

CMR COLLEGE OF ENGINEERING & TECHNOLOGY

(UGC Autonomous)

Kandlakoya, Medchal Road, Hyderabad – 501 401

ACADEMIC REGULATIONS-R-22**FOR CBCS & OUTCOME BASED MBA (REGULAR) DEGREE PROGRAMME**

(Effective for the students admitted to I year from the Academic Year 2022-2023)

1.0 CMRCET offers **Two** Years (**Four** Semesters) full-time Master of Business Administration (**MBA**) Degree programme, under CBCS.

2.0 Eligibility for Admissions

- 2.0 Admission to the MBA programme shall be made subject to eligibility, qualification prescribed by the University from time to time.
- 2.1 Admission to the MBA programme shall be made on the basis of either the merit rank or Percentile obtained by the qualified student in the relevant qualifying Examination/ the merit rank obtained by the qualified student in an entrance test conducted by Telangana State Government (ICET) for MBA programme / an entrance test conducted by JNTUH/ on the basis of any other exams approved by the University, subject to reservations as laid down by the Govt. from time to time.
- 2.2 The medium of instructions for MBA Programme will be **ENGLISH** only.

3.0 MBA Programme Structure

- 3.1 The MBA Programme of CMRCET is in Semester pattern, with **Four** Semesters consisting of **Two** academic years, each academic year having **Two** Semesters (First/Odd and Second/Even Semesters). Each Semester shall be of 22 weeks duration (inclusive of Examinations), with a minimum of 90 instructional days per Semester.
- 3.2 The two-year MBA program consists of 102 compulsory credits and the student has to register for all 102 credits and earn all 102 credits for the award of MBA degree. There is **NO** exemption of credits in any case.
- 3.3 The student shall not take more than **four** academic years to fulfill all the academic requirements for the award of MBA degree from the date of commencement of first year first semester, failing which the student shall forfeit the seat in MBA programme.
- 3.4 **UGC/AICTE** specified definitions/descriptions are adopted appropriately for various terms and abbreviations used in these PG academic regulations, as listed below:

3.4.1 Semester Scheme

Each Semester shall have 'Continuous Internal Evaluation (CIE)' and 'Semester End Examination (SEE)'. Choice Based Credit System (CBCS) and Credit Based Semester System (CBSS) are taken as 'references' for the present set of Regulations. The terms 'SUBJECT' and 'COURSE' imply the same meaning here and refer to 'Theory Subject', or 'Lab Course', or 'Seminar', or 'Internship', or 'Project' as the case may be.

3.4.2 Credit Courses

All subjects/courses are to be registered by the student in a semester to earn credits which shall be assigned to each subject/course in an L: T: P: C (Lecture Periods: Tutorial Periods: Practical Periods: Credits) structure based on the following general pattern:

- One credit for one hour/week/semester for theory/lecture (L)/ laboratory/practical (P) or tutorials (T) courses.
- Other student activities like study tour, guest lecture, conference/workshop participations, technical paper presentations, and identified mandatory courses, if any, will not carry credits.

3.4.3 Subject Course Classification

All subjects/courses offered for the MBA Degree Programme is broadly classified as follows. The institute has followed in general the guidelines issued by AICTE/UGC.

S.No	Broad Course Classification	Course Group/ Category	Course Description
1	Core Courses (CoC)	CC - Core Courses	Includes subjects related to the management
		Project Work	MBA Project or PG Project or Major Project
		Seminar /Pre-Submission Project Seminar / Summer Internship	Seminar based on core contents related to management
2	Elective Courses (EtE)	PE - Professional Electives	Includes elective subjects related to the specialization
		OE - Open Electives	Elective subjects which include inter-disciplinary subjects

4.0 Course Registration

- 4.1 A 'Faculty Advisor or Counselor' shall be assigned to each specialization, who will advise on the MBA, its Course Structure and Curriculum, Choice/Option for Subjects/ Courses, based on his competence, progress, pre-requisites and interest.
- 4.2 The 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'.
- 4.3 A Student can apply for ON-LINE Registration, ONLY AFTER obtaining the 'WRITTEN APPROVAL' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of Department (a copy of it being retained with Head of Department, Faculty Advisor and the Student).
- 4.4 If the Student submits ambiguous choices or multiple options or erroneous entries during ON-LINE Registration for the Subject(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, only the first mentioned subject/course in that category will be taken into consideration.
- 4.5 Subject/ Course Options exercised through ON-LINE Registration are final and CANNOT be changed, nor can they be inter-changed; further, alternate choices also will not be considered. However, if the Subject/ Course that has already been listed for Registration by the University in a Semester could not be offered due to unforeseen or unexpected reasons, then the Student will be allowed to have alternate choice either for a new Subject, if it is offered, or for another existing Subject (subject to availability of seats). Such alternate arrangements will be made by the Head of Department, with due notification and time-framed schedule, within the FIRST WEEK from the commencement of Class-work for that Semester.

5.0 Attendance Requirements

The programmes are offered on the basis of a unit system with each subject being considered a unit. Attendance is calculated separately for each subject.

- 5.1 Attendance in all classes (Lectures/Laboratories) is compulsory. The minimum required attendance in each theory including the attendance of mid-term examination / Laboratory etc. is 75%. Two periods of attendance for each theory subject shall be considered, if the student appears for the mid- term examination of that subject. A student shall not be permitted to appear for the Semester End Examinations (SEE), if his attendance is less than 75%.
- 5.2 **Condoning of shortage of attendance** (between 65% and 75%) up to a maximum of 10% (considering the days of attendance in sports, games, NCC, NSS activities and Medical grounds) in each subject of a semester shall be granted by the College Academic Committee on genuine reasons.
- 5.3 Shortage of Attendance below 65% in any subject shall in **no case be condoned**.
- 5.4 A Student, whose shortage of attendance **is not condoned** in any subject(s) in any semester, is considered detained in that subject(s) and is not eligible to write Semester End Examination(s) of such subject(s) in that semester, and he has to seek re-registration for those subject(s) in subsequent semesters, and attend the same as and when offered.
- 5.5 A student fulfills the attendance requirement in the present semester, shall not be eligible for readmission into the same class.
- 5.6 A prescribed fee per subject shall be payable for condoning shortage of attendance after getting the approval of College Academic Committee for the same. The College Academic Committee shall maintain relevant documents along with the request from the student.
- 5.7 A Candidate shall acquire minimum required attendance subject-wise in at least **THREE** theory subjects in each semester for promoting to next Semester.

6.0 Academic Requirements

The following academic requirements have to be satisfied, in addition to the attendance requirements mentioned in item no. 5. The performance of the candidate in each semester shall be evaluated subject-wise, with a maximum of 100 marks per subject/course (theory / laboratory), on the basis of Internal Evaluation (for 40 marks) and Semester End Examination (for 60 marks).

- 6.1 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to each subject/course, if he secures not less than 40% of marks (16 out of 40 marks) in the Continuous Internal Evaluation (CIE), not less than 40% of marks (24 out of 60 marks) in Semester End Examination (SEE, and a minimum of 50% of marks in sum total of CIE (Continuous Internal Evaluation) and SEE (Semester End Examination) taken together; in terms of Letter Grades and this implies securing '**B**' Grade or above in a subject.
- 6.2 A student shall be deemed to have satisfied the academic requirements and earned the credits allotted to a subject/ course, if he secures not less than 50% of the total marks. The student is deemed to have failed, if he does not submit a report on summer internship or does not make a presentation of the same before the evaluation committee as per schedule, in such a case, he has to reappear for the same during the supplementary examinations as and when the notification is issued, subject to item 3.2.
- 6.3 A student shall register for all subjects for total of **102** credits as specified and listed in the course structure for the chosen specialization, put in the required attendance and fulfill the academic requirements for securing **102** credits obtaining a minimum of '**B**' Grade or above in each subject, and all **102** credits securing Semester Grade Point Average (**SGPA**) ≥ 6.0 (in each semester) and final Cumulative Grade Point Average (**CGPA**) (i.e., CGPA at the end of MBA Programme) ≥ 6.0 , to complete the MBA Programme successfully.

Note:

- (1) **The SGPA will be computed and printed on the marks memo only if the candidate passes in all the subjects offered and gets minimum 'B' grade in all the subjects.**

(2) CGPA is calculated only when the candidate passes in all the subjects offered in all the semesters

- 6.4 Marks and Letter Grades obtained in all those subjects covering the above specified **102** credits alone shall be considered for the calculation of final CGPA, which will be indicated in the Grade Card /Marks Memo of second year second semester.
- 6.5 If a student registers for extra subject(s) (in the parent specialization or other specializations of Management) other than those listed subjects totaling to **102** credits as specified in the course structure, the performance in extra subject(s) (although evaluated and graded using the same procedure as that of the required **102** credits) will not be considered while calculating the SGPA and CGPA. For such extra subject(s) registered, percentage of marks and Letter Grade alone will be indicated in the Grade Card/Marks Memo, as a performance measure, subject to completion of the attendance and academic requirements as stated in items 5 and 6.1 - 6.3.
- 6.6 When a student is detained due to shortage of attendance in any subject(s) in any semester, no Grade allotment will be made for such subject(s). However, he is eligible for re-registration of such subject(s) in the subsequent semester(s), as and when next offered, with the academic regulations of the batch into which he is re-registered, by paying the prescribed fees per subject. In all these re-registration cases, the student shall have to secure a fresh set of internal marks and Semester End Examination marks for performance evaluation in such subject(s), and SGPA/CGPA calculations.
- 6.7 A student eligible to appear for the Semester End Examination in any subject, but absent from it or failed (failing to secure 'B' Grade or above), may reappear for that subject at the supplementary examination as and when conducted. In such cases, his Internal Marks assessed earlier for that subject will be carried over, and added to the marks secured in the supplementary examination, for the purpose of evaluating his performance in that subject.
- 6.8 A Student who fails to earn **102** credits as per the specified course structure, and as indicated above, within **four** academic years from the date of commencement of his first year first semester, shall forfeit his seat in MBA programme and his admission **shall stand cancelled**.

7.0 Evaluation - Distribution and Weightage of Marks

The performance of a student in each semester shall be evaluated subject- wise (irrespective of credits assigned) for a maximum of 100 marks. The MBA project work (main project viva voce) will also be evaluated for 100 marks.

- 7.1 For the theory subjects 60 marks shall be awarded for the performance in the Semester End Examination and 40 marks shall be awarded for Continuous Internal Evaluation (CIE). The Continuous Internal Evaluation shall be made based on the average of the marks secured in the two Mid-Term Examinations conducted, first Mid-Term examinations in the middle of the Semester and second Mid-Term examinations during the last week of instruction.

In CIE, for theory subjects, during a semester, there shall be two mid-term examinations. Each Mid- Term examination consists of two parts i) **Part – A** for 10 marks, ii) **Part – B** for 20 marks with a total duration of 2 hours as follows:

1. Mid-Term Examination for 30 marks:
 - a. Part - A: Objective/quiz paper/Short Note for 10 marks.
 - b. Part - B: Descriptive paper for 20 marks.

The objective/quiz paper is set with multiple choice, fill-in the blanks, match the following type of questions and short notes for a total of 10 marks. The descriptive paper shall contain 6 full questions out of which, the student has to answer 4 questions, each carrying 5 marks. The average of the two Mid Term Examinations shall be taken as the final marks for Mid Term Examination (for 30 marks).

The remaining 10 marks of Continuous Internal Assessment are distributed as:

2. Assignment for 5 marks. (Average of 2 Assignments each for 5 marks)
3. PPT/Poster Presentation/ Case Study/Video presentation/Survey/Field Study/Group discussion /Role Play on a topic in the concerned subject for 5 marks before II Mid- Term Examination.

While the first mid-term examination shall be conducted on 50% of the syllabus, the second mid-term examination shall be conducted on the remaining 50% of the syllabus.

Five (5) marks are allocated for assignments (as specified by the subject teacher concerned). The first assignment should be submitted before the conduct of the first mid-term examination, and the second assignment should be submitted before the conduct of the second mid-term examination. The average of the two assignments shall be taken as the final marks for assignment (for 5 marks).

PPT/Poster Presentation/ Case Study/ Video presentation/ Survey/ Field Study/ Group discussion / Role Play on a topic in the concerned subject for 5 marks before II Mid-Term Examination.

- The student, in each subject, shall have to earn 40% of marks (i.e. 16 marks out of 40 marks) in CIE, 40% of marks (i.e. 24 marks out of 60) in SEE and overall 50% of marks (i.e. 50 marks out of 100 marks) both CIE and SEE marks taking together.

The student is eligible to write Semester End Examination of the concerned subject, if the student scores $\geq 40\%$ (16 marks) of 40 Continuous Internal Examination (CIE) marks.

In case, the student appears for Semester End Examination (SEE) of the concerned subject but not scored minimum 40% of CIE marks (16 marks out of 40 internal marks), his performance in that subject in SEE shall stand cancelled inspite of appearing the SEE.

The details of the end semester question paper pattern are as follows:

- 7.2 The semester end examinations (SEE), for theory subjects, will be conducted for 60 marks consisting of two parts viz. i) **Part- A** for 10 marks, ii) **Part - B** for 50 marks.
 - Part-A is a compulsory question which consists of ten sub-questions from all units carrying equal marks.
 - Part-B consists of five questions (numbered from 2 to 6) carrying 10 marks each. Each of these questions is from each unit and may contain sub-questions. For each question there will be an “either” “or” choice, which means that there will be two questions from each unit and the student should answer either of the two questions.
 - The duration of Semester End Examination is 3 hours.
- 7.3 For practical subjects there shall be a Continuous Internal Evaluation (CIE) during the semester for 40 marks and 60 marks for semester end examination. Out of the 40 marks for internal evaluation:
 1. A write-up on day-to-day experiment in the laboratory (in terms of aim, components/procedure, expected outcome) which shall be evaluated for 10 marks
 2. 10 marks for viva-voce (or) tutorial (or) case study (or) application (or) poster presentation of the course concerned.
 3. Internal practical examination conducted by the laboratory teacher concerned shall be evaluated for 10 marks.
 4. The remaining 10 marks are for Laboratory Project, which consists of the Project design / Program execution / field study submission which shall be evaluated after completion of laboratory course and before semester end practical examination.

The Semester End Examination shall be conducted with an external examiner and the laboratory teacher. The external examiner shall be appointed from the cluster/ other colleges which will be decided by the examination branch of the University.

In the Semester End Examination held for 3 hours and total 60 marks are divided and allocated as shown below:

1. 10 marks for write-up
2. 15 for experiment/program
3. 15 for evaluation of results

4. 10 marks for presentation on another experiment/program in the same laboratory course
 5. 10 marks for viva-voce on concerned laboratory course
- The student, in each subject, shall have to earn 40% of marks (i.e. 16 marks out of 40 marks) in CIE, 40% of marks (i.e. 24 marks out of 60) in SEE and overall 50% of marks (i.e. 50 marks out of 100 marks) both CIE and SEE marks taking together.

The student is eligible to write Semester End Examination of the concerned subject, if the student scores $\geq 40\%$ (16 marks) of 40 Continuous Internal Examination (CIE) marks.

In case, the student appears for Semester End Examination (SEE) of the concerned subject but not scored minimum 40% of CIE marks (16 marks out of 40 internal marks), his performance in that subject in SEE shall stand cancelled inspite of appearing the SEE.

- 7.4 For conducting laboratory end examinations, one internal examiner and one external examiner are to be appointed by the Principal of the College and this is to be informed to the Director of Evaluation within two weeks, before commencement of the lab end examinations. The external examiner should be selected from outside the College concerned but within the cluster. No external examiner should be appointed from any other College in the same cluster/any other cluster which is run by the same Management. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted, subject to item 3.3.
- 7.5 There shall be a summer internship during the summer vacation of I Year II Semester and the evaluation is done in II Year I Semester. Summer internship Report has to be submitted to the department after approval by the concerned supervisor/mentor and the Head of the department. Summer internship Report is evaluated for 50 marks. The report has to be evaluated by the Head, Supervisor/mentor and a senior faculty of the department. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examinations as and when conducted, subject to item 3.2.
- 7.6 Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.
- 7.7 A Project Review Committee (PRC) shall be constituted with the Head of the Department as Chairperson, Project Supervisor and one senior faculty member of the Departments offering the MBA programme.
- 7.8 Registration of Project Work: A candidate is permitted to register for the project work at the beginning of II Year II Semester after satisfying the attendance requirement in all the subjects, both theory and laboratories upto II Year I Semester. The duration of the project work is one semester.
- 7.9 After satisfying 7.8, a student, in consultation with his Project Supervisor, has to present the title, objective, and plan of action of his project work to the Project Review Committee (PRC) for approval within **two weeks** from the commencement of II Year II Semester. The student can initiate the Project work after obtaining the approval of the PRC. The Supervisor and PRC will examine the progress of the Project Work during pre-submission project seminar. For the subject 'pre- submission project seminar', there will be only internal evaluation for 100 marks. Evaluation shall be done by the PRC for 50 marks and the Supervisor shall evaluate the work for another 50 marks. A candidate has to secure a minimum of 50% of marks to be declared successful. If he fails to obtain the minimum marks, he has to reappear for the same during the supplementary examination as and when notification is issued, subject to item 3.3. Pre-submission project seminar has to be conducted along with 1st and 2nd mid-term examinations.
- 7.10 If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the PRC. However, the PRC shall examine whether or not the change of topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of Supervisor or topic as the case may be.

- 7.11 A candidate is permitted to submit project thesis with the approval of PRC not earlier than **16 weeks** from the date of commencement of fourth semester. For the approval of PRC, the candidate shall submit the draft copy of thesis to the Head of the Department and make an oral presentation before the PRC during the Pre-submission project seminar at 2nd mid-term examinations.
- 7.12 After approval from the PRC, a soft copy of the thesis should be submitted for ANTI-PLAGIARISM check and the plagiarism report should be submitted to the controller of examinations of CMRCET and be included in the final thesis. The Thesis will be accepted for submission, if the similarity index is less than **30%**. If the similarity index has more than the required percentage, the student is advised to modify accordingly and re-submit the soft copy of the thesis after one month. The maximum number of re-submissions of thesis after plagiarism check is limited to **TWO**. The candidate has to register for the Project work and work for one semester. After three attempts, the admission is liable to be cancelled. The college authorities are advised to make plagiarism check of every soft copy of theses before submissions.
- 7.13 Three copies of the Project Thesis certified by the supervisor shall be submitted to the the department.
- 7.14 The thesis shall be adjudicated by an external examiner selected to the controller of examinations of CMRCET. For this, the PRC shall submit a panel of three examiners, who are eminent in that field, controller of examinations of the college shall appoint the external examiners from the panel.
- 7.15 If the report of the external examiner is unsatisfactory, the candidate shall revise and resubmit the Thesis. If the report of the examiner is unsatisfactory again, the thesis shall be summarily rejected. Subsequent actions for such dissertations may be considered, only on the specific recommendations of the external examiner and /or Project Review Committee. No further correspondence in this matter will be entertained, if there is no specific recommendation for resubmission.
- 7.16 If the report of the external examiner is satisfactory, the Head of the Department shall coordinate and make arrangement for the conduct of Main Project Viva - Voce examination. The Main Project Viva-Voce examination will be evaluated for 100 marks. The Main Project Viva-Voce examination shall be conducted by a board consisting of the Supervisor, Head of the Department and the external examiner who adjudicated the Thesis. The candidate has to secure a minimum of 50% of marks in Main Project Viva-Voce examination. For Main Project Viva – Voce examination one external examiner shall be allotted for a group of ten students (in a panel minimum of three students should be there). The Main Project Viva-Voce examination shall be conducted within two weeks after completion of the fourth semester end examinations. The Students need to prepare the PPT (Slides) of the project work for the Viva –voce examination.
- 7.17 If he fails to fulfill the requirements as specified in 7.16, he will reappear for the Main Project Viva- Voce examination only after three months. In the reappeared examination also, if he fails to fulfill the requirements, he will not be eligible for the award of the degree, unless he is asked to revise and resubmit his project work by the board within a specified time period (within **four** years from the date of commencement of his first year first semester).
- 7.18 The Main Project Viva-Voce External examination marks must be submitted to the CMRCET on the day of the examination.

8.0 Re-Admission/Re-Registration

8.1 Re-Admission for Discontinued Student

A student, who has discontinued the MBA degree programme due to any reason whatsoever, may be considered for '**readmission**' into the same degree programme (with the same specialization) with the academic regulations of the batch into which he gets readmitted, with prior permission from the authorities concerned, subject to item 6.6.

- 8.2 If a student is detained in a subject (s) due to shortage of attendance in any semester, he may be permitted to **re-register** for the same subject(s) in the same category (core or elective group)

or equivalent subject, if the same subject is not available, as suggested by the Board of Studies of that department, as and when offered in the subsequent semester(s), with the academic regulations of the batch into which he seeks re-registration, with prior permission from the authorities concerned, subject to item 3.2.

- 8.3 *A candidate shall be given only one-time chance to re-register and attend the classes for a maximum of two subjects in a semester*, if the internal marks secured by a candidate are less than 50% and failed in those subjects but fulfilled the attendance requirement. A candidate must re-register for failed subjects within four weeks of commencement of the class work and secure the required minimum attendance. In the event of the student taking this chance, his Continuous Internal Evaluation (internal) marks and Semester End Examination marks obtained in the previous attempt stand cancelled.

9.0 Examinations and Assessment - The Grading System

- 9.1 Grades will be awarded to indicate the performance of each student in each Theory Subject, or Lab/Practicals, or Seminar, or Project, etc., based on the % of marks obtained in CIE + SEE (Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in Item 7 above, and a corresponding Letter Grade shall be given.
- 9.2 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 in a subject/Course (Class Intervals)	Letter Grade (UGC Guidelines)	Grade Points
90% and above ($\geq 90\%$, $\leq 100\%$)	O Outstanding	10
Below 90% but not less than 80% ($\geq 80\%$, $< 90\%$)	A ⁺ Excellent	9
Below 80% but not less than 70% ($\geq 70\%$, $< 80\%$)	A Very Good	8
Below 70% but not less than 60% ($\geq 60\%$, $< 70\%$)	B ⁺ Good	7
Below 60% but not less than 50% ($\geq 50\%$, $< 60\%$)	B above Average	6
Below 50% ($< 50\%$)	F (FAIL)	0
Absent	Ab	0

- 9.3 A student obtaining F Grade in any Subject is deemed to have 'failed' and is required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted. In such cases, his Internal Marks (CIE Marks) in those subjects will remain as obtained earlier.
- 9.4 If a student has not appeared for the examinations, 'Ab' Grade will be allocated to him for any subject and shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' for the Semester End Examination (SEE), as and when conducted.
- 9.5 A Letter Grade does not imply any specific marks percentage; it is only the range of percentage of marks.
- 9.6 In general, a student shall not be permitted to repeat any Subject/ Course (s) only for the sake of 'Grade Improvement' or 'SGPA/ CGPA Improvement'.
- 9.7 A student earns Grade Point (GP) in each Subject/ Course, on the basis of the Letter Grade obtained by him in that Subject/ Course. The corresponding 'Credit Points' (CP) are computed by multiplying the Grade Point with Credits for that particular Subject/ Course.

$$\text{Credit Points (CP)} = \text{Grade Point (GP)} \times \text{Credits} \dots \text{For a Course}$$

- 9.8 The student passes the Subject/ Course only when he gets $\text{GP} \geq 6$ (B Grade or above).
- 9.9 The Semester Grade Point Average (SGPA) is calculated by dividing the Sum of Credit Points ($\sum \text{CP}$) secured from ALL Subjects/ Courses registered in a Semester, by the Total Number of Credits registered during that Semester. SGPA is rounded off to TWO Decimal Places. SGPA is thus computed as

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

where 'i' is the Subject indicator index (taking 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 represents the Grade Points (GP) corresponding to the Letter Grade awarded for that i^{th} Subject.

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

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

(ie., upto and inclusive of S Semesters, $S \geq 2$),

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

10.0 Award of Degree and Class

- 10.1 If a student who registers for all the specified Subjects/ Courses as listed in the Course Structure, satisfies all the Course Requirements, and passes the examinations prescribed in the entire MBA Programme, and secures the required number of **102** Credits (with $\text{CGPA} \geq 6.0$), shall be declared to have 'QUALIFIED' for the award of the MBA Degree that he was admitted into.

10.2 Award of Class

After a student has earned the requirements prescribed for the completion of the programme and is eligible for the award of MBA Degree, he shall be placed in one of the following three classes based on the CGPA:

Class Awarded	CGPA
First Class with Distinction	≥ 7.75
First Class	$6.75 \leq \text{CGPA} < 7.75$
Second Class	$6.00 \leq \text{CGPA} < 6.75$

A student with final CGPA (at the end of the MBA Programme) < 6.00 shall not be eligible for the Award of Degree.

11.0 Withholding of Results

If the student has not paid the dues, if any, to the CMRCET or if any case of indiscipline is pending against him, the result and degree of the student will be withheld and he will not be allowed into the next semester.

12.0 General

- 12.1 **Credit:** A unit by which the course work is measured. It determines the number of hours of

instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or one hour of practical work/field work per week.

- 12.2 **Credit Point:** It is the product of grade point and number of credits for a course.
- 12.3 Wherever the words “he”, “him”, “his”, occur in the regulations, they shall include “she”, “her”.
- 12.4 The academic regulation should be read as a whole for the purpose of any interpretation.
- 12.5 In case of any doubt or ambiguity in the interpretation of the above rules, the decision of the Institution is final.
- 12.6 The Institute may change or amend the academic regulations or syllabi at any time and the changes or amendments made shall be applicable to all the students with effect from the dates notified by the Institute.

13.0 Transitory Regulations:

- A. For students detained due to shortage of attendance:
1. A Student who has been detained in I year of R18 Regulations due to lack of attendance, shall be permitted to join I year I Semester of R22 Regulations and he is required to complete the study of MBA programme within the stipulated period of four academic years from the date of first admission in I Year.
 2. A student who has been detained in any semester of II year of R18 regulations for want of attendance, shall be permitted to join the corresponding semester of R22 Regulations and is required to complete the study of MBA within the stipulated period of four academic years from the date of first admission in I Year. The R22 Academic Regulations under which a student has been readmitted shall be applicable to that student from that semester. See rule (B) for further Transitory Regulations.
- B. For readmitted students in R22 Regulations:
3. A student who has failed in any subject under any regulation has to pass those subjects in the same regulations.
 4. The maximum credits that a student acquires for the award of degree, shall be the sum of the total number of credits secured in all the regulations of his/her study including R22 Regulations. **There is NO exemption of credits in any case.**
 5. If a student is readmitted to R22 Regulations and has any subject with 80% of syllabus common with his/her previous regulations, that particular subject in R22 Regulations will be substituted by another subject to be suggested by the CMRCET.

Note: If a student readmitted to R22 Regulations and has not studied any subjects/topics in his/her earlier regulations of study which is prerequisite for further subjects in R22 Regulations, the College Principals concerned shall conduct remedial classes to cover those subjects/topics for the benefit of the students.

14.0 Student Transfers

- 14.1 There shall be no branch transfers after the completion of admission process.
- 14.2 There shall be no transfers from one college/stream to another within the constituent colleges and units of Jawaharlal Nehru Technological University Hyderabad.
- 14.3 The students seeking transfer to colleges affiliated to CMRCET from various other Universities/institutions have to pass the failed subjects which are equivalent to the subjects of CMRCET, and also pass the subjects of CMRCET which the students have not studied at the earlier institution. Further, though the students have passed some of the subjects at the earlier

institutions, if the same subjects are prescribed in different semesters of CMRCET, the students have to study those subjects in CMRCET in spite of the fact that those subjects are repeated.

14.4 The transferred students from other Universities/Institutions to JNTUH affiliated colleges who are on rolls are to be provided one chance to write the CBT (for internal marks) in the **equivalent subject(s)** as per the clearance letter issued by the University.

14.5 The autonomous affiliated colleges have to provide one chance to write the internal examinations in the **equivalent subject(s)** to the students transferred from other universities/institutions to JNTUH autonomous affiliated colleges who are on rolls, as per the clearance (equivalence) letter issued by the University.

MALPRACTICES RULES**DISCIPLINARY ACTION FOR IMPROPER CONDUCT IN EXAMINATIONS**

S.No	Nature of Malpractices/Improper conduct	Punishment
	If the candidate:	
1.(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers, Bluetooth devices, digital watches or any other form of material concerned with or related to the subject to 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 to the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that Semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the University.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work

		and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent/ any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.
7.	Leaves the exam hall taking away answer script or intentionally tears of the script or any part thereof inside or outside the examination hall.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all University examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
8.	Possess any lethal weapon or firearm in the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat.
9.	If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6 to 8.	Student of the colleges expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the College will be handed over to police and, a police case will be registered

		against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/ year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the University for further action to award suitable punishment.	

Malpractices identified by squad or special invigilators

1. Punishments to the candidates as per the above guidelines.
2. Punishment for institutions: (if the squad reports that the college is also involved in encouraging malpractices)
 - (i) A show-cause notice shall be issued to the college.
 - (ii) Impose a suitable fine on the college.
 - (iii) Shifting the examination center from the college to another college for a specific period of not less than one year

CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)

Master of Business Administration
CBCS & OUTCOME BASED COURSE STRUCTURE

SEMESTER - I								
Course Code	Course Title	Category	Hours per Week			Credits	Maximum Marks	
			L	T	P		CIE	SEE
C400301	Management and Organizational Behavior	PC	4	0	0	4	40	60
C400302	Legal and Business Environment	PC	4	0	0	4	40	60
C400303	Financial Reporting & Analysis	PC	4	0	0	4	40	60
C400304	Business Economics	PC	4	0	0	4	40	60
C400305	Research Methodology and Statistical Analysis	PC	3	1	0	4	40	60
C400501	Statistical Data Analysis Lab	LC	0	1	2	2	40	60
C400502	Business Communication Lab	LC	0	1	2	2	40	60
Choice Based Electives: Student has to choose any one Subject								
C400601	Business Ethics and Corporate Governance	OE	3	0	0	3	40	60
C400602	Rural Marketing	OE						
C400603	Corporate Social Responsibility	OE						
C400604	International Business	OE						
C400605	Financial Institutions, Markers and Services	OE						
C400701	Mandatory Non Credit Course: Ms-Office and Power Bi / Tableau							
Total:			22	3	4	27		
Total hours per Week:			29					
SEMESTER - II								
Course Code	Course Title	Category	Hours per Week			Credits	Maximum Marks	
			L	T	P		CIE	SEE
C400306	Human Resource Management	PC	4	0	0	4	40	60
C400307	Financial Management	PC	3	1	0	4	40	60
C400308	Marketing Management	PC	4	0	0	4	40	60
C400309	Quantitative Analysis for Business Decisions	PC	3	1	0	4	40	60
C400310	Entrepreneurship and Design Thinking	PC	4	0	0	4	40	60
C400311	Logistics and Supply Chain Management	PC	4	0	0	4	40	60
Choice Based Electives: Student has to choose any one Subject								
C400606	Customer Relationship Management	OE	3	0	0	3	40	60
C400607	Project Management	OE						
C400608	Data Analysis using Python	OE						
C400609	Marketing Research	OE						
C400702	Mandatory Non Credit Course: Annual Report Analysis							
Total:			25	2	0	27		
Total hours per Week:			27					
Total Credits in I Year: 54								

SEMESTER - III								
Course Code	Course Title	Category	Hours per Week			Credits	Maximum Marks	
			L	T	P		CIE	SEE
C400312	Management Information Systems	PC	4	0	0	4	40	60
C400313	Strategic Management	PC	4	0	0	4	40	60
C400314	Business Analytics	PC	4	0	0	4	40	60
C400801	Summer Internship	Internship	0	0	2	2		50
	Elective I	PE	4	0	0	4	40	60
	Elective II	PE	4	0	0	4	40	60
	Elective III	PE	4	0	0	4	40	60
C400703	Mandatory Non Credit Course: Personal Effectiveness							
Total:			24	0	2	26		
Total hours per Week:			26					
SEMESTER - IV								
Course Code	Course Title	Category	Hours per Week			Credits	Maximum Marks	
			L	T	P		CIE	SEE
C400315	Production and Operations Management	PC	4	0	0	4	40	60
	Elective IV	PE	4	0	0	4	40	60
	Elective V	PE	4	0	0	4	40	60
	Elective VI	PE	4	0	0	4	40	60
Main Project Work								
C400802	Stage - I	Seminar	0	0	1	1	50	
C400803	Stage - II	Seminar	0	0	1	1	50	
C400804	Final Project Viva	Project	0	0	4	4	40	60
Total:			16	0	6	22		
Total hours per Week			22					
Total Credits in II Year: 48								

- * PC – Professional Core
- * LC – Laboratory Courses
- * OE – Open Elective
- * PE – Professional Electives

CHOOSE ANY ONE OF THE MARKETING (OR) FINANCE (OR) HR (OR) ENTREPRENEURSHIP ELECTIVES

MARKETING ELECTIVE SUBJECTS					
Course Code	Course Title	Hours Per Week			Credits
		L	T	P	
C400401	Consumer Behaviour	4	0	0	4
C400402	Sales and Promotion Management	4	0	0	4
C400403	Marketing Analytics	4	0	0	4
C400404	Retailing Management	4	0	0	4
C400405	Services Marketing	4	0	0	4
C400406	Digital Marketing	4	0	0	4
FINANCE ELECTIVE SUBJECTS					
C400407	Cost and Management Accounting	4	0	0	4
C400408	Security Analysis and Portfolio Management	4	0	0	4
C400409	Financial Analytics	4	0	0	4
C400410	Strategic Investment and Financing Decisions	4	0	0	4
C400411	International Financial Management	4	0	0	4
C400412	Risk Management and Insurance	4	0	0	4
HR ELECTIVE SUBJECTS					
C400413	Performance Management	4	0	0	4
C400414	Strategic Human Resource Management	4	0	0	4
C400415	HR Analytics	4	0	0	4
C400416	Compensation and Reward Management	4	0	0	4
C400417	Leadership and Change Management	4	0	0	4
C400418	Management of Industrial Relations	4	0	0	4
ENTREPRENEURSHIP ELECTIVES SUBJECTS					
C400419	Start-up and MSME Management	4	0	0	4
C400420	Technology Business Incubation	4	0	0	4
C400421	Family Business Management	4	0	0	4
C400422	Entrepreneurial Finance	4	0	0	4
C400423	Entrepreneurial Marketing	4	0	0	4
C400424	Creativity, Innovation and Entrepreneurship	4	0	0	4

Course Codes Range:

S.No	Course Type	Course Code (7 digit code)
1	Service Subjects-BSC	A4XX001
2	Service Subjects-HSMC	A4XX101
3	Service Subjects-ESC	A4XX201
4	Professoinal Core	A4XX301
5.	Professional Electives	A4XX401
6.	Laboratory Courses	A4XX501
7.	Open Electives	A4XX601
8.	Mandatory Course	A4XX701
9.	Project/Technical Seminar/Mini Project/Internship	A4XX801

Course Codes Range:

S.No	Course Type	Course Code (7 digit code)
1	Service Subjects-BSC	-
2	Service Subjects-HSMC	-
3	Service Subjects-ESC	-
4	Professoinal Core	C400301 – C400315
5.	Professional Electives	C400401 – C400424
6.	Laboratory Courses	C400501 – C400502
7.	Open Electives	C400601 – C400609
8.	Mandatory Course	C400701 – C400703
9.	Project/Technical Seminar/Mini Project/Internship	C400801 – C400804

CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC Autonomous)
DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION

INSTITUTE VISION

To be a premier academic institution striving continuously for excellence in technical education, research and technological service to the nation.

INSTITUTE MISSION

- Create and sustain a community of learning in which students acquire knowledge and learn to apply it professionally with a concern for the society.
- Pursue and disseminate research findings and offer knowledge based technological services to satisfy the needs of society and the industry.
- Promote professional ethics, leadership qualities and social responsibilities.

DEPARTMENT VISION

To emerge as a world class management school providing value additions to all the stakeholders with a focus on social responsibility through teaching, research, consultancy, training & development.

DEPARTMENT MISSION

Advancing Management theory & practices through spirit of acquiring leadership skills with team work. Pursue and disseminate corporate practices and offer adopting managerial skills to satisfy needs of corporate standards, industry growth and society welfare.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

- I. To impart the knowledge of critical functional areas of management to take proactive decisions in challenging business environment.
- II. To Develop Leadership, Teamwork, Social, Legal and Ethical Responsibilities in Business decisions making at societal level.
- III. To enhance and apply interpersonal skills for accomplishment of organizational goals.

PROGRAM OUTCOMES(POs)

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data-based decision making.
3. Ability to develop value based leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

C400301 - MANAGEMENT AND ORGANIZATIONAL BEHAVIOR

MBA I Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To enable students to understand the Evolution, Functions and Theories of Management
2. To orient on the aspects of Planning and organizing using relevant management processes
3. To impart knowledge of staffing and controlling and culture and its impact on organizational behaviour
4. To describe the various aspects of individual in an organizational setting
5. To impart knowledge of leadership and communication in the organization.

UNIT-I

Introduction to management and management process: Introduction, Mint berg Managerial Role, Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and Administration vs. Management.

UNIT-II

Planning and decision making: Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making, Model in Planning and Decision Making, Management by Objective.

Organizing: Introduction, Importance of Organizing, Organizational Process, Types of Organizations, Organizational division and span of control, Types of Departmentation

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

UNIT-III

Staffing, Controll and Culture: Staffing and its importance in the organization, Line and staff concept. Introduction, Importance and Process of control, Prerequisites of Effective Control, Control Techniques, IT Enabled 'Controls' and its Challenges. **Culture:** Introduction, Importance of Culture, types of Culture.

Case: Dunkin's Donuts (Robert N Lussier page no: 151)

UNIT-IV

Introduction to OB & Individual level behavioral variables: Introduction, Historical Perspective, Framework for Learning OB, Limitations of OB. Introduction to Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perceptual errors. Meaning, importance and theories of learning. Meaning, objectives and theories of motivation.

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

Case: Steve Jobs, Apple (Robert N Lussier page no: 348)

UNIT-V

Group level behavioural variables: Formation of Group, Classification of Groups, Group Properties, Group Cohesiveness, Groups Vs Teams. Leadership Traits, Leadership Styles, Leadership Theories, Conflicts Communication, Power and Politics.

Personality

Case: Chen Clothes Manufacturing (Robert N Lussier page no: 488)

Suggested Readings:

1. **Stephen P. Robbins**, Timothy A. Judge, Neharika Vohra, **Organizational Behaviour**, Pearson, 18 e, 2018
2. K. Aswathappa, **Organisational Behaviour**, Himalaya Publications, 8e, 2021.
3. Richard L. Daft, **New Era of Management**, Cengage Learning, 11e, 2017
4. Harold Koontz, Heinz Weihrich, Mark V Cannice, **Essentials of Management**, Tata McGraw Hill Education, 11e, 2020.
5. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Maris P. Aristigueta, **Organizational Behaviour**, Sage Publications, 1e, 2015.
6. Dilip Kumar Battacharya, **Principles of Management**, Pearson, 2015.
7. V.S.P.Rao, **Management Text and Cases**, Excel, 2e, 2012.
8. K.Anbuvelan, **Principles of Management**, University Science Press, 2013.
9. Neeta Baporikar, **Case Method – Cases in Management**, Himalaya Publishing House (HPH) 2009
10. Deepak Kumar Bhattacharyya, **Principles of Management-text and cases**, Pearson, 2012

Course Outcomes After Completion of the Course, Students will be able to:

1. Explain the fundamentals to underline the management functions in the organization.
2. Analyze the requirement of planning and organizing at organization level.
3. Assess the potential effects of control and culture on organizational worksetting.
4. Critically evaluate the potential effects by individual behaviour towards achievement of organizational objections.
5. Analyze organizational behavioural issues in the context of organizational behaviour by implementing leadership theories, and communication.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
C01	3			3	
C02			3		3
C03					
C04			2		2
C05			3		3

C400302 – LEGAL AND BUSINESS ENVIRONMENT**MBA I Semester**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

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

Course Objectives:

1. To educate on the Legal and Regulatory Framework for doing business in India.
2. To elucidate various aspects in Law of Contract.
3. To explain about Negotiable Instruments and RBI guidelines on Digital Transactions.
4. To enlighten students the significance of Monetary, Fiscal Policy, Union Budget.
5. To impart knowledge of different Business Regulations and Environmental Laws.

Unit – I:

Law of Contract: Nature and Types 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.
Contracts-II: Indemnity and Guarantee, Contract of Agency, Sale of Goods Act-1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

Unit – II:

Introduction: Companies Act, 2013, Steps and Procedure for Incorporation of a Company, Appointment of Directors, Powers, Duties, & Liabilities of Directors, Role of Audit and Auditors, Change of Auditors, Related Party Transactions, Company Meetings, Resolutions, Winding-up of a Company.

Unit – III:

Negotiable Instruments Act - 1881: Negotiable Instruments, Promissory Note, Bills of Exchange, & Cheque, Parties to Negotiable Instruments, Types of Endorsements, Holder, Holder in Due-course, Dishonor and Discharge of Negotiable Instruments, Offences by the Companies, Amendments, RBI Guidelines on Digital Transactions.

Unit – IV:

Business Environment: Industrial Policy, Macro economic analysis (PESTEL Model), Foreign Direct Investment (FDI), Fiscal Policy, Latest Union Budget, Reforms Undertaken by the Government, Monetary Policy, Banking Sector Reforms, NITI Aayog, Responsibilities and Functions.

Unit – V:**Business Regulations and Environment Laws:**

- a) Consumer Protection Act 2019, Information Technology Act 2000, Cyber Security Competition Act 2002, Intellectual Property Rights.
- b) Environmental Law: Water, Air Pollution, Green Tribunal in Protecting Environment, Sustainability Reporting Practices.

Suggested Readings:

1. Rajdeep Banerjee, Joyeeta Banerjee, Legal Aspects of Business, Sage Publications, 1e, 2022.
2. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.
3. Ravinder Kumar, Legal Aspects of Business, Cengage Learning, 5e, 2021.
4. Francis Cherunilam, Business Environment Text & Cases, Himalaya Publications, 13e, 2022.
5. Akhileshwar Patha, Legal Aspects of Business, TMH, 7e, 2019.
6. MC Kuchhal, Vivek Kuchhal, Business Legislation for Management, Vikas, Publishing House, 5e, 2018.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the Business Laws related to Incorporation of a company.
2. Learn the Law of Contract & Sale of Goods
3. Learn the salient features of Negotiable Instruments Act 1881
4. Learn the Reforms Undertaken by the Government with respect to the challenging business environments.
5. Gain insights of the Regulatory Framework in India.

CO – PO Mapping

C01	3			3	
C02	3	2		2	
C03	2	3		2	
C04		1		3	2
C05	3			3	

C400303 - FINANCIAL REPORTING AND ANALYSIS**MBA I Semester**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To provide understanding of the concepts of Financial Reporting & Analysis.
2. To highlight the importance of Accounting Process.
3. To elaborate on the methods of Valuation of Assets.
4. To elucidate the management of funds/ cash from operations of the company.
5. To impart knowledge of various ratios, analysis and interpretation of financial statements.

UNIT-I

Introduction to Accounting: Importance, Objectives and Principles, Accounting Concepts and Conventions and The Generally Accepted Accounting Principles (GAAP), Their Implications on Accounting System, Double Entry System, Recording Business Transactions, Classification of accounts. Accounting cycle.

UNIT-II

The Accounting Process: Overview, Books of Original Record, Journal, Ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts Trading, P&L Account, Balance Sheet with Adjustments.

UNIT-III

Valuation Models: Valuation of Assets, Inventory Valuation: Methods of Inventory Valuation, Depreciation, Methods of Depreciation, their Impact on Measurement of Business Accounting.

UNIT-IV

Financial Statement 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, Horizontal Analysis and Vertical Analysis of Company.

UNIT-V

Financial Statement Analysis-II: Analysis and Interpretation of Financial Statements, Liquidity, Leverage, Solvency and Profitability Ratios, Valuation Ratios, Du Pont Chart, Accounting Standards Issued by ICAI, International Financial Reporting Standards (IFRS).

Suggested Readings:

1. S.N. Maheshwari, S. K. Maheshwari, Sharad K. Maheshwari, Accounting for Management, Vikas Publishing House, 5e, 2022.
2. Dhanesh K. Khatri, Financial Accounting, Tata McGraw-Hill Publishing Limited, New Delhi, 2017
3. Ambrish Gupta, Financial Accounting for Management, Pearson Education, 7e, 2022.
4. Paresh Shah, Financial Accounting for Management, Oxford University Pres, New Delhi, 3e, 2019
5. Narayana Swamy, Financial Accounting, PHI, 7e, 2012
6. V.Rajasekharam, Financial Accounting & Analysis, Pearson Education, New Delhi, 2012
7. N. Ramachandran, Financial Accounting for Management, Tata McGraw-Hill Publishing Limited, New Delhi, 2020
8. Ashish K. Bhattacharya, Corporate Financial Reporting and Analysis, PHI, 2e, 2019

Course Outcomes After Completion of the Course, Students will be able to:

1. Understand the Concepts and Principles of Accounting.
2. Understand the Accounting Process in detail.
3. Learn various aspects in Inventory and depreciation.
4. Analyze the Working Capital and Flow of Funds and Cash into the Business
5. Prepare, analyze and Interpret Financial Statements.

CO – PO Mapping

C01	3	2			
C02	3	3			
C03	3	3		2	
C04	3	3		2	
C05		3		2	

C400304 - BUSINESS ECONOMICS

MBA I Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

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

Course Objectives:

1. To provide an understanding of the basic concepts associated with Business Economics.
2. To impart the knowledge of various aspects of Demand and Supply
3. To highlight the importance of Production and Cost concepts in a Firm.
4. To elaborate on the nature of various Market Structures.
5. To enable the understanding of various Pricing Strategies

UNIT-I

Introduction to Business Economics: Definition, Nature and Scope, Relationship with Other Disciplines, Business Decision-making Process, Basic Economic Principles: The Concept of Opportunity Cost, Marginalism, Equi-marginalism, Incremental Concept, 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 Profits in the personal computer industry (Dominick Salvatore page no 19)

UNIT-II

Theory of Demand and Supply: (a) Demand Analysis: Demand, Demand Function, Law of Demand, Determinants of Demand, Types of Demand. Elasticity of Demand, Types, Measurement and Significance of Elasticity of Demand. Demand Forecasting, Need for Demand Forecasting, Methods of Demand Forecasting. (b) Supply, Supply Function, Determinants of Supply, Law of Supply, Elasticity of Supply.

Case: 1 Price Elasticity's of Demand in the Real World (Dominick Salvatore page no 110)

Case: 2 The Demand for sweet potatoes in the United States (Dominick Salvatore page no 100)

UNIT-III

Production and Cost Analysis: Production Function, Production Function with One and Two Variables, Cobb-Douglas Production Function, Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale, Economies of Scale, Innovations and Global Competitiveness. Cost Concepts, Determinants of Cost, Cost-Output Relationship in the Short-run and Long-run, Short-run vs. Long-run Costs, Average Cost Curves, Break Even Analysis.

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

UNIT-IV

Market Structures- Pricing and Output decisions: Classification of Market Structures, Features and Competitive Situations. Price-Output Determination under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly – both the Long-run and the Short-run.

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

Case:2 Monopoly in the Mumbai city Taxi Industry (Dominick Salvatore page no 369)

UNIT-V

Pricing Strategies: Pricing Policy, Price Discrimination, Cost Plus Pricing, Pricing of Multiple Products, Transfer Pricing, Pricing over Product Life Cycle. Theory of Firm, Managerial Theories and Behavioral Theories of Firm. International Price Discrimination: Dumping, Effects of Dumping.

Case: Pricing of innovative product

Course Outcomes After Completion of the Course, Students will be able to:

1. Understand the Concepts and Principles of Business Economics.
2. Learn various concepts and practical applications of Demand and Supply viz. Laws, Types, Elasticity, Forecasting and Equilibrium.
3. Learn concepts and applications related to Production and Cost of a firm.
4. Learn the features of various Market Structures along with the Decision-making with regards to Price and Output in Short and Long Terms.
5. Understand the concepts of Pricing Practices, Theory of Firm and Managerial & Behavioral Theories of a Firm

Suggested Readings

1. D.M. Mithani, Managerial Economics, 9e, HPH, 2022
2. Satya P. Das & J.K. Goyal, Managerial Economics, 2e, SAGE publication, 2022.
3. H L Ahuja, Business Economics, S. Chand & Co, 13e, 2019
4. Suma Damodaran, Managerial Economics, Oxford Publications, 2e, 2018.
5. Ivan PNG Managerial Economics, Routledge,6e,2022
6. Dominick Salvatore, Siddhartha K. Rastogi, Managerial Economics, 9e, Oxford 2020
7. D.N. Dwivedi, Managerial Economics, Vikas, 2015
8. Mc Guigam, Moyer, Harris, Managerial Economics, Cengage, 2018
9. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, 3e, TMH, 2018
10. G S Gupta, Managerial Economics, 2e, TMH,2017

CO – PO Mapping

CO1	3			2	
CO2	3	3		2	
CO3	3	3		2	
CO4		3	2	2	3
CO5	2	1		3	2

C400305 – RESEARCH METHODOLOGY AND STATISTICAL ANALYSIS

MBA I Semester

L T P C**(Students must read text book. Faculty are free to choose any other cases)****3 1 0 4****Course Objectives:**

1. To introduce the basic concepts of Research Methodology.
2. To impart knowledge on sampling techniques, methods of representing data through tables and types of research reports.
3. To demonstrate central tendency, measures of dispersion, correlation and regression.
4. To highlight the significance of inferential statistical tools for analysis and interpretation viz., t test, ANOVA and Chi-square
5. To introduce the concepts of Time Series and Index.

UNIT-I

Introduction to Research and Research Design: Definition and Significance– Types of Research — Research Process - Research Problem –Research Design – Types of Research Design – Validity of findings – Variables of Research –Types of Data –Primary vs. Secondary– Methods of Primary data collection —Construction & Validation of Questionnaire.

UNIT-II

Sampling and Report Writing: Sampling Techniques – Probability vs. Non-Probability methods. Measurements and Scaling Concepts, Data Preparation: coding, editing, tabulation – Types of Data Analysis, Research Report – Research Report Layout – Types of Reports — Report Writing

UNIT-III

Descriptive Statistics: Statistics and Research – Descriptive Statistics: An Overview – Measures of Central Tendency: Mean, Median, Mode – Measures of Variability or Dispersion: Range, Quartile Deviation, Variance, and Standard Deviation. Measures of Skewness: Karl Persons’s co-efficient of Skewness, Bowely’s co-efficient of Skewness, Kelleys co-efficient of Skewness, Kurtosis. Measures of Relations: Types Correlation, Karl Perason’s Co-efficient of Correlation, Spearman’s Rank Order Correlation, Regression Analysis- Concept, least square fit of a linear regression,

UNIT-IV

Inferential Statistics: An Overview – Hypothesis Testing – Statistical Significance Testing: Alpha levels and p-values – One-Tailed and Two-Tailed Tests – One Sample t- test for the Population Mean, two Sample t-test for independent Samples, Paired Sample t-test, F-test for population. Degrees of Freedom and Confidence Intervals. Variances: ANOVA one way and Two-way classification- Chi-Square Test- Goodness of fitness.

UNIT-V

Time Series Analysis: Components, Trend Analysis- Free hand curve, Semi Averages, Moving Averages, Least Square Methods, Index Numbers – Introduction, characteristics and uses of index numbers, types of index numbers, un-weighted price indexes, weighted price indexes, tests of adequacy and consumer price indexes.

Suggested Readings

1. Ranjit Kumar, Research Methodology: Step-by-step guide for beginners, 4th Edition, Sage, 2022.
2. S.P. Gupta, Statistical Methods, Sulthan Chand & Sons, 46th Edition, 2021.
3. Shashik. Gupta, P. Rangi, Research Methodology: Mthods, Tools & Techniques, 6th Edition, Kalyani Publishers, 2020.
4. Donald R Copper, Pamela S. Schindler, Business Research Methods, TMH, 12th Edition, 2019.
5. KOTHARI (C R). Research methodology: Methods & Techniques, New Age International. New Delhi, 4e, 2020
6. Dr T.K.V. Iyengar& Dr B .Krishna Gandhi, Probability & Statistics,7e,2016
7. Creswell, J. , Research design: Qualitative, quantitative, and mixed methods approach (5th ed.) Thousand Oaks, CA: Sage, 5e, 2017
8. Miles, M.B., Huberman, A.M. & Saldana, J.. Qualitative data analysis: A methods sourcebook – Thousand Oaks, CA: Sage. 4e, 2019

9. David Cooper, Business Research Methods, TMH, 13e 2017.
10. S C Gupta, Fundamentals of Statistics, HPH, 2018

Course Outcomes

After Completion of the Course, Students will be able to:

1. Gain a conceptual overview of Research, different types of research designs, data collection tools and procedures.
2. Learn various sampling techniques, methods of representing data through tables and types of research reports.
3. Gain knowledge to solve mathematical problems related to central tendency, measures of dispersion, correlation and regression.
4. Learn to solve mathematical problems related to t test, ANOVA and Chi-square
5. Learn the application of Time Series and Index Numbers

CO – PO Mapping

	P01	P02	P03	P04	P05
C01	3	2		3	
C02	3	3		3	
C03	3	3		2	
C04	3	3		2	
C05	3	3		2	

C400501 – STATISTICAL DATA ANALYSIS - LAB

MBA I Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
0	1	2	2

Course Objectives:

1. To highlight the importance of application of Statistical tools to Research Problem / Projects.
2. To enable the practice of MS- EXCEL.
3. To demonstrate the management and analysis of data using graphs, tables, worksheets, pivot tables etc.
4. To educate students on the significance of data from external Sources.
5. To demonstrate designing a presentation in powerpoint.

Week 1: INTRODUCTION TO STATISTICAL PACKAGE MS - EXCEL: Introduction, uses, functions and features of Statistical Packages, Getting started with excel. Customizing the Quick Access Toolbar

Week 2: Excel: a. Entering, Editing, Copy, Cut, Paste, Paste Special, Formatting Data, Saving,

- a. Home, Insert, page layout, Page Setup, and Printing, Using Headers and Footers.

Week 3: Formulas, Data, review, view, add-ins, Using help function.

Week 4: BASICS OF WORKING WITH DATA: Manipulating Data, using Data Names and Ranges, Filters and Sort and Validation Lists. Using and Formatting Tables, Data Analysis using Pivot tables and Pivot charts.

Week 5 & 6: DATA ANALYSIS – I: Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode. Measures of dispersion: Variance, Standard Deviation, Coefficient of correlation.

Week 7 & 8: DATA ANALYSIS -II: T-test, F-test, ANOVA one-way classification, chi square test, independence of attributes, Coefficient of variation. Correlation, regression lines.

Week 9: TIME SERIES: Forecasting Method of least squares, moving average method. Inference and discussion of results.

Week 10&11: Introduction to Power Point: About MS Power Point, Uses, functions and features of MS Power Point. Getting started with Power Point: Opening a blank or new document, general organization.

Week 12: Highlights and main functions: Home, Insert.

Week 13&14: Design Transitions, animations, slide show, Review, view. Using the Power Point help function.

Suggested Readings:

1. R. Panneerselvam, Business Statistics Using MS Excel, Sage Publications, 2022.
2. Glyn Davis, Branko Pecar, Business Statistics Using Excel, Oxford University Press, 2e, 2014.
3. D P Apte: Statistical Tools for Managers USING MS EXCEL, Excel, 2012.
4. David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS Excel, PHI, 2015.
5. Bruce Bowerman, Business Statistics in Practice, TMH, 5e, 2012.
6. Ajai.S. Gaur, Sanjaya S. Gaur, Statistical Methods For Practice and Research, Response, 2009.

COURSE OUTCOMES: After Completion of the Course, Students will be able to:

1. Understand the importance of the main functions of MS- Excel.
2. Practice advance Excel Tools for conduction of Data Analysis
3. Evaluate Data Analysis using Pivot Tables and Pivot Charts.
4. Analyze the Data using Descriptive Statistics and Inferential statistics using MS Excel
5. Gain knowledge on designing power point presentations

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	2	3			
CO2		3			
CO3	2	3			
CO4	2	2			
CO5	2	2			

C400502 – BUSINESS COMMUNICATION - LAB**MBA I Semester**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
0	1	2	2

Course Objectives:

1. To demonstrate the importance various modes of communication and their applications in business.
2. To develop Business Writing skills with practice of writing letters and improving the readability of written communication.
3. To highlight the importance of writing business reports and proposals.
4. To impart knowledge and skills necessary for development of verbal (speech & presentation) and non-verbal (body language) skills.
5. To orient on the contemporary aspects in communication.

Week I: Introduction: Introduction to Business Communication, Communication Barriers.**Week 2:** Communication Media Choices, Inter-cultural and Team Communication, Interpersonal Communication'.**Week 3:** Respecting Social Protocol, Networking and Socializing Professionally.**Week 4:** Non-Verbal Communication, Listening, Communication through social media, Business Meetings.**Week 5:** Developing Business Writing Skills: Process of Writing, Drafting, Revising Visuals, Editing, Proofreading and Formatting.**Week 6:** Writing Positive and Neutral Messages, Persuasive Messages, Bad News Messages.**Week 7:** Business Letter Writing, Kinds of Business Letters, Communicating with E-Mail and Memos. Improving Readability of Written Communication using Gunning Fog Index.**Week 8:** Business Reports and Proposals: Writing the Report, Planning the Report, Steps in Writing Business Reports, Parts of a Report.**Week 9:** Oral and Employment Communication: The Role of Business Presentations, Planning and Organizing Presentations, Team Presentations, Online Presentations. Understanding Yourself, Career, Goal Setting.**Week 10:** Preparing Resume, Resume Formats, Writing Covering Letters, and Enquiry Mails, Preparing for the Job Interview.**Week 11:** Contemporary Aspects in Communication: Business Etiquette, Developing Professional Telephone Skills, Mass Media, Public Relations Management.**Week 12:** Cross Cultural and Global Communication, Communication in Information Technology, e-Business related Operations.**Week 13:** Interview Skills: Just A Minute, Group Discussion, Corporate Grooming, Resume Writing.**Week 14:** Types of Interviews, Pre and Post Interview Jitters, Pre Interview Techniques, Interview questions.**Suggested Readings:**

1. Kelly M. Quintanilla and Shawn T. Wahl, Business and Professional Communication, Sage Publications, 4e, 2020.
2. Mallika Nawal, Business Communication, Cengage Learning, 2e, 2020.
3. Varinder Kumar, Bodh Raj, Business Communication, Kalyani Publishers,6e,2019.
4. Ober Newman, Communicating in Business, Cengage Learning, 2015.
5. Rebecca Moore Howaward, Writing Matters, 3e, Mc Graw Hill Education, 2018.
6. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning, 2017.
7. Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
8. Elevate English, Mc Graw Hill, www.ellevateenglish.com.

Course outcomes

After Completion of the Course, Students will be able to:

1. Appreciate the importance and influence of Business Communication and learn its applications for the purpose of self-development.
2. Learn by practice of writing a variety of formal and informal letters & e-mails and reports and improve the readability of written documents
3. Identify the intricacies of writing Business Reports and Proposals
4. Develop verbal (oral) skills by giving presentations and participating in group discussions; appreciate the impact of body language in the process of communication
5. Polish their etiquette, improve telephonic skills and appreciate the need for culture in maintenance of public relations.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	1	2	3		
CO2		2	3		
CO3		3			
CO4	1	3			
CO5	1	2			3

**OPEN ELECTIVES IN SEMESTER I
(CHOOSE ANY ONE SUBJECT)**

C400601 - BUSINESS ETHICS AND CORPORATE GOVERNANCE

MBA I Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	0	0	3

Course Objectives:

1. To enable understanding of the basic concepts of Business Ethics and Corporate Governance in Indian and Global Context.
2. To elaborate on various aspects in Professional Ethics.
3. To explain Corporate Governance practices followed in Indian corporate. +
4. To enlighten students the significance of Company Board and Governance Ratings.
5. To explain different aspects of CSR and Business Council for Sustainable Development (BCSD) India.

Unit – I:

Business Ethics in the Changing Environment: Business Ethics, Levels of Business Ethics, Myths about Business Ethics, Stages of Moral Development Kohlberg’s Study, Carol Gilligan’s Theory, Principles of Ethics.

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, Mounting Scandals, Ethical Issues, Preparatory Ethics: Proactive Steps, Cyber Ethics.

Unit – III:

Corporate Governance: Introduction to Corporate Governance, Major Corporate Governance Failures, Need for Corporate Governance, Corporate Governance in India, Theories of Corporate Governance: Agency Theory, Stewardship Theory and Stakeholder Theory, Problems of Governance in Companies, Role of Capital Markets, Regulator, Government in Corporate Governance.

Corporate Governance Codes and Committees: Global Reporting Initiative, OECD Principles, Cadbury Committee Report, Kumara Mangalam Birla Committee Report, Naresh Chandra Committee Report, Narayana Murthy Committee Report, SEBI Clause 49 Guidelines, Corporate Governance Committees.

Unit – IV:

Role of Board: Types of Directors Functions of the Board, Structure of the Board, Role of the Board in Subcommittees, Audit, Compensation Committee, Role, Duties and Responsibilities of Directors, Conflicts of Interest, Remedial Actions. Governance Ratings, Merits and Demerits of Governance Ratings.

Unit – V:

Corporate Social Responsibility (CSR): Models for Implementation of CSR, Scope of CSR, Steps to attain CSR, Business Council for Sustainable Development (BCSD) India, Ethics and Social Responsibility of Business, Social Responsibility and Indian Corporations, CSR as a Business Strategy for Sustainable Development, CSR Committee, Recent Amendments in Companies Act (Sec: 135)

Suggested Readings

1. Jyotsna G B, R C Joshi, Business Ethics and Corporate Governance, TMH, 1e, 2019.
2. Martin J. Ossewaarde, Introduction to Sustainable Development, sage, 1e, 2018.
3. T.N. Sateesh Kumar, Corporate Governance, Oxford University Press, 2015.
4. SK Mandal, Ethics in Business and Corporate Governance, TMH, 2/e, 2017.
5. Archie. B Carroll, Business Ethics-Brief Readings on Vital Topics, Routledge, 2013.
6. A.C. Fernando, Corporate Governance: Principles, Policies and Practices, 2nd Edition, Pearson, 2018.
7. C.S.V. Murthy, Business Ethics, 1st Edition, Himalaya Publishing House, 2019.
8. K. Praveen Parboteeah, Business Ethics, Routledge, 2019.
9. Praveen B Malla, Corporate Governance, Routledge 2016.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the Need for Business Ethics and Corporate Governance in India.
2. Apply Knowledge of Established Methodologies of Solving Professional Ethical Issues.
3. Learn Codes and Committees in Corporate Governance.
4. Understand the Role of Board in Corporate Governance.
5. Assess the Stakeholder perspective of Corporate Governance.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3				
CO2	3	3	2		
CO3	3			3	
CO4	2		3	3	
CO5	2	3	3	2	

C400602 – RURAL MARKETING**MBA I Semester**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	0	0	3

Course Objectives:

1. To enable understanding of the importance of Rural Marketing, Problems in Rural Marketing in India
2. To help understand the factors that influence rural consumers during purchase of products through rural business research
3. To describe the different rural marketing Strategies to be adopted by the corporate.
4. To elaborate on the rural market brand and channel management aspects.
5. To impart knowledge on various applications and innovation strategies in rural marketing.

UNIT-I

Introduction: Meaning - Evolution – Nature and Characteristics of Rural Market – Understanding the Indian Rural Economy –Rural Marketing Models – Rural Marketing Vs Urban Marketing – Parameters differentiating Urban & Rural Market - Differences in consumer behavior in Rural and Urban market.

UNIT-II

Rural Market Research: Sources of Information- Factors influencing rural consumers during purchase of products – Rural consumer Life style –Approaches and Tools of Marketing Research - Rural Business Research- Evolution of Rural Marketing Research – Sources and methods of data collection, data collection approaches in rural areas, data collection tools for rural market. Limitation and challenges in rural marketing research, role of rural marketing consulting agencies.

UNIT-III

Rural Marketing Mix: Rural Marketing Mix – Additional Ps in Rural Marketing – 4As of Rural Marketing Mix – New Product Development for Rural Market – Rural Market Product Life Cycle – Objectives behind new product launch – New Product development process.

UNIT-IV

Rural Market Brand & Channel Management: Brand Loyalty in Rural Market – Regional Brands Vs National Brands – Channel Management – Indian Rural Retail Market – Rural Retail Channel Management – Strategies of Rural Retail Channel Management.

UNIT-V

Applications and Innovations: Marketing of Consumer products, services, social marketing, agricultural marketing, rural industry products- Innovation for Rural Market – Marketing Strategies – e-Rural Marketing – Agricultural Co – operative Marketing – Rural Market Mapping – Corporate Social Responsibility – Organized Rural Marketing – IT for Rural Development – e-Governance for Rural India.

Suggested Readings:

1. Lalitha Ramakrishnan, Rural Marketing: Text and Cases, C.S.G. Krishnamacharyulu, Pearson Education, 2011
2. Pradeep Kashyap, Rural Marketing, Perason Education, 3e, 2016.
3. Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2011.
4. Sanal Kumar Velayudhan, Rural Marketing, Sage publications, 2e, 2012
5. T P Gopaldaswamy, Rural Marketing: Environment, problems, and strategies, Vikas Publications, 3e, 2016

Course Outcome

After Completion of the Course, Students will be able to:

1. Understand the importance of Indian Rural Economy.
2. Understand the aspects of rural business research.
3. Learn various rural marketing strategies
4. Learn challenges of Retail Channel Management.
5. Learn e- rural marketing, CSR, IT for rural development, e- Governance for Rural India.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	2	3			1
C02	2	3		2	
C03	3	3		2	2
C04	3	2		1	1
C05	3	3		1	2

C400603 – CORPORATE SOCIAL RESPONSIBILITY**MBA I Semester**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	0	0	3

Course Objectives:

1. To describe the basic terms and concepts related to CSR and Corporate Governance.
2. To apply the models and theories to suggest the organizations the essential CSR initiatives.
3. To impart knowledge on potential public responsibilities of corporations within the global community.
4. To observe the extent to which Business can meet the Challenges of Sustainable Development.
5. To educate how CSR is being practiced in various Organisations.

UNIT-I

Introduction Concept of CSR, Corporate Philanthropy, Corporate Citizenship, Evolution and Development of CSR, CSR Strategy, Arguments in Favour and Against CSR, Drivers of CSR, Dimensions and Importance of CSR, Corporate Governance and Corporate Social Responsibility.

UNIT-II

CSR Models and Theories Forms of CSR - Economic Responsibility, Legal Responsibility, Ethical Responsibility, Philanthropic Responsibility. Models of CSR - Philanthropic model, Ethical model, Statist model, Liberal model, Stakeholder model. Theories of CSR - Fiduciary Capitalism Theory, Stakeholder Theory, Social Contract Theory, Feminist Theory.

UNIT-III

CSR Framework Role of various Institutions in CSR – Role of Government, Educational Institutions, Media. Creating CSR Framework, Framework for rating CSR, International framework for Corporate Social Responsibility. CSR Legislation in India and the World.

UNIT-IV

CSR and Development Business and Inclusive growth, Standards and Indices for CSR, Sustainability and its Challenges, Strategies Business tool for Sustainable Development, Global CSR- CSR and development in Developing countries, CSR practice in India: A study with a Global contrast. Ethical Management and CSR.

UNIT-V

CSR Trends and Opportunities Current trends and opportunities in CSR, Environment Protection and CSR, CSR Case Studies with reference to India - Failures and Success, Future for CSR, Contemporary Issues in CSR.

Text Books:

1. Madhumita Chatterji, Corporate Social Responsibility, Oxford University Press, 2015.
2. S.S. Khanka, Business Ethics and Corporate Social Responsibility, S. Chand, 2014.
3. William B, Werther, Strategic Corporate Social Responsibility: Stakeholders in a Global Environment, Sage publications, 2008.
4. Andrew Crane, Dirk Matten, Laura Spence, Corporate Social Responsibility: Readings and Cases in a Global Context, 2007.

Suggested Readings:

1. Subhasis Ray, S. Siva Raju, Implementing Corporate Social Responsibility: Indian Perspectives, 2014.
2. K.S. Ravichandran, Corporate Social Responsibility – Emerging Opportunities and Challenges in India, 2013.
3. Robert A.G. Monks, Nell Minow, Corporate Governance, Wiley, 5e, 2013.
4. Bob Tricker, Corporate Governance- Principles, Policies, and Practices, Oxford University Press, 3e, 2018.
5. C. V. Baxi, Ajit Prasad, Corporate Social Responsibility: Concepts and Cases: the Indian Experience, Excel Books India.
6. Subash Chandra Das, Corporate Governance in India, PHI Learning, 4e.

Course Outcomes:

After Completion of the Course, Students will be able to:

1. Learn the basic terms and concepts related to CSR and Corporate Governance.
2. Understand models and theories to suggest the organizations the essential CSR initiatives.
3. Learn the potential public responsibilities of corporations within the global community.

4. Gain understanding on the extent to which Business can meet the Challenges of Sustainable Development.
5. Learn how CSR is being practiced in various Organisations.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	2			3	
C02	3	2		2	
C03	2	1	3		
C04	2			3	
C05			1	3	

C400604 – INTERNATIONAL BUSINESS**MBA I Semester**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	0	0	3

Course Objectives:

1. To highlight the need and importance of studying International Business and provide understanding of the concepts associated with International Business
2. To impart knowledge of Classical and Modern International Trade Theories.
3. To educate on the aspects of Business, Economic and Regional Integration and Multilateral Trade Agreements
4. To elucidate on the elements of Strategy & Structure in International Business
5. To highlight the role played by various Functional Areas of Business in International Business Operations

Unit – I:

Introduction to International Business: Need for International Business, Drivers of Globalization, Distinction between Domestic and International Business, International Business Approaches, Modes of International Business, Impediments in International Business, Opportunities and Challenges of International Business, Ease of Doing Business (World Bank), Multi National Corporation (MNCs), International Business Environment: Cultural, Political, Social and Technological Environment

Unit – II:

International Trade Theories: Classical Theories: Mercantilism, Absolute Advantage Theory, Comparative Advantage Theory and Factor Endowment Theory. Modern Theories: Country Similarity Theory, Product Life Cycle Theory, New Trade Cycle Theory and National Competitive Advantage Theory. India's Foreign Trade, Foreign Direct Investment in India, Balance of Payments.

Unit – III:

International Business and Economic Integration: Levels of Economic Integration, Benefits and Challenges of Economic Integration, Free Trade Agreement (FTA), The Customs Union, The Common Market, The Economic Union. Arguments Surrounding Economic Integration, Regional Economic Groups: European Union, NAFTA, ASEAN, SAARC, QUAD and G8. Multilateral Trade Agreements: GAAT, WTO, TRIPS and TRIMS, UNCTAD. International Trade Policy of India.

Unit – IV:

Strategy and Structure of International Business: Environmental Analysis, Value Chain Analysis, Types of Strategies, Strategy Implementation Process, Control and Evaluation, Strategic Alliances, Nature, Benefits, Pitfalls of Strategic Alliances, Scope of Strategic Alliance, Alliance Development Process, Economic Considerations for Strategic Alliances. Choosing an Organizational Design Structure, Issues in Global Organizational Design.

Unit – V:

International Business Operations: Issues involving International Production: Sourcing and Vertical Integration. Major Activities in International Marketing: Brand Decisions. Issues of International Financial management: Forex Market, International Monetary System, International Financial Markets, Export Financing. Managing International HR Activities: HR Planning, Recruitment and selection, Expatriate Selection and Training. Cross Cultural Issues in International Business.

Suggested Readings:

1. Charles W. L Hill, G. Thomas M Hult, Rohit Mehtani, International Business, Mc Graw Hill, 11e, 2019.
2. Ehad Menipaz, Amit Menipaz and Shiv S Tripathi, International Business – Theory and Practice, Sage Publishers, 1e, 2017.
3. Michael R. Czinkota, Ilkka A. Ronkainen, Michael H. Moffett, International Business, Wiley, 8e, 2011.
4. K Ashwatappa, International Business, Mc Graw Hill, 6e, 2015.
5. Sanjay Misra, P.K. Yadav, International Business: Text & Cases, PHI, 2009.
6. Rakesh Mohan Josh, International Business, Oxford University Press, 2009.
7. Subba Rao, International Business, Himalaya Publications, 2007.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the Concepts, Principles and Approaches of International Business.
2. Learn the evolution of International Trade thought process with the help of classical and modern theories of International Trade.
3. Gain insights of the aspects of Business and Economic Integration with the help of various Regional Economic Integrations and Multilateral Trade Agreements.
4. Understand the Strategy and Structure of International Business with the help of Value Chain Analysis, Environmental Scanning, Strategic Alliances.
5. Gain knowledge of the contribution of major functional areas of business viz. Production, Finance, Marketing and HRM in International Business Operations.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	2		3	
CO2	3	3	2		
CO3		3		3	
CO4	2	2		3	
CO5	2	1		3	

C400605 - FINANCIAL INSTITUTIONS, MARKETS AND SERVICES

MBA I Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	0	0	3

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

Course Objectives:

1. To understand the services offered by various Institutions in Indian Financial System
2. To analyze the importance and functions of Banking & Non-banking Institutions.
3. To impart the knowledge on effectiveness of Financial and Securities Markets
4. To provide the understanding of various advisory and fund-based services offered by major institutions in India
5. To provide understanding on the functions and activities of Investment Banking.

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 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. – Role of agencies, processes, Regulations, CIBIL.

UNIT-V

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

Suggested Readings

1. M.Y.Khan, Financial Services, TMH, 2017
2. L.M.Bhole, Financial Institutions and Markets, TMH, 6/e,2017.
3. Vasant Desai, Financial Markets and Financial Services, Himalaya,2016
4. Varanasi.Bhaskar Rao, Musings of the Barefoot Bankers, BS Publications, 2015.
5. Pathak, Indian Financial Systems, Pearson, 2018
6. S.Gurusamy, Financial Services and System, Cengage,2014
7. Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson , 2017.
8. Gomez, Financial Markets, Institutions and Financial Services, PHI, 2012.

9. Frank. J.Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, Pearson, 2013.
10. R M Srivatsava, Dynamics of Financial Markets and Institutions in India, Excel, 2013.

Course Outcomes After Completion of the Course, Students will be able to:

1. Identify the services offered by various Institutions in Indian Financial System
2. Analyze the importance and functions of Banking & Non-banking Institutions.
3. Outline the effectiveness of Financial and Securities Markets
4. Identify various advisory and fund-based services offered by major institutions in India
5. understand the functions and activities of Investment Banking.

CO – PO Mapping

P01	P02	P03	P04	P05
C01	3			2
C02	3			2
C03	3			2
C04	3			3
C05	2			3

SEMESTER II

C400306 - HUMAN RESOURCE MANAGEMENT

MBA II Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To educate on the concepts, significance and role of Human Resource Management in an Organization.
2. To impart knowledge on the aspects of Talent Management, Manpower Planning, Recruitment and selection.
3. To educate on the processes of Training & Development and Performance Management & Appraisals.
4. To highlight the significance of effective Compensation, Rewards and Employee Welfare Practices in Organizations along with the relevant Acts.
5. To elucidate on the aspects of employee relations and stress management along with the relevant Acts.

UNIT-I

Introduction of HRM: Introduction to HRM – Evolution, Scope, Objectives, Functions of HRM – HR Role and responsibilities – Line vs. Staff – New Approaches to Organizing HR – HR Score Card developed.

Job Analysis: Basics of Job Analysis and talent Management process – Methods for Collecting Job Analysis Information – Job Descriptions and specifications – Job Satisfaction – Job Enlargement, Job Enrichment, Job Rotation, Job design.

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

Case: The Brazilian Subsidiary

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

UNIT-II

HRP, Recruitment and Selection: Introduction to HRP – Process – Model of HRP – Human Resource Information System. **Recruitment & Selection:** Process – Yield ratio Analysis - Sources of Recruitment – Recruitment on Diverse Work Force – Selection Process – Basic types of Interviews – Errors in Interviews – Placement – Induction.

Case : Reinventing the wheel at apex door company (Gary Dessler page no 309)

Case: Xerox Focuses on HR (Robert L Mathis P. No. 79)

Case: Backfired Surmise

UNIT-III

Training and Developing and Performance Management– Introduction to Training - Importance of Training and Development – Training process – Training Methods & Models – Management development process – Evaluation of training and development programmes.

Performance Management- Concept of Performance management and appraisal, the performance appraisal process, Techniques for Performance Appraisal – Career Planning & Development – Succession Planning.

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

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

Case : Mechanists Indiscipline Behaviour

UNIT-IV

Compensation and Employee welfare– Employee Remuneration – Basic factors in determining pay rates – Job evaluation methods - Establishing pay rates – Performance based pay –Competency Based Pay, Equity based rewards, Team Rewards – Benefits – Insurance – Retirement Benefits.

Employee Welfare facilities – working conditions – statutory and voluntary measures – Salient features of Workmen Compensation Act & Minimum Wages Act.

Case: Determining Pay Raise

UNIT-V

Employee Relations– Introduction to Industrial Relations – Collective Bargaining – Industrial Disputes Act 1947 – Recent Trends in Industrial Disputes - Lay off, Termination, Retrenchment, closures, VRS, Trade Unions – Grievances and redressal mechanisms – Employee discipline – Employee Separation – Industrial Acts: Payment of Gratuity Act 1982, ESI Act 1948. Role of Indian Labor Laws and International bodies such as ILO – Social Audit – Future of HRM Functions.

Case: The New Safety and Health Program (Gary Dessler page no 623)

Case: Corporate Spurs –A Case of Rajan Nair

Suggested Readings

1. P. Subbarao, Essentials of Human Resource Management, 6th Edition, 2021.
2. Gary Dessler, BijuVarkkey, Human Resource Management, 4e, Pearson 2017.
3. Robert L. Mathis, John H. Jackson, Manas Ranjan Tripathy, Human Resource Management, Cengage Learning, 2016.
4. K. Aswathappa, Human Resource Management: Text and Cases, 8th Edition, TMH, 2017.
5. Sharon Pande and Swapnalekha Basak, Human Resource Management: Text and Cases, Vikas Publishing, 2e, 2016.
6. Mathis & Jockson, Human Resource Management, Cengage, 2016.
7. Dennis R. Briscoe et al, International HRM, Routledge, 2015.
8. Dr. Anjali Ghanekar, Essentials of Human Resource Management, Everest, 2018.
9. Indranil Mutsuddi, Essentials of Human Resource Management, Newage, 2019.

Course Outcomes After Completion of the Course, Students will be able to:

1. Understand the concepts, role and functions of HRM and appreciate the need of HR to act as a Strategic Business Partner of the Organization.
2. Learn the methods of conducting Job Analysis, process of writing Job Descriptions & Specifications and the processes of recruitment and selection.
3. Gain an understanding of various concepts and practices of Employee Training & Development and Performance Management & Appraisals.
4. Learn the principles and practices of Employee Compensation and Rewards, with the help of Job Evaluation & Broad-banding etc. and the salient features of Workmen Compensation Act and Minimum Wages Act.
5. Appreciate the need for effective Employee Relations and learn the salient features of Industrial Disputes Act and Factories Act.

CO – PO Mapping

PO1	PO2	PO3	PO4	PO5
3			3	
3	3		2	1
3	2	3	3	
3	2	3	2	1
3	2	3	3	

C400307 - FINANCIAL MANAGEMENT

MBA II semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	1	0	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 Objectives:

1. To provide an understanding of basic decisions taken by a Finance Manager in a corporate and help the manager to understand the use of resources efficiently, effectively and economically.
2. To explain the various aspects in Investment Decision.
3. To learn about Capital structure and its theories.
4. To educate students on the significance of dividends and valuation of the firm.
5. To elucidate the importance of working capital management, management of current assets.

Unit – I:

The Finance Function: Nature and Scope, Evolution of Finance Function, Its New Role in the Contemporary Scenario, Goals of Finance Function, Profit Maximization and Wealth Maximization, the Agency Relationship and Costs; Risk-Return Trade off; Concept of Time Value of Money, Future Value and Present Value and the Basic Valuation Model.

Unit – II:

The Investment Decision and Cost of Capital: Investment Decision Process, Project Generation, Project Evaluation, Project Selection and Project Implementation. Developing Cash Flow, Data for New Projects, Capital Budgeting Techniques: Traditional and DCF Methods. The NPV vs. IRR Debate. Cost Of Capital: Concept and Measurement of Cost of Capital, Weighted Average Cost of Capital and Marginal Cost of Capital. Importance of Cost of Capital in Capital Budgeting Decisions.

Unit – III:

Capital Structure: Capital Structure vs. Financial Structure, Capitalization, Financial Leverage, Operating Leverage and Composite Leverage. EBIT-EPS Analysis, Indifference Point/Break-even Analysis of Financial Leverage, Capital Structure Theories: The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory.

Unit – IV:

Dividend Decisions: Dividends and Value of the Firm, Relevance of Dividends, the MM Hypothesis, Factors Determining Dividend Policy, Dividends and Valuation of the Firm, the Basic Models, Forms of Dividend. Declaration and Payment of Dividends. Bonus Shares, Rights Issue, Share splits, Major Forms of Dividends, Cash and Bonus Shares. Dividends and Valuation. Major Theories centred on the works of Gordon, Walter and Lintner, Dividend Policies of Indian companies.

Unit – V:

(a) Working Capital Management and Finance: Working Capital Management: Components of Working Capital, Gross vs. Net Working capital, Determinants of Working Capital Needs, the Operating Cycle Approach. Estimation of Required Working Capital. **(b) Management of Current Assets:** Basic Strategies for Cash Management – Cash Planning, Cash Budget, Cash Management Techniques/Processes. Management of Receivables – Credit Policy, Credit Evaluation of Individual Accounts, Monitoring Receivables. Management of Inventory – Inventory Management Process, Inventory Control Techniques, Analysis of Investment in Inventory.

Suggested Readings:

1. Prasanna Chandra, Financial Management, 11e, Mc Graw Hill, 2022.
2. M.Y Khan, P K Jain, Financial Management-Text and Problems, Mc Graw Hill, 8e, 2019.
3. I M Pandey, Financial Management, Pearson, 12e, 2021.
4. James C Van Horne, Sanjay Dhamija, Financial Management and Policy, Pearson Education, New Delhi, 12e, 2011.
5. Eugene F. Brigham Michael C. Ehrhardt, Financial Management, Cengage Learning, 12e, 2012.
6. Arindam Banerjee, Financial Management, Oxford Publications, 2016.

Course Outcomes: Students will be able to:

1. Understand the functions of financial management and concept of time value of money.
2. Learn about the capital budgeting techniques and cost of capital.
3. Learn the significance of Capital structure vs. financial structure.
4. Assess dividend policies of Indian companies

5. Understand the Concepts and Applications of Working Capital Management and Management of Current Assets.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	3	3			
C02	3	3			
C03	3	3			
C04	3	3		3	
C05	3	3		3	

C400308 - MARKETING MANAGEMENT

MBA II Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

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

Course Objectives:

1. To enable understanding of the basic concepts and applications of Marketing and Marketing Research.
2. To educate on the aspects of analyzing Market Opportunities and Customer Value and Marketing Mix.
3. To elucidate on designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
4. To clarify the significance of Distribution decisions, Promotion & Communication strategies.
5. To highlight the importance of pricing decisions & personal communication.

UNIT-I

Introduction to Marketing and Market Research: Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, and Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research.

Case : Bata (Rajendra.PMaheshwari)

Case : Mahindra Scooters (Arun Kumar).

Case : Santoor –(Iamb Hair).

UNIT-II

Analyzing Marketing Opportunities, Customer Value and Marketing Mix: Consumer Decision Making, Building Customer Value, Analyzing Consumer Markets – Consumer Behavior – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, product line & product mix, Product Life Cycles, new product development., The process of adoption, Branding.

Case : Small New Phones (Adrian palmer).

UNIT-III

Designing a Customer Driven Strategy: Market segmentation - STP Process - segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – Positioning and repositioning positioning maps, product positioning strategies.

Case : (Targeting) Kellogg's (Iamb, Hair)

Case : (Positioning) Nimbooz (S. Neelamegham).

Case : (Positioning) Dalda (Arun Kumar).

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, Direct and online Marketing. Marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

Case : Barista (Arun Kumar).

Case : Nano Car (Iamb, Hair)

Case : Indigo (Iamb, Hair).

UNIT-V

Pricing Decisions & Personal Communication: Importance of price, cost determinant of price, mark-up pricing, profit maximization pricing, break even pricing, pricing strategies, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social media marketing, postmodern marketing, market sustainability and ethics, Global marketing, green marketing.

Case : Coca Cola(Iamb, Hair).

Case : I phone (Iamb, Hair).

Case : Chick (Iamb,Hair)

Case : Nokia (Neelamegham).

Suggested Readings:

1. Rosalind Masterson, Nichola Philips, David Pickton, Marketing : An Introduction, 5e, Sage Publications, 2021.
2. G. Shainesh Philip Kotler, Kevin Lane Keller, Alexander Cherneb, Jagdish N Sheth, Marketing Management, 16e, Pearson, 2022.
3. Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, 2016. (For PPT, Case Solutions, video cases, Faculty may visit : login.cengage.com)
4. Philip Kotler, Gray Armstrong, Principles of Marketing, Pearson Education, 18e,2020.
5. Ramaswamy, Namakumari, Marketing Management, Sage Publications, 6e, 2018.
6. Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing:A South Asian Perspective, Cengage Learning, 2016.
7. Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
8. Arun Kumar & N. Meenakshi, Marketing Management , Vikas, 3e, 2016
9. RajanSaxena, Marketing Management, Tata Mc Graw Hill, 3e, 2012.
10. Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2015.

Course Outcomes: Students will be able to

1. Understand the important concepts and principles of Marketing Management and Marketing Research.
2. Learn about the analysis of Market Opportunities and Customer Value with the help of Marketing Mix Elements.
3. Learn the significance of designing a customer driven strategy through Marketing Segmentation, Targeting and Positioning.
4. Assess Global marketing, green marketing strategies for sustainable development.
5. Gain insights of the key aspects of pricing decisions and the role of communication

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	3		3	
CO2	3	3		2	2
CO3	3	3		3	
CO4		3		1	2
CO5		3		3	3

C400309 - QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS

MBA II Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	1	0	4

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

Course Objectives:

1. To impart knowledge of basic tools of Operations research in solving the management problems using mathematical approaches for decision making.
2. To teach the methods of solving Linear Programming Problems.
3. To impart knowledge on assignment model and transportation problem.
4. To impart knowledge on the significance of decision tree and Network analysis.
5. To highlight the importance of Queuing Theory.

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.

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.

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-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.

Suggested Readings:

1. Mik Wisniewski, Quantitative Analysis for Decision Makers, Pearson, 7e, 2019
2. Miguel angel canela, Ines Alegre, Alberto Ibarra, Quantitive Methods for Management: A practical approach, Sringer International Publishing, 1e, 2019
3. J.K. Sharma, Operations Research: Theory and applications, Macmillian, 5e, 2013
4. R. Pannerselvam, Operations Research, PHI, 3rd revised edition, 2015
5. Prem Kumar Gupta, Introduction to Operations Research, S.Chand, 2014.
6. K.L Schgel, Quantitative Techniques and Statistics, 2012.
7. Hillier / Lieberman, Introduction to operations research, TMH, 9e, 2017.
8. Hamdy A Taha, Operations Research: An Introduction, Pearson, 9e, 2017.
9. Pradeep PrabhakarPai, Operations Research: Principles and Practice, Oxford University Press, 1e, 2012.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the origin and application of operations research.
2. Learn about the Formulation of Linear Programming Problem for different areas.
3. appreciate the significance of variations of assignment problem, methods for finding Initial feasible solution.
4. Learn the aspects of Decision Theory and Network Analysis
5. Gain insights of the theoretical principles and practical applications of different queuing models.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	3			
CO2	3	3			1
CO3	3	3		2	
CO4	3	3			1
CO5	3	3			

C400310 – ENTREPRENEURSHIP AND DESIGN THINKING

MBA II Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	0	0	3

Course Objectives:

1. To understand the Entrepreneurial process and also inspire them to be Entrepreneurs.
2. To highlight importance of entrepreneurial motivational behavior, entrepreneurial competencies, entrepreneurial Stress.
3. To elucidate on the opportunities and challenges of entrepreneurship
4. To clarify students the significance of Principles, process of Design Thinking.
5. To educate on Development of Prototypes, Testing Ideas and Implementing Design Thinking.

UNIT-I

Entrepreneurial Mindset- The revolution impact of entrepreneurship- The evolution of entrepreneurship - Functions of Entrepreneurs – types of entrepreneurs -Approaches to entrepreneurship- Process approach- Role of entrepreneurship in economic development- Twenty first century trends in entrepreneurship.

The individual entrepreneurial mind-set and Personality- The entrepreneurial journey- Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies.

Case1: Ready, Aim, Fire Fire (B. Janakiram, M.Rizwana, page 212),

Case2: Henry Ford, (B. Janakiram, M. Rizwana, page 214)

UNIT-II

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

Legal challenges of Entrepreneurship - Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls.

Case 1: Globalizing Local Talent, (B. Janakiram, M. Rizwana, page 228).

Case 2: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48).

UNIT-III

Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship. Incubation Management, Objectives and Importance

Case1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case2: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128).

UNIT-IV

Design Thinking – An Introduction: Principles of Design Thinking, Process of Design Thinking, planning a Design Thinking Project, Understanding of the Problem, Problem Analysis, Reformation of the Problem, Empathetic Design Methods.

Case1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452).

Case2: Public Sector - address seed capital (David H.Holt, Page 453).

UNIT-V

Prototype, Testing Ideas, Implementing Design Thinking: Creativity, Creativity Process, Creativity Techniques, Business Idea, Evaluation of Ideas, Kano Method, Finding Gaps in the Market Place, Prototype, Lean Startup Method, Visualization, Presentation Techniques, Desirability Testing, Methods to Initiate Ventures, Creating New Ventures, Acquiring an Established Venture, Franchising, Advantages and Disadvantages, Implementing Design Thinking, Agility for Design Thinking.

Suggested Readings:

1. D F Kuratko and T V Rao, Entrepreneurship- A South-Asian Perspective, Cengage Learning, 1e, 2012
2. Arya Kumar, Entrepreneurship- creating and leading an entrepreneurial organization, Pearson 2012.
3. Richard Blundel, Exploring Entrepreneurship Practices and Perspectives, Oxford,2017.
4. Devayani M. Lal, Design Thinking, Sage Publications, 1e, 2021.

5. Ali J Ahmed, Punita Bhatt, Lain Acton, Entrepreneurship in Developing and Emerging Economies, Sage Publications, 1e, 2019.
6. Christian Mueller- Roterberg, Handbook of Design Thinking –Tips and Tools for how to design Thinking, Independently Published, US, 2018.
7. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Entrepreneurship, Mc Graw Hill, 10e, 2018.
8. Bruce R. Barringer/ R. Duane Ireland, Entrepreneurship Successfully launching new ventures, 4e, Pearson, 2015.
9. David H Holt, Entrepreneurship: New Venture Creation, PHI,2016.
10. Rajeev Roy, Entrepreneurship, Oxford, 2e, 2020.
11. Stuart Read, Effectual Entrepreneurship, Routledge, 2017

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the approaches to entrepreneurship.
2. Learn about the individual entrepreneurial mind-set and Personality.
3. Learn the significance of Feasibility Analysis, Industry, competitor analysis, new venture development.
4. Understand the principles of implementation of Design Thinking.
5. Appreciate the relevance of Creativity in the process of implementation of Design Thinking

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	1	3	2		1
CO2	3	2		3	1
CO3	2		3	3	
CO4		3	2		1
CO5		3	3	1	2

C400311– LOGISTICS AND SUPPLY CHAIN MANAGEMENT**MBA II Semester****L T P C****Course Objectives:****3 0 0 3**

1. To provide understanding of the components and processes of supply chain and logistics management as well as the performance drivers of supply chain.
2. To impart knowledge on the various functions of logistics management.
3. To educate on designing of the supply chain network.
4. To clarify the significance of establishing global supply chain.
5. To highlight the role of information technology in supply chain.

Unit – I:

Understanding Supply Chain: Objectives of a Supply Chain, Importance, Stages of Supply Chain, Value Chain Process, Cycle View of Supply Chain Process, Key Issues in SCM, Supply Chain Drivers and Obstacles, Supply Chain Strategies, Best Practices in SCM, Obstacles of Streamlined SCM, Green Supply Chain Management, Supply Chain Sustainability.

Unit – II:

Logistics: Evolution, Objectives, Components and Functions of Logistics Management, Difference between Logistics and Supply Chain, Distribution related Issues and Challenges. Gaining Competitive Advantage through Logistics Management, Transportation: Functions, Costs, and Mode of Transportation Network and Decision, Containerization, Cross Docking, Reverse Logistics. Outsourcing: Nature and Concept, Strategic Decision to Outsourcing, Third-party Logistics (3PL), Fourth-party Logistics (4PL).

Unit – III:

Designing the Supply Chain Network: Designing the Distribution Network, Role of Distribution, Factors Influencing Distribution, e-Business and its Impact, Distribution Networks in Practice, Network Design in the Supply Chain, Role of Network, Factors Affecting the Network Design Decisions, Modeling for Supply Chain.

Unit – IV:

Supply Chain Performance: Bullwhip Effect and Reduction, Performance Measurement: Dimension, Tools of Performance Measurement, SCOR Model. Demand Chain Management, Global Supply Chain, Challenges in Establishing Global Supply Chain, Factors that influence Designing Global Supply Chain Network.

Unit – V:

Coordination in a Supply Chain: Importance of Coordination, Lack of Supply Chain Coordination and the Bullwhip Effect, Obstacles to Coordination, Building Partnerships and Trust, Continuous Replenishment and Vendor Managed Inventories, Collaborative Planning, Forecasting and Replenishment. Role of Information Technology in Supply Chain.

Suggested Readings:

1. IMT Ghaziabad, Advanced Supply Chain Management, Sage Publications, 2021.
2. Rajat K. Basiya, Integrated Supply Chain Management, Sage Publications, 2020.
3. K Sridhara Bhat, Logistics & Supply Chain Management, HPH, 1e, 2017.
4. Chopra, Sunil, Meindl, Peter and Kalra, D. V., Supply Chain Management: Strategy, Planning and Operation; Pearson Education, 6e, 2016.
5. Altekar, Rahul V, Supply Chain Management: Concepts and Cases; PHI Learning, 1e, 2005.
6. Donald J. Bowersox and David J. Closs, Logistical Management” The Integrated Supply Chain Process, TMH, 2017
7. Edward J Bradi, John J Coyle, A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012
8. Sunil Chopra and Peter Meindl, Supply chain Management: Strategy, Planning and Operation, Pearson Education, New Delhi 2013

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the cyclical perspective of logistics and supply chain process.
2. Learn about the distribution, transportation, warehousing related issues and challenges in supply chain.
3. Appreciate the significance of network design in the supply chain.
4. Gain knowledge of various models / tools of measuring the Supply Chain Performance.
5. Appreciate the role of coordination and technology in supply chain management.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	3	3			1
C02	3	3		2	1
C03	3	3		2	
C04	3	2		2	
C05	3	2			3

**OPEN ELECTIVES IN SEMESTER II
(CHOOSE ANY ONE SUBJECT)**

C400606 – CUSTOMER RELATIONSHIP MANAGEMENT

Course Objectives

	<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
1. To understand basics & evaluation of CRM and its applications in Business Markets.	4	0	0	4
2. To gain knowledge on strategies for building customer relations.				
3. To elucidate CRM Process and its importance.				
4. To Identify CRM models and structure in business perspective.				
5. To evaluate CRM planning and implementation strategies				

UNIT-I

Introduction to CRM: Concepts, Evolution, Need, understanding goals and objectives of CRM, Components of CRM, Benefits, CRM as a strategic marketing tool, CRM significance to the stakeholders, CRM Applications in Consumer and Business Markets, CRM Issues & Problems.

UNIT-II

Building Customer Relations: Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's -Customer life time value – Selection of Profitable customer segments - Customer Life Cycle, Business Networks and CRM.

UNIT-III

CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e- CRMA/online CRM, The CRM cycle i.e. Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C's (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain, CRM Affiliation in Retailing Sector.

UNIT-IV

CRM Structures: Elements of CRM – CRM Process – Strategies for Customer acquisition – Customer Retention and Development – Strategies for Customer Retention, Models of CRM – GSPOT Model, KOEL's Model, WebQual Audit Model, ONYX Model-CRM Road map for business applications.

UNIT-V

CRM Planning and Implementation: Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM –Operational CRM – Call centre management – Role of CRM Managers, Trends in CRM- e-CRM Solutions –Features and advantages of e CRM, Functional Components of e-CRM- Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

Suggested Readings

1. G. Shainesh, Jagdish, N. Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan 2017.
2. Francis Buttle, Customer Relation Management: Concepts and Technologies, 2nd Edition, Routledge, 2019.
3. Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books, 2011.
4. Zikmund, Customer Relationship Management, Wiley 2012.

Course Outcomes After Completion of the Course, Students will be able to:

1. Explain basics & evaluation of CRM and its applications in Business Markets.
2. Outline strategies for building customer relations.
3. Analyze CRM Process and its importance.
4. Identify CRM models and structure in business perspective.
5. Evaluate CRM planning and implementation strategies

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	3	3		2	2
C02	3	3		1	
C03	3	3	1		2
C04	3	3			3
C05	3	2		1	3

C400607 – PROJECT MANAGEMENT**MBA II Semester****Course Objectives:**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	0	0	3

1. To provide understanding of management of projects with a special focus on every phase such as project planning, execution, monitoring and evaluation.
2. To impart knowledge on various aspects in Project Appraisal.
3. To educate on Project Finance Evaluation techniques.
4. To explain to students the importance of organizational behaviour in Project Management.
5. To elucidate different Control Mechanisms to manage a project.

UNIT-I

Introduction: Introduction to Project management –Project Characteristics- Project Life cycle – Project Identification, Formulation and Implementation- Project management in different sectors: Construction, Services Sector, Public sector and Government Projects. Systems approach to project management.

UNIT-II

Project Planning and Appraisal: Project Planning – Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis-Project Risk Analysis.

UNIT-III

Project Finance: Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.

UNIT-IV

Project Planning and Control: Planning Steps- Scheduling- Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.

UNIT-V

Organizational Behavior and Project Management: Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team building approach, Conflict Management in Projects, Stress Management.

Suggested Readings:

1. Stewart R. Clegg, Torgeir Skyttermoen, Anne Live Vaagaasar, Project Management, Sage Publications, 1e, 2021.
2. Jeffrey K. Pinto, Project Management, Pearson Education, 5e, 2020.
3. John M, Nicholas and Herman Steyn, Project Management for Engineering, Business, and Technology, 5e, Routledge, 2017.
4. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation, and review, 9e, Tata McGraw Hill 2019.
5. K. Nagrajan, Project Management, New Age International Publishers, 7e 2017.
6. Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2018.
7. R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.
8. Khanka, Business Ethics and Corporate Governance, S. Chand, 2014

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand and appreciate the importance of Project Management.
2. Learn Project Planning, Execution and implementation.
3. Apply Project Appraisal Methods to Cash Flows and Corporate Practices of Dividend Payment
4. Understand intricacies of Project Evaluation techniques for better decision making.
5. Appreciate the significance of Organizational & Team Behaviors in projects.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1		2	1	3	1
CO2		3	2	2	
CO3		2	1	3	2
CO4		2	2	2	1
CO5		2	2	1	2

C400608 – DATA ANALYSIS USING PYTHON**MBA II Semester**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	0	0	3

Course Objectives: On having completed this course student should be able to:

1. To understand various data types of Python and directories.
2. To Learn control statements and introduction to NumPy.
3. Enable students to design Python programs to visualize business data using matplotlib, Pandas and seaborn.
4. Educate students to execute various statistical tools (parametric) in Python.
5. To learn executing Learn regression, time series and non-parametric tests in Python.

UNIT-1

Introducing to Python – Installing Python and Anaconda – Introduction to Jupyter (IPython) notebook - Environment setup – Datatypes – Variables and Types – Installing libraries – Strings – Lists – Tuples – Dictionaries – List Comprehensions – Dictionary Comprehensions – Regular Expressions

UNIT-2

Control Flow (if-then statements, looping) – Organizing code (functions, modules, packages) – Reading and writing data from local files (.txt,.csv,.xls,.json, etc) – Scraping tables from webpages (.html) –read_table method – Introduction to Numpy and 2D plotting – Understanding the Ndimensional data

UNIT-3

Plotting with matplotlib (scatter plots, line plots, box plots, bar charts and histograms) – Working with Pandas data structures: Series and DataFrames – Accessing your data: indexing, slicing, fancy indexing, Boolean indexing – Data wrangling, including dealing with dates and times and missing data – Adding, dropping, selecting, creating and combining rows and columns – Pandas powerful groupby method – Reshaping, pivoting, and transforming your data – Simple and rolling statistics

UNIT-4

Parametric Tests – Introduction to Univariate Analysis – one sample mean tests/one sample proportion tests/t-tests Bivariate Analysis – two sample mean tests/two sample proportion tests / t-tests Chi Square Analysis - Test of Independence - Test of Goodness of fit Analysis of Variance - One-Way Classification - Two way Classification Theory of Correlation - scattered diagram, Karl-Pearson & Spearman Rank Correlation - Introduction to partial Correlation

UNIT-5

Regression Analysis- Introduction to Time series and forecasting Introduction to non-parametric tests – univariate and bivariate analysis

Suggested Readings:

1. Panneerselvam, R., Research Methodology, PHI Learning Pvt. Ltd., New Delhi, 2004
2. Levin R., and Rubin D, Statistics for Managers, Prentice Hall of India, New Delhi, 2006 (7th Edition)
3. Learning Python, David Ascher and Mark Lutz
4. Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython, Wes McKinney
5. Introduction to Machine Learning with Python: A Guide for Data Scientists, Andreas C. Muller and Sarah Guido

Course Outcomes: After Completion of the Course, Students will be able to:

1. Gain knowledge on various data types of Python and directories.
2. Learn control statements and introduction to NumPy.
3. Design Python programs to visualize business data using matplotlib, Pandas and seaborn.
4. Learn to execute various statistical tools (parametric) in Python.
5. Learn regression, time series and non-parametric tests in Python.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	1	1		2	
C02	1			2	1
C03	2			3	2
C04		3		2	1
C05	2	3		1	

C400609 – MARKETING RESEARCH**MBA II Semester**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
3	0	0	3

(Students must read text book. Faculty is free to choose any other cases)**Course Objectives:**

1. To provide conceptual understanding of marketing research, its design, and application of research methodology to Marketing issues.
2. To explain to students the need for creating proper marketing research proposal.
3. To impart knowledge on sampling and acquire knowledge on probability and non- probability sampling techniques.
4. To impart knowledge on the concepts of measurement and scaling.
5. To highlight the role of marketing research methodology in different business contexts.

Unit – I:

Introduction to Marketing Research: Meaning and Scope of Marketing Research, Factors that Influence Marketing Research, Scope of Marketing Research, Limitations of Marketing Research, Marketing Research Process, Role of Marketing Research in Marketing Decision-making, International Marketing Research, Marketing Research in social media, Mobile Marketing Research, Ethics in Marketing Research, Use of Information Technology in Marketing Research.

Unit – II:

Marketing Research Design: The Process of Defining the Problem and Developing an Approach, Defining a Marketing Research Problem, Exploratory, Descriptive, Casual Research Design, Marketing Research Proposal

Unit – III:

Sampling and Data Collection: Sampling Design Process, Classification of Sampling Techniques, Probability and Non-Probability Sampling Techniques, Internet Sampling, Sampling Distribution, Sample Size Determination, Non-Response Issues in Sampling. Sources of Data Collection, Methods of Data Collection.

Unit – IV:

Measurement and Scaling: Concept of Measurement, Types of Measurement Scales: Likert, Semantic Differential, Guttman, Interval, Q-Sort, Nature of Measurement, Characteristics of a Good Measurement, Nature of Attitude Scale, Rating Scale, Ranking Scale, Questionnaire Design, Editing, Coding and Tabulation of data.

Unit – V:

Analysis and Presentation of Data: Data Preparation, Data Preparation Process, Statistically Adjusting Data, Frequency Distribution, Cross Tabulation, Hypothesis Testing, Bi-Variate Analysis, Correlation, Regression, Multi-Variate Analysis, Discriminant, Logit Analysis, Factor Analysis, Cluster Analysis. Report Writing, Report Preparation and Presentation.

Suggested Readings:

1. Naresh Malhotra, Satyabhushan Dash, Marketing Research, Pearson, 7e, 2019.
2. GC Beri, Marketing Research, 4e, 2018, Mc Graw Hill 2018.
3. Donald R Cooper, Pamela S Schindler, Marketing Research Concepts and Cases, Mc Graw Hill, 2005.
4. David J Luck, Ronald S Rubin, Marketing Research, 9e, PHI, 2006.
5. David A Aaker, V. Kumar, Georges, Marketing Research, 9e, Wiley India Pvt Ltd, 2009.
6. Donald S. Tull, Del I. Hawkins, Marketing Research –Measurement & Method, PHI Private Limited, 2009.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the importance of marketing research.
2. Learn various aspects in research design.
3. Learn sampling design process.
4. Understand the characteristics of a good measurement, scaling and sampling methodology.
5. Learn hypothesis testing and data presentation.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	2	2		3	
C02	1	3			2
C03		3		3	1
C04		3		2	2
C05	1	2		3	

SEMESTER III

C400312 – MANAGEMENT INFORMATION SYSTEMS

MBA III Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To help understand the importance of information systems in organization for decision making.
2. To elucidate the business applications of information systems.
3. To provide understanding of the system development life cycle.
4. To impart knowledge of new approaches for system building in the digital firm era.
5. To highlight the challenges of cybercrime.

Unit – I:

Introduction: Information Systems in Business, Types of Information Systems, Managerial Challenges of IT, Components of Information System Resources and Activities. System for Collaboration and Social Business, Ethical and Social Issues in Information System, Information System for Strategic Advantages.

Unit – II:

Business Applications of Information Systems: e-Business Systems, Functional Business Systems, Customer Relationship Management, BPR, ERP Systems, Supply Chain, e-Commerce, DSS, Business Analytics, Business Intelligence and Knowledge Management System.

Unit – III:

Management of Information Systems: Information System Planning, System Acquisition, Systems Implementation, System Development Models: Water Fall Model, System Development Lifecycle, V-Model, Computer Assisted and Software Engineering Tools, Prototype Iterative Model, Evaluation & Maintenance.

Unit – IV:

Management of Information Systems: System Development and Organizational Change, Business Process Redesign, Systems Analysis, System Design, System Development Process, Methodology for Modeling and Designing System, Alternative Methods for Building Information System, New Approaches for System Building in the Digital Firm Era, Agile System.

Unit – V:

Introduction to Cyber Crime: Cyber Space; Cyber Law; e-Business; e-Consumers; Spam, Phishing. Cyber Crime and Information Security: Threats and Vulnerabilities. Inter-networks Security Defenses, Other Security Measures, System Control and Audit, Blockchain.

Suggested Readings:

1. James A.O' Brien, George M. Marcus, Management Information Systems, Ramesh Behl, McGraw Hill, 11e, 2019.
2. Jaytilak Biswas, Management Information System, Sage Publications, 1e, 2020.
3. Laudon & Laudon, Management Information Systems: Managing the Digital Firm, Pearson, 15e, 2017.
4. Sahil Raj, Management Information Systems, Pearson, 2e, 2018.
5. D P Goyal, Management Information Systems–Managerial Perspective, MacMillan, 3e, 2010.
6. Jawadekar, Management Information Systems Text and Cases, Tata Mc Graw Hill, 2012.
7. Kelkar, Management Information Systems, Prentice Hall India, 2012.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the importance of MIS for strategic advantages.
2. Learn various business applications of information systems like e-business, BPR, DSS.
3. Learn examine the information system planning.
4. Understand alternative methods for building information system.
5. Learn cyber security with inter networks security defenses.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	2	1		3	
C02	2	2			1
C03	1	2			1
C04	2	3		3	
C05		2		3	2

C400313 - STRATEGIC MANAGEMENT

MBA III Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To educate students about fundamentals of Strategic Management in Business Perspective
2. To explain to students about different tools and techniques of strategic analysis.
3. To educate on strategy implementation, planning systems for implementation.
4. To provide understanding of various turnaround and diversification strategies.
5. To elucidate qualitative and quantitative benchmarking to evaluate performance.

UNIT-I

Introduction - Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, and 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 Organizational 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 Globalizing markets and internet economy - Organizational Values and Their Impact on Strategy – Resource Allocation as a vital part of strategy – Planning systems for implementation.

Case1: Foster’s Group Diversification into the Wine Business (Hitt & IrelandPage 130)

Case2: 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.

Case1: Entry into India & China by Foreign Firms and Indian/Chinese Firms Reaching for Global markets (Hitt & Irelandpage. no 176).

Case2: 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.

Case1:CISCO’s Evolution of Strategy and Structure. (Hitt & Irelandpage. no 256)

Case2: Selecting a new CEO (Hitt & Irelandpage no 282)

Case3: The Continuing innovation revolution at Amazon: The kindle and E-books (Hitt& Ireland page 304)

Suggested Readings:

1. Hitt & Ireland and Manikutty, "Strategic Management: A South Asian Perspective": Cengage Learning, 9e, 2016. (For PPT, Case Solutions Faculty may visit : login.cengage.com)
2. Richard Lynch, Strategic Management, Sage Publications, 9e, 2021.
3. Stewart R. Clegg, Christos Pitelis, Jochen Schweitzer, Andrea Whittle, Strategy Theory and Practice, Sage Publications, 3e, 2020
4. Mital, Cases in Strategic Management, TMH, 3e, 2019.
1. Mason A Carpenter et al., Strategic Management: A dynamic Perspective, Pearson, 2e, 2012.
2. A Nag, Strategic Management: Analysis, Implementation & Control, Vikas Publishing house, 2012.
3. Adrian & Alison, Strategic Management: Theory & Application, Oxford University Press, 2010.
4. S K Sarangi, Modern Strategic Management, Everest Publishing, 2022.
5. Wheelen, Hunger, Concepts in Strategic Management & Business Policy, Pearson, 13e, 2018
6. Hill, Jones, Strategic Management, Cengage, 9e, 2012
7. P. Subba Rao, Business Policy and Strategic Management, HPH, 2e, 2017.
8. Barney, Hestrerly, Strategic Management & Competitive advantages, PHI, 4e, 2013
9. V.S.P. Rao, V. Hari Krishna, Strategic Management, Excel Books, 1e, 2012

Course Outcomes After Completion of the Course, Students will be able to:

1. Describe the fundamentals of Strategic Management in Business Perspective
2. Identify various tools & Techniques to diagnose Organizational factors
3. Convert strategic management process to institutional Applications
4. Illustrate turnaround & diversification strategies in Business Practices
5. Roll out standard benchmarks for organizational Performance.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	3	1	3	
CO2	3	3	2	3	
CO3	3	2		3	
CO4	3	3	1	2	
CO5	3	3	1	1	

C400314 – BUSINESS ANALYTICS**MBA III Semester****L T P C****(Students must read text book. Faculty are free to choose any other cases)****4 0 0 4****Course Objectives:**

1. To orient on the importance of ever-increasing volume, variety and velocity of data in organization and application of data analytical tools for decision making.
2. To explain the different descriptive statistical measures.
3. To impart knowledge on the aspects of predictive analytics.
4. To provide understanding of the scope of data mining, regression trees, logistical regression.
5. To elaborate on various applications of simulation in business.

Unit – I:

Introduction to Data Analytics: Introduction to Data, Importance of Analytics, Data for Business Analytics, Big Data, Business Analytics in Practice. Data Visualization, Data Visualization Tools, Data Queries, Statistical Methods for Summarizing Data, Exploring Data using Pivot Tables.

Unit – II:

Descriptive Statistical Measures: Population and Samples, Measures of location, Measures of Dispersion, Measures of Variability, Measures of Association. Probability Distribution and Data Modeling, Discrete Probability Distribution, Continuous Probability Distribution, Random Sampling from Probability Distribution, Data Modeling and Distribution fitting.

Unit – III:

Predictive Analytics: Karl Pearson Correlation Technique, Multiple Correlation, Spearman's Rank Correlation, Simple and Multiple Regression, Regression by the Method of Least Squares, Building Good Regression Models. Regression with Categorical Independent Variables, Linear Discriminant Analysis, One-Way and Two-Way ANOVA.

Unit – IV:

Data Mining: Scope of Data Mining, Data Exploration and Reduction, Unsupervised Learning, Cluster Analysis, Association Rules, Supervised Learning, Partition Data, Classification Accuracy, Prediction Accuracy, K-Nearest Neighbors, Classification and Regression Trees, Logistics Regression.

Unit – V:

Simulation: Random Number Generation, Monte Carlo Simulation, What If Analysis, Verification and Validation, Advantages and Disadvantages of Simulation, Risk Analysis, Decision Tree Analysis.

Suggested Readings:

1. James E.Sallis, Geir Gripsrud, Ulf Henning Olsson,Ragnhild Silkoset,Research Methods and Data Analysis for Business Decisions: A Primer Using SPSS,Springer International Publishing,1e,2021.
2. Anil Maheswari, Big Data, Tata McGraw Hill, New Delhi, 2e, 2019.
3. James Evans, Business Analytics, Pearson Education,2e, 2017.
4. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2015.
5. Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
6. Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.
7. Thomas Eri, Wajid Khattack& Paul Buhler: Big Data Fundamentals, Concepts, drivers and Techniques by Prentice Hall of India, New Delhi, 2015.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the importance of business analytics in practice.
2. Learn various rural marketing strategies
3. Learn challenges of data modelling.
4. Understand the aspects data mining.

5. Learn Monte Carlo simulation, risk analysis and decision tree analysis.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	3	3		2	1
C02	3	2			
C03	3	3		1	2
C04	3	3		2	2
C05	2	3			2

C400801 – SUMMER INTERNSHIP

MBA III Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
0	0	2	2

Course Objectives:

To acquire practical knowledge by working in any organization. Students should learn application of conceptual learning to practical business problems and also develop interpersonal relations, working in teams and understanding dynamics in an organization.

Approach to Summer Internship:

- Students should take covering letter/s from the college, addressed to the organization/professional institutions during the beginning of the second semester coursework.
- The students in consultation with Supervisor / Mentor and head of the department should choose any area / topic of Business Management as per the Syllabus prescribed by the University.
- The students can approach any Business Organizations / Corporate of Public and Private Sectors, Government Departments, Research Organizations, J-Hub, T-Hub, Wehub etc. for the Summer Internship. The students should do the Internship during the summer break.
- Summer Internship report has to be submitted to the Department after approval by the concerned Supervisor/Mentor and the Head of the Department for the Power Point (PPT) Presentation for Evaluation.
- Summer Internship Report is evaluated for 25 marks for Internal Exam and for 75 marks for External Exam.
- The Report has to be evaluated by the Head, Supervisor/ Mentor and the senior faculty of the Department.

Course Outcomes: After Completion of the Course, Students will be able to:

- a) Management Functions and Organizational Structure
- b) Organizational Dynamics in terms of Organizational Behaviour, Culture and Climate
- c) Functional Domain Knowledge
- d) Processes and Systems
- e) External and Internal Environment Impact on the Organization.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1		
CO2	2	3			
CO3	3				
CO4	2	2			
CO5	1			3	3

SEMESTER IV

C400315 - PRODUCTION AND OPERATIONS MANAGEMENT

MBA IV SEMESTER

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To provide understanding of the concepts of production and operations management in an organization and analytical methods.
2. To explain to students the steps in new product design and analysis.
3. To provide an understanding of plant location and layout.
4. To help understand the Process and factors that influence scheduling.
5. To impart knowledge of various aspects of materials management viz. e-Procurement, Green Purchasing.

Unit – I:

Introduction to Operations Management: Functional Subsystems of Organization, Definition, Systems Concept of Production, Types of Production Systems, Flow, Job Shop, Batch Manufacturing and Project, Strategic Operations Management, Corporate Strategic, Generic Competitive Strategies, Functional Strategies, Productivity, World Class Manufacturing, Sustainable Operations Management, Industry 4.0.

Unit – II:

Product Design and Analysis: New Product Development, its Concepts, Steps of Product Design, Process Planning and Design, Selection of Process, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design, Process Research, Pilot Plant Development, Capacity Planning, Enhanced Capacity using Optimization. Value Analysis, Value Engineering, Lean Production System.

Unit – III:

Plant Location and Plant Layout: Factors Influencing Plant Location, Break-even Analysis. Single Facility Location Problem, Multi facility Location Problems, Model for Multi Facility Location Problem, Model to Determine X-Coordinates of New Facilities, Model to Determine Y- Coordinate. Plant Layout - Plant Layout: Introduction, Classification of Layout, Advantages and Limitations of Product Layout, Advantages and Limitations of Group Technology Layout, Layout Design rocedures.

Unit – IV:

Scheduling: Introduction, Johnson’s Algorithm, Extension of Johnson’s Rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, Heuristic Procedures, Priority Dispatching Rules. Two Jobs and m Machines Scheduling. Quality Control Concepts.

Unit – V:

Materials Management: Integrated Materials Management, Components of Integrated Materials Management, Materials Planning, Inventory Control, Purchase Management, e- Procurement, Green Purchasing, Stores Management, EOQ, Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Incoming Materials Control, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

Suggested Readings:

1. K. Ashwathappa, Sridhar Bhatt, Production and Operations Management, Himalaya Publishing House, 2e, 2021.
2. S N Chary, Productions and Operations Management, Mc Graw Hill, 2019.
3. Jay Heizer, Barry Render, Operations Management, 11e, 2016.
4. Panneerselvam, Production and Operations Management, PHI, 3e, 2012.
5. Ajay K. Garg, Production and Operations Management, TMH, 2012.
6. K. Boyer, Rohit Verma, Operations Management: Cengage Learning, 2011.
7. Mahadevan, Operations Management: Theory and Practice, Pearson Education 2e, 2010.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Understand the importance concepts of operations management.
2. Learn various strategies in product and process design, analysis.
3. Learn examine the various aspects of plant location and product layout.
4. Understand the aspects of scheduling.
5. Gain insights of integrated materials management, e-procurement, materials planning.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	3	1			
C02		3		3	
C03	3	3			
C04	3	2		3	
C05	3	3		2	

400802 – STAGE I (Project Work)

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
0	0	1	1

MBA IV Semester

Seminar on Research Methodology for the Main Project Work - 50 Marks by supervisor (Refer Chapter I of the main project mentioned above)

C400803 – STAGE II (Project Work)**MBA IV Semester**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
0	0	1	1

Statistical Analysis of Main project data - 50 Marks by supervisor (Chapter II of the main report).

C400804 - FINAL PROJECT VIVA

MBA IV Semester

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
0	0	4	4

Course Objectives

- 1 To offer the opportunity for the young students to acquire on job the skills, knowledge, and attitudes
- 2 To offer the opportunity to understand perceptions along with the experience needed to constitute a professional identity.
- 3 To provide means to immerse students in actual supervised professional experiences
- 4 To gain deeper understanding in specific areas
- 5 To Understand and apply ethical standards of conduct in the collection and evaluation of data and other resources and Communicate research concepts and contexts clearly and effectively both in writing and orally

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 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:

CHAPTER II

- Data Analysis and Interpretation:
- Conclusion & Suggestions:

References:

- Appendix i: Questionnaire (if any).
- Appendix II: Definition of terms used in the report.
- Appendix III: A Brief note on the Theoretical Nuances Used for Application in the Project Work.

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

MULTI STAGE PROJECT EVALUATION

- 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:
 - Develop research design for their topic of research.
 - Understand the data requirements and collect data relevant for their research.
 - Analyse data and interpret results.

Course Outcome After Completion of the Course, Students will be able to:

1. Plan, and engage in, an independent and sustained critical investigation and evaluation of a chosen research topic relevant to environment and society

2. Systematically identify relevant theory and concepts, relate these to appropriate methodologies and evidence, apply appropriate techniques and draw appropriate conclusions
3. Engage in systematic discovery and critical review of appropriate and relevant information sources
4. Appropriately apply qualitative and/or quantitative evaluation processes to original data\
5. Understand and apply ethical standards of conduct in the collection and evaluation of data and other resources and Communicate research concepts and contexts clearly and effectively both in writing and orally

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	3			
CO2	3	2			
CO3		3			
CO4	1	3		2	
CO5	1			2	3

MARKETING ELECTIVE SUBJECTS

C400401 - CONSUMER BEHAVIOR

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To enable understanding of marketing decisions keeping in mind the consumer behaviour.
2. To explain the influence of culture, sub culture, social class, social group, family and personality on consumer behaviour
3. To help learn about consumer perception and motivation.
4. To highlight the aspects in consumer decision making process.
5. To help understand the impact of consumerism and ethics.

Unit – I:

Understanding Consumer Behaviour: Defining Consumer Behaviour, need for Consumer Behaviour, Understanding Consumer through Research Process, Consumer Behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and ositioning, Segmentation & Branding, Rural Markets.

Unit – II:

Environmental Influences on Consumer Behaviour: Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour. Consumer Behaviour Models: Advert Sheth Model, EKB Model, Howard Sheth Model, Family Decision-making Model, Pavlovian Model and Economic Model.

Unit – III:

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

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 Innovation.

Unit – V:

Consumerism and Ethics: Roots of Consumerism, Consumer Safety, Consumer Information, Consumer Responsibilities, Marketer Responses to Consumer Issues, Marketing Ethics towards Consumers.

Suggested Readings:

1. Zubin Sethna, Jim Blythe, Consumer Behavior, Sage Publications, 4e, 2019
2. Leon G. Schiffman, Leslie I. Kanuk, S. Ramesh Kumar, 10e, Pearson, 2011.
3. David I. Loudon and Albert J. Della Bitta, TMH, 4e, 2011.
4. Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 1e, 2012.
5. S. Ramesh Kumar, Consumer Behaviour and Branding, Pearson, 1e, 2013.
6. Dheeraj Sharma, Jagadish Deth, Banwari Mittal, Consumer Behaviour – A managerial Perspective, Cengage Learning, 1e, 2015.

Course Outcome: After Completion of the Course, Students will be able to:

1. Understand Evolution of consumer behaviour.
2. Learn the relevance various influences on consumer behaviour.
3. Learn the significance of personality, attitudes of the consumer.
4. Assess the relevance of the different models of Consumer decision making.
5. Identify the need for the marketing ethics towards consumers.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	3			3	
C02		2		2	
C03		3			3
C04	3			3	
C05	3				

C400402 – SALES AND PROMOTION MANAGEMENT

L	T	P	C
4	0	0	4

Course Objectives:

1. To provide an understanding of the basic concepts of sales and promotion management.
2. To highlight the importance of advertising and choosing appropriate advertising media.
3. To impart knowledge of the concepts associated with sales management.
4. To help understand the various aspects in sales promotion.
5. To elucidate the aspects of sales distribution.

Unit – I:

Promotion: Introduction to Promotion, Concept, Evolution, Promotion Mix: Advertising, Sales Promotion, Personal Selling, Publicity, Public Relations, Direct Marketing, Word of Mouth, Online Marketing. **Managing Promotional Tools:** Direct Marketing, Direct Marketing Decisions, Direct Marketing Objectives, Advantages of Direct Marketing, Measurement of Direct Marketing Effort, Public Relations. Setting Objectives, Programme Implementation and Publicity.

Unit – II:

Advertising and Advertising Media: A) Importance and Functions of Advertising, Role of Advertising, AIDA model, Types of Advertising, Advertising Plan, DAGMAR Approach, Visualization of Advertising Layout – Functions, Principles, and Elements of a layout.
B) Types of Media: Print, Electronic and Other Media; Merits and Demerits of each media. Media Planning: Frequency, Reach and Outcome. Appeals, Setting Advertising Objectives, Advertising Message, Advertising Budget, Evaluation of Advertising Effectiveness – Methods, and Regulation of Advertising in India – Misleading and deceptive advertising.

Unit – III:

Sales Management: Importance, Types of Selling, Difference between Selling and Marketing, Sales Activities, Selling Skills, Selling Strategies, Selling Process, Sales Planning Process, Sales Forecasting Methods, Sales Budgeting Process. Sales Force Management: Recruitment and Selection, Training, Motivation, Compensation, Control and Evaluation.

Unit – IV:

Sales Promotion: Concepts, Need and Objective, Personal Selling vs. Advertising, Types of Sales Promotion, Sales Promotion Strategies: Sales Promotion and Product Life Cycle, Cross Promotion, Surrogate Selling, Bait and Switch advertising. Ethical and legal aspects of sales promotion.

Unit – V:

Sales Distribution: Distribution Channels, Need for Channels, Channel Intermediaries and Functions, Channel Structure, Channels for Consumer Products, Business and Industrial Products, Alternative channels, Channels for Rural Markets, Channel Strategy Decisions. Designing, Motivating and Evaluating Channel Members, Managing Retailers, Wholesalers, Franchisers. Managing Conflict, Reasons for Channel Conflicts. Managing International Channel of Distribution. Ethical issues in Sales and Distribution Management.

Suggested Readings:

1. Pingali Venugopal, Sales and Distribution Management, Sage Publications, 2e, 2021.
2. George E. Belch, Michel E. Belch, Keyoor Purani, Advertising and Promotion: An integrated marketing communication Perspective, Mc Graw Hill, 9e, 2017.
3. Terence A. Shimp, J. Craig Andrews, Advertising, Promotion, and other aspects of Integrated Marketing Communications, 9e, Cengage, 2016.
4. Ramendra Singh, Sales and Distribution Management: A Practice-Based Approach, 1e, Vikas, 2016.
5. Jaishri Jethwaney, Shruti Jain, Advertising Management, Oxford, 2015.
6. Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5e, Pearson, 2011.

Course Outcome: After Completion of the Course, Students will be able to::

1. Understand Evolution of Sales and Promotion Management.
2. Learn the relevance of various types of Advertising.
3. Appreciate the significance of sales management.
4. Assess the relevance of sales promotion strategies.

5. Appreciate the need for the distribution channels.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	3	2			2
C02	2	3	1	3	
C03	2	3	1		2
C04	1	2		3	
C05	2	2		3	

C400403 – MARKETING ANALYTICS

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To provide an understanding of Fundamentals of Marketing Analytics
2. To elaborate on the scope of MS Excel for conduction of Marketing Analytics,
3. To highlight the importance of Management of Customer Expectations through Marketing Analytics,
4. To orient on the usage of Marketing Analytics for Product Pricing and
5. To impart knowledge on Market Segmentation methods and Advertising using Marketing Analytics.

Unit – I:

Introduction to Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Marketing Analytics Vs Marketing Research, Levels in Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics and Business Intelligence. MS Excel as a Tool for conduction of Marketing Analytics. Using MS Excel to Organize and Summarize Marketing Data: Creation of Pivot Tables and Organizing Data.

UNIT – II:

Summarizing Marketing Data: Summarizing Revenue Data: Month-wise and Product-wise. Slicing & Dicing of Data: Pareto Principle, Report Filters and Slicers. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables. Using GETPIVOT Function for Pulling Data. Adding Data Labels and Data Tables.

UNIT – III:

Customer Analytics: Customer Journey Mapping and the Process of Mapping (How to). Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics. Customer Persona, Building a Customer Persona and its Benefits, Parts of Buyer Persona. What Customer Wants: Using Conjoint Analysis for Levels in Consumer Decision Process in Product Choices and Product Attributes. Customer Lifetime Value (CLV). Calculating Customer Lifetime Value: Creating the Basic Customer Value Template, Measuring Sensitivity Analysis with Two-Way Tables, Estimating the Chance if Customer is still Active.

Unit – IV:

Pricing Analytics: Pricing, Goals of Pricing, Price Elasticity, Estimating Linear and Power Demand Curves, Using Excel Solver to Optimize Price, Incorporating Complementary Products, Using Solver Table to Price Multiple Products and Finding Demand Curve for All Products. Price Bundling, Bundling Prices to Extract Consumer Surplus, Mixed Bundling, Using Evolutionary Solver to Find Optimal Bundle Prices. Price Skimming.

Unit – V:

Segmentation & Promotion Analytics: Segmentation Analytics: Cluster Analysis and its Applications, Location-wise Clustering, Using Solver to find Optimal Clusters. Using Conjoint Analysis to Segment a Market, Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions, Discounting & Types of Discounting. Measuring the Effectiveness of Advertising: The Adstock Model. Media Selection Models: Linear Media Allocation Model, Quantity Discounts, Monte Carlo Media Allocation Simulation. Pay per Click Advertising.

Suggested Readings:

1. Seema Gupta & Avadhoot Jathar, Marketing Analytics, Wiley, 2021.
2. Wayne L. Winston, Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
3. Chuck Hermann, Ken Burbary, Digital Marketing Analytics, Que Publishing, 2e, 2018.
4. Moustusy Maity and Pavankumar Gurazada, Marketing Analytics for Strategic Decision Making, Oxford Higher education, 2021.
5. Mike Grigsby, Marketing Analytics, Kogan Page, 2015.
6. Robert Kozielski, Measuring Marketing Analytics, Emerald Publishing, 2018.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Learn the Concepts of Marketing Analytics and their relevance in business
2. Use MS Excel to deal with Marketing Data at basic level,
3. Appreciate Customer's journey through Product Selection Process and Customer Lifetime Value,
4. Conduct Analysis in Determining the Pricing Strategies and
5. Understand the Process of Optimizing Clusters and Measure the Effectiveness of Promotion.

CO – PO Mapping

CO's	P01	P02	P03	P04	P05
C01	2	3			1
C02	2	3			2
C03	3	3			2
C04	3	3		2	1
C05	2	3			2

C400404 - RETAILING MANGEMENT

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives

1. To educate students about importance of retailing & its function to strategic design
2. To impart knowledge on analysing merchandising & pricing strategies for the success of retail management
3. To highlight layout strategies and formats of store management
4. To orient on access the factors influencing the selection of location & CRM importance
5. To elaborate on importance of retailing industry in India

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.

Case1:Multinational Fast Food Chains in India. Retail Management (Suja Nair page no 474)

Case2: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 through Retail Functions - Classification of formats, ownership-based, store based, non-store based, other retail formats,

Case1: Nirula's. (Suja Nair Page no 448)

Case2: Hot Breads. (Suja Nair page no 452)

Case3: 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. (SujaNair 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)

Suggested readings

1. Piyush Kumar Sinha & Dwarika Prasad Uniyal, Managing Retailing, 3rd Edition, Oxford, 2018.
2. Lusch, Dunne & Carver, Introduction to Retailing, 7th Edition, Cengage Learning, 2013.
3. Suja Nair, Retail Management, Himalaya Publication House, 2016.
4. Aditya Prakash Tripathi and Noopur Agrawal, Fundamentals of Retailing (text and cases), 1st Edition, Himalaya Publication House, 2015.
5. Swapna Pradhan, Fundamentals of Retailing: Text and Cases, 6th Edition, Paper Back, 2019.

6. Dr. Harjit Singh, Retail Management a global perspective text and cases, S. Chand, 2014.
7. Michael Levy, Bauton Weitz, Druv Grewal, Retailing Management, 9th Edition, TMH, 2017
8. Arif sheikh, Kaneez Fatima, Retail Management, Himalaya Publication House, 2012.
9. Chetan Bajaj, Rajnishituli, Nidhi Varma, Srivastava, Retail Management, 2nd edition, oxford, 2016.
10. David Gilbert, Retail Marketing Management, 2nd edition, Pearson, 2013

Course Outcomes After Completion of the Course, Students will be able to:

1. Explain the importance of retailing & its function to strategic design
2. Analysing merchandising & pricing strategies for the success of retail management
3. Outline the layout strategies and formats of store management
4. Access the factors influencing the selection of location & CRM importance
5. Evaluate the importance of retailing industry in India

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3			3	
CO2	3	3			
CO3	3	3			
CO4	3	3		2	
CO5	3	2		2	

C400405 - SERVICES MARKETING

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

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

Course Objectives:

1. To provide understanding of the concepts of services marketing.
2. To help understand the consumer perceptions of service.
3. To impart knowledge of various aspects in Innovation and Quality.
4. To elucidate various aspects in Managing Service Operations.
5. To help appreciate the impact of Distribution Channels in Service Industry.

UNIT-I

Introduction to Services Marketing: Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

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

Focusing on Consumer: Consumer Behaviour in services, Relevance of Consumer Behaviour, Consumer Expectations in service, Consumer Perceptions of service, Customer Satisfaction, Understanding Consumer Requirements-listening to customers through research, building customer relationships, Customer Feedback, Service Failure and Service Recovery – Recovery Strategies.

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

Case2:Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

UNIT-III

Innovation and Quality: Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Servicescape – Designing Services capes.

UNIT-IV

Managing Service Operations: Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services - Employee's roles in Service Delivery, Customer's roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

UNIT-V

Managing Service Promises: Managing Distribution Channels in Service Industry –Strategies for Distribution, Managing People in Service Industry – Challenges, Pricing Strategies for Services – Methods, Promotion Strategies for Services - Need for Coordination in Marketing Communication, five categories of strategies to match service promises with delivery.

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. (GovindApte Page 207-208).

Suggested Readings

1. Wirtz Jochen, Lovelock Christopher, Services Marketing: People Technology Strategy, Pearson Education,9e,2022
2. Mathur, SP,Mathur, Nishu, Service Marketing, New Age International (P) Ltd Publishers. 1e, 2018
3. John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 5e, 2017.
4. Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2017.
5. Christopher Lovelock, Jochenwirtz, Jayanta Chatterjee, Services Marketing, 8th edition Pearson 2017

6. Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 7e, 2018.
7. Nimit Chowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
8. Govind Apte: Services Marketing, Oxford Press, 2011.

Course Outcome: After Completion of the Course, Students will be able to::

1. Understand Marketing Management of companies offering Services.
2. Learn the relevance of services.
3. Learn various influences of the consumer behaviour in services.
4. Understand the relevance of service operations.
5. Identify the need for promotion strategies for services.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	1	2		2	2
CO2	2	3		1	
CO3	2	1		1	2
CO4	3	2		2	2
CO5	3	2		2	3

C400406 – DIGITAL MARKETING

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To provide an understanding of the basic concepts of Digital Marketing.
2. To highlight the importance of various channels of Digital Marketing
3. To impart knowledge of various aspects of marketing in digital era.
4. To elucidate the various aspects in search engine marketing and online advertising.
5. To highlight the impact of social media on marketing.

Unit – I:**Understanding Digital Marketing:**

Concept, Need and Scope of Digital Marketing, Comparison of Marketing and Digital Marketing, Components of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Digital Marketing Trends.

Unit – II:

Channels of Digital Marketing: Digital Marketing: Website Marketing, Search Engine Marketing, Online Advertising, Email Marketing, Blog Marketing, Social Media Marketing, Audio, Video and Interactive Marketing, Online Public Relations, Mobile Marketing, Migrating from Traditional Channels to Digital Channels.

Marketing in the Digital Era: Segmentation: Importance of Audience Segmentation, Use of Digital Media by different Segments. Organizational Characteristics, Purchasing Characteristics, Using Digital Media for Reach, Acquisition and Retention of New Customers, Digital Media for Customer Loyalty.

Unit – III:

Digital Marketing Plan: Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan: Marketing Plan, Executive Summary, Mission, Situational Analysis. Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan.

Unit – IV:

Search Engine Marketing (SEM) and Online Advertising: Importance of SEM, Understanding Web Search: Key Words, HTML Tags, Inbound Links. Online Advertising vs. Traditional Advertising. Payment Methods of Online Advertising: CPM (Cost-per-Thousand) and CPC (Cost-perclick). Display of Ads: Choosing a Display Ad Format, Landing Page and its Importance.

Unit – V:

Social Media Marketing: Understanding social media, Social Networking with Facebook, LinkedIn, Blogging as a Social Medium, Microblogging with Twitter, Social Sharing with YouTube, social media for Customer Reach, Acquisition and Retention. Measurement of Digital Media: Analyzing Digital Media Performance, Analyzing Website Performance, Analyzing Advertising Performance.

Suggested Readings:

1. Dinesh Kumar, Marketing in the Digital Age, Sage Publications, 2021.
2. Annmarie Hanlon, Digital Marketing: Strategic Planning & Integration, Sage Publications, 1e, 2019.
3. Chuck Hemann & Ken Burbary, Digital Marketing Analytics, Pearson, 2e, 2018.
4. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
5. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
6. Vandana Ahuja, Digital marketing, Oxford University Press 2015
7. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.

Course Outcome: After Completion of the Course, Students will be able to:

1. Understand Evolution of digital marketing, its strategies and platforms.
2. Learn the relevance of digital marketing channels.
3. Learn the significance of digital marketing.
4. understand the relevance of online advertising.
5. Understand the methods of measuring the digital media performance.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	1		2	2
CO2	3	1		2	1
CO3	3	2		2	1
CO4	3	2		2	1
CO5	3	2		2	2

FINANCE ELECTIVES

C400407 - COST AND MANAGEMENT ACCOUNTING

Course Objectives:	<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
	4	0	0	4

1. To provide understanding of various aspects in cost and management accounting.
2. To elucidate the role of cost accounting for better managerial decision making.
3. To impart knowledge of various aspects in CVP and ABC analysis.
4. To discuss in detail various aspects in budget and budgetary control.
5. To help understand the variances and their importance in cost accounting.

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. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads.

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.

Suggested Readings:

1. S.P.Jain and K.L.Narang, Cost and Management Accounting, 6th Edition, Kalyani, 2019.
2. James Jiambalvo, Managerial Accounting, John Wiley & Sons, Inc. New Delhi, 7e, 2019.
3. M. Y. Khan, P. K. Jain, Management Accounting: Theory and Problems, TMH, New Delhi, 7e, 2017.
4. Horngre, Data, Foster, Cost Accounting: A Managerial Emphasis. Pearson Education ,16e,2017.
5. Hansen Mowen, Cost and Management Accounting& Control, 5th Edition, Thompson Publications, 2012
6. MN Arora, Cost Accounting, 4th Edition, Vikas, 2022.
7. Collin Drury, Management and Cost Accounting, 10th Edition, Cengage, 2018.
8. Ravi.M.Kishore, Management and Cost Accounting, 6th Edition, Taxmann publications, 2021.
9. M.E. Thukaram Rao, Cost and Management Accounting, New Age,2011

Course Outcome: After Completion of the Course, Students will be able to:

1. Understand the cost analysis and control.
2. Learn the relevance of unit, job, process costing for strategic decisions.
3. Learn various aspects of activity-based management.
4. Understand the role of types of budgets and the budgeting process in non-profit organizations.
5. Identify the need for establishing cost standards.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3			3	
CO2	3	2			
CO3	3	2		3	
CO4	3	3		3	
CO5	3	3		3	

C400408 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

	<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
Course Objectives:	4	0	0	4
1. To enable understanding of the investment process, investment alternatives, Valuation of debt and equity.				
2. To impart knowledge of the Portfolio Analysis.				
3. To elaborate various aspects in Bond Valuation.				
4. To educate on the various aspects in Equity valuation.				
5. To discuss the methods of performance evaluation of mutual funds.				

Unit – I:

Introduction to Investment: Introduction, Indian Financial System and Structure, Investment, Speculation and Gambling, Features of Investment, Investment Avenues, Investment Process. The Investment Environment, Securities Market of India, Securities Trading and Settlement, Types of Orders, Margin Trading, Roles and Responsibilities of SEBI.

Unit – II:

Portfolio Analysis: Risk and Return Analysis, Markowitz Portfolio Theory, Mean – Variance Approach, Portfolio Selection, Efficient Portfolios, Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit – III:

Bond Valuation: Classification of Fixed Income Securities, Types of Bonds, Interest Rates, Term Structure of Interest Rates, Measuring Bond Yields, Yield to Maturity, Yield to Call, Holding Period Return, Bond Pricing Theorems, Bond Duration, Modified Duration. Active and Passive Bond Management Strategies, Bond immunization, Bond Volatility, Bond Convexity.

Unit – IV:

- a) **Analysis:** Fundamental Analysis, Technical Analysis, Efficient Market Hypothesis.
b) **Derivatives:** Overview of Indian Derivatives Markets, Option Markets, Option Strategies and Option Valuation, Forward & Future Markets, Mechanics of Trading

Unit – V: Performance Evaluation:

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

Suggested Readings

1. ZVI Bodie, Alex Kane, Alan J Marcus, Pitabas Mohanty Investments, Mc Graw Hill, 11 e, 2019.
2. Shalini Talwar, Security Analysis and Portfolio Management, Cengage Learning, 2016.
3. Punithavathy Pandian, Security Analysis & Portfolio Management, Vikas, 2014.
4. William. F. Sharpe, Gordon J Alexander & Jeffery V Bailey: Fundamentals of Investments, Prentice Hall, 2012.
5. Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, 6e, Pearson.
6. Charles P. Jones, Investments Analysis and Management, 9e, Wiley, 2004.
7. Prasanna Chandra: Investment analysis and Portfolio Management" 4th Edition, TMH, 2013.

Course Outcome: After Completion of the Course, Students will be able to:

1. Understand the Indian financial system and also about Investment.
2. Learn the relevance of risk and returns.
3. Learn various influences bond valuation and management.
4. Understand the relevance of equity valuation of cash market and derivatives.
5. Identify the need for mutual funds in India.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	2		3	
CO2	3	2		3	
CO3	3	2		2	
CO4	3	3		2	
CO5	3	3		2	

C400409 – FINANCIAL ANALYTICS

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To enable understanding of various aspects in Financial Analytics.
2. To help understand time value money, risk and return aspects.
3. To impart knowledge of various capital budgeting techniques.
4. To elucidate various aspects of Equity Valuation.
5. To enlighten on the aspects of Bond Valuation.

Unit – I:

Techniques of Financial Statement: Horizontal, Vertical Analysis, Trend Analysis, Ratio Analysis, Liquidity, Profitability, Solvency and Turnover Ratio, Valuation of Ratios, Statement of Cash Flow, Classification of Cash Flow, Computing Net Cash Flow: Operating, Investing and Financing Activities. Reporting and Interpretation using Spreadsheet.

Unit – II:

(a) Time Value of Money: Future Value: Simple, Compound Interest and Annuity, Present Value: Discounted, Annuity, Equated Loan Amortization, Perpetuity using Spreadsheets.
(b) Risk and Return: Holding Period Returns, Arithmetic Mean vs Geometric Mean, Risk: Standard Deviation, Coefficient of Variation, Beta, Covariance of Stock.

Unit – III:

Capital Budgeting Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Decision Tree, Cash Flow in Capital Budgeting, Cost of Capital, Advance Capital Budgeting Techniques, Adjusted Present Value Approach, Competing Project Risk using Spreadsheets.

Unit – IV:

Equity Valuation: Calculation of Portfolio Mean and Variance, Capital Asset Pricing Model (CAPM), Variance: Covariance Matrix, Estimating Beta and Security Market Line. Industry Analysis, Economic Analysis and Technical Analysis in Stock, Real Option in Capital Budgeting.

Unit – V:

Bond Valuation: Duration, Duration of Bond with Uneven Payments, Immunization Strategies, Modeling the Term Structure, Calculating Expected Bond Return in a Single and Multi-period Framework, Semi-annual Transition Matrix, Computation of Bond Beta.

Suggested Readings:

1. Sheeba Kapil, Financial Valuation and Modeling, Wiley, 1e,2022.
2. R. Narayanaswamy, Financial Accounting-Managerial Perspective, PHI,7e,2022.
3. Timothy Mayes, Financial Analysis with MS Excel, Cengage, 7e, 2013.
4. N R Parasuraman, Financial Management-step by step approach, Cengage, 1e,2014.
5. Simon Bennings, Financial Modeling-Using Excel, MIT Press, Cambridge,3e
6. Vijay Gupta, Financial Analysis using Excel, VJ Books Inc, Canada.

Course Outcome: After Completion of the Course, Students will be able to::

1. Understand techniques of financial statements.
2. Learn the relevance of time value money.
3. Learn various aspects of capital budgeting.
4. Understand industry, technical and economic analysis.
5. Learn duration of bond and immunization strategies.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	3			
CO2	3	3			2
CO3	3	3			2
CO4		3		3	2
CO5	3	3			1

C400410 – STRATEGIC INVESTMENT AND FINANCING DECISIONS**L T P C****Course Objectives****4 0 0 4**

1. To orient on various aspects in strategic financial management.
2. To elaborate on the role of finance manager for making better investment decisions.
3. To impart knowledge of various aspects in Strategic Investment Decisions.
4. To elucidate the practical aspects of Mergers, Acquisitions and Value Based Management.
5. To understand various financing sources for investment decisions.

UNIT-I

Introduction: Financial Policy and Strategic Planning-Strategic Planning Process-Objectives and Goals-Major Kinds of Strategies and Policies-Corporate Planning-Process of Financial Planning-Types of Financial Plan-Financial Models-Tools or Techniques of Financial Modelling-Uses and Limitations of Financial Modelling-Applications of Financial Models-Types of Financial Models-Process of Financial Model Development.

UNIT-II

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, and probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing. Types of Disinvestments.

UNIT-III

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-IV

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

UNIT-V

Financing Strategy-Innovative Sources of Finance-Asset Backed Securities-Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares-Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper.

Suggested Readings

1. Nikiforos T. Laopodis, Understanding Investments-Theories and Strategies, Routledge, 2020.
2. Prasanna Chandra, Financial Management, 10th Edition, TMH, 2019
3. Prasanna Chandra, Projects: Planning, Analysis, Financing Implementation and Review, 9th Edition, TMH, 2019
4. I.M. Pandey, Financial Management, 12th Edition, Pearson.
5. G.V. Satya Sekhar, Strategic Financial Management, Himalaya Publishing House, 2017
6. MY Khan and PK Jain, Financial Management: Text, Problems & Cases, TMH, 2018.

Course Outcomes After Completion of the Course, Students will be able to:

1. Understand financial strategy and control of a company.
2. Learn the relevance of risk and uncertainty in making investment decisions.
3. Learn various aspects in Strategic Investment Decisions.
4. Identify the different diversification strategies and mergers and acquisitions.
5. Distinguish and understand various financing sources for investment decisions.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	3			
CO2	3	3		3	
CO3	3	3			
CO4		2			3
CO5	3	2			3

C400411 - INTERNATIONAL FINANCIAL MANAGEMENT**Course Objectives:**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

1. To provide an understanding about MNC Financial Management.
2. To elucidate various aspects of Balance of Payments.
3. To enlighten on various aspects in Foreign Exchange Market.
4. To discuss on the methods of Measuring exchange rate movements.
5. To help understand the Asset-Liability Management and International Financing.

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.

Suggested Readings:

1. Jeff Madura, International Financial Management, 13th Edition, Cengage, 2018.
2. Alan C. Shapiro, Multinational Financial Management, John Wiley, 2019
3. Sharan.V, International Financial Management, 6th Edition, PHI, 2012
4. Madhu Vij, International Financial Management, 4th Edition, Taxmann, 2021.
5. Ephraim Clark, International Finance, 2nd Edition, Thomson.
6. P.G.Apte, International Financial Management, 8th Edition, TMH, 2020.
7. S.EunChoel and Risnick Bruce, International Financial Management, 8th Edition, TMH, 9e, 2021

Course Outcome: After Completion of the Course, Students will be able to:

1. Understand recent changes and challenges in International Financial Management.
2. Learn Factors affecting International Trade flows
3. Learn various aspects about International Stock market.
4. Understand the uses of exchange rates.
5. Examine the importance of International Financing.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3			2	3
CO2	3	1		2	1
CO3	3	2		1	2
CO4	3	2		2	3
CO5	3	2		2	3

C400412 - RISK MANAGEMENT AND INSURANCE

L	T	P	C
4	0	0	4

Course Obejctives

1. To orient on the concepts of Risk Management, measurements and risk management strategies.
2. To understand nature and type of insurance contract
3. To measure associated risk in insurance using different techniues
4. To know regulations and statutory compliances of Indian insurance industry
5. To provide understanding on risk minimization strategies.

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 with latest amendments.

UNIT-V

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

Suggested Readings

1. Scott E. Harringam Gregory R. Nichaus: Risk Management & Insurance, TMH, 2017.
2. George E. Rejda: Principles of risk Management & Insurance, 9/e, Pearson Education, 2016.
3. G.Koteshwar: Risk Management Insurance and Derivatives, Himalaya, 2018
4. Gulati: Principles of Insurance Management, Excel, 2009
5. James S Trieschmann, Robert E. Hoyt & David N. Sommer: Risk Management & Insurance, Cengage, 2009.
6. Dorfman: Introduction to Risk Management and Insurance, 8/e, Pearson, 2009.
7. P.K.Gupta: Insurance and Risk Management, Himalaya, 2011.
8. Mark S.Dorfman: Risk Management and Insurance, Pearson, 2013.
9. Vivek& P.N. Asthana: Financial Risk Management, Himalaya,2012

Course Outcomes After Completion of the Course, Students will be able to:

1. Analyze risk mitigation process.
2. Explain nature & types of insurance contracts.
3. Assess risk involved using different techniques.
4. Evaluate regulations & statutory compliances.
5. Outline hedging risk and use derivative techniques.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	2		2	
CO2	3	2		2	
CO3	3	1		2	
CO4	3	2		1	
CO5	3	2		2	1

HR ELECTIVES

C400413 – PERFORMANCE MANAGEMENT

Course Objectives:

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

1. To understand Performance Management and its theories.
2. To impart knowledge on analyze measuring results in Performance Management System.
3. To elaborate on employee development with Performance Management planning.
4. To understand Reward System and Team Performance.
5. To educate the students on evaluate Performance Management using tools & techniques.

Unit I:

Introduction to Performance Management: Definition, Purpose, Principles of Performance Management – Differentiation of Terms Related to Performance Management – Importance of Performance Management – Linkage of Performance Management to Other HR Processes. Goal Theory, Control Theory, Social Cognitive Theory, Organizational Justice Theory and its Application in Performance Management.

Unit II:

Performance Management System and Process: Employee Engagement and Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management. Performance Management Process, Performance Management Planning Process, Mid- cycle Review Process, End-cycle Review Process, Performance Agreement , Drawing up the Plan ,Manager’s Responsibility – Employee’s Responsibility in Gathering Performance Information –Creation of PM Document.

Unit III:

Issues in Performance Management and Reward: Team Performance, Performance of Learning Organizations and Virtual Teams: Team Performance Management, Performance Management and Learning Organizations, Performance Management and Virtual Teams. Performance Management and Reward, Concepts related to Performance and Reward, Linking Performance to Pay – A Simple System Using Pay Band, Linking Performance to Total Reward, Challenges of Linking Performance and Reward

Unit IV:

Contemporary practices of Performance Management Team: Improving Quality of Planning and Design of Performance Management, Improving the Objectivity of Performance Management, Improving Execution Aspects of Performance Management, Automation in Performance Management. Balanced Scorecard – HR Scorecard - Business Process Reengineering - McKinsey 7S framework - Lean Management - Quality management systems, Six-sigma practices, Quick Response Manufacturing

Unit – V:

Performance Bench marking:Human information processing and performance loop, performance shaping factors–Yerkes– Dodson’s Law-Corporate performance management-EFQM Excellence model–Diagnostic and Process bench marking. PM Audit, PM pathway analysis. The impact of Performance Management on Line managers and Employees.

Suggested Readings:

1. Bhattacharyya, Dipak Kumar (2011). Performance Management, Systems and Strategies, 1/e; New Delhi: Pearson.
2. Prem Chadha (2012). Performance Management, 1/e; New Delhi: Macmillan
3. Rao, T.V. (2008). Performance Management and Appraisal System, 1/e; New Delhi: Sage Publication
4. A.M. Sharma (2011) Performance Management System, HPH, 2011.
5. Anjali Ghanekar ‘Essentials of Performance Management’ Everest Publishing House, 2010.
6. Michael Armstrong, “Performance Management”, 2010, kogan Page.
7. A.S. Kohli & T. Deb, “Performance Management”, 2009, Oxford.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Explain basics of Performance Management and its theories.
2. Analyze measuring results in Performance Management System.
3. Outline Employee development with Performance Management planning.

4. Acquire knowledge on Reward System and Team Performance.
5. Evaluate Performance Management using tools & techniques.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3			3	
CO2	3	2			
CO3		3	2		
CO4		3			3
CO5			2		3

C400414 – STRATEGIC HUMAN RESOURCE MANAGEMENT

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To impart critical thinking skills in analyzing theoretical and applied perspectives of strategic HRM.
2. To enable students to analyze problems and develop managerial solutions with HR strategies.
3. To understand HR Policies towards Human Resource Practices.
4. To identify recent trends on Strategic HRM and develop competency based HRM.
5. To elucidate on evaluation of Strategic HRM in International Perspective.

UNIT-I

Strategic Human Resource Management (SHRM) Overview: Meaning, Features, Evolution, Objectives, Advantages, Barriers to SHRM, SHRM v/s Traditional HRM, Steps in SHRM, Roles in SHRM – Changing Role of HR Professionals, Models of SHRM – High Performance Working Model, High Commitment Management Model, High Involvement Management Model. HR Environment –Environmental trends and HR Challenges. Linking SHRM and Business Performance

UNIT-II

HR Strategies: Developing HR Strategies to Support Organizational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance

UNIT-III

HR Policies: Human Resource Policies – Meaning, Features, Purpose of HR Policies, Process of Developing HR Policies, Factors affecting HR Policies, Areas of HR Policies in Organization, Requisites of a Sound HR Policies – Recruitment, Selection, Training and Development, Performance Appraisal, Compensation, Promotion, Outsourcing, Retrenchment, Barriers to Effective Implementation of HR Policies and Ways to Overcome These Barriers, Need for Reviewing and Updating HR Policies, Importance of Strategic HR Policies to Maintain Workplace Harmony.

UNIT-IV

Recent Trends in SHRM: Employee Engagement – Meaning, Factors Influencing Employee Engagement, Strategies for Enhancing Employee Engagement. Competency based HRM – Meaning, Types of Competencies, and Benefits of Competencies for Effective Execution of HRM Functions.

UNIT-V

Human Capital Management– Meaning and Role. New Approaches to Recruitment – Employer Branding, Special Event Recruiting, Contest Recruitment, e – Recruitment Strategic International Human Resource Management – Meaning and Features, International SHRM Strategic Issues, Approaches to Strategic International HRM.

Suggested Readings

1. Boselie, Paul (2021). Strategic Human Resource Management, 1/e; New Delhi: Tata McGraw Hill.
2. Mello, Jeffrey A. (2015). Strategic Management of Human Resources, 4/e; New Delhi: Cengage Learning India Pvt Ltd.
3. Greer, Charles, R. (2012). Strategic Human Resource Management, 2/e; New Delhi: Pearson Education, 2016
4. RajibLochanDhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008

Course Outcomes After Completion of the Course, Students will be able to:

1. Explain critical thinking skills in analyzing theoretical and applied perspectives of strategic HRM.
2. Analyze problems and develop managerial solutions with HR strategies.
3. Outline HR Policies towards Human Resource Practices.
4. Identify recent trends on Strategic HRM and develop competency based HRM.
5. Evaluate Strategic HRM in International Perspective.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	2		2	1
CO2	3	2		2	
CO3	3	2		1	1
CO4	3	2			2
CO5	3	2		1	2

C400415 – HR ANALYTICS

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

Course Objectives:

1. To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes.
2. To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics.
3. To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.
4. To provide an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
5. To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

Unit – I:

Introduction to HR Analytics: History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. HR Analytics and Changing Role of HR Professionals. Importance and Scope of HR Analytics. Significance of HR Analytics, Benefits of HR Analytics. Levels of Analysis and Conducting analytics. Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, HR Analytics – Linkage to Business Outcomes.

Unit – II:

Understanding HR Analytics: Conducting HR/Workforce Analytics: Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

Unit – III:

Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.

Unit – IV:

Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSCP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.

Unit – V:

Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

Suggested Readings:

1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
2. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
3. Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
4. Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
5. Nishant Uppal, Human Resource Analytics, Pearson, 2021.
6. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley, 2021.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Gain an understanding of the relevance of HR Analytics in the current business scenario.
2. Have an understanding of the models of conducting HR Analytics and understanding of the methods of capturing, examining & purifying data for conduction of HR Analytics.
3. Use MS Excel for conduction of HR Analytics for key HR Processes
4. Have an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
5. Appreciate the significance of Predictive and Prescriptive Analytics.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	3		2	1
CO2	3	3		2	1
CO3	3	3		1	1
CO4	3	3		1	3
CO5	3	3		1	3

C400416 – COMPENSATION AND REWARD MANAGEMENT**Course Objectives**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

1. To impart knowledge on various wage strategies and statutory components of wage criteria.
2. To elucidate types of statutory and non-statutory employee benefits.
3. To provide an overview on reward management.
4. To Identify controlling strategies for managing Reward Processes.
5. To understand evaluation of reward management by framing Reward Strategy practices.

UNIT-I

Concept of Wages & Salary: Minimum Wage, Fair Wage and Living Wage - Theories of Wages & Salary - Pay and Social Class - Machineries for Wage Fixation - Statutory provisions governing different components of reward systems - Wage criteria and wage machinery - Wage Components.

UNIT-II

Compensation Package: Employee Benefits & Services - Rationale for employee benefits - Types of benefits, Choice of benefits, Administering employee benefits, Tax considerations - Flexible benefits/Cafeteria Plans - Pension Schemes – ESOP - Computations of taxable income, overtime, etc.

UNIT-III

Reward Management: Concept, Aims, Components of Reward system - Role of Reward in organization - Strategic perspectives of Reward - Reward policies Factors determining the rates of Pay - Strategic and Tactical pay related issues - Internal Pay Structure. Grade and Pay structures: Types, Design and Implementation.

UNIT-IV

Managing Reward Processes: Reward Management Roles - Reward Procedures - Controlling reward - Pay reviews - Communicating to employees - Managing the development of reward systems - Future Trends in Reward Management

UNIT-V

Strategic Reward: Concept, Aims - Strategic Reward and Reward Management - Purpose and Contents of Reward Strategy - Strategic Reward and Performance - Reward strategies in a Knowledge economy - Reward Strategies in a Service - based economy - Developing reward strategy - Communicating reward strategy - Implementing reward strategy.

Suggested Readings

1. Richard, I. Henderson (2009). Compensation Management in Knowledge Based World, 10/e; New Delhi: Pearson Education.
2. Dipak Kumar Bhattacharya, (2014). Compensation Management; New Delhi: Oxford University Press.
3. Anderson, R.I. (2011). Compensation Management in Knowledge based world. New Delhi: Pearson Education.
4. Milkovich & Newman. (2011). Compensation. New Delhi: Tata McGraw-Hill..
5. Singh, B. D. (2017). Compensation & Reward Management. New Delhi: Excel Books.
6. Martocchio, J. J. (2020). Strategic Compensation. New Delhi: Pearson Education. 10/e.
7. Rao, N.S. (2019). Compensation System and Performance Management. New Delhi: Himalaya Publishing House

Course Outcomes After Completion of the Course, Students will be able to:

1. Analyze various wage strategies and statutory components of wage criteria.
2. Illustrate types of statutory and non-statutory employee benefits.
3. Outline knowledge towards reward management.
4. Identify controlling strategies for managing Reward Processes.
5. Evaluate reward management by framing Reward Strategy practices.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	1	2			
CO2		2		3	
CO3		3			3
CO4		3		3	
CO5		3		3	

C400417 – LEADERSHIP AND CHANGE MANAGEMENT**Course Objectives:**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

1. To introduce the concepts, philosophies, studies and approaches of Leadership
2. To impart knowledge of various theories and styles of leadership
3. To orient on the role of leadership in changing business environment, with the help of various change management models
4. To elucidate the aspects of organizational structure, culture and management of organizational change
5. To educate on the strategies for managing change through the process of organizational Development

UNIT-I

Introduction to Leadership: Leadership, role and functions of a Leader, Leadership motives, Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership - Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.

UNIT-II

Leadership Theories and styles: Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey - Balanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.

UNIT-III

Organizational Change – Change, Nature of organizational change – Sources of change - Environmental triggers of Change, Organizational responses to change, Impact of change on organizations - Resistance to change. Types of change, changing faces of change, Predictable Change, Diagnosing change situation. Perspectives on change - Contingency Perspective – Resource dependence Perspective - Population ecology Perspective - Institutional perspective.

UNIT-IV

Organizations for Change: Organizational Structure, Models of Structure, Influences on structure, Organizational structure, and change. Organizational Culture, dimensions of organizational culture, sources of organizational culture, Organizational culture and change, Organizational politics. Managing Change in HR Practices.

UNIT-V

Strategies for Managing Change: Systematic approaches to Change – Organizational Development, The OD process, OD an action – Factors for effective change – Demographic changes, changing lifestyles, occupational changes, Operating Virtually, The multiple paths to change.

Suggested Readings

1. Gary Yulk, Leadership in organizations, Pearson, 2013.
2. Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2016
3. Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 2015.
4. Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2020
5. Mark Hughes, Managing Change, Universities Press, 2018.
6. Nic Beech and Robert Macintosh, Managing Change, Cambridge University Press, 2012

Course Outcomes After Completion of the Course, Students will be able to:

1. Gain an understanding of the concepts and principles of leadership by studying the contributions made by various philosophers and Universities.
2. Learn from the various theories and styles of leadership and their contribution the subject matter of leadership from time to time.
3. Appreciate the role of leader in the ever-changing business scenario and gain knowledge of various models of change.
4. Understand the role of power, politics and conflicts in times of change, management of resistance to change in the process of implementing organizational change.
5. Gain insights of the process organizational development from a consultative perspective.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	2	2	3	1	1
CO2	2	2	3		
CO3	3	3	3		
CO4	3	3	3	1	2
CO5	3	3	3		2

C400418 – MANAGEMENT OF INDUSTRIAL RELATIONS**Course Objectives**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

1. To understand the concepts and Scope of Industrial Relations and its resolution.
2. To elucidate on Trade unions, Industrial disputes and Grievance Procedure.
3. To gain knowledge on various Laws on Wages, Welfare and Social Security.
4. To understand rules and regulations of working conditions.
5. To enlighten on quality standards in industry.

UNIT-I

Overview of Industrial Relations: Meaning & Objectives, Scope, Importance, Approaches to Industrial Relations – Role of Three Actors to Industrial Relations – State, Employer & Employees, Causes for poor IR, Developing sound IR. Ethical approach to IR: Idea of trusteeship – Principles & features, Code of conduct. The industrial policy resolution 1991. ILO in IR. Collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining) – The Bargaining Process – Strengths and Skills

UNIT-II

Laws on Industrial Relations: The Trade Union Act 1926: Role & function of Trade union, Registration, Rights and privileges, Duties, Dissolution of Trade Unions.

Industrial Disputes Act 1947: Strike, Lockout, Layoff, Retrenchment, Grievance and disciplinary procedures, Penalties, Causes, Tripartite & Bipartite Bodies, Grievance Procedure.

Industrial Employment Act, 1946: Information in standing orders, Procedure for submission

UNIT-III

Laws on Wages, Welfare and Social Security: Minimum Wages Act, 1948, Payment of Wages Act, 1936, Payment of Bonus Act, 1965 Laws on Labour Welfare: The Workmen's Compensation Act, 1923, The Employees' State Insurance Act, 1948, The Maternity Benefit Act, 1961. Laws on Social Security: The Employee's Provident Fund Act, 1952, The Payment of Gratuity Act, 1972.

UNIT-IV

Laws on Working Conditions: Factories Act, 1948: Health, Welfare, Safety, Working Hours, Annual Leave with wages, Registers and Records. Contract Labour (Regulation and Abolition) Act, 1986 – Child Labour (Prohibition and Regulation Act, 1986)

UNIT-V

Quality of Work Life and Quality Circles: Meaning of quality of work life – Quality Circles- Objectives- Process, Structure and problems- workers participation in management and quality circles – Concept of empowerment.

Suggested Reading:

1. ArunMonappa (2020). Industrial Relations. New Delhi: Tata McGraw- Hill Publishing company Ltd.
2. Mamoria C.B, Mamoria, G. (2021). Dynamics of Industrial Relations. New Delhi: Himalayan Publications,
3. Padhi, P.K. (2012). Labour & Industrial Laws. New Delhi: PHI Learning P. Ltd.
4. Kapoor, N.D. (2014). Elements of Mercantile Law. New Delhi: S.Chand& Co.
5. Subramani, P N. & Rajendran, G. (2001). Human Resources Management and Industrial Relations. New Delhi: Himalaya Publishing House.
6. Pylee, P V. & A Simon George. (2007). Industrial relations and personnel Management. New Delhi: Vikas Publishing House Pvt. Ltd., New Delhi.
7. Verma, P. (1991). Management of Industrial Relations Reading and cases. Oxford and IBH publications

Course Outcomes After Completion of the Course, Students will be able to:

1. Access the concept and Scope of Industrial Relations and its resolution.
2. Outline the knowledge towards Trade unions, Industrial disputes and Grievance Procedure.
3. Identify various Laws on Wages, Welfare and Social Security.
4. Illustrate rules and regulations of working conditions.
5. Enlighten on quality standards in industry.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3			3	
CO2	3			3	
CO3	3	2			
CO4	3			3	
CO5	3			3	

ENTREPRENEURSHIP ELECTIVES
C400419 -START – UP AND MSME MANAGEMENT

Course Objectives:	<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
1. To orient on the importance of Startup and MSME Management.	4	0	0	4
2. To enlighten on how companies identify its requirements.				
3. To impart knowledge of various legal aspects in startup management.				
4. To elucidate various aspects to evaluate entrepreneurial performance				
5. To discuss in detail various institutional support initiatives by Govt. of India				

Unit – I:

Introduction to Startup and MSME: The Rise of the Startup Economy, The Six Forces of Change, The Startup Equation, The Entrepreneurial Ecosystem, Entrepreneurship in India. Concept & Definition of Employment, Export and Business Opportunities in MSMEs. Issues and Challenges of MSMEs, MSME Policies in India.

Unit – II:

Startup Requirements: The Big Idea, Generate Ideas with Brainstorming, Business Startup, Ideation, Venture Choices. Identifying Startup Capital Resource Requirements, Estimating Startup Cash Requirements, Developing Financial Assumptions, Constructing a Process Map, Positioning the Venture in the Value Chain, Launch strategy to reduce Risks, Startup Financing Metrics, Feasibility Analysis, The Cost and Process of Raising Capital, Unique Funding Issues of High-tech Ventures, Funding with Equity, Financing with Debt, Funding Startups with Bootstrapping, Crowd Funding.

Unit – III:

Startup and Legal Environment: Stages of Growth in a New Venture, Growing with the Market, Growing within the Industry, Venture Life Patterns, Reasons for New Venture Failures, Scaling Ventures, Preparing for Change, Leadership Succession. Support for Growth and Sustainability of the Venture. The Legal Environment, Approval for New Ventures, Taxes or Duties Payable for New Ventures.

Unit – IV:

Management of MSME: Management of Product Line; Communication with Clients, Credit Monitoring System, Management of NPAs, Restructuring, Revival and Rehabilitation of MSME, Problems of Entrepreneurs, Sickness in MSME, Reasons and Remedies, Evaluating Entrepreneurial Performance

Unit – V:

Institutional Support for MSMEs: Forms of Financial Support, Long-term and Short-term Financial Support, Sources of Financial Support, Dealing with Failure: Bankruptcy, Exit Strategies: Selling the Business, Crashing-out but Staying in-being Acquired, Going Public (IPO) and Liquidation. District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB). Schemes for Women Entrepreneurs.

Suggested Readings:

1. Bruce R. Barringer, R. Duane Ireland, Entrepreneurship successfully, launching new ventures, Pearson, 2019.
2. Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
3. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
4. Anjan Raichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
5. S.R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
6. Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.

Course Outcome: Students will be able to:

1. Understand various Startup opportunities.
2. Learn Business Startup, Ideation, and Venture Choices.
3. Learn Legal and other requirements for new ventures.
4. Learn Problems of entrepreneurs.
5. Understand the Forms of Financial support.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	2		3	1
CO2	3	3		2	
CO3	3	2		3	
CO4	3	3		2	
CO5	2	3		1	1

C400420 – TECHNOLOGY BUSINESS INCUBATION

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

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

Course Objectives:

1. To provide an understanding of the importance of Startup and MSME Management.
2. To discuss the aspects of how companies identify its requirements.
3. To help learn various legal aspects in startup management.
4. To discuss the aspects of evaluation of entrepreneurial performance
5. To elucidate various institutional support initiatives by Govt. of India

Unit – I:

Introduction to Technology Business Incubation (TBI): Concepts, Characteristic and Importance, Origin and Growth of TBI Movement, Current Policy for TBI Promotion in India, TBIs in India: Current Status.

Unit – II:

Planning the TBI: Preparatory Process, Feasibility Process and Business Plan, Key Players and Legal Incorporation, Location and Building Criteria, Facilities and Service Design, Incubator Investment Costs, Financial Projections, Sources of Fund for the Incubator, Incubator Benefits.

Unit – III:

TBI Implementation and Operations: Organization Structure, Training of the Management Team, Marketing the Incubator, Selecting Tenant Companies, Exit Policy, Serving Tenant Companies: Progression of Service Needs, Training Clients, Counselling and Mentoring, Enhancing and Assessing Performance.

Unit – IV:

TBI in India: Introduction, TBIs: Age, Management, Sponsors and Focus Area, Objectives, Facilities and Staff Strength, Physical Space, Distinguish Features of Institute Promoted TBIs VS Industry VS Stage Agnostic Vs Tech Sector Focused Vs Sector Agnostic TBIs. Application from Prospective Start-up Founders and Selection Process, R&D Input and Output Contribution related to Government Initiatives.

Unit – V:

Global Perspective of TBI: Introduction, Types and Classification, Goals and Objectives, Functions and Services, TBI Led Process of Business Incubation, Performance Assessment in terms of Outcome and Achievements, Technology Business Incubation for New Venture Creation.

Suggested Readings:

1. M H Bala Subrahmanya, H S Krishna, Technology Business Incubators in India, Deutsche Nationalbibliothek, 2021.
2. Apoorv R. Sharma, Balvinder Shukla, and Manoj Joshi, The Role of Business Incubator in the Economic Growth in India, Deutsche National bibliothek, 2019.
3. Rustam Lalkaka, Technology Business Incubation, UNESCO, 2006.
4. https://www.startupindia.gov.in/content/sih/en/compendium_of_good_practices/incubationsupport.html
5. <https://cis-india.org/internet-governance/blog/technology-business-incubators.pdf>

Course Outcome: After Completion of the Course, Students will be able to::

1. Understand various Startup opportunities.
2. Learn Business Startup, Ideation, and Venture Choices.
3. Learn Legal and other requirements for new ventures.
4. Learn Problems of entrepreneurs.
5. Understand Forms of Financial support.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	2			3	
CO2	3	2		1	
CO3		2		3	1
CO4	1	3		3	
CO5		1	2	3	

C400421 - FAMILY BUSINESS MANAGEMENT**Course Objectives:**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

1. To highlight the importance of Startup and MSME Management.
2. To elucidate how companies identify its requirements.
3. To impart knowledge on various legal aspects in startup management.
4. To elaborate on various aspects to evaluate entrepreneurial performance
5. To elucidate various institutional support initiatives by Govt. of India

UNIT-I

Introduction to Family Business: Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- The role of Genograms and family messages to understand the family system. Family emotional intelligence - The ECI-U Model.

UNIT-II

Ownership Challenges and Family Governance: Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

UNIT-III

Successor Development: Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities-managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

UNIT-IV

Strategic Planning and Transgenerational Entrepreneurship: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

UNIT-V

The Future of Family Business: New Leaders of the Evolution - Three states of evolution - Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

Suggested readings

1. Rajiv G. Agarwal, Family Business Management, Sage Publications,1e,2022.
2. Ernesto J. Poza, Mary S. Daughterty, Family Business, Cengage Learning,4e, 2020.
3. Carole Howorth, Nick Robinson, Family Business, Routledge,1e,2020.
4. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 1e,2010.
5. Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Business over 100 years, Springer,2015.
6. M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms Across Generations, Edward and Elgar Publishing Limited, 2010.

Course Outcome: After Completion of the Course, Students will be able to::

1. Understand various Startup opportunities.
2. Learn Business Startup, Ideation, and Venture Choices.
3. Learn Legal and other requirements for new ventures.
4. Learn Problems of entrepreneurs.
5. Understand Forms of Financial support.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1		
CO2	3	2	2		
CO3	3	3	3		
CO4	2	3	1		2
CO5	2	3	1		2

C400422 - ENTREPRENEURIAL FINANCE**Course Objectives:**

<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
4	0	0	4

1. To highlight the importance of Entrepreneurial Finance.
2. To elucidate how companies Organize and Operate the Venture.
3. To impart knowledge of various aspects in financial planning.
4. To provide understanding of various aspects in venture valuation.
5. To discuss the aspects of financing the growing ventures.

UNIT-I

Finance for Entrepreneurs: Principles of Entrepreneurial Finance- Role of Entrepreneurial Finance- The successful venture life cycle- Financing through venture lifecycle- Life Cycle approach for teaching - Entrepreneurial finance. Developing Business Idea, Business Model. Screening venture opportunities: Pricing / Profitability considerations, Financial, / harvest Considerations. Financial Plans and Projections.

UNIT-II

Organizing and Operating the Venture: Financing a New venture, Seed, Startup and First Round Financing Sources- Financial Boot Strapping, Business Angel Funding, First Round Financing Opportunities. Preparing and Using Financial Statements: Obtaining and Recording the resources to start and Build a new venture, Asset and Liabilities and Owners Equity in Business, Sale expenses and profits Internal Operating Schedules, Statement of cash flows, Operating Break even Analysis. Evaluating operating and financial performance using ratio analysis.

UNIT-III

Financial Planning: Financial Planning throughout the Venture's life cycle, Short Term cash planning tools, projected monthly financial statements. Types and costs of Financial Capital: Implicit and Explicit financial capital costs, Financial Markets, Determining the cost of Debt Capital, Investment Risk, Estimating the cost of Equity Capital, Weighted average cost of capital.

UNIT-IV

Venture Valuation: Valuing Early stage Ventures, Venture Worth, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

UNIT-V

Financing for the Growing Venture: Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Soliciting investments in the new fund, Capital Call, Conducting due diligence and actively investing, arranging harvest or liquidation, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending, Venture Leasing.

Suggested Readings:

1. Leach, Melicher, Entrepreneurial Finance, South-Western College Pub,5e, 2022.
2. Marco Da Rin Thomas Hellman, Fundamentals of Entrepreneurial Finance, Oxford Publishers, 1e, 2020.
3. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
4. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
5. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.
6. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

Course Outcome: After Completion of the Course, Students will be able to::

1. Understand Financing through venture lifecycle in a company.
2. Learn Startup and First Round Financing Sources.
3. Learn the significance of Financial Planning throughout the Venture's life cycle.
4. Understand Mechanics of venture valuation.
5. Understand the importance of venture capital financing.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3	3		2	
CO2	3	3		2	
CO3	3	3		1	
CO4	2	3		1	2
CO5	2	3			2

C400423 - ENTREPRENEURIAL MARKETING

L	T	P	C
4	0	0	4

Course Objectives:

1. To enable understanding of the importance of Entrepreneurial Marketing.
2. To help learn how companies master structures of organizational growth.
3. To impart knowledge of various aspects in Growth Strategies.
4. To elucidate various aspects in Entrepreneurial Market Development Strategies.
5. To elaborate on the Entrepreneurial Marketing Tools.

UNIT-I

Introduction to Entrepreneurial Marketing – Meaning, Characteristics, Functions, Marketing Challenges, Marketing Mix (6P's). Identifying entrepreneurial marketing opportunities, market research, demand forecasting.

UNIT-II

Enterprise Growth: Concept of Enterprise Growth, forms, types, structures of organizational growth, Gazelles and Mice, Growth Objectives – operative and strategic targets, Growth Analysis – Portfolio analysis, ERRC Grid, SWOT-analysis, and raising entrepreneurial finance.

UNIT-III

Growth Strategies and Models: Growth Strategies – concept and forms, Internal, External, and Cooperative growth strategies. Growth models - Life-cycle and Phase model, integrated life-cycle model (evolutionary), Greiner's growth model (revolutionary), and Complexity management (process) model.

UNIT-IV**Entrepreneurial Market Development Strategies:**

Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

UNIT-V

Entrepreneurial Marketing Tools: Concept, Guerrilla Marketing, Ambush / Free ride Marketing. Tools of entrepreneurial marketing – Buzz, Social Media, Viral Marketing.

Suggested Readings:

1. Edwin J. Nijssen, Entrepreneurial marketing An Effectual Approach 2e, Routledge, 2017.
2. Ian Chaston, Entrepreneurial Marketing: Sustaining Growth in All Organisations, Palgrave Macmillan, 2016.
3. Marc Longman, Entrepreneurial Marketing: A Guide for Startups & Companies with Growth Ambitions, Garant Publishers, 2011.
4. Bruce D. Buskirk, Molly Lavik, Entrepreneurial Marketing: Real Stories and Survival Strategies, Thomson, 2004.
5. Zubin Sethna, Paul Harrigan, Rosalind Jones, Entrepreneurial Marketing Global Perspectives, Emerald Group Publishing, 2013.
6. Leonard Lodish, Howard Lee Morgan, Amy Kallianpur, Entrepreneurial Marketing, Wiley Publishers, 2001.

Course Outcome: After Completion of the Course, Students will be able to::

1. Understand Marketing mix of an enterprise.
2. Learn the Growth and marketing strategies.
3. Learn Market Development strategies.
4. Understand entrepreneurial communication.
5. Understand the importance of entrepreneurial marketing.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	3			2	
CO2	3	2	1		3
CO3	3	3		2	
CO4	3	2	2		
CO5	2	1		3	2

C400424 - CREATIVITY, INNOVATION AND ENTREPRENEURSHIP

Course Objectives:	<u>L</u>	<u>T</u>	<u>P</u>	<u>C</u>
1. To highlight the relevance of creative thinking in the context of Innovation and Entrepreneurship.	4	0	0	4
2. To provide an overview of the models of creative problem solving.				
3. To impart knowledge of the models and methods of developing creative intelligence.				
4. To provide an overview of innovation management and theories of outsourcing new product development.				
5. To provide a micro and macro perspective of innovation.				

UNIT-I

The Creativity Phenomenon: Creative Cerebration- Creative Personality and Motivation –Creative Environment- Creative Technology- Creativity Training- Puzzles of Creativity- Spiritual and social roots of creativity- Essence, Elaborative and Expressive Creativities- Quality of Creativity- Existential, Entrepreneurial and Empowerment Creativities – Criteria for evaluating Creativity- Credible Evaluation- Improving the quality of our creativity.

UNIT-II

Mastering Creative Problem Solving: Structuring of ill- defined problems- Creative Problem solving- Models of Creative problem solving- Mechanisms of Divergent thinking- Useful mechanisms of convergent thinking- Techniques of Creativity Problem solving-

UNIT-III

Creative Intelligence: Creative Intelligence abilities - A model of Creative Intelligence – Convergent thinking ability - Traits Congenial to creativity - Creative Personality and forms of creativity- Motivation and Creativity- Blocks to creativity- fears and Disabilities- Strategies for Unblocking- Energy for your creativity- Designing Creativogenic Environment.

UNIT-IV

Innovation Management: Concept of Innovation- Levels of Innovation- Incremental Vs Radical Innovation- Inbound and Outbound Ideation- Open and Other Innovative Ideation Methods- Theories of outsourcing New Product Development: Transaction Cost, Resource Based, Resource Dependence, Knowledge Based Theories.

UNIT-V

Micro and Macro Perspectives of Innovation: Systems Approach to Innovation- Innovation in the context of Emerging Economies- Organizational factors affecting innovation at the firm level- Leadership and Innovations- Open Innovation- Innovation Framework- Innovations developed by Open Technology Communities.

Suggested Readings:

1. Mike Kennard, Innovation and Entrepreneurship, Routledge,2021.
2. Paul Trott, Innovation Management and New Product Development, 4e, Pearson, 2018.
3. Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
4. Innovation Management, C.S.G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
5. Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata Mc Graw Hill, 2004.
6. Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
7. Dale Timpe, Creativity, Jaico Publishing House, 2003.

Course Outcomes: After Completion of the Course, Students will be able to:

1. Gain an understanding of the concepts and processes of creativity and appreciate the need for improving the quality of creativity.
2. Learn the methods of creative problem solving.
3. Orient themselves on developing creative intelligence and unblock their creative energies
4. Learn the concepts and methods of innovation and ideation and the theories of outsourcing new product development.
5. Develop a perspective of micro and macro level innovation.

CO – PO Mapping

CO's	PO1	PO2	PO3	PO4	PO5
CO1	2	2		2	
CO2	3	2		2	
CO3	3	2	1	2	2
CO4	2	2			2
CO5	3	3			