

CMR COLLEGE OF ENGINEERING & TECHNOLOGY

R2 ACADEMIC REGULATIONS(CBCS) FOR MBA (REGULAR) DEGREE PROGRAMMES

(Applicable for the students admitted from the academic year 2015-2016)

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

1. Eligibility for Admissions:

- 1.1. Admission to the above program shall be made subject to eligibility, qualification and specialization as prescribed by the State Government from time to time.
- 1.2. Admission shall be made on the basis of merit/rank obtained by the candidates at the qualifying Entrance Test conducted by the Government or on the basis of any other order of merit as approved by the University, subject to reservations as laid down by the Government from time to time.

2. Award of MBA Degree:

- 2.1. A student shall be declared eligible for the award of MBA degree, if he/she pursues a course of study and completes it successfully for not less than two academic years from the year of admission and not more than four academic years.
- 2.2. A student shall register for 88 credits and has to secure all the 88 credits.
- 2.3. A Student, who fails to fulfill all the academic requirements for the award of the degree within four academic years from the year of their admission, shall forfeit his/her seat in MBA course.

3. Minimum Instruction Days:

- 3.1. The minimum instruction days for each semester shall be 90 clear instruction days.
- 3.2. The medium of instruction and examination shall be English.

4. Attendance requirements:

- 4.1. A candidate shall be deemed to have eligibility to write End Semester Examinations if he has put in a minimum of 75% aggregate attendance.
- 4.2. Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the Institute Academic Committee.
- 4.3. Condonation of shortage of attendance shall be granted only on genuine and valid reasons on representation by the candidate with supporting evidence.
- 4.4. Shortage of attendance below 65% shall in **NO CASE** be condoned.
- 4.5. A candidate will be promoted to the next semester if he satisfies the attendance requirement of the present semester including the days of attendance in sports,

games, NCC and NSS activities subject to a maximum of 15 instructional days in a semester. Prior permission of the Head of the Department in writing shall be obtained by the students to avail the attendance from above mentioned activities. In case of detention due to attendance, the candidate may seek re-admission for that semester whenever offered next.

- 4.6. A stipulated fee as decided by the Institute Academic Committee shall be payable towards condonation of attendance in accordance with the clause in 4.2.

5. Minimum Academic Requirements:

A student shall be deemed to have satisfied the minimum academic requirements and earned the credits allotted to each theory or practical if he secures minimum of 50% of marks in the sum total of the Internal Evaluation and External Examination taken together. However, the student has to secure a minimum of 40% of marks in the External Examination. This is in addition to meeting the attendance requirement as stipulated in item No.4.

6. Course Registration:

- 6.1. A 'Faculty Advisor or Counselor' shall be assigned to each student, who will advise him about the PG Programme, its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.
- 6.2. 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'.
- 6.3. 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 the same being retained with Head of Department, Faculty Advisor and the Student).
- 6.4. 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.
- 6.5. Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can 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.

7. **Evaluation**

- 7.1. The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks for theory and 100 marks for practical's, on the basis of Internal and external evaluation. For the theory subjects 75 marks shall be awarded based on the performance in the End Examination, 25 marks shall be awarded based on the Internal Evaluation.
- 7.2. For Theory subjects, during a semester there shall be two midterm examinations. The midterm examination shall be in two parts, i.e., Part 'A' and Part 'B' with duration of 2 hours. Part 'A' of the question paper shall be compulsory and will consist of 5 questions, each question carries 2 marks. At least one question should be given from each of the units. The Part 'B' of the question paper shall be for 15 marks and will have 5 questions out of which 3 are to be answered. Each question carries 5 marks. For Part 'B' two questions from each of the fully completed units and one question from partially completed unit must be given. While the first midterm examination shall be conducted from 1 to 2.5 units of the syllabus, the second midterm examination shall be conducted on 2.5 to 5 units. The total marks secured by the student in each internal examination are evaluated for 25 marks. The final marks secured by each candidate are arrived at by taking average of two internal examinations. A student who is absent from any internal examination for any reason what so ever shall be deemed to have secured 'zero' marks in the test/examination and no make-up test/ examination shall be conducted.
- 7.3. The End semester Examination shall be conducted for 75 marks and consists of two parts. Part-A shall be for 25 marks, and Part-B shall be for 50 marks. Part-A consists of five questions, one question from each unit and each question carries 5 marks. All questions are compulsory in Part-A. Part-A will be treated as Question 1. Part-B consists of five Questions (numbered from 2 to 6) carries 10 marks each. Each of these questions is from one unit and may contain sub-questions. For each question there will be an "either" "or" choice (that means there will be two questions from each unit and the student should answer only one question). The time duration of External Examination shall be 3 hours.
- 7.4. In practical subjects, 75 marks shall be awarded based on the performance in the End Semester Examinations and 25 marks shall be awarded based on the day-to-day performance as Internal Marks.
- 7.5. End semester laboratory examination must be conducted with two examiners, one of them being laboratory teacher and second examiner shall be an External Examiner appointed by the Controller of Examinations in consultation with the Head of the Department.
- 7.6. There shall be separate seminar presentations on Annual Report Analysis, Personal Effectiveness, Summer Internship, Business Best Practices and Success Story of an Entrepreneur as per the course structure. The seminars shall be only internally evaluated, carrying 50 marks each. A candidate has to secure a minimum of 50% to be declared successful. The assessment will be made by a Board consisting of Head of the Department and two senior faculty members of the department.

- 7.7. In case the candidate does not secure the minimum academic requirement in any subject/practical (as specified in item 5) he has to reappear for the End Examination in that subject/practical. A candidate shall be given one chance to re-register for each subject/practical provided the internal marks secured by a candidate are less than 50% and he has failed in the end examination. The candidate can re-register, when the college is subsequently offering the subject/practical. In case the college is no longer offering the subject/practical, alternate subject/practical will be suggested by the College Academic Committee. In the event of taking another chance, the internal marks and end examination marks obtained in the previous attempt are nullified. The candidate getting re-registered shall pay tuition / other fee which is double the amount calculated on prorata basis.
- 7.8. There shall be a Comprehensive Viva-Voce in IV Semester. The Comprehensive Viva-Voce is intended to assess the student's understanding of various subjects during the MBA course of study. The Viva-Voce will be conducted by a Committee consisting of Head of the Department, two Senior Faculty members of the Department and an external examiner. The Comprehensive Viva-Voce is evaluated for 50 marks by the Committee. There are no internal marks for the Comprehensive Viva-Voce. A candidate has to secure a minimum of 50% of marks to be declared successful. The external examiner will be nominated by the Controller of Examinations.
- 7.9. Question paper pattern for evaluation

Internal Examination (25 Marks) 2 hrs

Part A (10 Marks): 5 Questions of 2 marks each (All questions are compulsory).

Part B (15 Marks): 5 Questions out of which 3 are to be answered. Each question carries 5 marks.

External Examination (75 Marks) 3 hrs

Part A (25 Marks): 5 Questions (Each Question from one unit) of 5 marks each (All questions are compulsory).

Part B (50 Marks): 5 Questions (numbered from 2 to 6) carries 10 marks each. Each of these questions is from one unit and may contain sub-questions. For each question there will be an "either" "or" choice (that means there will be two questions from each unit and the student should answer only one question).

8. Evaluation of Project Work

- 8.1. A candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters. The viva-voce examination shall be conducted at the end of the course work after the candidate successfully completes all theory, practical subjects, seminars, project seminars and has secured 88 credits.
- 8.2. A Project Review Committee (PRC) of the college is to be constituted with Principal as chairperson, Head of the Department and two other senior faculty of the department as members.

- 8.3. **Registration of Project work:** A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to III Semester.
- 8.4. Every candidate shall work on projects approved by the PRC of the College. The duration of the project is for 45 days.
- 8.5. Three copies of the project thesis, certified by the supervisor and Head of the Department shall be submitted to the College.
- 8.6. The Project thesis shall be adjudicated by one external examiner appointed by the Controller of Examinations. For this, Head of Department with the help of the PRC shall submit a panel of 3 examiners, who are eminent in that field, The Controller of Examinations of the college shall appoint the external examiner from the panel.
- 8.7. If the report of the examiner is favorable, viva-voce examination shall be conducted by a Board consisting of the Head of the Department, supervisor and the external examiner who adjudicated the thesis.
- 8.8. If the report of the examiner is unsatisfactory, the candidate shall revise and resubmit the dissertation, in the time frame as prescribed by PRC. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. The candidate can re-register only once for conduct of project and evaluation of thesis, and will go through the entire process as mentioned above. The total duration for the MBA program is limited to four years.
- 8.9. For Pre-submission Project Seminar II in II Year II Sem. There is an internal marks of 50, the evaluation should be done by the PRC. The PRC will examine the overall progress of the Project Work and decide the Project is eligible for final submission or not. **A candidate has to secure a minimum of 50% of marks to be declared successful for Project Work Review II. If he fails to fulfill minimum marks, he has to reappear during the supplementary examination.**
- 8.10. For Project Evaluation (Viva Voice) in IV Semester. The external evaluation is for 100 marks and the same evaluated by the External Examiner appointed by the Principal. There is an internal marks of 50, the evaluation should be done by the PRC for 25 marks and External Examiner will evaluate for 25 marks. The candidate has to secure minimum of 50% marks in Project Evaluation (Viva Voice) examination for successful completion.
- 8.11. If he fails to fulfill as specified in 8.10, he will reappear for the Viva Voice examination only after three months. In the reappeared examination also, falls to fulfill, he will not be eligible for the award of the degree.
- 8.12. The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva Voice examination.

9. Course Pattern:

- 9.1. The entire course of study is of two academic years with semester pattern.

- 9.2. A student eligible to appear for End Semester Examination, but absent from a subject(s) or has failed in the End Examination may appear for that subject(s) at the Supplementary Examination.
- 9.3. When a student is detained due to shortage of attendance, he may be re-admitted whenever the concerned semester commences after fulfillment of the academic requirements. However, the academic regulations applicable are those that existed when he was first admitted. After the revision of the regulations, the students of the previous batches will be given two chances for passing in their failed subjects, one supplementary and the other regular. If the students cannot clear the subjects in the given two chances, they shall be given equivalent subjects as per the revised regulations which they have to pass in order to obtain the required number of credits.
- 9.4. All the papers are for 100 marks with 25% for internal evaluation and 75% for end examination. The degree will be awarded after successful completion of all the semester papers and submission of project report followed by viva-voce. The teaching methodology should emphasize on case study approach wherever appropriate with cases being of recent origin.

10. Award of Class:

After a student has satisfied the requirements prescribed for the completion of the programme, becomes 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 and Distinction	≥ 7.75
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

11. Examinations and Assessment – The Grading System

11.1. Marks will be awarded to indicate the performance of each student in each Theory Subject or Lab/Practical, or Seminar, or Project, et., 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.

11.2. 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:

% of Marks Secured (class intervals)	Letter Grade (UGC Guidelines)	Grade Points
80% and above ($\geq 80\%$, $\leq 100\%$)	O (Outstanding)	10
Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$)	A⁺ (Excellent)	9

Below 70% but not less than 60% ($\geq 60\%$, $<70\%$)	A (Very Good)	8
Below 60% but not less than 55% ($\geq 55\%$, $<60\%$)	B⁺ (Good)	7
Below 55% but not less than 50% ($\geq 50\%$, $< 55\%$)	B (above Average)	6
Below 50% ($< 50\%$)	F (FAIL)	0
Absent	AB	0

11.3. A student obtaining 'F' Grade in any Subject shall be considered 'failed' and is 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.

11.4. A student not appeared for examination the '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.

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

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

11.7. 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 compute by multiplying, the Grade Point with Credits for that particular Subjects/Course.

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

11.8. The Student passes the Subject /Course only when he gets **GP ≥ 6 (B Grade or above)**

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

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

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

11.10. 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, as the end of each Semester, as per the formula.

$$\text{CGPA} = \left\{ \sum_{j=1}^M C_j G_j \right\} / \left\{ \sum_{j=1}^M C_j \right\} \dots \text{For all S Semester registered \{ it, upto and inclusive of S Semester, } S \geq 2 \}.$$

Where 'M' is the TOTAL no. of Subject (as specifically required and listed under the Course Structure of the parent Department) the Student has 'REGISTERED' from the 1st 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^{th} Subjects from G_j represent the Grade Points (GP) corresponding to the Letter Grade awarded for the j^{th} Subject. After registration and completion of II Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

11.11. For Calculations listed in item 7.6 – 7.10, performance in failed Subject / 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.

11.12. For Calculations listed in item 7.6 – 7.10, performance in failed Subject/Courses (Securing F Grade) will also be taken into account, and the Credits of such Subjects/Courses will also be included in the multiplication and summations.

12. Withholding of Results:

If the candidate has not paid any dues to the college or if any case of indiscipline is pending against him, the result of the candidate will be withheld and he/she will not be allowed into the next semester. The issue of degree is liable to be withheld in such cases.

13. Transitory Regulations:

Candidates who have discontinued or have been detained for want of attendance or who have failed after having undergone the course are eligible for re-registration to the same or equivalent subjects as and when the subjects are offered, subject to clause 2.3 and 7.7.

14. General:

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

14.2. In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Institute Academic council is final.

14.3. The college may change or amend the academic regulations and syllabus at any time and the changes and amendments made shall be applicable to all the students with effect from the date notified by the college.

14.4. Wherever the word he, him or his occur, it will also include she, her and hers.

15. Malpractice Rules**DISCIPLINARY ACTION FOR IMPROPER CONDUCT IN EXAMINATIONS**

	Nature of Malpractices/ Improper conduct	Punishment
1.(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination)	Expulsion from the examination hall and cancellation of the performance in that subject only.
(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate who has been impersonated, shall be cancelled in all the subjects of the examination (including 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 end semester 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 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 end semester Examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks	Cancellation of the performance in that subject
6.	Refuses to obey the orders of the Chief Superintendent/Assistant– Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the college or organizes a walk out or instigates others to examination hall 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	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 are also debarred and forfeit

	relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	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.	If the student belongs to the college, expulsion from the examination hall and cancellation of performance in that subject and all other subjects that 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 other remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the College Academic Committee for further action to award suitable punishment.	

Malpractices identified by squad or special invigilators: Punishments to the candidates as per the above guidelines.

Malpractice identified at Spot center during valuation

The following procedure is to be followed in case of malpractice cases detected during valuation, scrutiny etc. at spot center.

1. Malpractice is detected at the spot valuation. The case is to be referred to the malpractice committee. Malpractice committee will meet and discuss/question the candidate and based on the evidences, the committee will recommend suitable action on the candidate.
2. A notice is to be served to the candidate(s) involved through the Principal to his address and to the candidate(s) permanent address regarding the malpractice and seek explanations.
3. The involvement of staff who are in charge of conducting examinations, invigilators valuing examination papers and preparing / keeping records of documents relating to the examinations in such acts (inclusive of providing incorrect or misleading information) that infringe upon the course of natural justice to one and all concerned at the examinations shall be viewed seriously and recommended for award of appropriate punishment after thorough enquiry.
4. Based on the explanation and recommendation of the committee, action may be initiated.

5. **Malpractice committee:**

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| i. Controller of Examinations | Chairman |
| ii. Assistant controller of Evaluation | Member |
| iii. Chief Examiner of the subject/ subject expert | Member |
| iv. Concerned Head of the Department | Member |
| v. Concerned Invigilator | Member |

I SEMESTER						
Code	Subjects	Approach	Theory	Practical	Credits	Marks
C2101	Management & Organization Behavior	Concepts and Cases	4	0	4	100
C2102	Business Laws & Regulations	Concepts and Cases	4	0	4	100
C2103	Financial Accounting & Analysis	Concepts & Problem Solving	4	0	4	100
C2104	Managerial Economics	Concepts and Cases	4	0	4	100
C2105	Business Environment	Concepts and Cases	4	0	4	100
C2106	Statistical Data Analysis - Lab	LAB	0	2	2	100
C2107	Business Communication- Seminar	Seminar	2	0	2	100
Choice Based Electives: Student has to choose any one Subject						
C2108	Management of Technology	Concepts and Cases	4	0	4	100
C2109	Data Base Management Systems	Concepts and Cases	4	0	4	100
C2110	ERP & MIS	Concepts and Cases	4	0	4	100
C2111	Income Tax	Concepts and Cases	4	0	4	100
C2112	Risk Management & Insurance	Concepts and Cases	4	0	4	100
Total No of Credits					28	800
II SEMESTER						
C2113	Human Resource Management	Concepts and Cases	4	0	4	100
C2114	Statistics for Management	Concepts & Problem Solving	4	0	4	100
C2115	Financial Management	Concepts Cases & Problem Solving	4	0	4	100
C2116	Strategic Management	Concepts and Cases	4	0	4	100
C2117	Marketing Management	Concepts and Cases	4	0	4	100
C2118	Summer Internship- Seminar*	Working in any organization during summer vacation	2	0	2	50
C2119	Annual Report Analysis - Lab	Lab	0	2	2	50
Choice Based Electives: Student has to choose any one Subject						

C2120	Business Ethics & Corporate Governance	Concepts and Cases	4	0	4	100
C2121	Project Management	Concepts and Cases	4	0	4	100
C2122	Industrial Engineering & Management	Concepts and Cases	4	0	4	100
C2123	Decision Support System	Concepts and Cases	4	0	4	100
C2124	Total Quality Management	Concepts and Cases	4	0	4	100
Total No of Credits					28	700
III SEMESTER						
C2125	Personal Effectiveness - Seminar	Presentations, Group Discussions, Mock interviews in the class.	2	0	2	50
C2126	Production & Operations Management	Concepts, Cases & Problem Solving	4	0	4	100
C2127	Quantitative analysis & Business Decisions	Concepts, & Problem Solving	4	0	4	100
C2128	Research Methodology	Concepts and Cases	4	0	4	100
C2129	Business Best Practices – Seminar	Internet & Interaction with Executives	2	0	2	50
	Elective 1	Concepts and Cases	4	0	4	100
	Elective 2	Concepts and Cases	4	0	4	100
	Elective3	Concepts and Cases	4	0	4	100
Total No of Credits					28	700
IV SEMESTER						
C2130	Entrepreneurship	Concepts and Cases	4	0	4	100
	Elective 4	Concepts and Cases	4	0	4	100
	Elective 5	Concepts and Cases	4	0	4	100
	Elective 6	Concepts and Cases	4	0	4	100
C2131	Success Story of Contemporary & Emerging Leaders- Seminar	Field Visit	2	0	2	50
C2132	Comprehensive Viva	(Subject Viva)	2	0	2	50
Main Project Work						
C2133	Pre-submission Project Seminar		2	0	2	50
C2134	Final Project Viva		6	0	6	100
Total No of Credits					28	650

***Note: Banking, Finance & Business related Documents have to be collected by the students from 1to 19 as a part of Summer Internship. It has to be included in the summer Internship Project Report.**

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

MARKETING ELECTIVE SUBJECTS						
Code	Subjects	Approach	Theory	Practical	Credits	Marks
C2135	Consumer Behaviour	Concepts and Cases	4	0	4	100

C2136	Sales & Distribution Management	Concepts and Cases	4	0	4	100
C2137	Integrated Marketing Communications	Concepts and Cases	4	0	4	100
C2138	Retailing Management	Concepts and Cases	4	0	4	100
C2139	Services & Digital Marketing	Concepts and Cases	4	0	4	100
C2140	International Marketing	Concepts and Cases	4	0	4	100
FINANCE ELECTIVE SUBJECTS						
C2141	Cost & Management Accounting	Concepts and Cases	4	0	4	100
C2142	Security Analysis and Portfolio Management	Concepts and Cases	4	0	4	100
C2143	Financial Institutions, Markets & Services	Concepts and Cases	4	0	4	100
C2144	Strategic Investment and Financing Decisions	Concepts and Cases	4	0	4	100
C2145	International Financial Management	Concepts and Cases	4	0	4	100
C2146	Financial Derivatives	Concepts and Cases	4	0	4	100
HR ELECTIVE SUBJECTS						
C2147	Performance Management	Concepts and Cases	4	0	4	100
C2148	Training & Development	Concepts and Cases	4	0	4	100
C2149	Management of Industrial Relations	Concepts and Cases	4	0	4	100
C2150	Compensation & Reward Management	Concepts and Cases	4	0	4	100
C2151	Management of Change	Concepts and Cases	4	0	4	100
C2152	Leadership	Concepts and Cases	4	0	4	100
SYSTEMS ELECTIVE SUBJECTS						
C2153	Business Intelligence	Concepts and Cases	4	0	4	100
C2154	Data Warehousing & Data Mining	Concepts and Cases	4	0	4	100
C2155	System Analysis & Design	Concepts and Cases	4	0	4	100
C2156	E-Business	Concepts and Cases	4	0	4	100
C2157	Cyber Security	Concepts and Cases	4	0	4	100
C2158	Information System Control and Audit	Concepts and Cases	4	0	4	100

SEMESTER I

SUBJECT CODE: C2101

MANAGEMENT & ORGANIZATION BEHAVIOR

T	C
4	4

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

Course Aim: Students should be able

- To understand the fundamentals underlying the management of an organization.
- To understand the dynamics of organizational behaviour

Learning outcome: To understand how employees behave in organizations. Students should be able to correct their individual behaviour and group behaviour. They will also be able to motivate and lead employees towards achievement of organizational mission and objectives

Unit I:

Introduction to Management: Definition, Types of Managers, Mintzberg Managerial roles, Functions of Management, Administration vs. Management, Evolution of Management Thought – Planning: Nature of planning, Steps in planning, types of planning, Levels of planning - The Planning Process. Creative Problem Solving and Decision Making: Problem Solving and Decision Making, Classify and Define the Problem or Opportunity, Set Objectives and Criteria, Generate Creative and Innovative Alternatives, Analyze Alternatives and Select the Most Feasible, Plan, Implement the Decision.

Case 1: The Coca-Cola Company (Robert N Lussier page no: 117)

Unit II:

Organising: Nature of organizing, Principles of Organizing Organizational structures – departmentation, line and staff concepts, staffing – delegation, decentralization and recentralisation of authority Meaning and types of power – Empowerment - Groups Vs. Teams – Nature of groups, Types, Functions, Group processes, evolution of Groups into teams

Case 2: Hitachi (Robert N Lussier page no: 197)

Unit III:

Introduction to Organisational Behaviour: Definition, Nature and Scope – Organizational Behaviour-Framework – Perception: Nature and importance of Perception – Perceptual selection, organization & interpretation. Attribution Theory. Personality, Meaning of personality, Big Five Personality Theory, Attitudes- Nature and Dimension of Attitudes, Johari Window–Work Stress-Causes and coping strategies.

Case 3: Work Force Diversity

Unit IV:

Motivation and Leading: Motivation-Maslow's need hierarchy, Herzberg's Two Factor Theory. Job design and Goal setting for High performance- Leading: Leading Vs Managing – Leadership styles, Skills, Leadership Theories-Managerial Grid Theory (Blake & Mouton), Situational theory (Hershey & Blanchard), Path Goal Theory— Developing leadership skills – Transformational leaders, Transactional leaders. Managing conflicts-Types, Sources and Strategies to manage conflicts.

Case 4: Team Management: The Leo Burnett Company Virtual Team Management (Gerard H. Seijts Page no 161)

Unit V:

Communication and Control: Meaning, Types of communication and barriers to effective communication in Organizations, Using Communication Skills to manage Conflicts.

Controlling: Basic control process- Requirements for effective control – control techniques – Overall controls and preventive controls.

Case 1: Case: Well Point (Robert N Lussier page no: 384)

References:

- Aswathappa K., 'Organisational Behaviour', Himalaya Publishing House, New Delhi, 2005.
- Fred Luthans-'Organisational Behavior', McGraw Hill Publishing Company, New York, 2005.
- Kavita Singh, 'Organisational Behaviour' Text & Cases, Pearson Publications, 2006
- Robert N Lussier, Management Fundamentals - Concepts, Applications, Skill Development, Cengage Learning
- Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson 14th Edition, 2012.
- Heinz Wehrich and Harold Koontz, Management - A Global Perspective, Tata McGraw- Hill Publishing Company Limited, 2000.
- Fred Luthans, Organizational Behaviour, 12th Edition, TMH, 2013.
- Gerard H. Seijts, Cases in Organizational Behavior, Sage, 2008.

SUBJECT CODE: C2102

BUSINESS LAW AND REGULATION

T	C
4	4

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

Course Aim: The aim of this course is to enable students understand legal and regulatory framework for doing business in India.

Learning Outcome: After going through the text and case lets in terms of various court judgements, the students should be able to understand the formalities involved in incorporating a company and the nuances related to the Law of Contract. The student will also be able to know the implications of direct and indirect taxes, negotiable instruments Act and also about the cyber laws.

Unit I:

Law of Contract: Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract.

Unit II:

Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

Unit III:

Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties.

Unit IV:

Companies Act, 1956: Steps and procedure for incorporation of the company, Appointment of Directors, Powers, duties, & liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.

Unit V:

Cyber Crime and the Legal Landscape-the world-Why do we need cyber laws in the indian context-The indina IT act-challenges to indian Law and cyber crime scenarion in india. Income Tax Act -1961 - Important Provisions of Income Tax Act (Basics)-Central Excise Act -1944 (Basics)

References

- RSN Pillai, Bagavathi, Business Law, S.Chand, 2013.
- K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
- N.D.Kapoor: Mercantile Law, Sultan Chand & Sons, 2009
- Akhileshwar Pathak: Legal Aspects of Business, TMH, 4/e, 2013.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley India 2012.
- Ravinder Kumar “Legal Aspects of Business”, 2nd Edition Cengage Learning, 2012.
- Kuchal: Business Law, Vikas, 2011
- Tulsian:Business Law, TMH, 2012.
- S S Gulshan, Business Law, 4th edition, Excel Books, 2012

SUBJECT CODE: C2103 FINANCIAL ACCOUNTING AND ANALYSIS

T	C
4	4

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

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; Accounting standards (Basics), 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. Issue of Shares - Entries for Issue of shares, forfeiture - Issue of shares at Discount and premium.

Unit III:

Valuation of Assets: Inventory valuation & 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 (Basics).

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 - limitations of financial statements.

Journals :*Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .*

References:

- Dhanesh K.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
- Paresh Shah: “Basic Financial Accounting for Management”, Oxford University Pres, New Delhi, 2012.
- Narayana Swamy, “Financial Accounting & Analysis” PHI, 2012

- V.Rajasekharam “Financial Accounting & Analysis” Pearson Education, New Delhi, 2012
- Ranjan Kumar Bal: “Financial Accounting & Analysis”, S.Chand, New Delhi, 2012
- N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2012
- Ashish K .Bhattacharya “Financial Accounting & Analysis” PHI, 2012.

SUBJECT CODE: C2104**MANAGERIAL ECONOMICS**

T	C
4	4

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

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.

Case1: Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore page no 195)

Case2: Price Elasticity's of Demand in the Real World (Dominick Salvatore page no 110)

Case3: Northern Turkey (Craig H.Petersen page no 172-173)

Case 4: Income Elasticity of Demand (H.Kaushal Macmillan page no 39-41)

Case5: Cross Demand (H.Kaushal Macmillan page no 48)

Case6: 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 time (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 2: 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

- P.L. Mehta, Managerial economics-Analysis, Problems & cases 12th edition, sultan chand & sons.
- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics*, 14th edition Pearson, 2012.
- ‘Dominick Salvatore Managerial Economics 7th Edition Oxford 2012.
- W.Bruce Allen, Managerial Economics Theory, Applications, and Cases Viva 7th Edition 2011.
- Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
- Geetika, Managerial Economics 2nd Edition, TMH, 2012,
- G S Gupta, Managerial Economics, 2nd edition, TMH, 2012.
- Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.
- H Kaushal & L Palsreve , Managerial Economics Macmillan, 2012
- H.Kaushal, Managerial Economics , Macmillan, 2011.
- Managerial Economics ‘Craig H.Petersen 4th Edition Pearson, 2012
- H. L. Ahuja, Managerial Economics, S. Chand, 2012
- D.N. Dwivedi, Managerial Economics, Vikas, 2012
- Yogesh Maheshwari, Managerial Economics, PHI, 2012
- Mc Guigam, Moyer, Harris, Managerial Economics, Cengage, 2012
- Mark Hisschey, Managerial Economics, Cengage, 2011.
- D.M.Mithani, Managerial Economics, HPH, 2012.
- Atmanand, Managerial Economics, Excel, 2012.
- Justin Paul, Leena, Sebastian, Managerial Economics, Cengage, 2012
- Ivan PNG Managerial Economics, Routledge, 2013

SUBJECT CODE: C2105**BUSINESS ENVIRONMENT**

T	C
4	4

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

Course Aim: Aim of this course is to make students understand different types of business environments they should review before taking managerial decisions.

Learning Outcome: After reading the text book & cases related to the syllabus and business news papers like Business Standard, Economic Times, and Business Line, students should be able to understand the issues related to the industrial policy and regulation and their amendments from time to time. They will also understand the terminology of the planning commission and Union Budget. The knowledge gained by the students on capital markets, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act will be useful for them to take decisions to ensure growth and sustainability of the organizations.

Unit I:

Industrial Policy and Regulatory Structure: Industrial Policy- Industrial Licensing Policy- Five Year Planning- Industrial Policy 1991, Small Scale Industries (SSI)-Industrial Finance

Case 1:- Tapping the Opportunities in Environment: A Case Study of Yes Bank, (Dr. Vivek Mittal. Page no.662)

Case 2:- Gas Authority of India Limited (GAIL) (Justin Paul, page no.102)

Unit II:

Economic Policies: Fiscal Policy- Latest Union Budget- Reforms Undertaken- Role of Government. Monetary Policy- Basic Concepts- Monetary Policy in the 21st Century- Banking Sector Reforms.

Case 1:- Indus (Budget Game), (Justin Paul, page no.179)

Case 2:- Prof Tom and Monetary Policy, (Justin Paul. Page no.200)

Unit III:

Capital Markets, SEBI, RBI: Capital Market Institutions-Stock Indices- Derivatives Market- Global and Indian Scenario- Role of SEBI and RBI.

Case1: The Great Fall (Scam of 2001): A Case of Stock Exchange and SEBI, (Dr. Vivek Mittal. page no.661)

Case2: Globalization of Pop Culture, (Francis Cherunilam, page no. 765)

Case 3: Investment Return from Indian Stock Market – Bombay Stock Exchange (BSE), SENSEX, (Justin Paul, page no.252)

Unit IV:

India's Trade Policy: Policy changes and Issues- sector wise trade policies: recent developments- GATT- WTO- agreements and implications.

Case 1:- Case – Water Thief, (K. Aswathappa, page no.59)

Unit V:

EXIM policies & FEMA: India's new EXIM policy- legal framework- initiatives, FEMA – Multi-national companies and FDI.

Case 1:- RBI Slapped Rs. 125 Crore on Reliance Infrastructure. A Case Study on FEMA, (Dr. Vivek Mittal, page no.655)

Case2:- China as an Export Base, (David W. Conklin, page no.574)

Case 3:-India to allow FDI in Food Retail, (Raj Kumar, page no.208)

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

References:

- Justin Paul “ Business Environment: Text & Cases” TMH,3/e,2012.
- Dr.Vivek Mittal “Business Environment: Text & Cases” Excel Books,2011.
- Rajkumar “International Business Environment: Text & Cases” Excel Books,2012.
- K.Ashwathappa “Essentials of Business Environment: Text, Cases& Exercises” HPH, 2011.
- Francis Cherunilam”Business Environment: Text & Cases”HPH,2012.
- David W Conklin “Cases in the Environment of Business” Sage, 2009.
- Misra and Puri, “Indian Economy” 30E, Himalaya Publishing, 2012.
- K.Aswathappa-Essentials of Business Environment -11th Edition –HPH-2011.
- Misra and Puri “Economic Environment of Business”, 7th Edition, HPH,2012.
- Palle Krishna Rao, “WTO Text & Cases”, PSGIM, Coimbatore, 2009.
- A.C.Fernando-Business Environment -1st Edition-Pearson-2011.
- Pailwar, Economic Enironmnt of Business, PHI, 3/e, 2012.
- Joshi & Kapoor, Business Environment, Kalyani Publishers,2012

SUBJECT CODE: C2106 STATISTICAL DATA ANALYSIS - PRACTICAL

T	P	C
0	2	2

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**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.

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).

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

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

References.

- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.

- David Whigham “Business Data Analysis Using Excel” Oxford University Press, 2012.
- Winston “Excel 2010 Data Analysis and Business Modelling” PHI Learning Private Limited.
- Bajpai “Business Statistics” Pearson, 2013.
- D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2013.
- Bruce Bowerman, Business Statistics in Practice, TMH, 5/e 2012.
- Shelly, MS Office, 2007, Cengage, 2009.
- Robert H Carver, Doing Data Analysis with SPSS, Cengage, 2013.
- Ajai.S.Gaur, Sanjaya S.Gaur, Statistical Methods For Practice and Research, Response, 2009.

SUBJECT CODE: C2107**BUSINESS COMMUNICATION- PRACTICAL**

T	P	C
2	0	2

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.

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.

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.

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.

Case Study : The key board syndrome.

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.

References:

- Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
- Lesikar: Basic Business Communication, TMH, 2013.
- GLOBERENA OR ANY OTHER SOFT SKILLS SOFTWARE/DATABASE.
- Stephen Bailey ,Academic Writing for International Students of Business, Routledge, 2013.
- David Irwin: Effective Business Communications, Viva-Thorogood, 2013.
- Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2013
- Sehgal:Business Communication, Excel, 2013.
- Krishnamachryulu, Lalitha Ramakrishnan: Business Communication,HPH, 2013

- GRE & TOEFL, Kalpan and Baron's, Kalpan Publishers, 2013.
- Business English Dictionary, Pearson, 2013.
- Subba Rao, B.Anitha Kumar, C.Hima Bindu, "Business Communication", Cengage, 2012.
- Kathleen Fearn-Banks, Crisis Communication-A case book approach, Routledge, 2011.
- Lehman and Dufrene Sinha, BCOM (Business Communication) 2nd edition, Cengage, 2012.
- Anjali Ghanekar, Business Communication Skills, Everest, 2011
- John X Wang, Business Communication, CRC Press, 2009
- Sailesh Sengupta, Business and Managerial Communications, PHI, 2011

OPEN ELECTIVES IN SEMESTER I (CHOOSE ANY ONE SUBJECT)**SUBJECT CODE: C2108****MANAGEMENT OF TECHNOLOGY**

T	C
4	4

Course Aim: To understand various terms in Technology and be able to manage the organization effectively and efficiently.

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

*Students need Discounting Table and Statistical Table to solve problem

Unit – 1

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.

Case1: Market Response Model (C.S.G Krishnamacharyulu Page no: 133)

Case2: Strategy of Siemens (C.S.G Krishnamacharyulu Page no: 197)

Unit – 2

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.

Case1: Cost Based Engineering (C.S.G Krishnamacharyulu Page no: 249)

Case2: Process Improvement (C.S.G Krishnamacharyulu Page no: 251)

Unit – 3

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.

Case1: Cost Based Engineering (C.S.G Krishnamacharyulu Page no: 280)

Unit – 4

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.

Case1: Alembic new combat strategy (C.S.G Krishnamacharyulu Page no: 115)

Unit – 5

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

Case1: Technology Transfer in auto industry (C.S.G Krishnamacharyulu Page no: 320)

References

- Tarek Khalil: Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2009.
- Krishnamacharyulu: Management of Technology, HPH, 2009
- Krishnamacharyulu & Lalitha: Management of Innovation, Himalaya, 2009.
- Norma Harison and Samson: Technology management – Text and cases, TMH, 2009
- Shane: Technology Strategy for Managers and Entrepreneurs, Pearson,2009.
- P.N.Rastogi: Managing Creativity, Macmillan, 2009.
- Pradip N Khandwalla: Lifelong Creativity—An Unending Fest, TMH, 2009.
- White: The Management of Technology & Innovation, Cengage,2009
- Khandwala: Corporate Creativity, TMH, 2009.

SUBJECT CODE: C2109

DATA BASE MANAGEMENT SYSTEMS

T	C
4	4

Course Aim: To understand various terms in database management and be able to create & manage data systematically.

Learning Outcome: The Objective of the course is to expose students to the importance of DBMS in conduct of business and its skilful management for optimum results. Student will be able to learn how to create, retrieve, update and manage data.

Unit – 1

Introduction to databases - Information -Application development without databases Advantages -Concepts and history of DBMS -Commercial databases. - Databases design - feasibility study - Designing. Designing systems - class diagrams – data types - elements.

Unit – 2

Data normalization – Introduction - sample data base – first –second –third Normal forms - Beyond third normal form -Data rules and integrity -Effects of business rules –converting class diagrams to normalized tables -data dictionary.

Unit – 3

Queries and sub queries - Data queries - Basics - computations -group by -multiple tables- sub queries -joins -SQL-testing queries.

Unit – 4

Applications -Forms and reports -Effective design -Layout - creation of forms- manipulation of graphical objects -reports -calculations and data manipulations –procedural languages - Data on forms - using programs to retrieve and save data in the databases - Handling error.

Unit – 5

Applications Development - Introduction - Power of applications - Structure of application; -user interface features -Transactions -customer reports -Database applications in Microsoft Access and Visual Basic -Sample database projects.

References

- Gerald V. Post: Data base Management System -Designing and Building Business Applications, Tata McGraw Hill
- Mc. Fadden, Database Management Systems, Additions Wisely
- Peter: Databases, Tata Mc.Graw Hill Ltd
- Hansen and Hansen, database Management Systems, PH

**SUBJECT CODE: C2110 MANAGEMENT INFORMATION SYSTEM
& ENTERPRISE RESOURCE PLANNING**

T	C
4	4

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

Course Aim: To provide the basic concepts of Enterprise Resource planning & MIS.

Learning Outcome: After reading this syllabus student will be able to understand how to manage and maintain information. Also they will have clear idea about the how to implement ERP and automate the organization which in fact helps them in decision making.

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 1: MIS at Narayana Labs Ltd.

Unit II:

Management of IS: Information system planning, system acquisition, Evaluation & maintenance of IS, IS Security and Control,

Case1: Planning of IS at Anoop & Company.

Case 2: Apollo Hospitals.

Unit III:

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 1: System requirement specification: An illustrate case.

Case 2: Purchase order system: application case study.

Unit IV:

Induction to ERP: Overview of ERP, MRP, MRPII and Evolution of ERP, Reasons for the growth of ERP, Benefits of ERP , Business Modeling, Integrated Data Model, Foundations of IS in Business, Obstacles of applying IT, ERP Market.

Case 1: IBM (CVS Murthy page no 234)

Unit V:

ERP Modules: Finance, Accounting Systems, Manufacturing and Production Systems, Sales and Distribution Systems, , Human Resource Systems, Plant Maintenance System, Materials Management System, Quality Management System, ERP System Options and Selection, ERP proposal Evaluation.

ERP Implementation and Maintenance: Implementation Strategy Options, Features of Successful ERP Implementation, Strategies to Attain Success, User Training, Maintaining ERP.

Case 1: Failure in ERP System Implementation at General motors Locomotive Group (CVS Murthy page no 242)

Reference:

- D P Goyal, Management Information Systems – Managerial Perspective, MacMillan, 3rd Edition, 2010
- Alexis Leon: ERP (Demystified), 5/E, Tata McGraw-Hill, 2009.

- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Enterprise Resource Planning (ERP) Text & Cases, C.S.V. Murthy, Himalaya Publishing House
- Jawadekar, MIS Text and Cases, TMH, 2012.
- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.
- A K Gupta, Sharma “Management of Systems” Macmillan, 2012.
- Sandra Senf “Information Technology Control and Audit” 3e, CRC Press, 2012.
- Arpita Gopal, MIS for Strategic Business Processes, Excel, 2009.
- Joseph P T, E-Commerce, an Indian Perspective, PHI, 2012
- Laudon & Laudon, Management Information Systems, Pearson, 2013
- Sanjay Mohapatra, Cases in Management Information Systems, PHI, 2011
- Nirmala Bagchi, Management Information Systems, Vikas,2012
- Aman Jindal, Management Information System, Kalyani, 2010
- Murthy, Management Information System, Himalaya, 2013
- Effy oz, Management Information Systems, Cengage, 2010
- O Brien, Marakas, Behl, Management Information Systems, TMH, 2010
- Kelkar, Management Information Systems, PHI, 2012
- Rajaraman, Information Technology, PHI, 2013

SUBJECT CODE: C2111

INCOME TAX

T	C
4	4

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

Course Aim: To provide the basic concepts of Income Tax.

Learning Outcome: The Objective of the course is to provide the candidates with sound knowledge of the important provisions of the Income Tax law and their applications.

Unit I:

General Perspectives, Historical background of Taxation Laws in India , Fundamental Principles of Income Tax and concepts , Union Budget and Finance Act and Powers of the Parliament/State Legislatures, Government Financial Policies regarding Taxation.

Unit II:

Income Tax rate Structure and its Role in Indian Economy, Residential Status, Non Resident persons & Non Ordinary Resident, Previous year and Assessment year Tax: Fees and cess, Capital Expenditure and Capital Income. Revenue Expenditure and Revenue Income, Tax Evasion and Tax Avoidance, Direct and Indirect Taxes.

Unit III:

Heads and Sources of Income: Salary and Fringe Benefit Tax , Income from House Property , Income from Business; Profession or Vocation , Capital Gains , Income from other sources.

Unit IV:

Exemptions & Deductions under the I.T. Act, Income exempt u/s 10 of the I.T. Act, Permissible deductions under Chapter VI of I.T. Act, Relief, Double Taxation Relief.

Unit V:

Assessment Procedures: Filing of return, Advance payment of Tax, Tax deduction at source, Tax Collection at Source, Refund of Tax, and Types of Assessment. Computation of Income in Individuals & HUF

Reference:

- Dr H C Mehrotra and Dr S P Goyal – Income Tax Law & Accounts : Sahitya Bhavan Publications.
- Direct Taxes & Practice : Dr. V K Singhania, Taxman Publications.
- Gour and Narang - Income Tax Law and Practice, Kalyani Publication
- Taxation: H.Prem raja - Sri Hamsrala publications
- Practicals in Taxation: H.Prem raja - Sri Hamsrala publications.
- Income Tax: B.B. Lal, Pearson Education
- Taxation: R.G. Saha, Himalaya Publishing House Pvt. Ltd
- Income Tax: Johar, McGraw Hill Education
- Taxation Law and Practice: Balachandran & Thothadri, PHI Learning

SUBJECT CODE: C2112 RISK MANAGEMENT & INSURANCE

T	C
4	4

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

Course Aim: To understand the basic concepts of Insurance. Also to provide basic insight related to risk management. The Objective of this course is to give students a deeper insight into the concepts and strategies of Risk Management and Insurance.

Learning Outcome: The Objective of the course is to provide the candidates with sound knowledge of the importance of the risk management and its applications. Also to enable a student to understand the concepts related to insurance.

Unit I:

Introduction to Risk Types of Risks facing Business and Individuals, Risk Management Process, Risk Management Methods, Risk Identification and Measurement, Risk Management Techniques: Non Insurance Methods.

Unit II:

Insurance as a Risk Management Techniques Principles: Principle of Indemnity, Principle of Insurable Interest, Principle of Subrogation, Principle of utmost good Faith, Requisites of Insurable Risks, Requirements of an Insurance Contract, Distinguishes Characteristics of Insurance Contracts, Role of Agents and Brokers.

Unit III:

Risk Aversion and Risk Management by Individuals & Corporations, Loss Control, Types of Loss Control, and Optional Loss Control when Costs and Benefits are known.

Unit IV:

Indian Insurance Industry: Life Insurance, General Insurance Growth, Development Role of Insurance in the economy, Regulation of Indian Insurance Business.

Unit V:

Risk Management and Shareholders Wealth, Risk Retention / Reduction Decision, Alternative risk Management, Hedging with Derivative Contracts.

Reference:

- Scott E. Harringam Gregory R. Nichaus: Risk Management & Insurance, , TMH, 2009.
- George E. Rejda: Principles of risk Management & Insurance, , 9/e, Pearson Education, 2009.
- G.Koteshwar: Risk Management Insurance and Derivatives, Himalaya, 2008
- Gulati: Principles of Insurance Management, Excel, 2009
- James S Trieschmann, Robert E. Hoyt & David N. Sommer: Risk Management & Insurance, Cengage, 2009.
- Dorfman: Introduction to Risk Management and Insurance, 8/e, Pearson, 2009.
- P.K.Gupta: Insurance and Risk Management, Himalaya, 2009.
- Mark S.Dorfman: Risk Management and Insurance, Pearson, 2009.
- Vivek& P.N. Asthana: Financial Risk Management, Himalaya,2009

SEMESTER –II

SUBJECT CODE: C2113

HUMAN RESOURCE MANAGEMENT

T	C
4	4

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

Course Aim: To understand various terms in HRM and be able to manage the human resources of an organization effectively and efficiently. The objective of the course is to provide basic knowledge of functional are of Human Resource Management. This will be the prerequisite for enabling students to take any electives offered in third and fourth semesters any subject on HRM stream.

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.

Unit I

Introduction to HRM, Objectives of HRM, HR functions& activities, HRM Environment – Job Analysis and Design: Uses of Job analysis, methods of data collection, Job Description and Specifications. Job design, Job redesign, Job Rotation, Job enlargement, Job enrichment HR Planning: Human Resource Planning, HR Planning process, HR Information systems, Assessment of HR requirements, HR Functions and Policies.

Case: **The Brazilian Subsidiary**

Unit II

Recruitment and Selection: The Recruitment Process, Methods of recruiting, realistic job preview, developing and using Application Blanks, Challenges of recruiting. The selection process, type of tests, basic features of interviews, types of interviews, Technical, HR interview, interview errors and bias, designing and conducting the effective interview, reference and background verification, medical evaluation, Job offer, Induction and Placement

Case: **Backfired Surmise**

Unit III

Training and Development & Performance Appraisal: Introduction to training, The training process, training methods, Management development – individual, group, organizational techniques, evaluation of training and development – Appraising and Managing Performance: The appraisal process, methods, and potential problems in performance evaluations. The appraisal interview, the feedback interview. The role of appraisal in managing performance. Career Planning & Development

Case: **Mechanists Indiscipline Behaviour**

Unit IV

Compensation: Employee remuneration, Factors influencing employee remuneration, components of remuneration, job evaluation system –techniques, Executive remuneration, Employee benefits and services

Case: **Determining Pay Raise**

Unit V

Integration: Industrial Relations, Industrial Disputes and causes, remedial measures, Collective Bargaining. The management of conflict: Sources of grievances, the grievance procedure, Guidelines for handling grievances, Quality of work life, Quality circles, Employee Welfare Safety & Health, Promotions, Transfers & Separations, HR Ethical Issues
Case: Corporate Spurs-A Case of Rajan Nair

References:

- K.Aswathappa: Human Resource and Personnel Management, TMH, 2009.
- Subbarao: Human Resource Management, HPH,2009
- V S P Rao: Human Resource Management, Excel, 2009.
- Edwin B.Flippo: Personnel Management, McGraw Hill,2009
- Gary Dessler: Human Resource Management, 10/e, Pearson, 2009
- John M. Ivancevich: Human Resource Management, TMH, 2009.
- C S Venkataratnam: Personnel Management & Human Resources, TMH, 2009.

SUBJECT CODE: C2114

STATISTICS FOR MANAGEMENT

T	C
4	4

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

Course Aim: The objective of the course is to introduce the basic methods of conducting research, explore ideas in formulating research objectives and hypotheses and sample framework for undertaking research studies through well designed and structured questionnaires. Also it is intended to facilitate for the development of an insight into different statistical tools for data analysis, interpretation and presentation of reports in different functional areas of management.

Learning Outcome: Student will be able to do empirical research with help of modern tools & techniques in much simpler way.

*Statistical table is required for students at the time of examination

Unit I

Introduction to statistics: origin and growth of statistics, statistics and research, limitations of statistics, statistics and computers. Functions of statistics and application of statistics. Measures of Central Tendency, Measures of Dispersion, Measures of Variation, Measures of Central tendency vs. Measures of Dispersion, Normal distribution, Measures of Skewness and Interpretation.

Unit II

Types of variables – Organising data - Descriptive Measures. Basic definitions and rules for probability, conditional probability independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions. Introduction to sampling distributions, sampling distribution of mean and proportion, application of central limit theorem, sampling techniques. Estimation: Point and Interval estimates for population parameters of large sample and small samples, determining the sample size.

Unit III

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way.

Unit IV

Non-Parametric Tests: Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test, rank correlation.

Unit V

Correlation analysis, estimation of regression line. Time series analysis: Variations in time series, trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors. Data Presentation techniques (Tables, graphs. pie-diagram, histogram and frequency curves, bar diagrams and trend graphs, pictographs and cartograms). Choice of suitable diagram for the data inference.

References

- Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
- Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2012.
- Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
- Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
- Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics,

SUBJECT CODE: C2115**FINANCIAL MANAGEMENT**

T	C
4	4

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

***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.

Unit II

The Investment Decision- Investment decision process- Project generation, project evaluation, project selection and project implementation. Developing Cash Flow; Data for New Projects; Using Evaluation Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; -Sources of finance – a brief survey of financial instruments.

Unit – III

The Financing Decision: Cost of Capital: The concept, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions. Capital Structure Theories–NI, NOI Theory, The Modigliani Miller Theory, and Traditional Theory – Concept and financial effects of leverage; financial leverage, operating leverage and composite leverage The capital structure decision in practice: EBIT – EPS analysis. Indifference Point/Break even analysis of financial leverage.

Unit IV

Dividend Decisions AND WORKING CAPITAL: Dividend Decisions - Types of dividend - dividend Vs. Profit Retention Decision – Dividend policies - Factors influencing dividend policy-dividend theories: Relevance and Irrelevance of dividends - Walter and Gordon's models - MM approach - Working Capital Decision - Concepts - Components of working capital -operating cycle - working capital determinants - forecasting working capital requirements.

Unit V

Management of Current Assets: Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Marketable security alternatives; Management of receivables. The importance of current assets management in working capital planning. Corporate Restructuring: Corporate Mergers, Acquisitions and Takeovers: Types of Mergers

Journals for reference: Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance

References:

- IM Pandey, Financial Management, 10th Edition, Vikas , 2013.
- M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6th Edition, TMH, 2012.
- P.C.Tulsian,C.A. Bharat Tulsian , “Financial Management” S.Chand Publications,2012
- Prasanna Chandra, “Financial Management Theory and Practice”, 8th Edition. TMH ,2012
- Shashi K.Gupta, R.K.Sharma , “Financial Management” Kalyani Publishers ,2012
- Rajiv Srivastava, Anil Mishra , Financial Management” Oxford University Press, New Delhi, 2012
- James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education, 2012
- IM Pandey, Cases in Financial Management, TMH 2/e 2012

SUBJECT CODE: C2116

STRATEGIC MANAGEMENT

T	C
4	4

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

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:

Introduction- Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, Policies – **Factors that shape a company's strategy**, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

Case: Bharti Airtel (Hitt & Irelandpage no 4).

Case: ITC Limited (Hitt & Irelandpage no 30).

Unit II:

Tools and techniques for strategic analysis - Porter's Five Force Model, BCG Matrix, GE Model, TOWS Matrix, IE Matrix, The Grand Strategy Matrix. Market Life Cycle Model - and Organisational Learning, Impact Matrix and the Experience Curve, Generic Strategies-Strategy Formulation - **Types of Strategies – offensive strategy, defensive strategy, Exit and entry barriers - Tailoring strategy to fit specific industry and company situations.**

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

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

Unit III:

Strategy Implementation: **Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy - Strategies for competing in Globalising markets and internet economy - Organisational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.**

Case : Foster's Group Diversification into the Wine Business (Hitt & IrelandPage 130)

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 & Irelandpage. no 223)

Unit IV:

Turnaround and Diversification Strategies: **Turnaround strategy - Management of Strategic Change, strategies for Mergers, Acquisitions, Takeovers and Joint Ventures - Diversification Strategy : Why firms diversify, different types of diversification strategies, the concept of core competence, strategies and competitive advantage in diversified companies and its evaluation.**

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

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

Unit V:

Strategy Evaluation and control – Establishing strategic controls for Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Guidelines for proper control- Strategic surveillance - strategic audit - Strategy and Corporate Evaluation and feedback in the Indian and international context.

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)

Journals : Vikalpa, IIMA, IIMB Review, Decision, IIMC, Vision, MDI. Journal of Human Values : IIM Calcutta.

Business Game : MikesBikes – Advanced: (Strategic Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.300/- per year)

MikesBikes – Advanced is a simulation game for the **Strategic Management** course.

Students from the management team make all the key functional decisions involving Sales, Marketing, Distribution, Finance, Operations, HR and R&D. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

References:

- Hitt & Ireland and Manikutty, "Strategic Management: A South Asian Perspective": Cengage Learning, 9e, 2012. (For PPT, Case Solutions Faculty may visit : login.cengage.com)
- Mital; Cases in Strategic Management; 3rd Edition, TMH, 2013.
- 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.
- S K Sarangi "Modern Strategic Management" Everest Publishing, 2012.
- Wheelen, Hunger; Concepts in Strategic Management & Business Policy, 13th Edition, Pearson, 2013
- Hill, Jones; Strategic Management, 9th Edition, Cengage, 2012
- P. Subba Rao, Business Policy and Strategic Management, 2nd Edition, HPH, 2012.
- Barney, Hestrerly; Strategic Management & Competitive advantages; 4th Edition, PHI, 2013
- V.S.P. Rao, V. Hari Krishna; Strategic Management, 1st Edition, Excel Books, 2012
- Azhar Khazmi, Strategic Management & Business Policy, 3/e, TMH, 2013.
- Upendra Kachru; Strategic Management, 1st Edition, Excel Books, 2012
- Haberberg & Ricple; Strategic Management, 1st Edition, Oxford, 2010.

SUBJECT CODE: C2117 MARKETING MANAGEMENT

T	C
4	4

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

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

Learning outcome:

- By reading text and relating the concepts through cases the student would be able to understand the concepts of marketing management.
- 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, Market Research-Definition of MR, MIS, MR Process. **Demand Measurement and Sales Forecasting Methods**

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

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

Case : Santoor –(lamb Hair– page no : 238).

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 : (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).

Unit V:

Pricing Decisions & Personal Communication - Importance of price, **Methods of pricing**, **Price cues**, ethics of pricing strategy, 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 : Chick (lamb,Hair Page no:650)
- Case : Nokia (Neelamegham page no– 645).

Journals : Indian Journal of Marketing, MICA Communications Review.

Business Game

Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.150/- per year).

Music2Go is a **Principles of Marketing/Marketing Management** simulation game, where the students are required to formulate and implement their own Sales and Marketing Campaign. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

References for Cases:

- Arun kumar & N. Meenakshi: Marketing Management, Vikas, 2012.
- Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.
- Prof. M.V. Kulkarni, practical solutions to cases in marketing management, 19th Everest Publishing House, 2012.
- Adrian Palmer: Introduction to Marketing, Theory and Practice, 2nd Edition, Oxford, 2011.
- Dilip M. Sarwate, Indian cases in Marketing Management, Everest publishing house, 2012.
- S. Neelamegham, Marketing in India text & cases 4th edition, Vikas, 2013.

References:

- Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, 2012. (For PPT, Case Solutions, video cases, Faculty may visit : login.cengage.com)
- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education, 2012.
- Ramaswamy Namakumari, “Marketing Management”, TMH 5th Edition 2013.
- Philip Kotler, Gray Armstrong, Prafulla. Y. Agnihotri, Ehsan UL Haque, principles of marketing, south Asian perspective, 13/e, Pearson Education, 2012.
- K.Karunakaran: Marketing Management (Text and Cases), 2/e, Himalaya Publishing House, 2012.
- Rajan Saxena: Marketing Management, 4/e, TMH, 2013
- S.A.Sherlekar, R.Krishnamoorthy, Marketing Management concept and cases, HPH, 2012.
- Kenneth E Clow, Donald Baack, cases in Marketing Management, Sage South Asia edition, 2012.
- R. Srinivasan, case studies in Marketing the Indian context, 5th edition PHI, 2012.

SUBJECT CODE: C2118 SUMMER INTERNSHIP –Seminar (Minimum One month)

T	C
2	2

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

Learning Outcome

After summer learning internship students should be able to :

1. Understand the product mix and strategies of the organization, structure of organization, reporting systems and general administration of the organization.
2. Should learn how to do the routine work related to the first job they prefer to do after MBA.
3. Understand the organizational dynamics in terms of organizational behaviour, culture, competition, future strategies and change initiatives of the organization.
4. Important learning outcome of summer internship is to learn routine work which they would prefer to do after MBA. They can also continue with the same organization or professional for the MBA mini projects and final project also. If they can address the issues and challenges of the organizations / professionals and provide solutions then there is greater possibility of getting employment in the same organization.

Approach to decide Summer Internship: After careful analysis of the job market, students are expected to understand what type of job will be suitable to their knowledge and skill set. Students are advised not to ignore their first degree and the specialization they want to do at MBA level, before deciding the summer internship. 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 bunk, dealers, distributors, retailers, companies or their branch offices in their near by cities, towns and villages to understand their business model.

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.

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.

*** Banking, Finance & Business related Documents have to be collected by the students from 1 to 19 as a part of Summer Internship. It has to be included in the summer Internship Project Report.**

Report: A brief report of explaining their analysis and understanding 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. While there is no limit on the number pages, about 30 pages should be sufficient for submission followed by presentation.

SUBJECT CODE: C2119

ANNUAL REPORT ANALYSIS- LAB

P	C
2	2

Approach: CMIE Prowess Database & MS-Excel, Credits 2 Marks 50.

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:

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

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

OPEN ELECTIVE IN SEMESTER II (CHOOSE ANY ONE SUBJECT)**SUBJECT CODE: C2120 BUSINESS ETHICS & CORPORATE GOVERNANCE**

T	C
4	4

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

Course Aim: The aim of this subject is to inculcate the need for business ethics to ensure sustained business stability.

Learning outcome: The learning outcome developing business ethics and professional ethics. They will also be able to understand ethical and psychological dimensions to contain cyber crimes and also will be able to grasp the important issues related to corporate governance.

Unit I

Business Ethics The Changing Environment: Business Ethics-why does it matter?; Levels of Business Ethics-Five Myths about Business Ethics- Can Business Ethics be Taught and Trained?; stages of Moral development, Kohlberg's study- Carol Gilligan's Theory-Principles of Ethics.

Case: The BHEL Disinvestment (CSV Murthy: page no.590)

Unit II

Professional Ethics. Introduction to Professional Ethics- Ethics in Production and Product Management-Ethics of Marketing Professionals-Ethics in HRM-Ethics of Finance and Accounting Professionals-Ethics of Advertisement-Ethics of Media Reporting-Ethics of Healthcare Services. Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues-Preparatory Ethics: Proactive steps-The software challenge.

Case 1: How unethical practices almost destroyed world com. (A.C.Fernando Page no.218)

Case 2: Ethical Dilemma (CSV Murthy page no: 594)

Unit III

Cyber crimes and cyber Terrorism-social,Political, ethical and psychological , dimensional , Intellectual property in the cyberspace,Ethical dimensions of cyber crimes-the psychology, mindset & Skills of Hackers & Other cyber criminals, Sociology of cyber criminals, information Warfare.

Unit IV

Corporate Governance I: Does Good Governance Really matters to Corporations?-Importance of corporate Governance –Corporate Governance in India-Board Structures Processes and Evaluation-Director Independence –Board committees, Indian model of Corporate Governance.

Unit V

Corporate Governance-II: Information communication and Disclosure-Irani Committee Report-OECD Principles of Corporate Governance –Risk, Internal Control and Assurance-Banks and Corporate Governance.

Case: Infosys Technologies: The best Among India Corporate (A.C Fernando page no;33)

Case: TATA Steel: A Company that also makes Steel (A.C Fernando page no :69)

References:

- **SK Mandal: Ethics in Business and Corporate Governance, TMH, 2/e, 2012.Journal of Human Values : IIM Calcutta. SAGE.**
- Archie. B Carroll, Business Ethics-Brief Readings on Vital Topics, Routledge, 2013.

- A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
- C.S.V.Murthy: Business Ethics, Himalaya Publishing House, 2012.
- N.Balasubramanian : Corporate Governance and Stewardship, TMH,2012.
- Nina Godbole & Sunit Belapure “ Cyber Security” wiley india 2012.
- Joseph W.Weiss : Business Ethics, Thomson, 2006.
- Geethika,RK Mishra, Corporate Governance Theory and Practice,Excel,2011.
- Dr.S.S.Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.
- K.Praveen Parboteach, Business Ethics, Routledge, 2013.
- Praveen B Malla, Corporate Governance, Routledge 2010.
- H.C.Mruthyunjaya, Business Ethics and Value Systems, PHI, 2013
- V Balachandram, V Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI, 2011
- Khanka, Business Ethics and Corporate Governance, S.Chand, 2013

SUBJECT CODE: C2121 PROJECT MANAGEMENT

T	C
4	4

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.

Learning objectives: Student will be able to know what product management is, how to reduce conflicts and improve the performance of the organization.

UNIT-1

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-2

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-3

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-4

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

UNIT-5

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

- Gray, Larson: Project Management-Tata McGraw Hill-2008
- Enzo Frigenti: Project Management-Kogan, 2008
- Jeffery K.Pinto: Project Management-Pearson Education-2009
- Larry Richman: Project Management-PHI, 2008
- Scott Berkun: Project Management, SPD, 2008
- Thomas M.Cappels: Financially Focused Project Management, SPD,2008.
- Anita Rosen: Effective IT Project Management-PHI-2008.
- R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2009
- Guide to Project Management Body of Knowledge (PMBOK® Guide) of Project Management Institute, USA.

SUBJECT CODE: C2122

INDUSTRIAL ENGINEERING & MANAGEMENT

T	C
4	4

UNIT – I

WORK STUDY: Introduction –Introduction – definition – objectives – steps in work study Method study –definition –objectives steps of method study. Work Measurement – purpose –types of study – stop watch methods – steps –key rating –allowances –standard time calculations – work sampling.

UNIT –II

WORK PLACE DESIGN : Anthropometry. Structural body dimensions, use of anthropometry data, work space dimensions – work space for personal when seated – minimum requirement for restricted spaces work surfaces, horizontal work surfaces, work surfaces when seated, standing science of seating, principles of seat design.Nature of Man – Machine system –Fundamental man –Machine system assumptions –types of Systems

–Data base if human factors –Human performance –types of human error in system tasks – task data –empirical task data – Judgmental task data.

UNIT –III

Visual displays – Process of seeing – types of visual activity – conditions that affect visual discriminations – Quantitative visual display - Basic design of dynamic quantitative displays – specific features of quantitative scales – Quantitative visual display, Strategy indicators – signal and warning lights. Job design – job evaluation – methods of job evaluation – simple routing objective systems – classification method – factor comparison method – point method – benefits of job evaluation and limitations. Merit rating – job evaluation Vs merit rating –objectives of merit rating – method for merit rating – ranking method –paid company method – checklist method.

UNIT-IV

Wage incentive scheme –wages – objectives of a good wage incentive plan , basis of good wage –incentive plan –plan - types of wage – incentive plans time method – straight piece rate method –differential piece rate method –Hasley premium plan – Emerson efficiency plan –Bedeaux point plan.

UNIT -V

ESTIMATING AND COSTING, ESTIMATION Importance – Aims – functions – Qualities of estimator, Cost –definition Aims standard cost – difference between estimating and costing –costing methods – elements of costs –mensuration. Estimating of material cost – machine shop – sheet metal shop –forging – welding shop.

REFERENCES:

- 1.Motion and time Study /Ralph M Barnes/ John Willey & Sons.
- 2.Works Study / Ilo
- 3.Human factors in Engineering & Design /Ernest JMcCormick/TMH
- 4.Production Operation management /Paneer Selvam/PHI
- 5.Industrial Engineering Management /RaviShankar/Galgotia
- 6.Mechanical Estimating Costing /T.T Banga &S.C Sharma/Khanna Publishers
- 7.Industrial Engineering Hand Book/ Maynard.

SUBJECT CODE: C2123**DECISION SUPPORT SYSTEM**

T	C
4	4

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

Course Aim: It enables the student understand how to build and implement Decision Support system.

Learning Outcome: The student understands Decision Support System benefits, types, building and implementation, DSS Software tools, Group Decision Supportive System, and Data Warehousing.

Unit I:

Introduction to Decision Support System (DSS)- How DSS evolved- DSS Benefits-Systems, Information Quality and Models-Dataflow diagram Information quality- Types of DSS- DSS hierarchy- Generalizing DSS categories.

Cases.

Unit II:

Building and implementing DSS- DSS on the center corporate systems- Internet and client/Server computing in DSS- DSS on stand alone system-Choosing a DSS Hardware environment.

Cases.

Unit III:

DSS software tools- Standard Package-specialized tools and Generators-Programming language for DSS- Building DSS- DSS development process-Project development participants-Overcoming Resistance of Change- Models in DSS.

Cases.

Unit IV:

Group Decision Support System- Why group DSS? –Group Vs Individual activities-Media richness and Task Types-Types of Group DSS-Group DSS in use today-Group ware products.

Cases.

Unit V:

Data Warehousing- What is DW-DW concepts- The DW database-Database structure-Getting the data into the datawarehouse- Metadata.

Cases.

References:

- Efram G.Mallach” Decision Support and Data Warehouse Systems” TMH,2012
- Efram Turban “Decision Support and Business Intelligence Systems” Pearson , 2012.
- Dhiraj Sharma : Foundations of I T, Excel, 2013.

SUBJECT CODE: C2124**TOTAL QUALITY MANAGEMENT**

T	C
4	4

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.

Learning Outcome: After completion of the course student will be able understand the concepts related to quality management.

UNIT-1

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-2

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-3

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-4

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-5

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

- Howard S Gilton, Alan J Oppenheim: Quality Management, TMH, 2008.
- Dale H.Besterfeild, carlon Besterfeild: Total Quality Management, Pearson Education, 2008
- Sridhara bhat: Total Quality Management Texts and Cases, Himalaya, 2009.
- Shailendra Nigam: Total Quality Management, Excel, 2009
- Kanishka Bedi: Quality Management, Oxford, 2008.
- James R.Evans, M.Lindsay: The Management and Control Of Quality, Cengage, 2009.
- Pradeep V.Mehta:Introduction to Quality Assurance-New Age publication, 2008.

SEMESTER III**SUBJECT CODE: C2125****PERSONAL EFFECTIVENESS –SEMINAR**

T	P	C
2	0	2

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.

- I. Presentations
- II. Group Discussions
- III. Overcoming fear of facing Interviews
- IV. Time Management
- V. 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.

SUBJECT CODE: C2126 PRODUCTION AND OPERATIONS MANAGEMENT

T	C
4	4

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 Work Study, Material Management Quality Control and Modern Production Tools.

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 Plant Location & Layout: Aggregate planning (Introduction), 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. **Plant Location & Plant Layout:** Factors Influencing Plant Location, Single Facility Location Problem. Plant Layout- Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures (Theory).

Unit-III:

Scheduling and Work Study: 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. **Work Study:** Introduction, Method Study: Steps if method study, recording, selected recording techniques, Examine Steps, principles of Motion Economy. Time study, Work Sampling.

Unit-IV:

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.

Unit-V

Quality Control & Modern Production Management Tools: Introduction, Control Charts: Control Charts for Variables & Attributes. Acceptance Sampling: Operating Characteristics Curve, Single & double sampling plan, Acceptance sampling by variables, Nomogram Method for single sampling plan, Six Sigma: Approaches for Six Sigma, Types & Benefits of Six Sigma. **Modern Production Management Tools:** Just-In-Time Manufacturing, Total Quality Management, ISO 9000 Series, Poka Yoke, Kaizen, Business Process Reengineering, Supply Chain Management, Lean Manufacturing.

Journal : Udyog Pragati : The Journal for Practising Managers, NITIE, Mumbai. SAGE.

References:

- Panneerselvam “ Production and Operations Management” PHI,2012
- H.Kaushal, Production / Operations Management, Case Study Solutions, MacMillan, 2012.
- Ajay K Garg, Production and Operations Management, TMH, 2012
- B. Mahadevan, Operations Management: Theory and Practice, Second Edition, Pearson, 2010.
- Danny Samson “Operations Management: Integrated Approach”Cambridge, 2012.
- Kenneth K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
- Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press, 2012.
- Prof. L.C. Jhamb: Production Operations Management, 18th edition, Everest Publishing House, 2013.
- J.K, Sharma: Operations Research, Macmillian, 2013.
- Richard B. Chase, Ravi Shankar, Operations and Supply Management 12th Edition, TMH, 2010.
- K.Ashwathappa, Sreedhar Bhat, Production and Operations Management, HPH, 2012.
- Scott,T. Young, Essentials of Operations Management, SAGE, 2009.
- Normen Gaither & Greg Frazier, Operations Management, Cengage, 2012

SUBJECT CODE: C2127 QUANTITATIVE ANALYSIS & BUSINESS DECISIONS

T	C
4	4

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

OBJECTIVES:

- To recognize manufacturing organizations including job shops, flow lines, assembly lines, work cells
- To formulate a simple linear programming (setup decision variables, constraints and objective functions.
- To recognize some basic theory under pinning linear programming and the simplex method.
- To solve scheduling problems for assembly lines, job shops.
- To understand the major capabilities and the limitations of deterministic operations research modeling as applied to problems in industry or government.

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 and ISO-cost profit method, simplex method, two phase method, Big-M 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.

OUTCOMES:

- Understand the role of engineer in interpreting and organizing data, formulating solution strategies, building models and making decisions.

- Identify elements of various engineering problems including decision or control variables, constraints and objectives
- Understand the alternate criteria that can be used for decision making: cost, profit, short term environmental considerations, long term environmental sustainability.
- Use a variety of methods including linear programming, non linear programming and decision trees to organize information in to a decision making framework and solve problems using graphical algorithmic and computer methods.
- Appreciate the presence and role of uncertainty in various engineering analysis and design.

REFERENCES:

- J.K. Sharma, “Operations Research: Theory and applications, 5th edition, Macmillian,2013.
- Anand Sharma, “ Quantitative Techniques for Decision Making”, HPH, 2010
- R. Pannerselvam : Operations Research, PHI, 3rd revised edition,2012
- Prem Kumar Gupta “Introduction to Operations Research” S.Chand, 2012.
- K.LSchgel “Quantitative Techniques and Statistics”, 2012.
- Hillier / Lieberman: Introduction to operations research, 9th edition, TMH, 2012.
- Hamdy A Taha : Operations Research: An Introduction, 9th edition, Pearson, 2013.
- PradeepPrabhakarPai : Operations Research : Principles and Practice, 1st edition, Oxford University Press, 2012.
- C.R. Kothari, Quantitative Techniques, 3rd revised edition, Vikas, 2012.
- A M Natarajan, P Balasubramani, A Tamilarasi, “Operations Research” Pearson, 2012.
- M P Gupta, R B Khanna, “ Quantitative Techniques for Decision Making” PHI, 2011.
- Anitha H S : Operations Research, Excel, 2013.
- N.D.Vohra, Quantitative Techniques in Management, TMH, 2012.
- Anderson, Sweeney, Williams, Camm& Martin, Quantitative Methods for Business, 2013
- Mik Wisniewski, Quantitative Methods, Pearson, 2013
- L C Jhamb, Quantitative Techniques, Everest, 2012.

SUBJECT CODE: C2128 RESEARCH METHODOLOGY

T	C
4	4

COURSE AIM: To familiarise the students to the principles of scientific methodology in business enquiry; to develop analytical skills of business research; to develop the skills for scientific communications.

LEARNING OUTCOMES: Students would become acquainted with the scientific methodology in business domain. They would also become analytically skilful. They would become familiar with the nuances of scientific communications.

Unit I

Introduction : Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – Research in an evolutionary perspective – the role of theory in research.

Unit II

RESEARCH DESIGN AND MEASUREMENT : Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

Unit III

DATA COLLECTION: Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods

Unit IV

DATA PREPARATION AND ANALYSIS: Data Preparation – editing – Coding – Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling – Application of statistical software for data analysis.

Unit V

REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH: Research report – Different types – Contents of report – need of executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – ethical behaviour of research – subjectivity and objectivity in research.

Reference:

- Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.
- Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.

- Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.
- William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, BusinessResearch methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.

SUBJECT CODE: C2129**BUSINESS BEST PRACTICES – SEMINAR**

T	C
2	2

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.

You 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.

NOTE: ELECTIVE 1
ELECTIVE 2
ELECTIVE 3

SYLLABUS OF ELECTIVES IS GIVEN AFTER SEMESTER IV CORE SUBJECTS.

SEMESTER IV			
SUBJECT CODE: C2130	ENTREPRENEURSHIP	T	C
		4	4

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.

Case 1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case 2: 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 Mindset- the 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-Trade marks 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).

Cases:

1. Arya Kumar “**Entrepreneurship- creating and leading an entrepreneurial organization** ” Pearson 2012.
2. Richard Blundel” Exploring Entrepreneurship Practices and Perspectives,Oxford,2011.
3. David H Holt” Entrepreneurship:New Venture Creation” PHI,2013.

Journal :

- **The Journal of Entrepreneurship**, Entrepreneurship Development Institute of India, Ahmedabad
- **Journal of Human Values** : IIM Calcutta.

References:

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

SUBJECT CODE: C2131 SUCCESS STORY OF CONTEMPORARY & EMERGING LEADERS**(Seminar Paper 50 Marks)**

T	C
2	2

Aim: Aim of this mini project is to understand how entrepreneurs are becoming successful. This is to inspire students to become job providers rather than job seekers.

Learning Outcome: After doing field visit to any small or big organization and after interacting with the entrepreneur and others in the organization, the students should be able to understand:

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

Report : A brief report of the understanding and observation should be submitted and presented in the class.

Reference:

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

Journal : 1. The Journal of Entrepreneurship, Entrepreneurship Development Institute of India, Ahmedabad.

2. Journal of Human Values : IIM Calcutta.

ELECTIVE 4**ELECTIVE 5****ELECTIVE 6**

SUBJECT CODE: C2132

COMPREHENSIVE VIVA (SUBJECT VIVA)

T	C
2	2

Aim: The aim of this comprehensive viva is to make a student understand the importance of all the subjects studied throughout the MBA Course. This enables the student to revise all the subjects they have studied from I semester and remember the concepts.

Subject Viva will be conducted for 50 marks.

SUBJECT CODE: C2133

PRE-SUBMISSION PROJECT SEMINAR

T	C
2	2

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

Learning Outcome: After following the three stages mentioned below for doing project work students

should be able to:

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

RESEARCH METHODOLOGY(Chapter I of the Main Report) -50 Marks -Seminar Presentation.

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

Topic:

.....
.....
.....

Chapter I

Brief Introduction:

Review of literature:

Research Gaps:

Research Questions:

Objectives of the study:

Hypotheses:

Scope of the study:

Period of the study:

Sample:

Data Collection:

 Primary Data:

 Secondary Data:

SUBJECT CODE: C2134

FINAL PROJECT VIVA

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STATISTICAL ANALYSIS -100 marks (Chapter II of the main report) SEMINAR.

Approach: Students should collect data for the main project from CMIE Prowess DATABASE or any

other source or from the field. Students are expected to use relevant statistical tools using either Excel,

SPSS, MINI TAB, or R and make a Seminar Presentation. This will be the CHAPTER II : Data Analysis of

the main report.

MAIN PROJECT REPORT AND VIVA(Chapter III of the Main Report).

In addition to the above two stages the students should write the third chapter on Data Interpretation,

Conclusion & Suggestions and submit the final report by including the following.

REFERENCES:

Appendix i: Questionnaire (if any).

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

NOTE: FACULTY SHOULD ADVISE STUDENTS TO GIVE ONLY REFERENCES TO THE WEBSITES AND JOURNALS AND NOT TO DIRECTLY DOWNLOAD IN THE PROJECT REPORT. MAXIMUM 30% CAN BE DOWNLOADED AND REST SHOULD BE ORIGINAL.

After the submission of the report by consolidating the work done in stage 1, 2 and 3, an external

viva will be held by the University to give the grade as per the University guidelines.

MARKETING ELECTIVES

SUBJECT CODE: C2135

CONSUMER BEHAVIOR

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

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)

- **Journals :** Indian Journal of Marketing, MICA Communications Review.

Business Game: Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.150/- per year).

Music2Go is a **Principles of Marketing/Marketing Management** simulation game, where the students are required to formulate and implement their own Sales and Marketing Campaign. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

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, 2nd edition, HPH, 2013.
- Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
- Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
- Leon G. Schiffman, Leslie Lazer Kanuk, S.Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011.
- Satish Batra, SHH Kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.
- Ramanuj Majumdar, Consumer Behaviour, PHI, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
- Suja R Nair, Consumer Behaviour in Indian perspective, 2nd edition, HPH, 2013.
- S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
- Dr. Shri Prakash, Consumer Behaviour, Vikas, 2010.
- S. A. Chunawalla, commentary on Consumer Behaviour, 3rd edition, HPH, 2012.
- S H H Kazmi, Consumer Behaviour and Marketing Communication, Excel, 2011.
- J.Paul Peter, Jerry.C. Olsan, Consumer Behaviour and Marketing Strategy, 7th edition, TMH, 2011.

SUBJECT CODE: C2136 SALES AND DISTRIBUTION MANAGEMENT

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

Aim: The aim of this course is to enable MBA students to understand Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel partners. They can also emerge as good sales executives and help 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 need for 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 households 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: Augsburg 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)

- **Journals :** Indian Journal of Marketing, MICA Communications Review.

Business Game : Music2Go Marketing: (Marketing Management Simulation Game), TMH, 2013. You can play on any computer with internet (Rs.150/- per year)

Music2Go is a Principles of Marketing/Marketing Management simulation game, where the students are required to formulate and implement their own Sales and Marketing Campaign. This helps the students to have a hands – on business experience in the classroom – experiential learning at its best.

References

- Krishna K Havaladar, Vasant M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.
- Tapan K. Panda, Sunil Sahadev Sales and Distribution Management ,2nd edition Oxford.
- S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.
- K.Sridhara Bhat , Sales and Distribution Management, 1st , HPH, 2011.
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- S.A.Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012
- Dinesh kumar, Marketing Channels ,Oxford ,2012
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011.
- Spiro Stanton, Rich, Management of Sales Force, 13th edition, TMH, 2010.
- Prof. M.V. Kulkarni, Sales and Distribution Management, Everest Publishing House, 2010.
- David Jobber, Geoffrey Lancaster, Selling and Sales Management, 7th edition, 2011.
- Anne T Coughlan, Erin Anderson, Louis W Stern, Adel I Ei Ansary, R.C.Natarajan, Marketing Channels, 7th edition, Pearson, 2011.
- Mark W Johnston, Greg W Marshall, Sales Force Management, 9th edition, TMH, 2009.
- Dr.S.L.Guptha, Sales and Distribution Management, 2nd edition, Excel books, 2010.
- Pingali Venugopal, Sales and Distribution Management, Sage, 2012

SUBJECT CODE: C2137 INTEGRATED MARKETING COMMUNICATION

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

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, Advertising (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)

Journals: Indian Journal of Marketing, MICA Communications Review.

Businesss Game : AdSim Advertising: (Advertising & Promotion Simulation Game), TMH, 2013.

You can play on any computer with internet (Rs.150/- per year) AdSim is a simulation game for the Advertising & Promotion course, where the students are required to formulate and implement their own Advertising and Promotion campaign. This helps the students to have an hands – on business experience in the classroom – experiential learning at its best.

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 IntegratedMarketing Communications perspective , TMH, 2013.
- Semenile , Allen, O Guinn , Kaufmann, Advetising and Promotions, An Integrated brandapproach, Cengage, 6th edition , 2012.
- SHH Kazmi, Satish K.Batra, Advertising & Sales Promotions, 3rd edition , Excel Books, 2011.
- Terence A. Shimp, Integrated Marketing communication Advertising and Promotion, 8th editionCengage Learning , 2012.
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- Ruche Gupta, Advertising Principles and Practice, 1st edition, S. Chand, 2012.
- Semenik, Allen, O Guinn, kanfmann, Advertising and Promotions an Intergrated Brand Approach,6th edition, Cengage Learning, 2012.
- Dr. Niraj kumar, Integrated Marketing Communication, HPH, 2011.
- Dinesh Kumar, Marketing Channel, Oxford, 2012.
- PROF. Ritwik haldar, Advertising and Sales Promotion Management, HPH, 2011

SUBJECT CODE: C2138

RETAILING MANGEMENT

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

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:

- a. The students will learn the Modern Retailing Concepts and will able to link it to cases to understand the present Retailing Trends.
- b. The students will be able to understand the relevance of shopper's behaviour and shopping environment.

Unit I:

Introduction to Retail Management - Advent of retailing -Functions of retailing - Types of retailing -Customer buying behavior-Retailing Strategy - Growth strategies - Strategic retail planning process - Factors to be considered for retail planning. Human resources & Administrative Strategy: Designing the organizational structure for retail firm - Retail organization structures.

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

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

Unit II:

Merchandising and pricing strategies: Merchandize planning - Sources of merchandize - Category Management - Buying systems to stores - Allocation of merchandize- Retail pricing strategies –Approaches for setting pricing – Pricing adjustments – Using price to stimulate retail sales – Promoting the merchandise – Implementing an advertising plan.

Case: Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474)

Case: Tanishq. (Suja Nair page no 440)

Unit III:

Store Management: Objectives of a good store design –Store design – Store layout – Space planning – Merchandise presentation techniques and atmospherics.Delivering Value though Retail Functions - Classification of formats, ownership-based, store based, non-store based, other retail formats.

Case: Nirula's. (Suja Nair Page no 448)

Case: Hot Breads. (Suja Nair page no 452)

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

Unit IV:

Location strategies: Shopping centers –Freestanding sites – Location and retail strategies-Factors affecting the demand for a region or trade area –Factors affecting the attractiveness of a site.Region wise analysis of Indian retailing. CRM in retail management, prompt delivery, customer satisfaction after sales service etc.

Case: Café Coffee Day. (Suja Nair page no 434)

Case: Shoppers stop. (Suja Nair page no 470)

Unit V:

Retailing in India: The present Indian retail scenario – Factors affecting retailing in India – Retailing opportunities in India. Rural Marketing Vs Urban Marketing – Nature and Characteristics of Rural Market – Indian Rural Market – Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market.Indian Rural

Retail Market – Rural Retail Channel Management – Strategies of Rural Retail Channel Management.

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

- **Journals :** Indian Journal of Marketing, MICA Communications Review.

References:

- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2nd Edition, Oxford, 2012.
- Lusch, Dunne, Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2013.
- **Suja Nair**, Retail Management, Himalaya Publication House, 2012.
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- Dr. Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.
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- Arif sheikh, Kaneez Fatima, Retail Management, Himalaya Publication House-2012.
- Chetan Bajaj, Rajnish tuli, Nidhi Varma ,Srivastava, Retail Management, 2nd edition, oxford, 2012.
- David Gilbert, Retail Marketing Management, 2nd edition, Pearson, 2013
- Balram Dogra & Karminder Ghuman: Rural Marketing, TMH, 2009
- □ C K Prahlad:Bottom of the Pyramid, Pearson, 2009

SUBJECT CODE: C2139

SERVICES AND DIGITAL MARKETING

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

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, 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.

Case 1: 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.: 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: 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:

Digital Marketing: Importance of digital marketing, scope of digital marketing, Types of digital marketing. Digital marketing strategies. Affiliate marketing, Pay per click, search engine optimization.

Problems associated with digital marketing.

References

- Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, Fifth edition, 2011.
- Journals : Indian Journal of Marketing, MICA Communications Review.
- John E.G. Bateson, K. Douglas Hoffman : Services Marketing, Cengage Learning, Fourth Edition, 2012.
- R. Srinivasan, Services Marketing the Indian context, 3rd edition, PHI, 2012.
- Harsh V. Varma: Services Marketing text and cases, Pearson, Second edition, 2012.
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- Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press, 2012.
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- K. Rama Mohan Rao, Services Marketing, 2nd edition Pearson, 2011.
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- Nimit Chowdhary, Monika Chowdhary, text book of Marketing of Service the Indian Experience, Macmillan, 2013.
- Gupta, Services Marketing, Everest, 2007

SUBJECT CODE: C2140**INTERNATIONAL MARKETING**

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

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)

- **Journals :** Indian Journal of Marketing, MICA Communications Review.

References

- Philip R. Cateora, John L graham, Prashant Salwan, International Marketing -13th edition –TMH-2011.
- Svend Hollensen, Madhumita Benerjee-Global Marketing-4th Edition- Pearson-2010.
- *Rajagopal –International Marketing-2nd Edition –Vikas -2011*

- *P.K.Vasudeva, International Marketing-4th edition-Excel Books-2012*
- Dr.Gajender Sharma- International Marketing-1st edition-Excel Books-2010
- Justin Paul, International Marketing – Text and Cases, TMH, 2013.
- Kiefer Lee, Steve Carter-Global Marketing Management-3rd edition-Oxford-2011.
- Warner J.Keogan, Naval K.Bghargava-Global Management-7th Edition-Person-2011
- Francis Cherunilam- International Marketing-12th Edition-HPH-2012.
- Rathor, Jani,Rathor- International Marketing-4th edition- HPH-2011
- Sreeramulu, Neelakantam Tatikonda, International Marketing, Paramount Publishing House,2013

FINANCE ELECTIVES

SUBJECT CODE: C2141 -COST AND MANAGEMENT ACCOUNTING

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

Course Aim: To develop the students understanding of management and cost accounting principles and techniques and their application to various decision making situations. Emphasis is on developing the students analytical and critical abilities

Learning Outcome: To distinguish between Management accounting and Cost Accounting. To understand the detailed cost concepts, cost structure and elements of costs of manufacturing and service organizations which have been facing dramatic changes in their business environment. To identify and describe the elements involved in decision making, planning and control. To identify and describe the future of Management Accounting System.

Unit I:

Introduction: Cost concepts and managerial use of classification of costs Management accounting Vs. Cost accounting vs. financial accounting, role of accounting information in planning and control. The management process and accounting - Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads. An introduction to activity based costing and Life Cycle 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.

Unit III:

Break-even-analysis: Application of BEP for various business problems. 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, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.

Unit IV:

Budgetary Control: Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Master budget, Performance budgets, material Vs. purchase budgets, Zero Based Budgeting. An introduction to cost audit and management audit.

Unit V:

Standard Costing: Standard Cost and Standard Costing, standard costing vs. budgetary control, standard costing vs. estimated cost, standard costing and marginal costing analysis of variance, material variance, labour variance, Sales and Profit variance. Case Studies.

Journals : Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

References:

- S.P.Jain and K.L.Narang: Cost and Management Accounting, Kalyani, 2012.
- Hansen Mowen, Cost and Management Accounting& Control, Thompson Publications 2012
- MN Arora: Cost Accounting, Vikas, 2012.
- Collin Drury: *Management and Cost Accounting*, Cengage, 2012
- Ravi.M.Kishore: *Management and Cost Accounting*, Taxmann publications, 2012.
- M.E. Thukaram Rao, *Management and Cost Accounting, New Age International Publishers*”

SUBJECT CODE: C2142 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

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

Course Aim: To Understand the investment alternatives, process and portfolio management

Learning Outcome: The objective of this course is to provide the conceptual and Practical understanding of Stock markets Equity & Bond Valuation, Cash market and also Mutual funds.

Unit I:

Investment Environment in India, overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process.

Unit II:

Portfolio Analysis: The returns and risks from investing- Markowitz portfolio Theory, Mean- variance approach, portfolio selection-efficient portfolios, The single index model-capital asset pricing model, arbitrage pricing theory.

Unit III:

Bond Analysis & Valuation & management: Types of bonds, Interest rates, Term Structure of interest rates, measuring bond yields, Yield to Maturity, Yield to Call, Yield to Maturity, Holding Period Return, Bond pricing theorems, bond duration, Active and Passive bond management Strategies, bond immunization, bond volatility, bond convexity.

Unit IV:

(a) Equity Valuation : Equity Analysis & Valuation, Balance sheet Analysis equity valuation models, intrinsic value & market price, The P/E Ratio & Earnings multiplier Approach, CAGR, Price/Book value, Price/ Sales ratio, Economic Value Added (EVA) and MVA.

b) Security Analysis: Fundamental Analysis, Technical Analysis, EMH (Efficient Market Hypothesis)

Unit V:

Mutual Funds: Types of Mutual Funds Schemes, Structure, NAV(Net Asset Value),Risk and Return, Performance Evaluation Models- Sharpe Model, Treynor Model, Jensen Model, Fama's Decomposition. Trends in Indian Mutual Funds.

Text Books:

Journals : Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

Business Game : Stock-Trak: (Finance Simulation Game), TMH, 2013- You can play on any computer with internet (Rs.500/- per year)

Stock-Trak is the most comprehensive, Online investment simulation game for **Finance** students to trade on Stocks, bonds, mutual funds, options, futures, spots, future options and international stocks with virtual money. This game is created specifically for classroom use and students can play this game 24*7 to give them hands-on experience on Investments.

References:

- William. F.Sharpe, Gordon j Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall,2012.
- Reilly, Brown: Analysis of Investment and Management of Portfolios, 10th Edition, Cengage, 2012.
- ZVI Bodie, AlexKane, Alan J Marcus : Investments, TMH, 2012.
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6th Edition, Pearson, 2012.
- Prasanna Chandra: Investment analysis and Portfolio Management” 4th Edition, TMH, 2012.
- Punithavathi Pandian : Security Analysis and Portfolio Management, Vikas. 2012.
- Jones: Invest Analysis and Management, Wiley.
- M. Ranganatham, R. Madhumathi: Security Analysis and Portfolio Management, 2nd Edition , Pearson, 2012.
- Edwin J Elton, Martin J Gruber, Stephen J Brown, William N.Goef Z Mann : Modern Portfolio Theory and Investment Analysis. 2013.
- Kevin, SAPM, PHI, 2011.

SUBJECT CODE: C2143 FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

T	C
4	4

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

Aim: To give an understanding about Indian Financial system with respect to markets, Institutions and Services.

Learning Outcome: 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: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, NABARD, SIDBI, and SFCs .

Unit II:

The banking and Non Banking Institutions: Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support. Banking Innovations. Co-operative banks- role, Govt. initiatives to strengthen the co-operative banks.- The Non-banking financial Institutions: Structure and functioning of Unit Trust of India and Mutual Funds. Growth of Indian Mutual funds and its Regulation. The Role of AMFI. Insurance Companies – Structure and Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.

Unit III:

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 markets – Organisation and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets

Unit IV:

Asset/fund based Financial services – lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

Unit V:

Investment Banking: Introduction, Functions and activities, underwriting, bankers to an issue, debenture trustees, portfolio managers. Challenges faced by investment bankers.

Journals : Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

References

- L.M.Bhole: Financial Institutions and Markets, TMH, 2012.
- M.Y.Khan: Financial Services, TMH, 2012.
- Vasant Desai: Financial Markets and Financial Services, Himalaya,2012
- Varanasi.Bhaskar Rao, Musings of the Barefoot Bankers, BS Publications, 2012.

- Pathak: Indian Financial Systems, Pearson, 2012
- S.Gurusamy: Financial Services and System, Cengage, 2012
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson, 2012.
- Gomez, Financial Markets, Institutions and Financial Services, PHI, 2012.
- Frank.J.Fabozzi & Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.
- R M Srivatsava : Dynamics of Financial Markets and Institutions in India, Excel, 2013.

SUBJECT CODE: C2144 STRATEGIC INVESTMENT AND FINANCING DECISIONS

T	C
4	4

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

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

Journals : Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

References:

- Ravi M Kishore “ Strategic Financial Management, Taxman 2012.
- Nikiforos T. Laopodis, Understanding Investments-Theories and Strategies, Routledge, 2013.
- 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.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
- G.V.Satya Sekhar, Strategic Financial Management , Himalaya Publishing House 2012
- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

SUBJECT CODE: C2145 INTERNATIONAL FINANCIAL MANAGEMENT

T	C
4	4

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

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.

Journals : Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

References:

- Jeff Madura: International Corporate Management, Cengage, 2012. (For PPT, Case Solutions Faculty may visit : login.cengage.com)
- 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.
- S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
- Reid. W.Click& Joshua D.Coval, PHI 2012

SUBJECT CODE: C2146**FINANCIAL DERIVATIVES**

T	C
4	4

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

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.

Journals : Chartered Accountant; Finance India ; Human Capital; Management Accountant; Journal of Accounting & Finance .

References:

- John C Hull: Options, Futures and other derivatives, , Pearson , 2012.
- M.Ranganatham & R.Madhumathi : Derivatives and Risk Management, 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.

HR ELECTIVES**SUBJECT CODE: C2147****PERFORMANCE MANAGEMENT**

T	C
4	4

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

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 113)

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 feedback 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 page 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)

Journals : Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

Reference

- Ram Kumar Balyan, Vikramender Singh & Suman “Performance management text and cases”, Himalaya Publications, 2011.
- Herman Aguinis, “ Performance Management” Pearson, 2012.
- Anjali Ghanekar’ Essentials of Performance Management’ Everest Publishing House, 2010
- Lance A Berger & Dorothy R Berger “ The Talent Management Hand Book” 2nd edition TMH, 2013.
- 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, 2013.
- A.M.Sharma, Performance Management Systems, HPH,2011

SUBJECT CODE: C2148

TRAINING & DEVELOPMENT

T	C
4	4

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

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 3 : 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 4: The competent employee. (Nick Blanchard)

Journals : Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

References:

- P.Nick Blanchard, James W. Thacker, A.Anand Ram, ” Effective Training” 4e, Pearson, 2012.
- Anjali Ghansakar “Training & Development” Everest, 2013.
- Raymond A Noe, Amitabh Deo Kodwani, “Employee Training and Development” McGraw Hill, 2012.
- B,Rathan Reddy “ Effective Human Resource Training & Developing Strategy “ Himalaya,2012 .
- Rolf Lynton, Uday Pareek “Training for Development” Sage, 2012.
- G Pandu Naik “Training & Development “Excel Books, 2012.
- R K Sahu “Training for Development” Excel Books, 2012.
- P L Rao : HRD Trainer's Handbook of Management Games, Excel, 2013.

SUBJECT CODE: C2149 MANAGEMENT OF INDUSTRIAL RELATIONS

T	C
4	4

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

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, concepts, importance of Industrial relations, scope and aspects of industrial relations, the management, the government factors affecting industrial relations, evolution of industrial relations policy, the industrial policy resolution 1991.

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:

Anatomy of Industrial disputes and resolutions-I: industrial disputes , classification, causes, tripotism, bipotism 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:

Anatomy of Industrial disputes and resolutions-II: 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 blammed (p.no. 685, C.B.Mamoria)

Unit IV:

Industrial relations legislation-I:Wage Policy and Wage Regulation Machinery, Wage Legislation, Payment of Wages Act 1936, The Payment of Bonus Act,1965, Minimum wages Act-1948.

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

Unit V:

Industrial relations legislation-II: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)

Journals : Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

Cases:

- C.B.Mamoria, VSP Rao “personnel management- text & cases”, Himalaya Publishers 13th edition, 2012.

- **J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, “ case studies in amangement”, pearson, 2011.**

References:

- Mamoria, Mamoria, Gankar “Dynamics of Industrial Relations” Himalaya Publishing House.2012.
- Dr K S Anandram “Cases in Personnel Management Industrial Relations and Trade Relations” Everest, 2012.
- Arun Monappa,Ranjeet Nambudiri,Selvaraj “ Industrial Relations and Labour Laws” , TMH,2012
- A.M.Sharma “Industrial Relations and Labour Laws”, Himalaya Publishing House,2013.
- Ratna Sen “Industrial Relations-Text and cases “Macmillan Publishers,2011.
- Kubendran.V,Kodeeswari.K “Industrial Relations and Labour Laws “Himalaya Publishing House,2011.
- Punekar S.D,Deodhar S.B, Saras wathi Sankaren”Labour Welfare,Trade Unionism and Industrial Relations, “Himalaya Publishing House,2012.
- B.D.Singh “Industrial Relations”Excel Books 2008.
- S C Srivastava “Industrial Relations and Labor Laws” Vikas, 2012.
- Padhi “ Labour and Industrial Relations” PHI, 2012.
- Venkata Ratnam “Industrial Relations” Oxford, 2012.

SUBJECT CODE: C2150 COMPENSATION & REWARD MANAGEMENT

T	C
4	4

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

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)

Journals : Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

References:

- George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH,2013.
- 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.
- Luis R.FGomez- Mejia “Compensation and Organizational Performance” Yesdee Publishing, 2012.
- Michale Armstrong” Employee Reward” University Press, 2012.
- Barry Gerhart, “Compensation” Sage, 2012.

SUBJECT CODE: C2151 MANAGEMENT OF CHANGE

T	C
4	4

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

Course Aim: The course enables the student to understand the concept change management. This will help them to emerge as leaders in the organizations.

Learning Outcome: The student understands the need to bring change, how to design change in the organizations, role of leadership in change management, change communication and resistance to change and the role of HR in change management.

Unit I:

Managing Change Conundrums, Organizational change classifications, History and organizational change. The role of paradigms and perspectives. External and Internal change contexts.

Case: Changing times at Factory Bank (Mark Hughes page no 70)

Unit II:

Organizational design and change, strategic level change, Group and team level change, and Individual level change. Organizational Structure. Organizational Culture and Management of Change.

Case: Restructuring at Flexco (Adrian page no 57)

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

Unit III:

The leadership of Change, Change communication, resistance to change, Organizational learning, power, politics and Organizational change. Ethics and Managing Change, Change Agents and Agency.

Case: Funding crisis at Musicians in the community (Mark Hughes page no 221)

Unit IV:

HR and Managing Change: Recruitment & Selection & The Management of Change, Performance Management & Management of Change, Reward Managements & The Management of Change, Technological Change.

Case: Recruitment and Selection at Unicol (Adrian page no 117)

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

Unit V:

Employee Relations, Involvement Strategies, Management of Change, Downsizing and the Management of Change, Evaluating and Promoting change.

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

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

Journals : Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

References:

- Mark Hughes, “ Managing Change – a critical perspective”, Universities Press, 2011.

- Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders “Managing change”, Pearson, 2011.
- John Hayes “ The Theory and Practice of Change Management”, Palgrave, 2012.
- Robert A Paton “Change Management” 3e , Sage Publications , 2012.
- Palmer Dunford ‘Managing Organizational Change” TMH, 2012.
- Radha R Sharma “Change Management and Organizational Transformation” Mc Grawhill, 2012.
- Dipak Kumar “ Organizational Change and Development” Oxford, 2012.
- Niloanjan Sengupta “ Managing Change in Organizations” PHI , 2012.
- Nic Beech “ Managing Change” Cambridge Press” 2012.

SUBJECT CODE: C2152**LEADERSHIP**

T	C
4	4

Aim: The aim of this subject is to empower the students with the concepts, theories and approaches to lead organizations. The knowledge gained will help the students to feel confident to add value to the organizations.

Learning Outcome: The students will be able to understand in definitions, concepts and process of leadership. They will also understand the approaches and theories of leadership, leadership styles, leadership types like transactional leadership, transformational leadership, team leadership.

Unit I:

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

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

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

Unit II:

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

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

Unit III:

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

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

Unit IV:

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

Case 5. Douglas fine foods (p.no. 222 W. Glennrowe)

Case 6. Servant leaders are the best leaders during times of change (p.no. 292 W. Glennrowe)

Unit V:

Team Leadership-Description-Team Leadership model-How does team leader work-Women and Leadership-Gender, Leadership Styles-Culture and Leadership- Dimension of

Culture-Leadership Behaviour-Leadership Ethics-Ethical Theories-Heifetz's Perspective on Ethical Leadership.

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

Case 8. Tata: leadership with trust (p.no. 444 W. Glennrowe)

Case 9. Turning individuals into team players: Apollo engineering works (p.no. 359, Uday kumar)

Journals : Indian Journal of Industrial Relation; NHRD Journal of Career Management ; Management and Labour Studies; Personnel today; Leadership excellence; Indian Journal of Training & Development.

Reference:

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

SYSTEMS ELECTIVES

SUBJECT CODE: C2153**BUSINESS INTELLIGENCE**

T	C
4	4

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

Course Aim: It enables the student understand the concepts of Business Intelligence

Learning Outcome: The student understands Data Ware Housing, Data Mining for Business Intelligence, Business Rules and Business Intelligence Implementation.

Unit I:

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

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

Unit II:

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

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

Unit III:

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

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

Unit IV:

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

Unit V:

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

References:

- Efraim Turban et al.“Business Intelligence” 2e, Pearson Education, 2012
- David Loshin “Business Intelligence” 2e, Elsevier, 2012.
- Sabherwal Amit Johri “Business Intelligence” Himalaya, 2012.
- Rajiv “Business Intelligence” Wiley Publications, 2012.
- Carlo Verzellis “Business Intelligence” Wiley Publications, 2012.
- Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH, 2011.

SUBJECT CODE: C2154

DATA WAREHOUSING & DATA MINING

T	C
4	4

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

Course Aim: It enables the student to understand the foundations of data warehousing & Data mining

Learning Outcome: The student understands the concepts of data warehousing & data mining.

UNIT 1

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

UNIT II

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

UNIT III

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

UNIT IV

Data warehousing Introduction: What is a Data warehouse, Who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse Concepts. The Data warehouse Data Base: Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization,

UNIT V

Analyzing the Contexts of the Data warehouse: Active Analysis, User Queries – OLAP, OLAP Software Architecture – Web Based OLAP, General OLAP Product Characteristics, Automated Analysis – Data Mining, Creating a Decision Tree, Correlation and Other Statistical Analysis, Neural Networks, Nearest Neighbour Approaches, Putting the Results to Use.

References

1. George M Markas: Modern Data Warehousing, Mining and Visualization, Pearson Education, New Delhi, 2009
2. Bharat Bushan Agarwal: Data Mining and Data Warehousing, University Science Press, New Delhi, 2009
4. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI – 2000 New Delhi.
3. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation, Pearson Education, 2001.
- 4 Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, Tata McGraw- Hill, New Delhi, 2003.

SUBJECT CODE: C2155 SYSTEM ANALYSIS AND DESIGN

T	C
4	4

UNIT – I

Introduction to System Analysis and Design

Scope and Functions of a System Analysis – What is system analysis and design – categories of Information Systems – role of Information System – Systems and their interdependencies – Classical Systems – System Development Life Cycle – Introduction to Structured Methodologies – Prototyping – Preliminary Investigation – testing Project Feasibility.

UNIT - II

Structured Analysis Development Strategies

Purpose – Steps involved in use of Prototypes – Tools for Prototyping, Prototype strategies.

Computer Aided Systems Tools

Role of Tools – Categories of tools – CASE - Design of Computers outputs – ways of presenting information – Designing of Printed outputs – Designing visual Display Units.

UNIT – III

Design of Input and Control

Objectives of input Design – Data capture guidelines – Input validation – Design of ONLINE DIALOGUE – Purpose and definition of on line, interface etc, Designing dialogue, and Dialogue strategies – Data Entry Dialogue.

UNIT –IV

Managing System Implementation

Training – Conversion Methods – Post Implementation – review – Auditing Hardware and Software Selection: Overall Economic Analysis.

UNIT – V

Analysis and Design of Prototype Information System for:

(1) Marketing Function (2) Finance and Accounting Function (3) Production and Manufacturing Function (4) Personnel Function.

References

1. KENNETH E KENDALL – JULIE E KENDALL –System Analysis and Design Fifth Edition, Prentice Hall of India, New Delhi.
2. JAMES A. SENN, Analysis and design of Information System McGraw Hill International Edition.
3. R.G. MURCLICK, Misconcepts and Design – Prentice Hall of India, New Delhi.
4. AWARD, System Analysis and Design – Galgotia Publicaiton.
5. C.S. PARKEN, Management Information System – McGraw Hill Book Co.
6. V.RAJARAMAN, Analysis and Design of Information Systems – Prentice Hall of India (P) Ltd., New Delhi.
7. MARVN GURE and J. STUBBE Elements of System Analysis Galgotia Book Source Publication.
8. IGOR HAWRYSZKIEWYCZ – Systems Analysis and Design

SUBJECT CODE: C2156**E-BUSINESS**

T	C
4	4

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

Course Aim: It enables the student understand the concepts of Electronic Business.

Learning Outcome: The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E- Business

Unit I:

Electronic Business- Understanding new Internet Economy and Business-E-business an e-commerce-Features of E-Business- Advantages of E-Business- Busines Environment-Establishing E-Business.

Case : Barnes & Noble nad Amazon. Com (Ref 1- Kulkarni).

Unit II:

E-Business Models- E-Business Strucutre- E-Business models- E-Business model Design-IT infrastructure requirement of E-business models.

Case: B2C model at Aradhana Tours. (Ref 1 Kulkarni)

Unit III:

Creating E-Business plans- softwareprograms to create a business- Phases /Aspects of E-Business- e-Marketinmg and sales Strategies-website and portal managemnet.

Case” FLOP (ref 1 :Kulkarni)

Unit IV:

E-Business Applications- Charactersttics o E-Business applications-Project palning approach for E-Business applications- Application Integration- application in various domains.

Case Nokia (Ref 1 Kulkarni)

Unit V:

Securing your e-business- risk Management- business continuity planning-Network and web site security-web sire Defacement-Secuirtyt audit and Pentration Testing.

Case: Asmi Agencies-e-market (Ref 1 Kulkarni)

Reference

- Kulkarni et al. “E-Business” Oxford, 2012
- Dave chaffey, e-business & e- commerece management- strategy, implementation and practice, 5th edition, pearson, 2013.
- Napier et al “ Creating A Winning E-Business” Cengage, 2012.
- Parad Diwan, Sunil Sharma : e-commerce A Manager's Guide to e-business, Excel, 2013.
- Elias M Awad, Electronic Commerce, PHI,2012

SUBJECT CODE: C2157**CYBER SECURITY**

T	C
4	4

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

Course Aim: It enables the student to understand Cyber crime, Tools and methods used in cyber crime and Cyber Security.

Learning Outcome: The student understands the cyber crimes. Computer forensic system, and Cyber Security.

Unit I:

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

Cases.

Unit II:

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

Cases.

Unit III:

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

Cases.

Unit IV:

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

Cases.

Unit V:

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

Cases.

Reference:

- Nina Godbole & Sunit Belapure “Cyber Security”, Wiley India, 2012.
- Harish Chander, “cyber laws & IT protection”, PHI learning pvt.ltd, 2012.
- Dhiren R Patel, “Information security theory & practice”, PHI learning pvt ltd,2010.
- MS.M.K.Geetha & Ms.Swapne Raman”Cyber Crimes and Fraud Management, ”MACMILLAN, 2012.
- Pankaj Agarwal : Information Security & Cyber Laws (Acme Learning), Excel, 2013.
- Vivek Sood, Cyber Law Simplified, TMH, 2012.

SUBJECT CODE: C2158 INFORMATION SYSTEM CONTROL AND AUDIT**C****T****4****4****(Students must read text book. Faculty are free to choose any other cases)****Course Aim:** It enables the student understand the concepts of Information System and Control.**Learning Outcome:** *The student understands the audit standards, Audit Process, Computer assistance Audit tools, Managing Audit tools and Strategy and Standards for Auditing.***Unit I:**

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

Unit II:

Audit process in an information Technology Environment-Risk Assessment-Audit budget-Objectives and context-preliminary review-Fieldwork and implementing audit Methodology-Documenting results.

Unit III:

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

Unit IV:

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

Unit V:

Strategy and standards for Auditing- Strategic planning- communication- demand management- Architecture and standards- Business architecture- application and information architecture-Architecture functions.

Reference:

- Sandra Senft & Fredrick “ Information Technology Control and Audit “ CRC Press, 2012
- D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and checklists from the banking industry, TMH, 2008.