Edition, 2001
2. Hoffer, J., J. George and J. Valacich. Modern Systems Analysis and Design 3rd ed. Prentice-Hall, Inc.
3. Information Systems Development: Methodologies, Techniques, and Tools D.E. Avison and G. Fitzgerald
4. Analysis and Design of Information Systems, Arthur M. Langer
5. Systems Analysis And Design Alan Dennis, Barbara Haley Wixom

**ADVERTISEMENT AND SALES PROMOTION**  
**Marketing Elective**  
**(Elective-V)**

**MBA: IV Semester**  
**Course Code: C20029**

**L P C**  
**3 - 3**

**UNIT I**

Overview of Advertising Management: Introduction, Meaning and Framework of Advertising; Defining Advertising; Advertising to Persuade the Buyer; Importance of Advertising in Marketing; Role of Advertising in Marketing Mix and Positioning; Advertisers and Advertising Agencies; Choosing an Advertising Agency, Factors that affect Marketing and Advertising.

**UNIT II**

Understanding Persuasive Messages: Introduction, Communication Response Hierarchy, Securing Attention; Interpretation and Processing of Information; Persuasion; Attitude Change, Factors that influence or change attitudes; Theories of Advertising Advertising Copy and Design strategy: Introduction, Advertising Copy, Types of advertising copy; Creativity in Advertising; Copy Testing Methods; Visual Strategies, Art department specialists, Developing a layout, Power of synergy

**UNIT III**

Media Planning: Introduction, Media Objectives; Media Options; Measuring Media Audiences; Determining Media Weight; Media Schedule Decisions; Space and Time Buying; Cost Considerations; The Role of a Media Planner and a Media Buyer; Media Trends Advertising Budgets: Introduction, Factors Influencing Budget Setting, Typical Spending Patterns, Common Budgeting Approaches, Budgeting Methods, Decision Support System (DSS), Structure of DSS, Allocating the Marketing Communication Budget

**UNIT IV**

Direct Marketing: Introduction, Meaning and Importance of Direct Marketing, Strengths and Limitations of Direct Marketing, Products Suitable for Direct Marketing, The Indispensable Elements of Direct Marketing, The list, The offer, The message, Media for Direct Marketing, Regulations and Ethics in Direct Marketing Rural Advertising: Fundamental Nature of Rural Market, Understanding the rural mind and buying process, Advertising and Marketing in Rural Areas, Innovative Use of Media in Rural Areas, The Size of Rural Market, Promising Growth

**UNIT V**

Sales Promotion: Introduction, Meaning and Importance of Sales Promotion; Strengths and Limitations of Sales Promotion; Difference between Sales Promotion and Advertising; Tools and Techniques of Consumer Sales Promotion; Trade Promotions; Organising Sales Promotion Campaigns

**REFERENCES:**

1. **Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.**
2. Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
3. George E Belch, Michael A Belch , Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH, 2015.
4. Semenile , Allen, O Guinn , Kaufmann, Advetising and Promotions, An Integrated brand approach, Cengage, 6th edition , 2012.
5. SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3rd edition , Excel Books, 2011.
6. Terence A. Shimp, Integrated Marketing communication Advertising and Promotion, 8th edition Cengage Learning , 2012.

**INTERNATIONAL FINANCIAL MANAGEMENT****Finance Elective  
(Elective-V)**

**MBA: IV Semester**  
**Course Code: C20035**

**L P C**  
**3 - 3**

**UNIT –I**

**International Financial Management:** An overview, importance, nature and scope, theories of International Business, International Business Methods, recent changes and challenges in IFM.

**International Flow Of Funds:** Balance of payments, (BOP), fundamentals of BOP, accounting components of BOP, factors affecting on international trade flows, agencies that facilitate international flows, Indian BOP trends.

**UNIT –II**

**International Monetary System:** Evaluation, gold standard, Bretton woods system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic And Monetary Unions (EMU).

**UNIT –III**

**Foreign Exchange Markets:** Function and structure of the forex markets, major participants, types of transactions, and settlement dates, foreign exchange quotations, process of arbitrage, speculation in the forward market, Currency futures and options markets.

**Euro Markets:** Overview of euro market, euro currency market, euro credit market, euro bond market, international stock market.

**UNIT –IV**

**Exchange Rates:** Measuring exchange rate movements, factors influencing exchange rates, government influence on exchange rate, exchange rate systems, managing foreign exchange risk, international arbitrage and interest rate parity, relationship between inflation and interest rates and exchange rates, purchasing power parity, international fisher effect, fisher effect.

**UNIT –V**

**Long Term Asset Liability Management:** Foreign direct investment, international capital budgeting, international capital structure and cost of capital, international portfolio management, international financing, equity, bond financing, parallel loans.

**Short Term Assets And Liability Management:** International cash management, accounts receivables management, inventory management, payment methods of international trade, trade finance methods, export import bank of India, recent amendments in EXIM policy, regulations and 10.guidelines.

**REFERENCEBOOKS**

1. P. G. Apte (2009), *International Financial Management*, Tata Mc Graw Hill, New Delhi.
2. Jawahar Babu (2011), *International Financial Management*, Students helpline Publishing House Private Limited, Hyderabad.
3. V. A. Avadhani (2008), *International Financial Management*, Himalaya Publishing House, Hyderabad.
4. Srivastava (2009), *Multinational Financial Management* Excel Publications, Hyderabad.
5. P. G. Apte (2009), *International Financial Management*, Tata Mc Graw Hill, New Delhi.



**ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT****Human Resource Elective****(Elective-V)****MBA: IV Semester**  
**Course Code: C20041****L P C**  
**3 - 3****Unit-I**

Organization development and Reinventing the organization: Meaning and evolution of OD, Who Does OD, Organizational Culture and Socialization Process, Psychological Contracts, A Model for OD. Organizational renewal and Challenge of change: Challenges of Change, Organizational Renewal, The Systems approach top change, Socio technical System, Future Shock and Change, Organizational Transformation and development, OD: Planned Change Process. Change of the Organizational Culture: Creating a culture of change, Understanding corporate culture, Cultural resistance to change, tools for change, Goals and Values of OD.

**Unit-II**

OD Practitioner: Role, Styles: Haphazard vs. planned change, External vs internal change agents, OD practitioner styles, The intervention process, Forming the Client-consultant relationship, creating and using of rules, the red flags practitioner-client relationship. Diagnosis Process: Diagnosing Problem areas, meaning of diagnosis, the data collection process, processing of collected data, Diagnostic models, and red flags in diagnosis. Overcoming Resistance to Change: Life cycle of resistance to change, Leading change, Model of change, Driving forces, restraining forces, Strategies of dealing with resistance

**Unit-III**

Process Intervention Skills: Process interventions, Group process, types of process interventions, results of process interventions Strategies for OD Intervention: Basic Strategies to change, integration of change strategies, stream analysis, selecting OD interventions, Major OD intervention techniques. Empowerment and Interpersonal Intervention: Empowering the individuals and employees, Laboratory learning, Interpersonal styles, Career Life Planning Interventions

**Unit-IV**

Interventions for Team Development: Organizing around teams, need for team development, team development process, outdoor experiential laboratory training, role negotiation, role analysis Intergroup Development: Changing relationships, collaboration and conflict, Intergroup problems, managing conflicts of various levels Continuous improvement process, Job design, TQM and Self Managed Work Teams

**Unit-V**

High Performing Teams and Learning Organizations: system-wide interventions, Survey Research and feedback, Learning organizations, Reengineering, System-4 management, High performing systems, Grid-OD program, Thirdwave Organizations OD, Organizational Transformation and Strategic Management: strategy and transformation, Organizational transformation, role of culture, strategic change management, changing the culture OD for Future: Organizations for the future, monitoring an stabilizing action programs, emerging issues and values, future trends in OD.

## REFERENCE BOOKS

1. Donald R. Brown and Don Harvey, An experiential Approach to Organization Development Pearson LPE 7th Edition Or Latest
2. Wendell French and Cecil Bell Organization Development: Behavioral Science Interventions for organization PHI 5th Edition Or Latest
3. Worley Organization Development and Change Thomson Latest Edition
4. Tupper cawsy Tool kit for Organization Change Sage Latest Edition
5. Managing Change & Transition HB Press Latest Edition
6. Joan V. Gallos, Edgar H. Schein Organization development: a Jossey-Bass reader Wiley Publications Latest Edition
7. Robert Golembievsky Organization Development: Ideas and Issues Transaction Books, New Jersey Latest Edition
8. P. G. Aquinas Organization Structure and Design Excel Latest Edition
9. Deepak kumar Organisational System, Design, Himalaya Latest Edition GTU/Syllabus\_MBA-III/09-10 Page 53 of 102 Structure and Management
10. Andriopoulos, Dawson Managing Change, Creativity and Innovation SAGE Latest Edition
11. Seth Allcorn Organizational Dynamics and Intervention: Tools for Changing the Workplace PHI Latest Edition
12. Mark Hughes Change Management in Organizations Jaico Latest Edition
13. Gary N. McLean Organization Development: Principles, Processes, Performance Berrett Koehler Latest Edition
14. Bhupen Srivastava Organization Design & Development Biztantra Latest Edition

**DATA WAREHOUSING AND DATA MINING****Systems Elective  
(Elective-V)****MBA: IV Semester  
Course Code: C20047****L P C  
3 - 3****UNIT – I**

**Managing Data:** Individual data management, organizational data management, components of organizational memory, evaluation of data base technology

**File Oriented Systems:** Meeting the need for random access processing information as resource, other limitations of traditional file systems, data base systems, hierarchical network model systems, relational database systems, database systems, hardware, software, data, people and relationship of the four system components.

**UNIT –II**

**Database Systems in The Organisations:** Data sharing and databases, sharing data between functional units, sharing data between different levels of users, sharing data between different locations, the role of the database, strategic database planning, the need for database planning, the database project, the Database Development Life Cycle (DDLC).

**Risks and Costs of Database:** Organizational conflicts, development project failures, system failure, overhead costs, need for sophisticated personnel, separating physical and logical data representation, client / server database architecture, three level database architecture.

**UNIT-III**

**Data Ware Housing Introduction:** What is a data ware house, who uses data ware house, need for data ware house, and applications of data ware house concepts.

**The Data Warehouse Data Base:** Context of data warehouse data base, data base structures, organizing relational data ware house, multi-dimensional data structures, choosing a structure, getting data in to the data ware house, extraction, transformation, cleaning, loading and summarization.

**UNIT-IV**

**Analyzing the Contexts of the Data Warehouse:** Active analysis, user queries, OLAP, OLAP software architecture, web based OLAP, general OLAP product characteristics, automated analysis, data mining, creating a decision tree, correlation and other statistical analysis, neural networks, nearest neighbour approaches, putting the results to use.

**UNIT-V**

Case study on enterprise at a base system using data ware housing OLAP

**REFERENCE BOOKS**

1. George M Markas (2009), *Modern Data Ware housing, Mining and Visualization*, Pearson Education, New Delhi.

2. Bharat Bushan Agarwal (2009), *Data Mining and Data Ware Housing*, University Science Press, New Delhi.
3. Gary W Hansen, James V Hansen(2000), *Data Base Management and Design*, 2nd edition, Prentice Hall of India, New Delhi.
4. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom (2001), *Data Base System Implementation*, Pearson Education, India.

**RURAL & AGRICULTURAL MARKETING**

**(ELECTIVE –VI)**

**MBA: IV Semester**  
**Course Code: C20030**

**L P C**  
**3 - 3**

**UNIT- I**

**RURAL MARKETING** : Characteristics and Dimensions of Rural Markets, Significance, Limitations- Rural Market Profile - Rural Market in India - Size and Scope - Environment and Emerging Profile of Rural Markets in India - Constraints in Rural Marketing and strategy to overcome the constraints.

**UNIT- II**

**RURAL MARKET BEHAVIOR:** Rural consumer dimensions - Rural Demand Dimension - Rural Market Segmentation - Consumer Behavior in Rural Markets - Approach to Rural Markets of India - Classification of products and services in Rural marketing, Marketing Mix for Rural Marketing - Product Planning for Rural Products - Pricing Methods and Strategies for Products of Rural Markets - Product Management in Rural Markets

**UNIT – III**

**CHANNEL OF DISTRIBUTION:** Distribution pattern and methods in rural markets - Special characteristics of rural channels - Storage, warehousing and transportation - Marketing Communication in Rural Markets : Promotion as a component in marketing communication -Advertising and sales promotion for rural markets - Evaluation of promotional activities.

**UNIT – IV**

**AGRICULTURAL MARKETING:** Definition of market and agricultural marketing - historical development, approaches - classification of markets - types of marketing functions and services - agricultural marketing system - marketing development and planning - marketing efficiency and input marketing.

**UNIT – V**

Structure and Model of Agri-Marketing Organizations with functions - market planning - management of Agri-marketing personnel - motivation and human relations in improving organizational efficiency - various communication methods - effective co-ordination of various marketing functions - man-power and hygienic conditions in the markets and food supply chain management. Export potential for farm products -Supporting Services, Advantages & Limitations of Organized retailing in Agri Inputs and Outputs, new trends in Agri Marketing, SCM In Agri Business i.e. Cold Chains, Organized procurement & warehousing

**REFERENCE BOOKS:**

1. Mamoria, C.B. & Badri Vishal : Agriculture problems in India
2. Agricultural Marketing in India – S. S Acharya and N L Agarwal -Oxford & IBH Publishing Co Pvt Ltd Calcutta
3. Arora, R.C. : Integrated Rural Development , S. Chand, 1986
4. Rajgopal : Managing Rural Business , sage publications, 1995
5. Gopaldaswamy, T.P. : Rural Marketing - Environment, Problems And Strategies, 3E, vikas publishing house ltd.,

**FINANCIAL DERIVATIVES**

**Finance Elective**

**(ELECTIVE –VI)**

**MBA: IV Semester**  
**Course Code: C20036**

**L P C**  
**3 - 3**

**UNIT-I**

**Introduction to Derivatives** – Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives.

**UNIT-II**

**Future and Forward Market** structure of forward and Future Markets, Mechanics of future markets, Hedging Strategies, Using futures, Determination of forward and future prices, Interest rate futures, Currency futures and Forwards.

**UNIT-III**

**(A) Options** – Distinguish between Options and Futures, Structure of Options Market, Principles of Option Pricing, Option Pricing Models: The Binomial Model, The Black – Scholes Merton Model.

**(B) Basic Option Strategies** Advanced Option Strategies, Trading with Options, Hedging with Options, Currency Options.

**UNIT-IV**

**Commodity Market Derivatives** Introduction, Types, Commodity Futures and Options, Swaps, Commodity Exchanges- MCX, NCDEX- Role, Functions & Trading. (Refer : M. Ranganatham & R.Madhumathi)

**UNIT-V**

**SWAPS:** Concept and Nature, Evolution of Swap Market, Features of Swaps, Major types of Swaps, Interest Rate Swaps, Currency Swaps, Commodity Swaps, Equity Index Swaps, Credit Risk in Swaps, Credit Swaps, using Swaps to Manage Risk, Pricing and Valuing Swaps.

**Reference Books:**

1. M.Ranganatham & R.Madhumathi : Derivatives and Risk Management, Pearson, 2012
2. Robert A Strong: Derivatives – An Introduction, Thomson, 2012
3. Gupta: Financial Derivatives, PHI 2012
4. Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012
5. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage. 2012.
6. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Human Resource Elective  
(ELECTIVE –VI)**

**MBA: IV Semester**  
**Course Code: C20042**

**L P C**  
**3 - 3**

**UNIT I**

Understanding International Business Operations– Stages of Internationalization and Global Business– Importance of People Management Issues– Evolution, Concept and Characteristics of International Human Resource Management (HRM)– Variables that moderate differences between Domestic & International HRM– Economic Development and the management of human resources–Organisation of work in International context

**UNIT II**

International Recruitment, Selection and Compensation: Executive nationality staffing policies– Global pressures on domestic recruitment–Issues in staff selection–Expatriate Selection–Selection Criteria–Use of selection Tests–Selecting TCNs and HCNs— Objectives of International Compensation–Key Components of a Potential Compensation program–Approaches to International Compensation.

**UNIT III**

Performance Management and Employee Development in IHRM–Criterion used for performance appraisal of International employees–appraisal of HCNs – The International HRM perspectives in Training and Development –expatriate training: Important Issues and Concerns

**UNIT IV**

Global Employment Relations and Employment Laws– Cross-border Communications and Employment Relations– Comparative patterns of employee relations structures–Best practice in employee relations in cross-country perspective– Labour Union and International Employment Relations—Response of labour unions to multinationals.

**UNIT V**

Issues and Challenges in I.H.R.M:– Multinational as a global citizen–International Accord and Corporate Codes of Conduct–Implication for the HR function of the multinational firm– Contemporary issues in managing people in an international context– flexibility–IHRM issues in different strategic options of organizations-Case studies on International Human Resource Management Suggested Readings:

**REFERENCE BOOKS:**

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
4. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford
5. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press

**E-BUSINESS  
Systems Elective  
(Elective-VI)**

**MBA: IV Semester**  
**Course Code: C20048**

**L P C**  
**3 - 3**

**Unit-I**

Electronic Business- Understanding new Internet Economy and Business-E-business an e-commerce- Features of E-Business- Advantages of E-Business- Business Environment-Establishing E-Business. Case: Barnes & Noble and Amazon. Com (Ref 1- Kulkarni).

**Unit-II**

E-Business Models- E-Business Structure- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models. Case: B2C model at Aradhana Tours. ( Ref 1 Kulkarni)

**Unit-III**

Creating E-Business plans- software programs to create a business- Phases /Aspects of E-Business- e-Marketing and sales Strategies-website and portal management. Case" FLOP (ref 1: Kulkarni)

**Unit-IV**

E-Business Applications- Characteristics o E-Business applications-Project palming approach for E-Business applications- Application Integration- application in various domains. Case Nokia (Ref 1 Kulkarni)

**Unit-V**

Securing your e-business- Risk Management- Business Continuity Planning-Network and web site security-web site Defacement-Security audit and Penetration Testing. Case: Asmi Agencies-e-market (Ref 1 Kulkarni)

**References:**

1. Kulkarni et al. "E-Business" Oxford, 2012.
2. Dave chaffey, e-business & e- commerce management- strategy, implementation and practice, 5<sup>th</sup> edition, pearson, 2015.
3. Napier et al " Creating A Winning E-Business" Cengage, 2012.
4. Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel, 2015.
5. Elias M Awad, Electronic Commerce, PHI,2012
6. Jawadekar, MIS Text and Cases, TMH, 2012



**PRE SUBMISSION OF PROJECT - SEMINAR**

**MBA: IV Semester**  
**Course Code: C20022**

**L P C**  
**- 4 2**

**Aim:** The final project work of MBA consists of three stages as clearly described in the guideline for project work. The progress on the first stage of formulating Research Methodology and the second stage of data analysis is indeed crucial before one can take up the final stage of writing the project report. The seminar on pre submission of project report is aimed at providing an opportunity to present the work on the first two stages of project work before an enlightened audience and have a critical assessment of the work carried out so far. The process would give the student sufficient feedback to be incorporated at the time of writing the project report.

**Outcome of the process:**

The process of pre- submission seminar would enable the student to put across his work on the project for critical assessment and provide an opportunity to make any online corrections or incorporate suggestion for better and improved work.

**COMPREHENSIVE SUBJECT VIVA**

**MBA: IV Semester**  
**Course Code: C20023**

**L P C**  
**- 4 2**

**Aim:** Aim of the viva is to make student to go through the conceptual frame work of all that has been learnt in the course of the first two years of MBA programme and answer clearly, concisely and cogently to questions posed enabling the student to prepare for proper articulation in the domain of management studies. The preparation for comprehensive viva *inter alia* will enable student to face any job interview and tests on selection for admission into research programmes in management and science with adequate confidence. The successful completion of Comprehensive Viva should signal firm grasp of all the subjects learnt in the entire programme of MBA.

**Expected outcome:-** The following outcomes are expected after the student successfully completes the process of Comprehensive Viva.

1. Firm grounding of fundamentals of core subjects of management.
2. The ability to put across the concepts with ease and good clarity.
3. The ability to use the theoretical framework to solve specific management problems.
4. Demonstrating one's competency in management subjects.

The student is expected to face questions on any core subjects of management as well as all the subjects of his/her specific stream of elective and provide answer convincingly.

**PROJECT WORK**

**MBA: IV Semester**  
**Course Code: C20024**

**L P C**  
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**FINAL PROJECT GUIDELINES**

**The final project is divided in to Stage I; Stage II and main project report and Viva.**

**Aim:** Aim of multi stage evaluation is to enable students do original work on their own so that they can get the benefit in terms of gaining practical knowledge and possible employment.

**Learning Outcome:** After following the three stages mentioned below for doing project work students should be able to:

1. Develop research design for their topic of research.
2. Understand the data requirements and collect data relevant for their research.
3. Analyze data and interpret results.

**Stage I: RESEARCH METHODOLOGY** (Chapter I of the Main Report) - **25 Marks** -

**Seminar Presentation.**

Students should be advised to do final MBA projects on topics close to the job they prefer to do after MBA. The faculty should guide them and focus on the methodology of doing a project so that the students can understand how to study the problems they come across while working. The following is the suggested check list for doing STAGE I of the project.

Topic:

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**Chapter I**

Brief Introduction:

Review of literature:

Research Gaps:

Research Questions:

Objectives of the study:

Hypotheses:

Scope of the study:

Period of the study:

Sample:

Data Collection:

Primary Data:

Secondary Data:

**Stage II: STATISTICAL ANALYSIS - 25 Marks** (Chapter II of the main report)

**SEMINAR.**

**Approach:** Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools using either Excel, SPSS, MINI TAB, or R and make a **Seminar Presentation. This will be the CHAPTER II : Data Analysis of the main report.**

**Stage III MAIN PROJECT REPORT AND VIVA -50 Marks** (Chapter III of the Main Report).

In addition to the above two stages the students should write the third chapter on Data Interpretation, Conclusion & Suggestions and submit the final report by including the following.

**REFERENCES:**

Appendix i: Questionnaire (if any).

Appendix II: Definition of concepts, models, formulas used in the report.

**NOTE: Faculty should advise students to give only Refernces to the Web sites and Journals and not to directly download in the Project Report.**

**Maximum 30% can be downloaded and rest should be Original.**