

### **ACADEMIC REGULATIONS 2016 UNDER (CBCS) FOR MBA (REGULAR) DEGREE PROGRAMME**

Applicable for the students of Master of Business Administration (MBA) (Regular) programme from the Academic Year 2016-17 and onwards

The MBA Degree of Jawaharlal Nehru Technological University Hyderabad shall be conferred on candidates who are admitted to the programme and who fulfill all the requirements for the award of the Degree.

#### **1 ELIGIBILITY FOR ADMISSIONS**

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

Admissions shall be made on the basis of merit/rank obtained by the candidate qualified at ICET or 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**

2.1 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 four academic years of course work, failing which he shall forfeit his seat in MBA programme.

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

2.3 The minimum instruction days in each semester are 90.

#### **3 COURSE REGISTRATION**

3.1 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.

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

3.3 A Student can apply for ON-LINE 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).

- 3.4 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.
- 3.5 Subject/ Course Options exercised through ON-LINE 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.

#### 4 ATTENDANCE:

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

- 4.1 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%.
- 4.2 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.
- 4.3 Shortage of Attendance below 75% in each subject shall not be condoned. The percentage of attendance at 75% for all the subjects and not the average percentage.
- 4.4 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.
- 4.5 A prescribed fee shall be payable towards condonation of shortage of attendance.
- 4.6 A Candidate shall put in a minimum required attendance at least three (3) theory subjects in each semester for promoting to next 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.

- 4.7 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 into the same class.

### 5. 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 practicals, on the basis of Internal Evaluation and End Semester Examination.

- 5.1 For the theory subjects 75 marks shall be awarded for the performance in the Semester End Examination and 25 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 with Part A as compulsory question (10 marks) consisting of 5 sub-questions carrying 2 marks each, and Part B with 3 questions to be answered out of 5 questions, each question carrying 5 marks. The details of the Question Paper pattern for End Examination (Theory) are given below:
- The Semester End Examination will be conducted for 75 marks. It consists of two parts. i).Part-A for 25 marks, ii). Part-B for 50 marks.
  - Part-A is a compulsory question consisting of 5 questions, one from each unit and carries 5 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.
- 5.2 For practical subjects, 25 marks shall be awarded for performance in the Semester End Examinations and 25 marks shall be awarded for day-to-day performance as Internal Marks.
- 5.3 For conducting laboratory end examinations of MBA Programmes, one internal examiner and one external examiner are to be appointed by the Principal of the College and the same to be informed to the Director of Evaluation in two weeks before for commencement of the lab end examinations. The external examiner should be selected from outside the College concerned but within the cluster. No external examiner should be appointed from any other College in the same cluster/any other cluster which is run by the same Management.
- 5.4 There shall be five 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 there will be only internal evaluation of 50 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.

- 5.4 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 Controller of Evaluation PG. For this, the HOD of the College 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.
- 5.5 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.
- 5.6 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 5.5) he has to reappear for the Semester End Examination in that subject.
- 5.7 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 reregistered 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.
- 5.8 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 reregister for the subject when next offered.

## **5 Examinations and Assessment - The Grading System**

- 6.1 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.

- 6.2 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:

<i>% of Marks Secured (Class Intervals)</i>	<i>Letter Grade (UGC Guidelines)</i>	<i>Grade Points</i>
80% and above (> 80% , < 100% )	O (Outstanding)	10
Below 80% but not less than 70% (> 70% , < 80% )	A+ (Excellent)	9
Below 70% but not less than 60% (> 60% , < 70% )	A (Very Good)	8
Below 60% but not less than 55% (> 55% , < 60% )	B+ (Good)	7
Below 55% but not less than 50% (> 50% , < 55% )	B (above Average)	6
Below 50% ( < 50% )	F (FAIL)	0

- 6.3 A student obtaining F Grade in any Subject shall be considered 'failed' and is to 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.
- 6.4 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.
- 6.5 A Letter Grade does not imply any specific Marks percentage and it will be the range of marks percentage.
- 6.6 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'.
- 6.7 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
- Credit Points (CP) = Grade Point (GP) x Credits .... For a Course**
- 6.8 The Student passes the Subject/ Course only when he gets GP > 6 (B Grade or above).
- 6.9 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points (ECP) 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

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

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 the  $i^{\text{th}}$  Subject, and  $G_i$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that  $i^{\text{th}}$  Subject.

- 6.10 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

$$\text{CGPA} = \{ \sum_{j=1}^M C_j G_j \} / \{ \sum_{j=1}^M C_j \} \dots \text{for all } S \text{ Semesters registered} \\ (\text{ie., upto and inclusive of } S \text{ Semesters, } S \geq 2),$$

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  $j^{\text{th}}$  Subject, and  $G_j$  represents the Grade Points (GP) corresponding to the Letter Grade awarded for that  $j^{\text{th}}$  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.

- 6.11 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.

## **7. 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.

- 7.1 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.
- 7.2 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.

- 7.3 After satisfying 7.2, 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.
- 7.4 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.
- 7.5 A candidate shall submit his project status report in two stages at least with a gap of 3 months between them.
- 7.6 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.
- 7.7 After approval from the PRC, the soft copy of the dissertation should be submitted to the University for ANTI-PLAGIARISM for the quality check and the plagiarism report should be included in the final dissertation. If the copied information is less than 24%, then only dissertation will be accepted for submission.
- 7.8 Three copies of the dissertation certified by the supervisor shall be submitted to the College/School/Institute.
- 7.9 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.
- 7.10 For Project Evaluation (Viva Voce) there is an external marks of 70 and the same evaluated by the External examiner appointed by the University. The candidate has to secure minimum of 50 marks out of 100 marks in the Project Evaluation (Viva-Voce) examination.
- 7.11 If he fails to fulfill as specified in 7.10, 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.
- 7.12 The dissertation shall be adjudicated by one examiner selected by the University.

For this, the Principal of the College shall submit a panel of 3 examiners, eminent in that field, with the help of the guide concerned and Head of the Department.

- 7.13 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.
- 7.14 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.
- 7.15 The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva- Voce examination.

8. AWARD OF DEGREE AND CLASS

- 8.1 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 > 6.0), shall be declared to have 'QUALIFIED' for the award of the MBA Degree as he admitted.

8.2 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:

Class Awarded	CGPA
First Class with Distinction	> 7.75
First Class	6.75 < CGPA < 7.75
Second Class	6.00 < CGPA < 6.75

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

9. WITHHOLDING OF RESULTS

If the student has not paid the dues, if any, to the University 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 withheld in such cases.

10. TRANSITORY REGULATIONS

- 10.1 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.
- 10.2 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 R16 Academic Regulations.

### 11 GENERAL

- 11.1 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.
- 11.2 Credit Point: It is the product of grade point and number of credits for a course.
- 11.3 Wherever the words "he", "him", "his", occur in the regulations, they include "she", "her".
- 11.4 The academic regulation should be read as a whole for the purpose of any interpretation.
- 11.5 In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Vice-Chancellor is final.
- 11.6 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.

## MASTER OF BUSINESS ADMINISTRATION

### MALPRACTICES RULES DISCIPLINARY ACTION FOR /IMPROPER CONDUCT IN EXAMINATIONS

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 University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University 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 University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.

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5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant - Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in- charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall	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 University 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.

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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 University for further action to award suitable punishment.	

### Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
  - (i) A show cause notice shall be issued to the college.
  - (ii) Impose a suitable fine on the college.

Shifting the examination centre from the college to another college for a specific period of not less than one year

## MASTER OF BUSINESS ADMINISTRATION

### I YEAR – I SEMESTER

Subject Code	Group	Course Title	Int. marks	Ext. marks	L	P	C
MB1111	CORE(G)	MANAGEMENT AND ORGANISATIONAL BEHAVIOUR	25	75	3	-	3
MB1112	CORE(G)	BUSINESS LAWS & BUSINESS ENVIRONMENT	25	75	3	-	3
MB1113	CORE(G)	MANAGERIAL ECONOMICS	25	75	3	-	3
MB1121	CORE(F)	FINANCIAL ACCOUNTING & ANALYSIS	25	75	3	-	3
HM1115	CORE (H & S)	STATISTICS FOR MANAGEMENT	25	75	3	-	3
MB1114	CORE(G)	➤ CROSS CULTURE MANAGEMENT	25	75	3	-	3
MB1115	CORE(G)	➤ WTO & IPR					
MB1116	CORE(G)	➤ TOTAL QUALITY MANAGEMENT					
MB1122	CORE(G)	➤ PROJECT MANAGEMENT					
HM1116	CORE (H & S)	STATISTICAL DATA ANALYSIS - LAB	50	-	-	2	2
HE1135	CORE (H & S)	BUSINESS COMMUNICATION & SOFT SKILLS	50	-	-	2	2
<b>Total Credits</b>					<b>18</b>	<b>4</b>	<b>22</b>

**Note:** The Subjects with the Code No., MB1114, MB1115, MB1116 & MB 1122 are Open Electives under Core Subjects. The Students may choose any one of the above mentioned core Elective Subject. Core (G) represents General Subject and Core (F) represents General Finance subject.

**I YEAR –II SEMESTER**

<b>Subject Code</b>	<b>Group</b>	<b>Course Title</b>	<b>Int. marks</b>	<b>Ext. marks</b>	<b>L</b>	<b>P</b>	<b>C</b>
MB1231	CORE(H)	HUMAN RESOURCE MANAGEMENT	25	75	3	-	3
MB1241	CORE(M)	MARKETING MANAGEMENT	25	75	3	-	3
MB1221	CORE(F)	FINANCIAL MANAGEMENT	25	75	3	-	3
HM1217	CORE (H & S)	QUANTATIVE ANALYSIS FOR BUSINESS DECISIONS	25	75	3	-	3
MB1211	CORE(G)	MIS & ERP	25	75	3	-	3
MB1212	CORE(G)	➤ FOREIGN TRADE	25	75	3	-	3
MB1222	CORE(F)	➤ BANKING,INSURANCE & RISK MANAGEMENT					
MB1242	CORE(M)	➤ LOGISTICS & SUPPLY CHAIN MANAGEMENT					
MB1213	CORE(G)	➤ MSME					
MB1223	CORE(F)	ANNUAL REPORT ANALYSIS – Seminar- Practical Study of companies Balanced sheets	50	-	-	2	2
MB1291	CORE(G)	SUMMER INTERNSHIP - SEMINAR	50	-	-	2	2
		<b>Total Credits</b>			<b>18</b>	<b>4</b>	<b>22</b>

**Note:** The Subjects with the Code No. MB1212, MB1222, MB1242 and MB 1213 are Open Electives under Core Subjects. The Students may choose any of the above mentioned core elective subject. Core (G) represents General Subject and Core (F) represents General Finance subject. Core (H) represents General Human resource Management subject. Core (M) represents General Marketing Management subject





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### II YEAR – I SEMESTER

Subject Code	Group	Course Title	Int. marks	Ext. marks	L	P	C
MB1311	CORE(G)	PRODUCTION & OPERATIONS MANAGEMENT	30	70	3	-	3
MB1312	CORE(G)	STRATEGIC MANAGEMENT	25	75	3	-	3
MB1313	CORE(G)	RESEARCH METHDOLOGY	25	75	3	-	3
MB1321	FI	STRATEGIC MANAGEMENT ACCOUNTING	25	75	3	-	3
MB1322	FI	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT					
MB1323	FI	FINANCIAL INSTITUTIONS, MARKETS & SERVICES					
MB1331	HR	PERFORMANCE MANAGEMENT	25	75	3	-	3
MB1332	HR	TRAINING AND DEVELOPMENT					
MB1333	HR	MANAGEMENT OF INDUSTRIAL RELATIONS					
MB1341	MK	CONSUMER BEHAVIOUR	25	75	3	-	3
MB1342	MK	SALES AND DISTRIBUTION					
MB1343	MK	INTEGRATED MARKETING COMMUNICATIONS					
MB1391	CORE(G)	PERSONAL EFFECTIVENESS - SEMINAR	50			2	2
MB1392	CORE(G)	BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS - SEMINAR	50			2	2
<b>Total Credits</b>					<b>18</b>	<b>4</b>	<b>22</b>

**Note:** The Subjects specialization (Group) the code No. MB 1321, MB1322, MB1323 are Electives under **Finance**. MB 1331, MB 1332, MB1333 are Electives under **HR**. MB 1341, MB1342, MB1343 are Electives under **Marketing**. The Students may choose any one Group of the above mentioned Electives. No choice of Electives from Different Specelization (Group) subjects. The core group subjects are common to all. Core (G) represents General Subject

## MASTER OF BUSINESS ADMINISTRATION

### II YEAR – II SEMESTER

Subject Code	Group	Course Title	Int. marks	Ext. marks	L	P	C
MB1411	CORE(G)	ENTREPRENEURSHIP	25	75	3	-	3
MB1412	CORE(G)	MANAGEMENT OF TECHNOLOGY	25	75	3	-	3
MB1421	FI	STRATEGIC INVESTMENT AND FINANCING DECISIONS	25	75	3	-	3
MB1422	FI	INTERNATIONAL FINANCIAL MANAGEMENT					
MB1423	FI	FINANCIAL DERIVATIVES					
MB1431	HR	COMPENSATION & REWARD MANAGEMENT	25	75	3	-	3
MB1432	HR	INTERNATIONAL HUMAN RESOURCE MANAGEMENT					
MB1433	HR	LEADERSHIP & CHANGE MANAGEMENT					
MB1441	MK	RETAILING MANAGEMENT	25	75	3	-	3
MB1442	MK	SERVICES MARKETING					
MB1443	MK	INTERNATIONAL MARKETING					
MB1491	CORE(G)	PRE SUBMISSION OF PROJECT –SEMINAR	50	-	-	4	2
MB1492	CORE(G)	COMPREHENSIVE VIVA	-	100	-	4	2
MB1493	CORE(G)	PROJECT	30	70	-	-	3
<b>Total Credits</b>					<b>15</b>	<b>8</b>	<b>22</b>

**Note:** The Subjects specialization (Group) the code No. MB1421, MB1422, MB1423 are Electives under **Finance**. MB1431, MB1432, MB1433 are Electives under **HR**. MB1441, MB1442, MB1443 are Electives under **Marketing**. The Students may choose any one Group of the above mentioned Electives. No choice of Electives from Different Specialization (Group) subjects. The core group subjects are common to all. Core (G) represents General Subject

## **I Year I Sem**

### **1. Business Communication Seminar- Internal Marks- 50**

Presently the subject is known as Business Communication Seminar as per JNTU curriculum which does not have the practical aspects of spoken English, Group discussions, Role play and other employability skills. Therefore, the proposed curriculum may be changes as follows

#### **Business Communication & Soft Skills(BCSS) –Seminar Subject**

Spoken Skills are required to be imparted to the students during the 1<sup>st</sup> semester - Business Communication, so that the students are getting prepared to face the situations during the interview, group discussions, role play and other seminars being conducted from time to time as soft skills development.

## **I Year II Sem**

### **2. Annual Report Analysis (ARA) LAB - Internal Marks – 50**

As per JNTU curriculum, the subject known as Annual Report Analysis Lab consisting of the analyzing the Organization's financial documents such as Balance Sheet, Mini project and Profit & Loss Account and Investment Portfolio etc.

#### **Annual Report Analysis (ARA) –Seminar Subject**

Annual Report Analysis is a subject to be imparted through the class room delivery by analyzing the Balance Sheets of Large, Medium and Small Organizations, so as to enable the students to acquire the practical knowledge in understating the performance qualities of the organizations.

**MBA COURSE OBJECTIVES**

1. To Develop the students as Managers to reach the International Standards.
2. Make the students as Independent Entrepreneur
3. To improve Employability potential through Rigorous practice in soft skills and managerial skills.
4. To make students analytical thinkers and social scientists.

**MBA I SEM**

**MB 1111- MANAGEMENT & ORGANIZATIONAL BEHAVIOUR**

**Course Aim:** Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Learning outcome:**

The students should be able to learn the history of management and the contributions of important management researchers.

They should be able to understand the relevance of environmental scanning, planning and how to take decisions.

The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

**Unit – I**

**History of Management:** Theories of Management-Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory

Case1: Work Force Diversity

**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, Valence Theory and other relevant theories of motivation

### REFERENCES:

1. Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
2. Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14<sup>th</sup> Edition, 2012
3. L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publshings
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, 10<sup>th</sup> Edition, Cengage Publishing

**MBA I-Sem**

**MB1112- BUSINESS LAW AND BUSINESS ENVIRONMENT**

**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 disequilibrium 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.Aswathappa, 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*



**MBA I-Sem**

**MB1113- MANAGERIAL ECONOMICS**

**Course Aim:** To enable students acquire knowledge to understand the economic environment of an organization.

**Learning Outcome :** Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

**Unit-I:**

**Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Case: 1 The objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no

15) Case: 2 Dabur India Limited Growing Big and Global (Geetika, 2nd Edition page no 64)

Case: 3 Profits in the personal computer industry (Dominick Salvatore page no 19)

Case: 4 Total Average and Marginal cost in the U.S Steel industry (Dominick Salvatore page no 44)

**Unit-II:**

**Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

**Case:** 1 Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore pages no 195)

**Case:** 2 Price Elasticity's of Demand in the Real World (Dominick Salvatore page no

110) **Case:** 3 Northern Turkey (Craig H.Petersen page no 172-173)

**Case:** 4 Income Elasticity of Demand (H.Kaushal Macmillan page no 39-

41) **Case:** 5 Cross Demand (H.Kaushal Macmillan page no 48)

**Case:** 6 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

**Unit-III:**

**Production Analysis:** Production function, Production function with one/two variables, Cobb - Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

**Case: 1** Labor productivity and Total compensation in the United States and Abroad (Dominick Salvatore page no 253)

**Case: 2** Naveen Construction Companies (Craig H.Petersen page no 293)

**Case: 3** Substitutability between Gasoline consumption and driving times (Dominick Salvatore page no 265)

**Case: 4** How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278)

### Unit-IV:

**Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.

Case: 1 Out Sourcing to India: way to Fast Track (Geetika page no 272)

Case: 2 The Shape of the long –Run Average cost curves in various industries (Dominick Salvatore page no 265)

Case: 3 BLP Corporation (Sumitrapal, Macmillan page no 203)

Case: 4 Mr. Martin Gets Chewed out by the Boss (W.Bruce Allen page no 150)

### Unit-V:

**Market Structure and Pricing Practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing philosophy

**Case: 1** Pricing of innovative product (H.Kaushal Macmillan page no 78) **Case:** Pacific copper enterprises (W.Bruce Allen)

**Case: 3** Suzanne Muth –Theatre Complex (Sumitrapal, Macmillan page no 240) **Case: 4** Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no 369)

### REFERENCES

1. Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics*, 14th edition Pearson, 2014.
2. 'Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
3. W.Bruce Allen, *Managerial Economics Theory, Applications, and Cases* 8th Edition.
4. G S Gupta, *Managerial Economics*, 2nd edition, TMH, 2012.
5. H. L. Ahuja, *Managerial Economics*, S. Chand, 2012

**MBA I-Sem**

**MB1121- FINANCIAL ACCOUNTING AND ANALYSIS**

**Course Aim:** The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

**Learning Objectives:** To prepare, understand, interpret and analyze financial statements with confidence. To appreciate and use financial statements as means of business communication. To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

**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. Valuation of fixed assets- Tangible vs Intangible assets, and methods of depreciation. Depreciation concept– Depreciation of Fixed Assets -Methods of depreciation—their impact on measurement of business Accounting.

**Unit-III:**

**Inventory Valuation :** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts- ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

**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 – Du Pont Chart –Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

**REFERENCES:**

1. V.Rajasekharan,R.Lalitha “Financial Accounting & Analysis” Pearson Education, New Delhi, 2015
2. Paresh Shah “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2014.
3. Dhanesh K.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
4. N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
5. Maheswari, Financial Accounting, IBH, 2015.
6. T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education PVt Ltd, New Delhi 2015.

**MBA I-Sem**

**HM 1115- STATISTICS FOR MANAGEMENT**

**Unit – I:**

Introduction to Statistics-Overview, origin and development and Managerial Applications of Statistics ,Statistics and the branches of the study, statistics& computers, limitations of statistics.

**Unit – II:**

Measures of central Tendency- Mean ,Median, Mode ,Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation , Standard deviation and co-efficient of variation Skewness: Karle Pearson co-efficient of skewness, Bowleys co-efficient of skewness Kelleys co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

**Unit – III:**

Tabulation of Univariate , Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional ,Two dimensional and three dimensional diagrams and graphs

**Unit – IV:**

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

**Unit – V:**

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series–Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction ,Characteristics and uses of index numbers ,types of index numbers , un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

**REFERENCES:**

1. Levin R.I., Rubin S. David, "Statistics for Management", 2015, 7th Ed. Pearson.
2. Beri, " Business Statistics ", 2015, 1st Ed, TMH.
3. Gupta S.C, "Fundamentals of Statistics", 2015, 6th Ed. HPH.
4. Amir D. Aczel and Jayavel Sounder pandian, "Complete Business Statistics", TMH,
5. Levine , Stephan , krehbiel , Berenson -Statistics for Managers using Microsoft Excel,PHI .

**MBA I-Sem**

**MB1114- CROSS CULTURAL MANAGEMENT**  
**(Open Elective – I)**

**Unit-I:**

**Introduction** – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

**Unit-II:**

**Cultural Dimensions and Dilemmas:** Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**Unit-III:**

**Culture and Organizations:** Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**Unit- IV:**

**Culture and Communications:** Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

**Unit-V:**

**Cross Cultural Team Management:** Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

**References**

1. Marie-joelle Browaeys and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
2. David C.Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
3. Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
4. Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
5. Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
6. Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland,USA

**MBA I-Sem**

**MB1115- WTO & IPR**  
(Open Elective – I)

**Unit -I:**

**Introduction-** General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration  
– WTO Agreements including TRIPS & TRIMS.

**Unit -II:**

**WIPO** – Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement – Hauge Agreement – UPOV.

**Unit -III:**

**IPR-1 Patents:** Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

**Unit -IV:**

**IPR – 2: Designs and Geographical Indication (GI)** – Designs: Basic requirements – Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

**Unit -V:**

**IPR-3: Trade marks and Copy rights:** Definitions – Classification of trademarks – Classifications of goods and services – Vienna classification – Trade marks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement – Remedies.

**References**

1. P. K. Vasudeva ,World Trade Organization: Implications on Indian Economy, Pearson Education, 2015
2. P.Krishna Rao, WTO-Text and cases, Excel Books, 2015.
3. Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
4. Carlos M.Correa- Intellectual property rights , The WTO and Developing countries-Zed books
5. Peter-Tobias stoll, Jan busche , Katrian arend- WTO- Trade –related aspects of IPR- Library of congress
6. Surendra Bhandari- World Trade Organisation (WTO) and Developing Countries- Vikas Publishing House



**MBA I-Sem****MB1116-TOTAL QUALITY MANAGEMENT  
(Open Elective – I)**

**Course Aim:** The objective of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

**UNIT-I:**

**Principles and Practices-I:** Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM- Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils- Strategic Planning- Customer Satisfaction- Customer perception of Quality-service Quality, - Customer Retention-Employee Involvement-Employee survey-Empowerment-Gain sharing- Performance Appraisal.

**UNIT-II:**

**Principles and Practices-II:** Continuous process Improvement,- the Juran trilogy,- The PDCA Cycle-Kaizen- Reengineering. Supplier Partnership- Partnering-Sourcing-Supplier Selection- Supplier rating-Performance Measures-Basic concept-Strategy-Quality cost- Bench marking- reasons for bench marking-Process-Understanding current performance-Pitfalls and criticism of benchmarking.

**Unit-III:**

**Tools and Techniques-I:** Information Technology- Computers and the quality functions - Information quality Issues-Quality management System- Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series- Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process.

**UNIT-IV:**

**Tools and Techniques-II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation- Product liability-Proof and Expert Witness. Total Productive Maintenance- promoting the Philosophy and Training-Improvements and needs- Autonomous Work groups.

**UNIT-V:**

**Management Tools:** Management Tools,-Introduction-Forced field Analysis-Tree diagram- Process decision Program Chart-Statistical Process Control-Cause and Effect diagram- Histogram-state of control  
– Process Capability- Experimental Design- Hypothesis-Orthogonal Design-Two factors and Full factors-Quality Strategy for Indian Industries-Quality Management in India.

**REFERENCES :**

1. Joel E Ross : Total Quality Management, 3<sup>rd</sup> Edition,CRC press,2015
2. Dale H.Besterfeld, carlon Besterfeld: Total Quality Management, Pearson Education, 2015
3. Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2015.
4. Poornima M charantimath Total Quality Management, Pearson Education, 2015
5. Kanishka Bedi: Quality Management, Oxford, 2015.

**MBA I-Sem****MB1122- PROJECT MANAGEMENT**  
**(Open Elective – I)**

**Course Aim:** The objective of this course is to lay an important foundation to students in managing projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.

**UNIT-I**

**Introduction:** Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

**UNIT-II:**

**Project Planning:** Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

**UNIT-III**

**Project Execution:** Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process , risk management an integrated approach, cost Management, Creating a project Budget.

**UNIT-IV**

**Leading Project Teams:** Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

**UNIT-V**

**Performance Measurement and Evaluation:** Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

**REFERENCES**

1. Gray, Larson: Project Management-Tata McGraw Hill-2015
2. Jeffery K.Pinto: Project Management-Pearson Education-2015
3. Enzo Frigenti: Project Management-Kogan, 2015
4. R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
5. Thomas M.Cappels: Financially Focused Project Management, SPD,2008.
6. Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

**MBA I-Sem**

**HM1116-STATISTICAL DATA ANALYSIS**

**Course aim:** The course aims is to understand MS Excel for applying statistical tools learnt in RMSA. **Learning Outcome:** The learning outcome is that the students should be able to:  
Analyse the data to draw inference for decision making.  
Understand application of statistical measures of central tendency. Understand application of ANOVA.  
Analyse trends.  
Test hypotheses.

**Syllabus - PART A**

**I. About EXCEL**

1. Introduction, Uses of Excel, New functions and features of excel 2007.
2. Getting started with excel: Opening a blank or new workbook, general organization.
3. Highlights and main functions: Home, Insert, page layout, formulas.
4. Highlights and main functions: Data, review, view, add-ins.
5. Using the Excel help function.

**II General EXCEL Lessons**

6. Customizing the Quick Access Toolbar.
7. Creating and Using Templates.
8. Working with Data: Entering, Editing, Copy, Cut, Paste, Paste Special.
9. Formatting Data and Using the Right Mouse Click.
10. Saving, Page Setup, and Printing.
11. Using Headers and Footers.
12. Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists.
13. Data from External Sources.
14. Using and Formatting Tables.
15. Basic Formulas and Use of Functions.
16. Data Analysis Using Charts and Graphs.
17. Managing, Inserting, and Copying Worksheets.
18. Securing the Excel Document (Protect Cells and Workbook).

**III ADVANCED EXCEL LESSONS**

- 19. Advanced Formulas and Functions.
- 20. Advanced Worksheet Features.
- 21. Advanced Data Analysis using PivotTables and Pivot Charts.

**PART B – STATISTICAL TOOLS FOR EXECUTION USING EXCEL**

- IV** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.
- V** t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.
- VI** Time series: forecasting Method of least squares, moving average method. Inference and discussion of results.

**REFERENCES**

- 1. Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
- 2. D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- 3. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
- 4. Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
- 5. Shelly, MS Office, 2007, Cengage, 2009.
- 6. Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.

**MBA I-Sem**

**HE1135-BUSINESS COMMUNICATIONS & SOFT SKILLS – SEMINAR  
(Autonomous Syllabus)**

**Aim:** Aim is to enable students understand how to write business letters and improve written communication.

**Learning Outcome:** At the end of the course, students will be enabled with the following skills.

- a. English language skills for effective written business communication ('s).
- b. Will be able to understand how to write project report.

\*\*\*

**Unit-I:**

**Business Writing:** Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

**Case Study:** Communication Complication in English(Meenakshi...).

**Unit-II:**

**Business Correspondence:** Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

**Case Study:** Missing Briefcase (Meenakshi...).

**Unit-III:**

**Instructions:** Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, Product Instructions. Practice Exercises.

**Case Study:** How to operate the Minolta Freedom 3 Camera. (Meenakshi...)

**Unit-IV:**

**Business Reports and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

**Case Study:** Handling unsolicited proposals for private infrastructure projects(Meenakshi...). **Case Study:** The key board syndrome(Meenakshi...).

**Unit-V:**

**Careers and Resumes :** Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

**Case Study:** Recruitment Drive at SOBER. (Meenakshi...).

**REFERENCES:**

1. Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
2. Lesikar: Basic Business Communication, TMH, 2015.
3. David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
4. Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons,

MBA II-Sem

**MB1231- HUMAN RESOURCE MANAGEMENT**

**Course Aim:** To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently.

**Learning Outcome:** Students should be able to understand the basic HR concepts. They will be able to understand the process of recruitment, selection, performance appraisal, training & development, compensation and employee retention approaches and strategies.

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**Unit-I:**

**Introduction of HRM:** Introduction to HRM – Line Managers – HR Duties – New Approaches to Organizing HR – Globalization & Competition Trends – Technological Trends – Trends in Nature of Work

– Workforce and Demographic Trends – Economic Challenges – HRM in India – High Performance Work System's – Labor Legislation in India – Equal Employment Opportunity 1990-1991 – HR Score Card developed by TVRLS India.

**Case:** Social Surveyors in Flood-hit Areas (Gary Dessler page no 160)

**Case:** Finding people who are passionate about what they do (Gary Dessler page no 195)

**Case:** HR, CULTURE and Business Results Success at Google, Scripps and UPS (Robert L Mathis P. No. 35)

**Case:** Religious Accommodation (Robert L Mathis P. No. 118)

**Case:** Mitsubishi Believes in EEO- Now (Robert L Mathis P. No. 119)

**Unit-II:**

**Recruitment and Placement:** Basics of Job Analysis – Methods for Collecting Job Analysis Information – Job Descriptions – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, HRP – Recruitment & Selection Process – Planning & Forecasting – Sources of Recruitment – Recruitment of Diverse Work Force – Employee Testing & Selection – Basic types of Interviews – Errors in Interviews – Translating Strategy into HR-Policies & Practices.

**Case:** Reinventing the wheel at apex door Company (Gary Dessler page no 309) **Case:** Xerox Focuses on HR (Robert L Mathis P. No. 79)

**Case:** where do you find the Bodies? (Robert L Mathis P. No.

79) **Case:** The Reluctant Receptionist (Robert L Mathis P.

No. 159) **Case:** Accenture – Retaining for Itself (Robert L

Mathis P. No. 193) **Case:** Recruiting at Kia (Robert L Mathis

P. No. 231)

**Case:** Strategic Selection: A Review of Two Companies (Robert L Mathis P. No. 267)

### Unit-III:

**Performance Appraisal and Training & Development of Employees** – Concept of Performance, Management Appraisal – Techniques for Performance Appraisal – Career Management – Employer Life Cycle – Career Management & Talent Management, Analyzing Training needs & Designing the program

– Implementing different training program – Implementing Management Development Programs  
– Evaluating the Training Programs .

Case: Training Crucial for Hotels (Robert L Mathis P. No. 307)

Case: performance management improvements for Bristol-Myers Squibb (Robert L Mathis P. No. 393) Case: Just Another Job (Robert L Mathis P. No. 647)

Case: The Dilemma Within (Robert L Mathis P. No. 667)

Case: Performance Appraisal at Cola Magic Drinks (Robert L Mathis P. No. 671)

Case: Appraising the secretaries at Sweet water U? (Gary Dessler page no 349)

### Unit-IV:

**Compensation** – Basic Factors in Determining pay structure – Establishing pay rates – Pricing Managerial and Professional Jobs – Special Topics in Compensation – Benefits – Insurance – Retirement Benefits – Personal Services & Family friendly benefits – Salient features of Workmen Compensation Act & Minimum Wages Act.

**Case:** Salary inequities at ACME Manufacturing (Gary Dessler page no 429) **Case:** HR Contributes at CSSCO (Robert L Mathis P. No. 36)

Case: Compensation changes at JC Penny (Robert L Mathis P. No. 435) Case: Benefiting Connie (Robert L Mathis P. No. 507)

### Unit-V:

**Employee Relation** – Labor Movement – Collective Bargaining Process – Grievances – Managing Dismissals – Employee Safety and Health – Occupational Safety Law – Work Place Health Hazards Problems & Remedies – Salient features of Industrial Disputes Acts 1947 – Factories Act, Mines Act.

**Case :** The New Safety and Health Program (Gary Dessler page no 623) Case : Full Disclosure on Sex Offenders? (Robert L Mathis P. No. 231)

**Case :** Wal-Mart and Watching Its “Union Prevention” (Robert L Mathis P. No. 629)

### REFERENCES: Gary Dessler, “Human Resource Management”, 12<sup>th</sup> Edition, Pearson-2012.

Robert L Mathis, John H Jackson, Manas Ranjan Tripathy “Human Resource Management- A South Asian Perspective ”, Cengage Learning 2012.

C.B.Mamoria & V.S.P.Rao, Personnel Management, HPH, 2012.

K. Aswathappa, “Human Resource Management, Text and Cases”, TMH, 2011.

Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books,

2012. R.Wayne Mondy, “Human Resource Management” Pearson, 2009.



**MBA II-Sem**

**MB1241- MARKETING MANAGEMENT**

**Course Aim:** Aim is to understand the basic marketing concepts through case studies.

**Learning outcome:**

- a. By reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management.
- b. They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

**Unit-I:**

**Introduction to World of Marketing:** Importance, scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, Developed Vs Developing Marketing. Market Research-Definition of MR, MIS, Commissioning MR, MR Process, MR Online, MR & Ethics, International MR.

Case : Bata (Rajendra.P Maheshwari page no: 03)

Case : Mahindra Scooters (Arun Kumar page no: 89).

Case : Ready Meal Manufactures (Adrian palmer, page no: 70). Case : Santoor –(lamb Hair– page no : 238).

Case : Drawing on data, searching for insight (Adrian palmer – Page no: 175).

**Unit-II:**

**Analyzing Marketing Opportunities, Customer Value and Marketing Mix :** Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behavior – cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

Case : Small New Phones (Adrian palmer- page no: 296).

**Unit-III:**

**Designing a Customer Driven Strategy:** Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy. Case : (Segmentation) Zee TV (lamb, Hair page no 212).

Case : (Targeting) Kellogg's (lamb, Hair page no 300 )

Case : (Positioning) Nimbooz (S. Neelamegham page no 225). Case :( Positioning) Dalda (Arun Kumar page no:195).

**Unit-IV:**

**Distribution Decisions, Promotion & Communication Strategies :** Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, communication promotion mix, factors effecting the promotion mix

Case : Barista (Arun Kumar – page no:33). Case : Nano Car (lamb, Hair – page no:52)

Case : Indigo (lamb, Hair – page no:356).

Case : TESCO (Adrian palmer page no : 388 ) Case : Hero Motor Corp (lamb, Hair Page no:446) Case : Avon Cosmetics (lamb, Hair Page no:497). Case : Eureka (Arun – Page no: 711).

Case : Home Shop (Arun – page no: 639).

**Unit-V:**

Pricing Decisions & Personal Communication - Importance of price, cost determinant of price, markup pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, post modern marketing, market sustainability and ethics, Global marketing.

Case : Coca Cola(lamb, Hair – page no: 112).

Case : I phone ( lamb, Hair – page no: 534). Case : Akash Tablet (lamb, Hair – page no: 557).

Case : Compact car (Arun Kumar page no :369)

Case : Chick (lamb,Hair Page no:650)

Case : Nokia (Neelamegham page no– 645).

Case : Shakti (Rajendra .P Maheswari – Page no:408). Case : Airtel (Arun – page no: 901)

Case : Beer Marketing (Adrian palmer page no:529)

**REFERENCES:**

Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 15/e, Pearson Education, 2012.

Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, REFERENCES FOR CASES:

Ramaswamy Namakumari, "Marketing Management", TMH 5<sup>th</sup> Edition 2015.

Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford , 2015. Rajan Saxena: Marketing Management, 4/e, TMH, 2015

Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.

MBA II-Sem

**MB1223- FINANCIAL MANAGEMENT**

**The students need Discounting Table and Annuity tables for the examination**

**Course Aim:** To give an overview of the problems facing a financial manager in the commercial world. It will introduce you to the concepts and theories of corporate finance that underlie the techniques that are offered as aids for the understanding, evaluation and resolution of financial manager's problems.

**Learning Outcome:** Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed. To ensure the availability of timely, relevant and reliable financial and non-financial information. FM helps in understanding the use of resources efficiently, effectively and economically. To focus on wealth maximization rather than profit maximization.

**Unit-I:**

**The Finance Function:** Nature and Scope; Evolution of finance function – Its new role in the contemporary scenario –Goals of finance function – maximizing vs. satisfying; Profit vs. Wealth vs. Welfare; the Agency relationship and costs; Risk-Return trade off; Concept of Time Value of Money – Future Value and Present value and the basic valuation model.

**Unit-II:**

**The Investment Decision:** Investment decision process- Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Approaches for reconciliation. Capital budgeting decision under conditions of risk and uncertainty. 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 Decisions:** Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

### Unit-IV:

**Dividend Decisions:** Dividends and value of the firm - Relevance of dividends, the MM hypothesis, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Major forms of dividends – Cash and Bonus shares. The theoretical backdrop – Dividends and valuation; Major theories centered on the works of GORDON, WALTER and LITNER. A brief discussion on dividend policies of Indian companies. Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach.

### Unit-V:

**Management of Current Assets:** Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Management of receivables and Management of inventory- The importance of current assets management in working capital planning. Planning of working capital, Financing of working capital through Bank finance and Trade Credit. Recommendations of Tandon and Daheja Committee on Working Capital. Cases.

### REFERENCES:

**IM Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas , 2015.**

M.Y Khan, P K Jain: "Financial Management-Text and Problems", 6<sup>th</sup> Edition, TMH, 2012. P.C.Tulsian,C.A. Bharat Tulsian , "Financial Management" S.Chand Publications,2012

Prasanna Chandra, "Financial Management Theory and Practice", 8<sup>th</sup> Edition. TMH ,2012 Shashi K.Gupta, R.K.Sharma , "Financial Management" Kalyani Publishers ,2012

James C Van Horne, Sanjay Dhamija, "Financial Management and Policy" Pearson Education, 2012 .

**MBA II-Sem**

**HM1217-QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**Course Aim:** The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Learning Outcome:** The Course covers origin and application of OR, Linear Programming, Decision Theory and queuing theory. These concepts help the student in taking decisions for business.

**Unit-I:**

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 short comings of using an OR model.

**Unit-II:**

Linear Programming Method: Structure of 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, simplex method, converting primal LPP to dual LPP, Limitations of LPP. 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, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

**Unit-III:**

Assignment Model: Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

**Unit-IV:**

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

**Unit-V:**

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 station with finite and infinite population.

**REFERENCES:**

R. Pannerselvam : Operations Research, PHI, 3<sup>rd</sup> revised edition, 2012

Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2015. K.L Schgel "Quantitative Techniques and Statistics", 2012.

Pradeep Prabhakar Pai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012. C.R. Kothari, Quantitative Techniques, 3<sup>rd</sup> revised edition, Vikas, 2012.

**MBA II-Sem**

**MB1217- MANAGEMENT INFORMATION SYSTEM & ERP**

**Aim:** The aim of this course is to enable students to understand the importance of information systems in the decision making and management of organizations.

**Learning Outcome :** After going through the cases in the text and other references, by the end of this course the students will understand the MIS concepts its applications,

**Unit-I:**

**Introduction :** MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage. Case :MIS at Narayana Labs Ltd.

Case : Siba International and Functional Information System. Case : Sigma Industries Limited (SIL)

**Unit-II:**

**Business Applications of Information Systems :** E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

Case : Knowledge Management Systems at Anil Consultancy.

**Unit-III:**

**Management of IS:** Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

Case: Planning of IS at Anoop & Company. Case : Apollo Hospitals.

Case : Implementation of OLT at Deep College of Management and Technology. Case : Effectiveness of MIS: A Case Study.

**Unit-IV:**

**Building of Information Systems:** System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

Case: System requirement specification: An illustrate case. Case: MIS at XYZ Bank.

Case: Purchase order system: application case study.

**Unit-V:**

**Introduction to Cyber Crime :** Cyber Crime Definition and origin of the word, cyber crime and information security, who are cyber criminals? Classification of cyber criminals-Legal Perspectives-Indian Perspectives-Cyber crimes and Indian ITA 2000, Global perspective on cybercrime-Cybercrime era. (Refer : Nina Godbole et al)

**TEXT BOOK**

D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3rd Edition, 2010. Laudon & Laudon, Management Information Systems, Pearson, 2015  
Nina Godbole & Sunit Belapure “ Cyber Security” Wiley India  
2012. Jawadekar, MIS Text and Cases, TMH, 2012.

**MBA II-Sem****MB1218- FOREIGN TRADE  
(Open Elective-I)**

What have been the policies that influenced India's Foreign Trade? What has been our performance in the world trade post independence era? Is India truly globalised? What has gone wrong and what can be done? Such questions are studied under this particular subject.

**Unit-I:**

Definition of Foreign Trade, Composition of Foreign Trade, Theories of International Trade, Foreign Trade and economic Development. Analysis of India's Foreign Trade, Growth, Trends, Composition and direction- Foreign Capital, Collaboration of Multinational corporations, Bilateral and Multinational Trade Agreements- India's trade Agreements - India's Balance of Payments including invisibles.

**Unit-II:**

Import Policy and Export Promotion Schemes: Salient Features of India's Export Import Policy- Objectives of EXIM/Trade Policy – Instruments of Trade Policy- Duty Exemption Schemes – DBK, DEPB, Advance License - Import of Capital Goods - Exports/Trading/Star Trading/Super Star Trading House Policy - EOU's/EPZs/SEZs Schemes - Services Exports

**Unit-III:**

Incoterms: Background and objectives of Incoterms, Types of Incoterms- General guidance that are used in Incoterms – Terminology of Incoterms- Tariffs, Quantitative restrictions– Export-Import Procedures and documentation.

**Unit-IV:**

Institutional setup for Export Promotion. Export Assistance measures. Free Trade Zone SEZ's and 100% eOUs. State Trading in India- Principal commodities of India's export and imports an overview – Sources and Analysis of foreign Trade Statistics. Canalizing Agencies and Chambers of Commerce. Export Organisation: Institutions involved in export Promotion: DGFT, FIEO, RBI, CUSTOMS, ITPO, EXIM BANK, ECGC, EPCs, Commercial banks, Commodity Boards.

**Unit-V:**

Assessment of Prospects- Products and Markets. Identification of new markets for Indian products. African Market, potential to enter into the SOUTH AFRICA, GHANA, KENYA, NIGERIA, UGANDA, MAIRITIOUS and TAMZANIA- Export potential of India, Latin America, an Analysis of US commercial office on India for investing in selected sector. Trade Blocks and Regional Economic Cooperation.

**References**

- Rancis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
- Bhagvati J (ed), International Trade , Penguin Books , 2007.
- India's Trade statistics, published by CMIE and DGCIS.
- RBI Annual Reports, Annual Reports of Ministry of Commerce.



**MBA II-Sem**

**MB1224-BANKING, INSURANCE AND RISK MANAGEMENT**  
**(Open Elective-I)**

**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 its functions. Banking sector reforms in India and deficiencies in Indian banking including problems 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:**

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

**MBA II-Sem**

**MB1242- LOGISTICS AND SUPPLY CHAIN MANAGEMENT**  
**(Open Elective-I)**

**UNIT -I**

Logistics and Competitive strategy: Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services  
Case 1: The number 1 express carrier – A DHL case study.

**UNIT –II**

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

Case 2: Ford Motor company – six sigma initiatives streamline operations.

**UNIT -III**

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

Case 3: General Motors de Mexico – Driving efficiency

**UNIT -IV**

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

Case 4: Keeping the Good Times rolling at crown  
premiums Case 5: LUSH Showers U.S. Market with  
Enhanced Service

**UNIT -V**

Managing global Logistics and global Supply Chains: Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management

Case 6: Managing the supply chain for globally integrated products – An Exel case study

**REFERENCES**

1. Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “ A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
3. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”,

MBA II-Sem

**MB1219-MICRO SMALL MEDIUM ENTERPRISES MANAGEMENT**  
(Open Elective-I)

**Unit I:**

**Introduction for Small and Medium Entrepreneurship (SME):** Concept & Definition, Role of Business in the modern Indian Economy, History of SMEs in India, Employment and export opportunities in MSMEs.

**Unit II:**

**Setting of SMEs':** Location of Enterprise – steps in setting – problems of entrepreneurs – sickness in SMI – Reasons and remedies – Incentives and subsidies – Evaluating entrepreneurial performance – Rural entrepreneurship – Women entrepreneurship.

**Unit III:**

**Project Finance:** Source of finance – Institutional finance – Role of IFC, IDBI, ICICI, LIC, SFC, SIPCOT and Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSICS, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureau – Approaching Institutions for assistance.

**Unit IV:**

**Management of MSE:** Management of Product Line; - Communication with clients; - Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of SME.

**Unit V:**

**MSME Policies and Emerging Trends in SMEs:**

Central Government policies SME - and export promotion policy - the MSME development act, 2006. - Institutional Support mechanism in India.

**Reference Books:**

Small Business Entrepreneurship: Paul Burns & Jim Dew hunt, palgrave macmillan publishers.2010 edition.

Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives) Abha Jaiswal, 2010, Jain book agency.

"Financing Micro, Small & Medium Enterprises 1st Edition" is written by K. Sudarsan. This book was published in the year 2010. This book has total of pp. xxii + 445 (Pages). The publisher of this title is Associated Publishers

Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects Stefano Gatti, Academic Press, 07-Nov-2007 - Business & Economics - 440 pages

Micro Small and Medium Enterprises in India Hardcover – 2013 by Suman Kalyan Chaudhury (Author) **Publisher:** Raj Publications (2013)

"Small and medium enterprises in transitional economies", challenges and opportunities, by Aneet.

**MBA II-Sem**

**MB1225-ANNUAL REPORT ANALYSIS**

**Approach: CMIE Prowess Database/ANNUAL REPORT OF COMPANIES & MS-Excel.**

**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:

- Analyse balance sheet of an organization.
- Analyse profit and loss of an organization.
- Analyse investment portfolio of the organization.
- Analyse 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:**

- Sinha Gokul-Financial Statement Analysis-PHI 2014
- Erich A. Helfert -Financial Analysis Tools and Techniques: A Guide for Managers-TMH ,2014
- Robert M. Grant- Contemporary Strategy Analysis: Text and Cases-Wiley,2014
- John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
- Sarngadharan M. and Kumar S. Rajitha -Financial Analysis for Management Decisions-PHI
- Gupta -Corporate Financial Analysis In A Global Environment , South-Western Pub

**MBA II-Sem****GN1294- SUMMER INTERNSHIP –SEMINAR**

**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 behaviour, 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 organizations. 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 near by cities, towns and villages to understand their business model.

**Report:** A brief report of explaining their understanding and analysis of the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains.

Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.

**MBA III-Sem**

**MB131A-PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Aim:** The course aims to introduce concepts of production and operations management in an organization and expose to analytical methods.

**Learning Outcome:** The students will be able to understand operations management, product & process design, analysis, plant location, layout, Scheduling and Material Management.

**Unit-I:**

**Introduction to Operations Management:** Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems – Flow Shop, Job Shop, Batch Manufacturing, The Project, Productivity, Strategic Management – Corporate Strategic, Generic competitive Strategies, Functional Strategies, Gross Domestic Product and its impact, World Class Manufacturing.

**Unit-II:**

**Product & Process Design and Analysis:** Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design- Process Research, Pilot Development, Capacity Consideration, Commercial Plan Transfer, Enhanced Capacity Using Optimization. Value Analysis/Value Engineering – History of Value Analysis/Value Engineering, When to Apply Value Analysis, Function, Aims, Value Engineering Procedure, Advantages and Application Areas. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.

**Unit-III:**

**Plant Location & Plant Layout:** Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi-facility Location Problems – Model for Multi-facility Location Problem, Method of Transformation, Model to Determine X- Coordinates of New Facilities, Model to Determine Y-Coordinate, **Plant Layout-** Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures.

### Unit-IV:

**Scheduling:** Introduction, Johnson's Problem, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and Machines Scheduling.

### Unit-V:

**Materials Management:** Integrated Materials Management, Components of Integrated Materials Management- Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Control- Inventory Decisions, Costs Trade Off. Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Purchasing Management, Stores Management – Incoming Materials Control, Store Accounting, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

### REFERENCES:

K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012. Panneerselvam “ Production and Operations Management” PHI,2012

**MBA III-Sem**

**MB131B-STRATEGIC MANAGEMENT**

**Course Aim:** The aim of this subject is to enable the students develop a holistic perspective about strategic management of an organization.

**Learning Outcome:** By reading the text and discussing the cases students should be able to understand how to scan internal and external environment of an organization, understand different types of strategies and structures, strategies of the competitors, turnaround strategies, global strategies and strategic control. With that knowledge they would be able to formulate strategies, change strategies if necessary and implement strategies. They will also be able to evaluate strategies and take corrective steps.

**Unit-I:**

Strategic Inputs: Introduction to Strategic Management-Strategic Management and Competitiveness-Technology and Technology change-Vision, Mission and Objectives-Strategic Leaders-Strategic Management process- The External Environment: Opportunities, Threats, Competition and Competitor Analysis. External Environmental Analysis, Segments of the External Environment, Porters 5 Force Model, The internal Environment: Resource, Capabilities, Competencies and Competitive advantages. Analyzing internal organization - Building Core Competencies-Value Chain Analysis, Outsourcing.

Case: Bharti Airtel (Hitt & Ireland page no

4). Case: ITC Limited (Hitt & Ireland page no 30).

**Unit-II:**

Formulation of Strategic Actions: Business level strategy-Effectively managing relationships with Customers- the purpose of Business strategy. Competitive Rivalry and Dynamics- A Model of Competitive Rivalry-Competitor Analysis-Drivers of Competitive actions and responses- Competitive rivalry and dynamics.

Case: Bajaj Auto limited (Hitt & Ireland Page no 80).

Case: Coca cola Vs Pepsi in India (Hitt & Ireland page. no108)

**Unit-III:**

Corporate level Strategy- Levels of Diversifications and reasons-Value creating diversifications. Strategic Acquisitions & Restructuring- Popularity of Mergers & Acquisitions strategies, problems in achieving Acquisition Success- Restructuring.

Case : Foster's Group Diversification into the Wine Business (Hitt & Ireland Page 150)

Case: Merger and Acquisition Activity during a Global Crisis: Global and in India (Hitt & Ireland page 154) Focus : Troubles in the Godrej – P & G Alliance(Hitt & Ireland page. no 223)



### Unit-IV:

Global Strategy-Identifying International Opportunities and international Strategies-Strategic competitive Outcomes and risk in an international Environment. Corporate Implications for strategy-Strategic Alliances- corporate level cooperative strategy, Competitive risk with Cooperative strategies.

Case: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Ireland page. no 176).

Case: Using Cooperative Strategies at IBM (Hitt & Ireland page 206)

### Unit-V:

Structure and Controls with Organizations-Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy-Entrepreneurial Implications for Strategy. Fundamental principles of Ethics, Professional Ethics, Ethics of Finance & Accounting professionals, Cyber crimes, Ethics & Human rights

Case 1 CISCO's Evolution of Strategy and Structure. (Hitt & Ireland page. no 256) Case 2 Selecting a new CEO (Hitt & Ireland page no 282)

Case 3 The Continuing innovation revolution at Amazon: The kindle and E-books(Hitt & Ireland page 304)

### REFERENCES:

Hitt & Ireland and Manikutty," Strategic Management: A South Asian Perspective": Cengage Learning, 9e, 2012

Mital; Cases in Strategic Management; 3<sup>rd</sup> Edition, TMH, 2015.

Mason A Carpenter et al."Strategic Management: A dynamic Perspective" Pearson, 2e, 2012.

A Nag" Strategic Management: Analysis, Implementation & Control "Vikas Publishing house, 2012. Adrian & Alison" Strategic Management: Theory & Application" Oxford University Press, 2010.

C.L.Bansal, Business and Corporate Laws, 1/e, Excel Books, 2006

MBA III-Sem

## MB131C- RESEARCH METHODOLOGY

**(Students must read text book. Faculty are free to choose any other cases)**

**Course Aim:** To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

**Learning Outcome:** Students will be able to apply the principles of research methodology for the research design for the various mini and major projects of the MBA programme. They will be able to analyse the data statistically.

### Unit-I:

**Research Methodology:** Overview of Research methodology-Research problems, Types of Research ,Research process-Ethics in business research-limitations of social science research. observation studies and research.

### Unit-II:

**Design of Business research-** Research design an overview : Qualitative research Vs Quantitative Research ,Types of research design, Validity of research design , Types of designs

### Unit-III:

#### **Data Collection Methods & Tools**

Primary Data, Secondary Data, designing questionnaire and Schedule of questions, Relevant cases and exercises Sampling methods: Random, Non-Random Techniques, Tabulation, interpretation and analysis of data

### Unit-IV:

**Measurement of scaling Techniques-** Introduction objectives Qualitative research Vs Quantitative measures, classification /types of measures characteristics/goodness of instruments/measurement of scales. Errors in measurement. Types of scales /Techniques comparative and non-comparative scaling techniques guidelines for deciding scales.

### Unit-V:

#### **Report writing & Bibliography:**

Introduction , Objectives , format of a report , classification of the sectors of the report, PowerPoint presentations of the reports, Synopsis Vs main report, Footnotes, Importance of hypotheses and objectives in report writing ,Types of reports ,Report format , cover page, preliminary pages, main body , appendices and bibliography , Importance of Excel and SPSS in report writing.

**REFERENCES:**

KrishnaSwamy,Slvakumar,Mathirajan-Management  
Research Methdology,Pearson,2014 R.Pannerselvam  
-Research Methdology-, PHI, 2014  
T N Srivatsava, shailaja rego -Business research Methods-  
TMH,2014 Business research Methods -Donald R cooper,  
Pamela S Schindler William .G. Zikmund- Business Research  
Methods\_Thomson  
Business Research Methods-SL Gupta , Hitesh Gupta

MBA III-Sem

**GN1396-BUSINESS BEST PRACTICES AND SUCCESS STORIES OF  
EMERGING LEADERS -SEMINAR**

**A BUSINESS BEST PRACTICES**

**Aim:** To enable students to understand the best practices followed by the organizations.

**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. By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next 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. Six Sigma
9. Talent Management
10. Any other functional systems, policies, practices may also be considered for studying.

**Report:** A report of the best practice must be prepared with the help of the information available in the open source (example websites, news papers, business magazines). Formal or informal interaction with the managers of the organization may also be attempted to have better clarity.

**Journals :** Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI.

**B SUCCESS STORIES OF EMERGING LEADERS**

**Aim:** Aim of this course is to understand from real life situations the motivating circumstances for a leader to emerge and the underlying passion and commitment for the causes to which the leader is fully committed. It also aims at understanding how the leader communicates his passion to others and make others motivated to the cause. The leader can be some one who excels in any domain such as science, medicine business, sport, art, literature or public life and belonging to contemporary period or very immediate future (emerging).

Learning outcome: After taking up this course, and giving successful presentation at the seminar, the student should be able to understand

1. The compelling circumstance that makes a leader
2. The basic character that makes a strong leader
3. The sustaining forces of leadership
4. Leader- follower relations and dynamics
5. Various types of leadership styles
6. The process of evaluating leadership taking into account the strengths and weakness
7. The art of expert critiquing

The student is expected to take up specifically instances of leadership that made some difference in a domain of his choice in the contemporary age, and after discussing with the Faculty Adviser concerned right at the beginning of the semester, start studying the leader of his choice as approved and make a detailed report for presentation at the seminar. At the seminar expert critiquing by fellow students and teachers must be encouraged for meaningful evaluation and feedback.

References: The student must look for specific references related to the story of his/her leader and must include in the report.

### GN1395 PERSONAL EFFECTIVENESS (Seminar Presentation-50 Marks)

#### MBA III-Sem

##### Course Aim:

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

##### Learning Outcome: 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.

#### REFERENCES

**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.

1. Sherfeild:Developing Soft skills-Pearson Education-2013.

2. Murphy: Effective Business communication, 7/e, TMH, 2013.

3. Colin BEARD: Experiential Learning, Kogan Page, 2013.

4. Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012.

**MBA IV-Sem**

**MB141D- ENTREPRENEURSHIP**

**Aim:** The aim of this subject is to inspire students to become entrepreneurs so that they will emerge as job providers rather than job seekers.

**Learning Outcome:** By the end of this course the students should be able to understand the mindset of the entrepreneurs, identify ventures for launching, develop an idea on the legal framework and also understand strategic perspectives in entrepreneurship.

**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.

Case1: Ready, Aim, Fire (B. Janakiram, M.Rizwana, page 212), Case2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

**Unit-II:**

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

Case : Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228).

**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.

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48).

Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48). Case 3: Pets.com (Arya Kumar P.No. 88)

Case 4: creativity in start-ups (Arya Kumar P.No. 166)

Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)

### 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.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case 2: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page 128).

Case 3: Google (Arya Kumar P.No. 248)

Case 4: Tata Motors – Nano (Arya Kumar P.No. 279)

### 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.

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452). Case 2: Public Sector - address seed capital (David H.Holt, Page 453).

### REFERENCES:

- D F Kuratko and T V Rao “Entrepreneurship- A South-Asian Perspective “Cengage Learning, 1/e, 2012.
- Arya Kumar “Entrepreneurship- creating and leading an entrepreneurial organization” Pearson 2012.
- Richard Blundel” Exploring Entrepreneurship Practices and Perspectives, Oxford, 2011.
- David H Holt” Entrepreneurship:New Venture Creation” PHI,2013.
- Robert Hisrich et al “Entrepreneurship” 6th e, TMH, 2012.
- Nandan H, Fundamentals of Entrepreneurship, PHI, 2013



**MBA IV-Sem****MB141E- MANAGEMENT OF TECHNOLOGY**

The Objective of the course is to expose students to the importance of technology in conduct of business and its skillful management for optimum results.

**\*Students need Discounting Table and Statistical Table to solve problem**

**Unit – I:**

The Process of Technological Innovation: The Need for a Conceptual Approach, Technological Innovation as a Conversion Process Factors Contributing to Successful Technological Innovation. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development- Techniques For Creative Problem Solving.

**Unit-II:**

Financial Evaluation of Research and Development Projects: The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.

**Unit -III:**

Research and Development: Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialisation of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.

**Unit-IV:**

Technological Forecasting For Decision Making: The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organisation For Technological Forecasting, Current Status.

**Unit -V:**

Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

**REFERENCES**

- Tarek Khalil: Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2015.
- V.K.Narayanan: Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
- Norma Harison and Samson: Technology management – Text and cases, TMH, 2015
- Shane: Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
- Khandwala: Corporate Creativity, TMH, 2015.
- Lucy C. Morse , Daniel L. Babcock : Managing Engineering and Technology (6th Edition), Person

**MBA IV-Sem**

**GN1497- PRE SUBMISSION OF PROJECT – SEMINAR**

**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.

MBA IV-Sem

**GN1498-COMPREHENSIVE VIVA**

**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.

**MBA-III SEM**

**MB1343-CONSUMER BEHAVIOR  
(Marketing Elective)**

**Aim:** The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

**Learning outcome:** After reading the text and discussing the cases the student should be able to understand the environmental influences on consumer behaviour, perception and attitude of consumers, consumer decision making and marketing ethics towards consumers.

**Unit-I**

**Understanding Consumer Behaviour:** Defining consumer behaviour, Why to study Consumer Behaviour? Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**Case:** Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter page no: 514-515)

**Unit-II**

**Environmental Influences on Consumer behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

**Case :** Fashion label- 'Gini & Jony' (Suja R.Nair ,page no 351-352)

**Case :** Cadbury Dairy Milk Chocolates (Ramanuj Majumdar, page no 293-297) **Case :** Nescafe Instant Coffee (Ramanuj Majumdar page no 311-316)

**Unit-III**

**Consumer as an Individual:** Personality and Self-concept, Consumer Motivation, Consumer Perception, Consumer Attitudes and Changing Attitudes, Consumer Learning and Information Processing.

**Case :** Titan watches (Ramanuj Majumdar, page no 303-306)

**Case :** Handling of down-age syndrome (Suja R.Nair , page no 227-228)

**Unit-IV**

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

**Case :** Mac Vs. Pc (Michael R.Solomon page no 330-331)

**Case :** The story of Innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

**Unit-V**

**Consumerism and Ethics:** Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer responses to consumer issues, Marketing Ethics towards Consumers.

**Case:** Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400-401)

**REFERENCES**

**David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH, Fourth Edition, 2011.**

S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.

Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2015. Ramneek kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.

MBA-III SEM

**MB1344- SALES AND DISTRIBUTION**  
**(Marketing Elective)**

**Aim:** The aim of this course is to enable MBA students to understand Sales Management, Sales Process, role of distribution channels and manage channel partners. They can also emerge as good sales executives and support the organization's efforts towards business development.

**Learning outcome:** After reading the text and discussing the cases the student should be able to understand the importance of Sales Management, Sales Planning and Budgeting and characteristics of distribution channels and managing them.

**Unit-I**

**Introduction to Sales Management:** Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

**Case:** Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still page no 104,105)

**Case:** United air flow manufacturer of household appliances sales persons job. (Richard R.Still page no 115 to 118)

**Unit-II**

**Sales Planning and Budgeting:** Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.

**Case:** Augsberg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605)

**Case:** Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

**Unit-III**

**Sales Force Management:** Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

**Case: 1** Adjusting Compensation Plan to Motivate Sales Representatives ( K.Sridhara Batt, page no 576 to 577)

**Case: 2** Sales Force Strategy at Life Insurance Corporation (K.Sridhara Batt, page no 579)

### Unit-IV

**Introduction to Distribution Management** Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

**Case: 1** Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620)

**Case: 2** The National Handloom Development Corporation. (Tapan K. Panda, Sunil Sahadev page no. 504)

### Unit-V

**Managing Channel Institutions** Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

**Case: 1** Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, Vasant page no 461)

**Case: 2** Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, Sunil Sahad page no 719)

### REFERENCES

**Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2<sup>nd</sup> edition, TMH, 2011.**

Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5<sup>th</sup> edition, Pearson, 2011

Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2<sup>nd</sup> edition Oxford. S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.

K.Sridhara Bhat , Sales and Distribution Management, 1<sup>st</sup> , HPH, 2011.

S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012

**MBA-III SEM**

**MB1345- INTEGRATED MARKETING COMMUNICATION  
(Marketing Elective)**

**Aim:** The aim of this course is to enable MBA students to understand management of marketing communication, communication mix and ethical aspects of marketing communication.

**Learning outcome:** After reading the text and discussing the cases the students should be able to understand integrated marketing communication, budgeting, sales promotion, media planning and ethical aspects.

**Unit-I**

**Understanding Integrated Marketing Communication:** Understanding Marketing Communication, Integrated Marketing Communication, Integrated Marketing Communication as an Integral part of Marketing, Understanding Consumer Behaviour, Understanding the Communication process, Communication Mix.

**Case :** Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

**Unit-II**

**Budgeting, Objectives and Evaluation of IMC:** Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, Conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC.

**Case :** The Premium Milk Food Private Ltd. (Kruti Shah page no 820)

**Case :** Archias, Advertizing (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

**Unit-III**

**Marketing Communication Mix I:** Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

**Case :** Tata Salt (Part I,II,III) (Kruti Shah page no 282,284,310-311,367-372)

**Unit-IV**

**Marketing Communication Mix II:** Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

**Case :** Amul taste of India (Kruti Shah page no 793)

**Case :** Rasha Prankees promotion (Kruti Shah page no 600)



### Unit-V

**Regulation, Social and Ethical Aspects of Advertising and Promotion:-** Federal Regulation of Advertising, regulations of Advertising and Promotion in India, regulation of other Promotional Areas, Social and Ethical Criticisms of Advertising, ethical aspects of Advertising – Truth in Advertising, Advertising to children, Advertising controversial products, Social Aspects of Advertising.

**Case :** Surrogate advertising(Jai shri Jethwaney page no 475-480) **Case :** The Unilever experience (Jai shri Jethwaney page no 606)

### REFERENCES:

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

**MBA-IV SEM**

**MB1446- RETAILING MANGEMENT**  
**(Marketing Elective)**

**Course Aim:** To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

**Learning outcome:** The students will learn the Modern Retailing Concepts and will be able to link it to cases to understand the present Retailing Trends.

The students will be able to understand shopping environment, retail formats, functions, retail operation and promotion.

**Unit-I**

**Introduction to Retail Management** - Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, retailing in Asia, global retailing, retailing in Europe, service retailing, FDI retailing, Rural marketing, ethics in retailing.

**Case:** The Classic story. (Aditya page no 283)

**Case:** The Panwallah. (Aditya Prakash page no 287)

**Unit-II**

**Understanding Shoppers & Shopping** - Shopping Environment, shopping in a Socio Cultural Context, shopping process shopping behaviour, demographics of Indian shoppers, psychographic profile of Indian shoppers, lifestyle of Indian shoppers, shopping patterns in India.

**Case:** Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474) **Case:** Changing Indian Consumers. (Aditya page no 258)

**Case:** Tanishq. (Suja Nair page no 440)

**Unit-III**

**Delivering Value through Retail Functions** - Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, Marketing Structure, the demand side of retailing, non price decisions, types of competition, evolution of retail competition, future changes in retail competition.

**Case:** Nirula's. (Suja Nair Page no 448) **Case:** Hot Breads. (Suja Nair page no 452)

**Case:** McDonalds India. (Suja Nair page no 459)

**Case:** Automobile and Niche Marketing ( Dr. Harjit Singh page no 417)

### Unit-IV

**Pricing & Supply Chain Management** - Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, Price Adjustment Strategies. SCM- introduction, drivers of SCM, SCM & competitive advantages, types of supply chain-supply chain length, width, control of supply chain, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, SCM components, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

**Case:** Café Coffee Day. (Suja Nair page no 434) **Case:** Shoppers stop. (Suja Nair page no 470)

### Unit-V

**Retail Buying & Managing Retail Operations**-objectives of buying, organization buying, retailing buying behaviour, models of buying behaviour, buyer-responsibilities, merchandising & assortment plans-merchandise plan, merchandise plan for basic stocks retail buying groups, negotiations in retail, contract in retail, store layout & design, merchandise display-fixtures, positioning of merchandise, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers.

**Case:** Godrej and Boyee's. (Suja Nair page no 466)

### TEXT BOOK

Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2<sup>nd</sup> Edition, Oxford, 2012.

Lusch, Dunne, Carver, Introduction to Retailing, 7<sup>th</sup> Edition, Cengage Learning, 2015. **Suja Nair**, Retail Management, Himalaya Publication House, 2012.

**Aditya Prakash** Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House, First Edition, 2009.

Swapna Pradhan, Retail Management-Text & Cases, TMH, 2015.

Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.

MBA-IV SEM

**MB1447- SERVICES MARKETING**  
(Marketing Elective)

**Course Aim:** To facilitate the students about the concepts of Services Marketing through cases. **Learning Objective:** The objective of the course is to provide a deeper insight into the Marketing Management of companies offering Services as product. The students will be able to understand the characteristics of services, understand consumer behaviour in services, align service design and standards, delivering service, managing services promises.

**Unit-I**

**Foundations of Service Marketing:** What are Services? Why Services Marketing? Role of Services in Modern Economy, Service and Technology, characteristics of services compared to goods, Services Marketing Mix, staying focusing on customer, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap.

**Case 1:** The United Indian Bank (Govind Apte Page no 55-56)

**Case 2:** Online air travel: Expedia, Orbitz and Travelocity lead the pack ( John E.G.Bateson Page no 82-83)

**Unit-II**

**Focus on the Consumer:** Consumer behaviour in services, Consumer expectations in service, consumer perceptions of service, Understanding Consumer Requirements-listening to customers through research, building customer relationships, service recovery.

**Case1:** The Crestwood Inn, (John E.G.Bateson Page no 320-321)

**Case 2:** Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

**Unit-III**

**Aligning Service Design and Standards:** Service innovation and design-challenges, types of service innovations, stages in service innovation and development, service blueprinting, high performance service innovations, new Service Development Processes, Customer defined service standards-factors, types, and development, Physical Evidence and the Services cape.

**Case 1:** Physical evidence a case of KF. (Vinnie Jauhari Page 236-238). **Case 2:** IT Trainers Limited. (Govind Apte Page no 186).

**Unit-IV**

**Delivering and Performing Service:** Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

**Case 1:** Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336).

**Case 2:** Total Assurance Ltd. (Govind Apte Page 207-208).

## Unit-V

**Managing Service Promises:** Integrated services marketing communications-need for coordination, five categories of strategies to match service promises with delivery, Pricing of Services-three key ways that service prices are different for customers, approaches to pricing services, pricing strategies that link to the four value definitions.

**Case 1:** Why Differential Pricing helps the poor? (Vinnie Jauhari et al Page 336).

## REFERENCES

Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, 7<sup>th</sup> edition Pearson 2015

**Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.**

John E.G. Bateson, K. Douglas Hoffman : Services Marketing, Cengage Learning, Fourth Edition, 2012.

Harsh V. Varma: Services Marketing text and cases, Pearson, Second edition, 2012.

Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press, 2012.

Govind Apte : Services Marketing, Oxford Press, 2011.

MBA-IV SEM

MB1448- INTERNATIONAL MARKETING

(Marketing Elective)

**Course Aim:** To enable the student understand the Global Markets, formulate of Global Marketing Strategies and Implement.

**Learning Objective:** The objective of the course is to provide a deeper insight into the global marketing management, environment of global markets, assessing global market opportunities, developing and implementing global marketing strategies.

**Unit-I**

**Introduction to International Marketing:** Definition, Scope, Features, Difference between Domestic and International Marketing, Why International? International Marketing Theories, Types of Economics & Markets. **Case:** 1 Starbucks –going Global fast. (Philip, John, Prashant Text )

**Unit-II**

**Environment of Global Markets:** Types: Political, Economical, Social, Legal and Technological Environments, EXIM Policy, International Trade and its barriers trade in Goods & Services.

Case: 1 IKEA Catalogue. (Svend & Madhurima -Pearson page no 242) Case: 2 Mc. Donalds and obesity. (Philip John Prashant Text )

**Unit-III**

**Assessing Global Market Opportunities:** Global vision through Market Research: Market Selection, Role of Culture, Government Policies of Target Markets, SWOT Analysis of Target Markets, International Trade Agreements, World Market Stages.

Case:1 Reliance Entertainment(Svend & Madhurima, Pearson page no 312) Case:2 Mahindra & Mahindra (Svend & Madhurima,Pearson page no 356) Case:3. IMAX corporation (Svend & Madhurima, Pearson page no 412)

**Unit-IV**

**Developing Global Market strategies:** Segmentation product & services decisions for consumers and Business: Marketing channels and Distribution, Promotion Strategies, Pricing strategies.

Case:1 Harley-Davidson:-Price level (Svend & Madhurima,pearson page no 510) Case:2 Mc Donalds Great Britain –the Turnaround (Text page no 793)

## Unit-V

**Implementing Global marketing strategies:** Negotiation with customers and selection method, E-Marketing channels organization & controlling of the global marketing programme.

Case: 1 NTT DOCOMO (Svend & Madhurima, Pearson page no 709)

### REFERENCES:

**Philip R. Cateora, John L graham, Prashant Salwan, International Marketing -15<sup>th</sup> edition – TMH-2011.**

Svend Hollensen, Madhumita Benerjee-Global Marketing-4<sup>th</sup> Edition- Pearson-2010.

*Rajagopal –International Marketing-2<sup>nd</sup> Edition –Vikas -2011*

Justin Paul, International Marketing – Text and Cases, TMH, 2015.

Kiefer Lee, Steve Carter-Global Marketing Management-3<sup>rd</sup> edition- Oxford-2011. Francis Cherunilam- International Marketing-12<sup>th</sup> Edition- HPH-2012.

### MBA-III SEM

### MB1326- STRATEGIC MANAGEMENT ACCOUNTING (Finance Elective)

**Course Objective:** The objective of the course is to enable the students to the components of product cost, their calculation methods, and their control.

#### UNIT I

**Introduction to Management Accounting, Cost Analysis and Control:** 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. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing.

#### 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, inter-process profits, costing for by-products and equivalent production.

#### UNIT III

**Marginal Costing I:** Introduction, Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or limiting factor.

#### UNIT IV

**Marginal Costing II:** Selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning. Break-even analysis: application of BEP for various business problems. Inter-firm comparison: need for inter-firm comparison, types of comparisons, advantages.

#### UNIT V

**Budgetary Control:** Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; 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, Labor variance and Sales variance.

#### **Suggested Readings:**

Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012  
S.P.Jain and K.L.Narang, Cost and Management Accounting, Kalyani Publishers, New Delhi, 2006. M.Y. Khan, P.K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 4/e, 2007. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc.New Delhi,2007. Atkinson, Banker, Kaplan and Young, Management Accounting, PHI, 2006. Manash Gupta, Cost Accounting Principles and Practice, Pearson Education,2006



**MBA-III SEM**

**MB1327- SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT  
(Finance Elective)**

**Course Objective:** The objective of the course is to develop students' knowledge, skills and competencies in employing different methodologies and techniques for managing the market, credit and operational risks in security analysis and Investment Management and other related risks.

**UNIT I**

**Investments:** Investment Management –Objectives –Types –Investment Media, Investment Process. The Investment Environment – Investment Vs Speculation – Investment Vs Gambling – Securities Trading and Settlement – Types of Orders - Margin Trading.

**UNIT II**

**Security Analysis:** Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Framework for Fundamental Analysis – Concept of Intrinsic Value Economic Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Fundamental Analysis Vs Technical Analysis; Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

**UNIT III**

**Analysis and Valuation of Bonds:** Strategic role of Bonds from an Investors point of view – Bond Terminology – Types of Bonds – Valuation of Bonds – Bond Yield Measures – Bond Price Analysis – Risk associated with Bonds – Bond Duration.

**UNIT IV**

**Equity Valuation Models:** Valuation Methods – Dividend Discount Models Intrinsic Value and Market Price – Measures of Relative Value – Price Earnings Ratio – Price / Book Value Ratio – Price / Sales Ratio – Economic Value Added.

**UNIT V**

**Portfolio Management:** Concept of Portfolio Management-Optimal Portfolio-Theories of Portfolio-Markowitz Model, Capital Asset Pricing Model, Capital Market Line and Securities market line; Portfolio Diversification, Efficient Frontier – Measurement of Portfolio risk and return. Performance of Portfolio – Meaning – Models - Jenson's Model. Sharpe's Model and Trynor's Model – Techniques of Portfolio revision – Formula Plans, Constant Rupee Value Plan – Constant Ratio Plan, Variable Ratio Plan.

**REFERENCES:**

- William. F. Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments Prentice Hall, 2012.  
Donald E, Fischer and Ronald J. Jordan, SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT 2000.  
Prasanna Chandra, MANAGING INVESTMENTS, Tata Mc Graw Hill.  
R.J.Fuller and J.L.Farrel, Modern Investments and Security Analysis, McGraw Hill Jack Clark Francis, MANAGEMENT OF INVESTMENTS, McGraw Hill.

**MBA-III SEM**

**MB1328- FINANCIAL INSTITUTIONS, MARKETS AND SERVICES  
(Finance Elective)**

**Course Objective:** The objective of the course is to provide to students an understanding of Financial Markets, the major Institutions involved and the Services offered within this framework.

**UNIT I**

**Introduction:** The structure of financial system, Equilibrium in financial markets, Indicators of Financial Development, Financial system and Economic Development, Financial Sector Reforms after 1991 - Regulatory and Promotional Institutions: Functions and Role of RBI, Role and functions of SEBI, performance of Non-Statutory Financial Organizations: IFCI, IRBI, NABARD, SIDBI and SFCs.

**UNIT II**

**Banking Institutions:** Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition, Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Exchange rates, Lending/ Deposit rates; Co-operative Banks - Role, Govt. initiatives to strengthen Co-operative Banks.

**UNIT III**

**Non Banking Financial Institutions:** Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI. Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Bancassurance, Role of IRDA, Challenges faced by Insurance Sector.

**UNIT IV**

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills Market, Commercial Bills Market, Commercial paper and Certificate of Deposits; Securities Market – Organization and Structure, Listing, Trading and Settlement, SEBI and Regulation of Primary and Secondary Markets.

## UNIT V

**Asset/Fund Based Financial Services:** Lease Finance, Consumer Credit and Hire purchase Finance, Factoring - Definition, Functions, Advantages, Evaluation, Forfeiting, Bills Discounting, Housing Finance, Venture Capital Financing. Fee-based Advisory services: Stock Broking, Credit Rating.

### **Suggested Readings:**

L.M. Bhole: Financial Institutions and Markets, TMH, 2009.

E. Gordon, K. Natarajan: Financial Markets and Services, Himalaya Publishing House, 2013. Pathak: Indian Financial Systems, Pearson, 2009

M.Y. Khan: Financial Services, TMH, 2009.

S. Gurusamy: Financial Services and System, Cengage, 2009

Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2009.

**MBA-IV SEM**

**MB1429- STRATEGIC INVESTMENT AND FINANCING DECISIONS**  
**(Finance Elective)**

**Aim:** To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions with in an organization. To develop an understanding of the various strategies that are in use to trade off risk and return

**Learning Outcome:** To explain the role and nature of investment and financial strategies and its relationship to maximization of wealth/shareholders value. To examine various risk models in capital budgeting. To evaluate the motives for financial implications of mergers and acquisitions and lease financing. To discuss the impact of general and specific inflation on financial and investment strategy decisions.

**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 Monte 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 pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches. Significance of information and data bank in project selections.

**Unit-IV**

Strategic Analysis of selected investment decisions: Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

**Unit-V**

Financing Decisions: Mergers and Acquisitions Basic Issues, Strategy , Diversification and Mergers and Acquisitions , Theories of Mergers, Types of Mergers ,Cost of Mergers , Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

**REFERENCES :**

- **Ravi M Kishore “Strategic Financial Management, Taxman 2012.**
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
- I.M. Pandey: Financial Management, Vikas 2012.

**MBA-IV SEM****MB142A-INTERNATIONAL FINANCIAL MANAGEMENT****(Finance Elective)**

**Course Aim:** To give an understanding about MNC Financial Management.

**Learning Outcome:** The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting. The prerequisite for the course is Financial Accounting and Analysis and Financial Management.

**Unit-I**

International Financial Management: An overview, Importance, nature and scope, International Business Methods, Recent changes and challenges in IFM

**Unit-II**

International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. Indian BoP Trends. International Monetary System: Evolution, Gold Standard, Bretton Woods's system, the flexible exchange rate regime, evaluation of floating rates, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

**Unit-III**

Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

**Unit-IV**

(a)Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

(b)Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

**Unit-V**

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 - International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

**TEXT BOOKS:**

**Jeff Madura: International Corporate Management, Cengage, 2012.**

Alan C.Shapiro: Multinational Financial Management, John Wiley, 2012  
Sharan.V: International Financial Management 5Th Ed.PHI2012

Madhu Vij: International Financial Management, Excel, 2012.

Ephraim Clark: International Finance, , Second Edition, Thomson.

P.G.Apte: International Financial Management, TMH 2012.

MBA-IV SEM

**MB142B- FINANCIAL DERIVATIVES**

(Finance Elective)

**Aim:** To give an understanding about the derivatives in stock, commodity and Forex markets.

**Learning Outcome:** The objective of this course is to make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc

**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.

**REFERENCES :**

**John C Hull: Options, Futures and other derivatives, Pearson, 2012.**

Robert A Strong: Derivatives – An Introduction, Thomson, 2012

Gupta: Financial Derivatives, PHI 2012

Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford. 2012

Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage.

2012. Sundaram Das, Derivatives – Principles and Practice, McGraw Hill, 2012.

**MBA –III SEM**

**MB1332-PERFORMANCE MANAGEMENT  
(HR Elective)**

**Course Aim:** To give an understanding about performance management and reward system linked with performance.

**Learning Outcome:** The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.

**Unit-I**

Performance Management and reward systems in context, Performance Management process, Performance Management strategic planning.

**Case:** Performance Management at Network Solutions, Inc (Herman Aguinis page no 26)

**Case:** Performance Management at the University of Ghana (Herman Aguinis page no 48)

**Unit-II**

Defining performance and choosing a Measurement Approach, Measuring Results and Behaviours. Gathering performance Information, Implementing a performance Management System.

**Case:** Accountabilities, Objectives and Standards (Herman Aguinis page no 115)

**Case:** Evaluating the appraisal form used by a Grocery Retailer ((Herman Aguinis page no 145)

**Unit-III**

Performance Management and employee development, Performance Management skills.

**Case:** Implementation of 360 degree feed back system at Ridge intellectual (Herman Aguinis page no 204) **Case:** Was Robert Eaton A Good Coach (Herman Aguinis page no 233)

**Unit-IV**

Reward Systems and legal issues, Managing Team performance.

**Case:** Possible Illegal Discrimination at Tractors, Inc. (Herman Aguinis page no 265) **Case:** Team Performance Management at Duke University Health systems. (Herman Aguinis no 283)

**Unit-V**

Relevant Performance related concepts: Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

**Case:** BHEL, EVA Incentive Schemes: (B D Singh page no 589)

**Case:** The TCS Approach and experience (B D Singh page no 601)

**Case:** NTPC Performance Management System (B D Singh page no 632)

**Case:** Performance Management system (PMS) at Bharti Telecom (B D Singh page no 663)

**REFERENCES**

Herman Aguinis, "Performance Management" Pearson, 2012.

Lance A Berger & Dorothy R Berger "The Talent Management Hand Book" 2<sup>nd</sup> edition TMH, 2015.

B D Singh, "Performance Management System- a holistic approach" excel Books, 2010

Prem Chadha "Performance management" Macmillan, 2012. Srinivas K Kandula "Performance Management" PHI, 2010. R K Sahu : Performance Management System, Excel, 2015.



MBA-III SEM

**pMB1333-TRAINING FOR DEVELOPMENT**  
(HR Elective)

**Course Aim:** To enable the students to understand the design of training, implementation and evaluation of training programs in the organization.

**Learning Outcome:** The student after completing the course will be familiar with how to do training need analysis, understand various training methods, design training programs, implement training programs and evaluate effectiveness of training programs.

**Unit-I**

**Training in organizations:** Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, understand motivation and performance, aligning training design with learning process.

Case : Taking Charge at Domtar : What it takes for a turnaround? (Nick Blanchard)  
Case : LG Electronics ((Nick Blanchard)  
Case : The wilderness training lab((Nick Blanchard)

**Unit-II**

**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.

Case : Developing a training package at westcan (Nick Blanchard)  
Case : The Training program (Fabrics Inc.) (Nick Blanchard)

**Unit-III**

**Training methods:** Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer based training.(CBT).

**Case :** Training & Development at Godrej. (Nick Blanchard)

**Unit-IV**

**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.

Case : Jack goes to training. (Nick Blanchard)  
Case : Training designed to change behavior and attitude. (Nick Blanchard)

## Unit-V

**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.

**Case :** The competent employee. (Nick Blanchard)

## REFERENCES :

P.Nick Blanchard, James W. Thacker, A.Anand Ram, " Effective Training" 4e, Pearson, 2012.  
Raymond A Noe, Amitabh Deo Kodwani, "Employee Training and Development" McGraw Hill, 2012.  
Rolf Lynton, Uday Pareek "Training for Development" Sage, 2012.  
Jean Barbazette-Training Needs Assessment: Methods, Tools, and Techniques- Wiley,2014  
Raynold A. Svenson-The Training and Development Strategic Plan Workbook- PHI-2014  
John Pulparampil- Training for Development-Thompson publications-2014

**MBA-III SEM****MANAGEMENT OF INDUSTRIAL RELATIONS  
(HR Elective)**

**Course Aim:** The aim of the course is to enable HR elective students develop awareness towards labour laws. The students will understand how to deal with legal problems emanating from employer and employee relations in organizations.

**Learning Outcome:** The student understands the industrial relations, its importance in HR and various Labour Laws like Factories Act, Wage and Bonus Act and Dispute Preventive and Corrective Mechanisms. They will also understand the role of Trade Unions, Settlement of disputes, Collective Bargaining, Wage Policy.

**Unit-I**

Industrial Relations: Introduction, Dunlop's Industrial Relations Systems, Characteristics of Indian IR System; Trade Unions: Union Purpose. Trade Union , Functions, Methods, Politics, Types of Unions, Trade Unions in India: Union Structure and characteristics. Recognition of Unions: States provisions for Recognition. Rights of recognized Unions, Unfair Labour Practices:

Case 1. Let us get back to work (p.no. 720, C.B.Mamoria)

Case 2. A case of complicated multi-union manoeuvres (J.A. Kulkarni)

**Unit-II**

Settlement of Disputes: Role of state Dispute Settlement Machinery and its instruments, Legislation: Causes of disputes, Right to Strike, Major Strikers, Tripartite and Bipartite Bodies, Standing orders and Grievance Procedure.

Case 1. Stop the shouting game please (p.no. 760, C.B.Mamoria) Case 2. The dish ends ltd. (p.no.07, J.A. Kulkarni)

**Unit-III**

Collective Bargaining, Conciliation, Arbitration, Adjudication, The Industrial Dispute Act 1947, Labour Welfare work, Labour Welfare officer, Worker's Participation.

Case 1.who is to be blamed (p.no. 685, C.B.Mamoria)

**Unit-IV**

Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act,1965

Case 1. Rules and regulations still guide actions at UPS (p.no. 37, C.B.Mamoria)

**Unit-V**

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change. Case 1. Organizations and unions working as partners (p.no. 738, C.B.Mamoria)

**TEXT BOOK:**

Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House.2012.

C.B.Mamoria, VSP Rao "personnel management- text & cases", Himalaya Publishers 15<sup>th</sup> edition, 2012.

J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, " case studies in amangement", pearson, 2011. Padhi " Labour and Industrial Relations" PHI, 2012.

Arun Monappa,Ranjeet Nambudiri,Selvaraj " Industrial Relations and Labour Laws" , TMH,2012 Ratna Sen "Industrial Relations-Text and cases "Macmillan Publishers,2011.

**MBA-IV SEM**

**MB1435- COMPENSATION & REWARD MANAGEMENT  
(HR Elective)**

**Course Aim:** It enables the student understand the concepts issues and challenges of compensation and reward management.

**Learning Outcome:** The student understands how to design the compensation for various levels of jobs in the organization, designing the compensation for special groups. Government and legal issues in compensation design.

**Unit-I**

The Pay Model Strategy: The Totality of Decisions, Defining Internal Alignment, Job Analysis, Evaluating Work, Job Evaluation, person-based Structures.

Case: So you want to lead an orchestra (George T Milkovich page no 72) Case: Job Evaluation at whole foods (George T Milkovich page no 125)

**Unit-II**

Defining Competitiveness, Designing pay levels, Mix and pay structures, pay for performance. The Evidence pay for performance plans.

Case: Burger Boy(George T Milkovich page no 249)

Case: Incentives in the club House(George T Milkovich page no 279)

**Unit-III**

Performance Appraisals, Benefits Determination Process, statutory Benefits including Health care, Employee welfare and Retirement Benefits.

Case: Merit pay: Making policies and practices that work (George T Milkovich page no 319)

**Unit-IV**

Compensation of Special Groups, Union role in wage and Salary administration. International pay systems.

Case: Compensation of special groups (George T Milkovich page no 443) Case: Coke and IBM(George T Milkovich page no 491)

**Unit-V**

Government and legal issues in compensation Public sector pay Management:

Making it work. Case: Communicating by copier(George T Milkovich page no 575)

**TEXT BOOK:**

**George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH,2015.**

B D Singh “Compensation and Reward Management” Excel books,2012 Joseph J.Martocchio “Strategic Compensation” Pearson, 2012.

Kanchan Bhatia “Compensation Management” Himalaya, 2012.

Henderson “Compensation Management in a Knowledge Based World” 3e, Pearson, 2012. Michale Armstrong” Employee Reward” University Press, 2012.

**MBA- IV SEM**

**MB1436-INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Unit – I**

**Introduction to IHRM:** Basics of IHRM Importance - Definition, Nature, Scope and components of IHRM Strategy, Functions, difference between Domestic HRM and IRHM, Over view of International HR activities- HR planning, Recruitment, Selection, Training and Development, Performance Management, Remuneration, Repatriation, Employee Relations, Approaches to the study of employment policy across countries.

**Unit – II**

**International Recruitment and Selection:** Approaches to international Recruitment-ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments

**IHRM practices – USA, UK, Japan and India** A comparative study

**Unit – III:**

**Managing HRM In Virtual Organization, Globalization & HRM:** Meaning, Features and Types of Virtual Organizations, Advantages and disadvantages, Managing HR in Virtual Organizations; Impact of Globalization on Employment, HRD, Wage& Benefits, Collective Bargaining, Participative Management, Ethical Issues in HR

**UNIT-IV:**

**IHRM Model of India:** Culture and Indian Managers- Indian Managers-Responses to HR practices across the world-Implication for multinationals – MNCs skill based approach and staff training and Development priority – The global managers and future organizations - India's Response to Universalization of HR Principles, Policies and Practices – Cross- Convergence.

**UNIT-V:**

**Special Issues in IHRM:** Challenges of Globalization and implications of Managing people and leveraging Human Resources for competitive advantage – Impact of IT on Human Resource Management- IT and HR- out sourcing HR-Globalization, Quality of Work life and productivity-Reorienting work force through HR Interventions – Women expatriates and their problems – Exit policy and practices – Impact on participative Management and Quality circles.

**REFERENCES:**

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2. P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi
3. Edwards - International HRM, Pearson Education.
4. K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd
5. P. Subba Rao, International Human Resource Management Himalaya Publishing House Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi
6. Charles M. Vance, Managing a Global Workforce, challenges and opportunities in IHRM PHI-Private Ltd, New Delhi – 2007

**MBA-IV SEM**

**MB1437- LEADERSHIP AND CHANGE MANAGEMENT**

**Unit – I**

**Introduction and Skills approach to leadership:** Definition, Components of Leadership, trait approach to leadership, strengths, criticisms, applications, Skills approach to leadership-Ohio state studies, Michigan studies, Blake and Mouton's Leadership Grid, 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**

**Contingency Leadership:** Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, Path-Goal Theory, strengths, criticisms, applications

Case 3: Charismatic leadership & motivation in ABC Ltd. (p.no. 31 P.C.Reddy)

**Unit - III**

**and Transformational Leadership:** A model of Transformational Leadership, How does Transformational Leadership defined, Strengths, Criticisms, applications, Servant Leadership, Definition, ten characteristics of Servant Leader, Historical Basis, strengths, criticisms, applications

Case4: Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

**Unit – IV**

**Organizational design and change:** strategic level change, Group and team level change, and Individual level change. Organizational Structure, Organizational Culture and Management of Change; Change communication, resistance to change, Organizational learning, power, politics and Organizational change, Ethics and Managing Change, Change Agents and Agency

**Case:** Restructuring at Flexco (Adrian page no 57)

**Case:** Cultural change at Dupont Nylone (Adrian page no 65)

**Unit – V**

**Employee Relations and Managing Change:** The Management of Change, Technological Change. Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change.

**Case:** Reward Management at Midland Main Line - Strategic Reward Management (Adrian page no 191).

**Case:** Downsizing at Energy Co (Adrian page no 268)

**Case:** Evaluating a possible change to training methods at telesales Incorporated (Adrian page no 300)

**REFERENCES:**

1. Peter G. Northouse "Leadership: Theory & Practices" Sage Publications, 2012.
2. Mark Hughes, "Managing Change – a critical perspective", Universities Press, 2011.
3. Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders "Managing change", Pearson, 2011.
4. Richard L. Hughes, Leadership, 6<sup>th</sup> Edition, Mc. Graw Hill, New Delhi
5. Uday kumar Halder, "leadership & team building", Oxford, 2011
6. Gary Yukl, "Leadership in Organizations" Pearson, 2012.