



## **MALLA REDDY COLLEGE OF ENGINEERING & TECHNOLOGY**

**(Autonomous Institution – UGC, Govt. of India)**

**Sponsored by CMR Educational Society**

(Affiliated to JNTU, Hyderabad, Approved by AICTE - Accredited by NBA & NAAC – 'A' Grade - ISO 9001:2015 Certified)

Maisammaguda, Dhulapally (Post Via Hakimpet), Secunderabad – 500100, Telangana State, India.

Contact Number: 040-23792146/64634237, E-Mail ID: [mrcet2004@gmail.com](mailto:mrcet2004@gmail.com), website: [www.mrcet.ac.in](http://www.mrcet.ac.in)

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## **MASTERS PROGRAMME**

### **DEPARTMENT OF**

### **MASTER OF BUSINESS ADMINISTRATION**

### **COURSE STRUCTURE AND SYLLABUS**

**(Batches admitted from the academic year 2018 - 2019)**

***Note:** The regulations hereunder are subject to amendments as may be made by the Academic Council of the College from time to time. Any or all such amendments will be effective from such date and to such batches of candidates (including those already pursuing the program) as may be decided by the Academic Council.*

## PRELIMINARY DEFINITIONS AND NOMENCLATURES

\*"Autonomous Institution /College" means an institution/college designated as autonomous institute / college by University Grants Commission (UGC), as per the UGC Autonomous College Statutes.

\*"Academic Autonomy" means freedom to a College in all aspects of conducting its academic programs, granted by the University for promoting excellence.

\*"Commission" means University Grants Commission.

\*"AICTE" means All India Council for Technical Education.

\*"University" means the Jawaharlal Nehru Technological University, Hyderabad.

\*"College" means Malla Reddy College of Engineering & Technology, Secunderabad unless indicated otherwise by the context.

\*"Program" means:

Master of Business Administration Degree Program

PG Degree Program: MBA

\*"Branch" means specialization in a program like MBA Degree Program.

\*"Course" or "Subject" means a theory or practical subject, identified by its course – number and course-title, which is normally studied in a semester.

\*T–Tutorial, P–Practical, D–Drawing, L–Theory, C–Credits

## FOREWORD

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

Malla Reddy College of Engineering & Technology (MRCET) is proud to win the credence of all the above bodies monitoring the quality in education and has gladly accepted the responsibility of sustaining, and also improving upon the values and beliefs for which it has been striving for more than a decade in reaching its present standing in the arena of contemporary technical education. As a follow up, statutory bodies like Academic Council and Boards of Studies are constituted with the guidance of the Governing Body of the College and recommendations of the JNTU Hyderabad to frame the regulations, course structure and syllabi under autonomous status.

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

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

***“A thought beyond the horizons of success committed for educational excellence”***

**PRINCIPAL**



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### **VISION**

- ❖ To become a model institution in the fields of Engineering Technology and Management.
- ❖ To have a perfect synchronization of the ideologies of MRCET with challenging demands of International Pioneering Organizations

### **MISSION**

- ❖ To establish a pedestal for the integral innovation, team spirit, originality and competence in the students, expose them to face the global challenges and become pioneers of Indian vision of modern society

### **QUALITY POLICY**

- ❖ To implement best practices in Teaching and Learning process for both UG and PG courses meticulously.
- ❖ To provide state of art infrastructure and expertise to impart the quality education.
- ❖ To groom the students to become intellectually creative and professionally competitive.
- ❖ To channelize the activities and tune them in heights of commitment and sincerity, the requisites to claim the never ending ladder of SUCCESS year after year.

**For more information: [www.mrcet.ac.in](http://www.mrcet.ac.in)**

## Name of the Program: Master of Business Administration (MBA) Program Structure

### MBA I YEAR I SEMESTER

Subject Code	Subject Titles	L	T/P	C	Max. Marks	
					INT	EXT
R18MBA01	Management and Organizational Behavior	3	-	3	30	70
R18MBA02	Managerial Economics	3	-	3	30	70
R18MBA03	Financial Accounting and Analysis	3	1	3	30	70
R18MBA04	Statistics for Managers	3	1	3	30	70
R18MBA05	Business Environment & Business Laws	3	-	3	30	70
R18MBA06	Information Technology for Managers	3	-	3	30	70
R18MBA07 R18MBA08 R18MBA09	<u>Open Elective I:</u> 1. Cross Culture Management 2. International Business 3. Total Quality Management	3	-	3	30	70
R18MBA10	Business Communication & Soft Skills	3	1	3	30	70
	<b>Total</b>	<b>24</b>	<b>3</b>	<b>24</b>	<b>240</b>	<b>560</b>

### MBA I YEAR II SEMESTER

Subject Code	Subject Titles	L	T/P	C	Max. Marks	
					INT	EXT
R18MBA11	Human Resource Management	3	-	3	30	70
R18MBA12	Financial Management	3	1	3	30	70
R18MBA13	Marketing Management	3	-	3	30	70
R18MBA14	Quantitative Analysis for Business Decisions	3	1	3	30	70
R18MBA15	Production and Operations Management	3	1	3	30	70
R18MBA16	Business Ethics & Corporate Governance	3	-	3	30	70
R18MBA17 R18MBA18 R18MBA19	<u>Open Elective II:</u> 1. Management Information Systems & ERP 2. Banking, Insurance & Risk Management 3. MSME Management	3	-	3	30	70
R18MBA20	Personal Effectiveness	3	1	3	30	70
	<b>Total</b>	<b>24</b>	<b>4</b>	<b>24</b>	<b>240</b>	<b>560</b>

**MBA II YEAR I SEMESTER**

Subject Code	Subject Titles	L	T/P	C	Max. Marks	
					INT	EXT
R18MBA21	Strategic Management	3	-	3	30	70
R18MBA22	Research Methodology	3	-	3	30	70
	Elective-I (Marketing/Finance/HR/Systems)	3	-	3	30	70
	Elective-II (Marketing/Finance/HR/Systems)	3	-	3	30	70
	Elective-III (Marketing/Finance/HR/Systems)	3	-	3	30	70
	Elective-IV (Marketing/Finance/HR/Systems)	3	-	3	30	70
	Elective-V (Marketing/Finance/HR/Systems)	3	-	3	30	70
	Elective-VI (Marketing/Finance/HR/Systems)	3	-	3	30	70
	<b>Total</b>	<b>24</b>	<b>-</b>	<b>24</b>	<b>240</b>	<b>560</b>

**MBA II YEAR II SEMESTER**

Subject Code	Subject Titles	L	T	C	Max. Marks	
					INT	EXT
R18MBA23	Statistical Data Analysis-Case Study	-	3	2	-	100
R18MBA24	Annual Report Analysis-Case Study	-	3	2	-	100
R18MBA25	Business Best Practices-Case Study	-	3	2	-	100
R18MBA26	Innovative Entrepreneurship-Case Study	-	3	2	-	100
R18MBA27	Project Work & Comprehensive Viva-Voce	-	-	16	50	150
	<b>Total</b>	<b>-</b>	<b>12</b>	<b>24</b>	<b>50</b>	<b>550</b>
	<b>Grand Total</b>	<b>72</b>	<b>19</b>	<b>96</b>	<b>770</b>	<b>2230</b>

- Specializations are offered in the second year MBA programme.
- Dual specialization system is followed in this college. The student has to choose any two out of the four specializations offered. The specializations do remain the same across the semesters. The four specializations offered are:
  - Finance,
  - Human Resources,
  - Marketing, and
  - Information Systems
- The courses available under each specialization are given hereunder.
- From each chosen specialization the student has to select minimum four elective courses in the II year I semester as major and another two elective courses as minor from any of the given specializations. The elective courses offered under each specialization in each semester are given hereunder.

## Specialization-Wise Elective Courses Offered in the Second Year MBA First Semester

## MARKETING ELECTIVE

Subject Code	Subject Titles	L	C	Max. Marks	
				INT	EXT
R18MBA28	Consumer Behaviour	3	3	30	70
R18MBA29	Integrated Marketing Communications & Sales	3	3	30	70
R18MBA30	Logistics & Supply Chain Management	3	3	30	70
R18MBA31	Services Marketing	3	3	30	70
R18MBA32	Retailing Management	3	3	30	70
R18MBA33	Customer Relationship Management	3	3	30	70

## FINANCE ELECTIVE

Subject Code	Subject Titles	L	C	Max. Marks	
				INT	EXT
R18MBA34	Security Analysis and Portfolio Management	3	3	30	70
R18MBA35	Financial Institutions, Markets & Services	3	3	30	70
R18MBA36	Strategic Investment and Financing Decisions	3	3	30	70
R18MBA37	International Financial Management	3	3	30	70
R18MBA38	Strategic Management Accounting	3	3	30	70
R18MBA39	Financial Derivatives	3	3	30	70

## HR ELECTIVE

Course Code	Subject Name	L	C	Max. Marks	
				INT	EXT
R18MBA40	Performance Management	3	3	30	70
R18MBA41	Training & Development	3	3	30	70
R18MBA42	Management of Industrial Relations	3	3	30	70
R18MBA43	International Human Resource Management	3	3	30	70
R18MBA44	Compensation & Reward Management	3	3	30	70
R18MBA45	Leadership & Change Management	3	3	30	70

## SYSTEMS ELECTIVE

Course Code	Subject Name	L	C	Max. Marks	
				INT	EXT
R18MBA46	Business Intelligence	3	3	30	70
R18MBA47	Database Management Systems	3	3	30	70
R18MBA48	Decision Support Systems	3	3	30	70
R18MBA49	E-Business	3	3	30	70
R18MBA50	Cyber Security	3	3	30	70
R18MBA51	Information System Control and Audit	3	3	30	70

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**MBA I YEAR I SEM**

**R18MBA01 MANAGEMENT AND ORGANISATIONAL BEHAVIOUR**

**Course Aim:**

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

**Learning Outcomes:**

- The students should be able to learn the history of management and the contributions of important management researchers.
- The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.
- To understand how employees behave in organizations. Students should be able to correct their individual behavior and group behavior. They will also be able to motivate and lead employees towards achievement of organizational mission and objectives.

**Unit-I: Theories of Management**

Basics of Management, Importance of management, Functions of Management, Levels of Management, Scientific Management Theory, Fayol's fourteen principles of management, Bureaucratic Theory, Human Relations Movement, Systems and Contingency theory.

**Unit-II: Planning and Organising**

Introduction, features of planning, principles of planning, importance of planning, forms of planning, guidelines for effective planning, steps in planning process. Organising: Principles of Organizing, Authority, Organizational Design, Job Design, Relation between Authority, Power and Influence.

**Unit-III: Leadership and Motivation Theories**

Leadership Theories – Great Man theory, Trait Theory, The Managerial Grid Model, Path-goal theory, Leader-member Exchange (LMX), Fiedler's contingency theory. Motivational Theories: Maslow's Hierarchy of Needs, Two-factor theory of Motivation, Theory X and Theory Y, McClelland's need theory. Communication: Process, Barriers, guidelines for effective communication.

**Unit-IV: Organizational Behaviour**

Elements of OB, Disciplines of OB. Perception process, Attitudes, Personality Theories - Extrovert & Introvert, Type-A & Type-B, Sigmund Freud's Psychoanalytic theory. Stress Management.

**Unit-V: Group Behaviour**

Foundations of Group Behaviour, Defining and Classifying Groups, Stages of Group Development, Group Decision Making, Understanding Work Teams, Types of Teams, Creating Effective Teams.



**REFERENCES:**

- Robert N. Lussier, Management Fundamentals–Concepts, Applications, Skill Development, Cengage Learning.
- Stephen P. Robbins, Timothy: Organizational Behavior, Pearson.
- L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publishing.
- Udai Pareek, Sushma Khanna, Organizational Behavior, Oxford Publishing.
- Stephen P. Robbins, Timothy: Organizational Behaviour, Pearson.
- Griffin & Moorhead, Organizational Behaviour, 10<sup>th</sup> Edition, Cengage Publishing.

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**MBA I Year I SEM**

**R18MBA02 MANAGERIAL ECONOMICS**

**Course Aim:**

- To enable students acquire knowledge to understand the economic environment of an organization.

**Learning Outcomes:**

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

**Unit-I: Introduction to ME**

Definition, Nature and Scope, ME as an inter-disciplinary, Basic economic principles-The concept of opportunity cost, Production possibility curve, Incremental Concept, Scarcity, Marginalism, Equi-marginalism, Time perspective, Discounting Principle.

**Unit-II: Theory of Demand**

Demand analysis, law of demand, movement in demand curve, shift in the demand curve, Elasticity of demand, Types & Significance of Elasticity of demand, measurement techniques of Price Elasticity, demand forecasting and its techniques, consumers Equilibrium, cardinal utility approach, indifference curve approach, consumer surplus.

**Unit-III: Production Analysis**

Production function, Production functions with one/two variables, Cobb-Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale.

**Unit-IV: Cost theory and estimation**

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

**Unit-V: Market Structure and Pricing Practices**

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

**REFERENCES:**

- D. M. Mithani, Managerial Economics, HPH.
- Yogesh Maheshwari, Managerial Economics, PHI.
- Sumitrapal, Managerial Economics Cases & Concepts, Macmillan.
- H. Kaushal, Managerial Economics, Macmillan.
- Managerial Economics 'Craig H. Petersen, Pearson.
- D.N. Dwivedi, Managerial Economics, Vikas.

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**MBA I YEAR I SEM**

**R18MBA03 FINANCIAL ACCOUNTING AND ANALYSIS**

**Course Aim:**

- The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies.

**Learning Outcomes:**

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

**Unit-I: Introduction to Accounting**

Importance, Objectives and Principles, GAAP-Accounting Concepts and conventions; Double entry system - recording business transactions - Classification of accounts - Accounting cycle - Users of accounting information.

**Unit-II: The Accounting Process:**

Overview, Books of Original Record; Journal, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Cash Book and other Subsidiary books.

**Unit-III: Depreciation and Shares and Debentures**

Concept-Methods of depreciation-their impact on measurement of business Accounting-Straight line method, Written down value method (problems). Entries for Issue of shares, forfeiture - Issue of shares at Discount and premium. Issue and Redemption of Debentures.

**Unit-IV: Financial Analysis-I**

Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Preparation and analysis of cash flow statement and funds flow statement.

**Unit-V: Financial Analysis-II**

Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios - Du Pont Chart -Accounting Standards Issued by ICAI-IFRS-Creative-Window Dressing and limitations of financial statements. Accounting Packages: Importance, uses, Introduction to Tally-features.

**REFERENCES:**

- Dhanesh K.Khatri "Financial Accounting & Analysis", TMH, New Delhi.
- PK Jain and K.L. Narang, Kalyani Publications.
- Narayana Swamy, "Financial Accounting & Analysis" PHI.
- V.Rajasekharam "Financial Accounting & Analysis" Pearson Education, New Delhi.
- Ranjan Kumar Bal: "Financial Accounting & Analysis", S.Chand, New Delhi.
- Maheswari, Financial Accounting, IBH.

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**MBA I YEAR I SEM**

**R18MBA04 STATISTICS FOR MANAGERS**

**Course Aim:**

- The course aims to encourage thinking statistically. It will encourage you to develop your abilities to understand and use data. It is designed to equip managers with the skills to make effective use of data in the workplace, to develop expertise in a standard set of statistical and graphical techniques that will be useful in analysing data, and to learn to apply these techniques in a number of areas of management.

**Learning Outcomes:**

- Appreciate that the collection and statistical analysis of data improves business decisions and reduces the risk of implementing solutions that waste resources and effort.
- Select and deploy the correct statistical method for a given data analysis requirement.
- Achieve a practical level of competence in building statistical models that suit business applications.
- Recognise, develop and distinguish between models for cross-sectional analysis at a single point in time and models for time series analysis at multiple points in time.

**Unit-I: Introduction to Statistics**

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

**Unit-II: Measures of central Tendency**

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

**Unit-III: Tabulation**

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

**Unit-IV: Small Sample Tests**

t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes.

**Unit-V: Correlation and Regression Analysis**

Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation, Regression Analysis: Concept, Least square method, least square fit of a linear regression, two lines of regression, Properties of

regression coefficients ,Time Series Analysis, Trend analysis-Free hand curve, moving averages, Index numbers – introduction, Characteristics and uses of index numbers ,types of index numbers , un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.

**REFERENCES:**

- Levin R.I., Rubin S. David, “Statistics for Management”, 2015, 7<sup>th</sup> Ed. Pearson.
- Beri, “Business Statistics”, 2015, 1st Ed, TMH.
- Gupta S.C, “Fundamentals of Statistics”, 2015, 6th Ed. HPH.
- Amir D. Aczel and Jayavel Sounder pandian, “Complete Business Statistics”, TMH,
- Levine, Stephan , Krehbiel , Berenson - Statistics for Managers using Microsoft Excel, PHI.
- J. K Sharma, “Business Statistics”, 2015, Pearson.

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**MBA I YEAR I SEM**

**R18MBA05 BUSINESS ENVIRONMENT & BUSINESS LAWS**

**Course Aim:**

- To make students understand different types of business environments they should review before taking managerial decisions. To enable students understand legal and regulatory framework for doing business in India.

**Learning Outcomes:**

- To understand the issues related to the industrial policy and regulation and their amendments from time to time. The knowledge gained by the students on capital markets, GST, FDI, RBI guidelines; trade, EXIM policy and Foreign Exchange Management Act will be useful for them to take decisions to ensure growth and sustainability of the organizations.
- To understand the formalities involved in incorporating a company and the nuances related to the Law of Contract. To know various acts and their implications.

**Unit-I: Introduction to Business Environment**

Macro Environment Analysis (PESTEL Model); Industrial Policies: A brief review of industrial policies since Independence, Industrial policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, Latest Union Budget-Tax Implications, Goods & Services Tax (GST)

**Unit-II: India's Trade Policy**

Policy changes and Issues, sector wise trade policies- recent developments- GATT- WTO-agreements and implications. Disinvestment: Meaning and its Policy with regard to Public sector, Multi-National Companies and FDI.

**Unit-III: EXIM Policies & FEMA**

India's new EXIM policy, legal framework, initiatives, FEMA, Liberalisations, Privatisation and Globalisation and its impact on Indian Economy.

**Unit-IV: Introduction to Business Law**

Nature of contract and essential elements of valid contract, Negotiable Instruments Act, 1881- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Consumer Protection Act-1986, Income Tax Act-1961, Information Technology (IT) Act-2000

**Unit-V: Companies Act-1956**

Steps and procedure for Incorporation of the company, Company Management– Appointment of Directors; Powers, Duties & liabilities of Directors; Company Meetings, Resolutions, Winding-up of a Company, Latest Amendments. New Regulations in Companies Act, 2013.

**REFERENCES:**

- Justin Paul, "Business Environment: Text & Cases" TMH.
- Francis Cherunilam, "Business Environment: Text & Cases", HPH.
- K. Aswathappa, Essentials of Business Environment, Himalaya Publication House.
- RSN Pillai, Bagavathi, Business Law, S. Chand.
- N. D. Kapoor, Mercantile Law, Sultan Chand & Sons, latest edition
- S. S. Gulshan, Mercantile Law, 2/e, Excel Books, latest edition

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**MBA I YEAR I SEM**

**R18MBA06 INFORMATION TECHNOLOGY FOR MANAGERS**

**Course Aim:**

- It helps the students to enhance the knowledge in system applications and to be a technical expertise in domain.
- To create the awareness of technology impact in decision making and its significance in business management.

**Learning Outcomes:**

- It provides basic knowledge about software which can aid to advance student's presentation skills by using technological tools like MS-Word, MS-Excel and MS-PowerPoint.
- To understand the flow of information through various network systems for better communication, usage of Smart tools and applications in recent trends.

**Unit-I: Software Concepts**

Types of software – Software: its nature and qualities – Operating Systems - features of Microsoft Windows and Linux.

**Unit-II: MS Office- Applications**

MS Word in Business Correspondence: letters, tables, mail merge, labels. Applications of MS Excel: Graphs and Charts – Calculation of various financial functions.

**Unit-III: MS Power Point**

Introduction – Toolbar, their Icons and Commands – Navigating in Power point - Creation of slides, animation, and templates - Designing Presentations – Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations - Auto content Wizard.

**Unit-IV: Computer Networks**

Overview of a Network – Communication processors – Communications Media – Types of Network – Network Topologies- Network protocols – Network Architecture. Recent developments.

**Unit-V: Smart Tools & Apps**

Mobile Banking, smart cards, Pay TM, On-line payment Apps, Knowledge and Information Sharing Apps, Digitisation, IOT, Hot Spot, Cloud based Services, Big Data Analytics features.

**REFERENCES:**

- Sanjay Saxena and Prathpreet Chopra, Computer Applications in Management, Vikas.
- Aksoy, Introduction to Information Technology, Cengage, ND
- Parameswaran: Computer Application in Business – S Chand, New Delhi.
- PS Gill, Database Management Systems, IK Int Pub House, New Delhi
- Management Information Systems by D.P. Goyal, MacMillan Publishers.
- Sudalaimuthu & Anthony Raj, Computer Applications in Business, Himalaya, Mumbai

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**MBA I YEAR I SEM**

**R18MBA07 CROSS CULTURE MANAGEMENT**

**Course Aim:**

- The objective of the course is to help students to construct their own coherent, individual perspective of the substance and increase their cultural awareness.
- It focuses on interpersonal approaches between people of different cultures in work settings as opposed to a country specific approach.

**Learning Outcomes:**

- The students are able to understand the significance of cross-cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment.
- To know the international management practices and how organizational and national culture impacts upon them: work, motivation, performance appraisal, leadership, cross-cultural communication and decision-making, negotiation and trust, conflict and dispute resolution and corporate social responsibility.

**Unit-I: Introduction**

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

**Unit-II: Cultural Dimensions and Dilemmas**

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

**Unit-III: Culture and Organizations**

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

**Unit-IV: Culture and Communications**

Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

**Unit-V: Cross Cultural Team Management**

Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

**REFERENCES:**

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



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**MBA I YEAR I SEM**

**R18MBA08 INTERNATIONAL BUSINESS**

**Course Aim:**

- To enhance the understanding of the dynamics of interactions between individual and the organization.
- To facilitate a clear perspective to diagnose and effectively handle human behaviour issues in Organizations.

**Learning Outcomes:**

- To develop greater insight into their own behaviour in interpersonal and group, team, situations;
- Identify international business issues in advanced markets and emerging markets by using both classic and emerging international business theories and concepts.

**Unit-I: Introduction**

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness – Political, economic and cultural environment – Protection Vs liberalization of global business environment.

**Unit-II: International Trade and Investment**

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

**Unit-III: International Strategic Management**

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

**Unit-IV: Production, Marketing, Financial and Human Resource Management of Global Business**

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange – rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.

**Unit–V: Conflict Management and Ethics in International Business Management**

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies – Ethical issues in international business – Ethical decision-making.

**REFERENCES:**

- Charles W.I. Hill and Arun Kumar Jain, International Business, 6<sup>th</sup> edition, Tata Mc Graw Hill.
- John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi.
- K. Aswathappa, International Business, Tata Mc Graw Hill.
- Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, Thomson, Bangalore.
- Aravind V. Phatak, Rabi S. Bhagat and Roger J. Kashlak, International Management, Tata Mc Graw Hill.
- Oded Shenkar and Yaong Luo, International Business, John Wiley Inc, Noida.

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**MBA I YEAR I SEM**

**R18MBA09 TOTAL QUALITY MANAGEMENT**

**Course Aim:**

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

**Learning Outcomes:**

- To know the principles of total quality management and peculiarities of their implementation;
- To be able to use quality management methods analyzing and solving problems of organization;
- To know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations.

**Unit-I: Principles and Practices-I**

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

**Unit-II: Principles and Practices-II**

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

**Unit-III: Tools and Techniques-I**

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

**Unit-IV: Tools and Techniques-II**

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

**Unit-V: Management Tools**

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

**REFERENCES:**

- Joel E Ross, Total Quality Management, CRC press.
- Dale H.Besterfeild, Carlon Besterfeild: Total Quality Management, Pearson Education
- Sridhara Bhat: Total Quality Management Texts and Cases, Himalaya.
- Poornima M Charantimath Total Quality Management, Pearson Education.
- Kanishka Bedi: Quality Management, Oxford.
- Dr. S. Kumar, Total Quality Management, University Science Press.

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**MBA I YEAR I SEM**

**R18MBA10 BUSINESS COMMUNICATION & SOFT SKILLS**

**Course Aim:**

- To enable students understand how to write business letters and improve written communication.

**Learning Outcomes:**

- At the end of the course, students will be enabled with the following skills. English language skills for effective written business communication ('s). Will be able to understand how to write project report.

**Unit-I: Business Writing**

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

**Unit-II: Business Correspondence**

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

**Unit-III: Instructions**

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

**Unit-IV: Business Reports and Proposals**

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

**Unit-V: Careers and Resumes**

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

**REFERENCES:**

- Meenakshi Raman and Prakash Singh, Business Communication, Oxford.
- Lesikar: Basic Business Communication, TMH.
- David Irwin: Effective Business Communications, Viva-Thorogood.
- Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi.
- Business English Dictionary, Pearson.
- Lehman and Dufrene Sinha, BCOM (Business Communication), 2<sup>nd</sup> edition, Cengage.

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**MBA I YEAR II SEM**

**R18MBA11 HUMAN RESOURCE MANAGEMENT**

**Course Aim:**

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

**Learning Outcomes:**

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

**Unit-I: Introduction of HRM**

Introduction to HRM—Functions, Objectives, HRP-Need and Process, Job Analysis-Process, Job Description and Job Specification, Job Design-Techniques, Trends in HRM, Contemporary Issues.

**Unit-II: Recruitment and Selection**

Sources of Recruitment, Selection Process, Types of Selection Tests, Basic types of interviews, Errors in Interviews, Induction, Placement.

**Unit-III: Human Resource Development**

Performance Appraisal - Process, Methods – Training -Procedure, on the job & off the job methods, Management Development Methods, Career Management.

**Unit-IV: Compensation Management**

Objectives, Factors - Job Evaluation - Methods, Components of Salary in India, Wage & Salary Administration - Fringe Benefits.

**Unit-V: Industrial Relations Management**

Nature, Parties to IR, Trade Unions - Factors affecting Unionism, Industrial Disputes - Settlement Methods, Collective Bargaining, Grievance Handling Procedure, Labour Legislation in India.

**REFERENCES:**

- Gary Dessler, "Human Resource Management", 12<sup>th</sup> Edition, Pearson.
- K. Aswathappa, "Human Resource Management, Text and Cases", TMH.
- Dr. Anjali Ghanekar, "Essentials of Human Resource Management", Everest.
- Wayne. F.Cascio, Ranjeet Nambudiri, "Managing Human Resource Management", 8<sup>th</sup> Edition, TMH.
- V S P Rao, "Human resource Management Text and Cases", Excel Books.
- Chris Rowley and Keith Jackson, Human Resource Management, Routledge.

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**MBA I YEAR II SEM**

**R18MBA12 FINANCIAL MANAGEMENT**

The students need Discounting Table and Annuity tables for the examination

**Course Aim:**

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

**Learning Outcomes:**

- Provides support for decision making. It enables managers to monitor their decisions for any potential financial implications and for lessons to be learned from experience and to adapt or react as needed.
- To ensure the availability of timely, relevant and reliable financial and nonfinancial information. FM helps in understanding the use of resources efficiently, effectively and economically.

**Unit-I: The Finance Function**

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

**Unit-II: The Investment Decision**

Investment decision process - Project generation, project evaluation, project selection and project Implementation. Developing Cash Flow; Data for New Projects; Capital Budgeting Techniques –Traditional and DCF methods. The NPV vs. IRR Debate; Cost of capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

**Unit-III: Capital Structure Decisions**

Capital structure vs. financial structure - Capitalization, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure Theories –The Modigliani Miller Theory, NI, NOI Theory and Traditional Theory –A critical appraisal.

**Unit-IV: Dividend Decisions**

Major forms of dividends – Cash and Bonus shares. 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. Major theories centred on the works of GORDON, WALTER and LITNER. Working Capital Management: Components of working capital, gross vs. net working capital, determinants of working capital needs, the operating cycle approach. Planning of working capital, Financing of working capital through Bank

finance and Trade Credit – Recommendations of Tandon and Daheja Committee on Working Capital.

**Unit-V: Management of Current Assets**

Management of cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable securities: characteristics, selection criterion, Mutual Funds alternatives; Management of receivables and Management of inventory.

**REFERENCES:**

- IM Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas.
- M.Y Khan, P K Jain: “Financial Management-Text and Problems”, 6<sup>th</sup> Edition, TMH.
- Prasanna Chandra, “Financial Management Theory and Practice”, 8<sup>th</sup> Edition, TMH.
- Shashi K. Gupta, R. K. Sharma, “Financial Management” Kalyani Publishers.
- Rajiv Srivastava, Anil Mishra, Financial Management” Oxford University Press, New Delhi.
- James C Van Horne, Sanjay Dhamija, “Financial Management and Policy” Pearson Education.



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**MBA I YEAR II SEM**

**R18MBA13 MARKETING MANAGEMENT**

**Course Aim:**

- The objective of this course is to introduce students to the concepts, analysis, and activities that comprise marketing management. This course is also foundation for advanced electives in marketing.

**Learning Outcomes:**

- They will be able to analyze markets and design customer driven strategies and will be able to communicate the decisions towards business development with superior customer value.

**Unit-I: Introduction to Marketing**

Importance, scope of Marketing, Core Marketing Concepts, Marketing Environment, Marketing Strategies & Plans. Market Research-Definition of MR, MIS, MR Process, MR Online, MR & Ethics, International MR.

**Unit-II: Analyzing Marketing Opportunities, Customer Value and Marketing Mix**

Consumer Decision Making, Creating Customer Value, Analyzing Consumer Markets – Consumer Behaviour – Cultural, Social & Personal Factors, developing products & brands – product levels; classifying products, product range, line & mix, PLC, new product development.

**Unit-III: Designing a Customer Driven Strategy**

Market segmentation- segmentation of consumer market, business market, requirement for effective segmentation, market targeting – evaluating market segmentation, selecting target market segmentation, positioning – positioning maps, positioning strategy.

**Unit-IV: Distribution Decisions, Promotion & Communication Strategies**

Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, marketing communication- communication process, communication promotion mix, factors affecting the promotion mix.

**Unit-V: Pricing Theory and Practices & Different Types of Marketing**

Importance of price, cost determinant of price, mark-up pricing, profit maximization pricing, break even pricing, pricing strategy, ethics of pricing strategy, product line pricing, WOM, Rural marketing, BOP, relationship Marketing, Digital marketing, Social marketing, Retail Management, Services Marketing, Global marketing.

**REFERENCES:**

- Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithleshwar Jha: Marketing Management, 13/e, Pearson Education.
- Ramaswamy Namakumari, "Marketing Management", TMH Edition.
- Paul Baines, Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, oxford.
- Czinkota Kotable "Marketing Management" Indian Edition, Cengage learning.
- S.A.Sherlekar, R.Krishnamoorthy, Marketing Management concept and cases, HPH.
- Rajendra P.Maheswari, Marketing Management (Text & Cases) an Indian Perspective, IBH.

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**MBA I YEAR II SEM**

**R18MBA14 QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

**Course Aim:**

- To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Learning Outcomes:**

- The Course covers origin and application of OR, Linear Programming, Decision Theory, Game theory and PERT & CPM. These concepts help the student in taking decisions for business.

**Unit-I: Nature and Scope of Operations Research**

Origins of OR, Applications of OR in different Managerial areas, Defining a model, types of model, Process for developing an operations research model, Practices, opportunities and short comings of using an OR model.

**Unit-II: Linear Programming Method**

Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method, simplex method, two phase method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP.

**Unit-III: Transportation Problem and Assignment Model**

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, and Problems like unbalanced Supply and demand, Degeneracy and its resolution. 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.

**Unit-IV: Game Theory and Decision Theory**

Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic, matrix and arithmetic methods. Introduction to Decision Theory, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

**Unit-V: PERT & CPM**

Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.

**REFERENCES:**

- J.K. Sharma, "Operations Research: Theory and applications, 5<sup>th</sup> Edition, McMillan.
- V.K.Kapoor, "Operations Research: Quantitative Techniques for Management", Sultan Chand & Sons.
- Anand Sharma, "Quantitative Techniques for Decision Making", HPH.
- L C Jhamb, Quantitative Techniques, Everest.
- C.R. Kothari, Quantitative Techniques, Revised edition, Vikas.
- N.D.Vohra, Quantitative Techniques in Management, TMH.

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**MBA I YEAR II SEM**

**R18MBA15 PRODUCTION AND OPERATIONS MANAGEMENT**

**Course Aim:**

- To introduce concepts of production and operations management in an organization and expose to analytical methods.

**Learning Outcomes:**

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

**Unit-I: Introduction to Operations Management**

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

**Unit-II: Product & Process Design and Analysis**

Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning. Process Design- Process Research. Work Study, Method Study and Work Measurement. Value Analysis/Value Engineering – History of Value Analysis/Value Engineering, When to Apply Value Analysis, Function, Aims, Value Engineering Procedure, Advantages and Application Areas. Standardization: Standardization Procedure, Advantages of Standardization, Application of Standardization. Ergonomic Considerations in Product Design.

**Unit-III: Plant Location & Plant Layout**

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

**Unit-IV: Scheduling**

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

**Unit-V: Materials Management**

Components of Integrated Materials Management - Materials Planning, Inventory Control, Purchase Management, Stores Management. Inventory Control- Inventory Decisions, Costs Trade Off. Models of Inventory, Operation of Inventory Systems, Quantity Discount, Implementation of Purchase Inventory Model, Purchasing Management, Stores

Management - Incoming Materials Control, Store Accounting, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis. Computer Aided Techniques in POM.

**REFERENCES:**

- Panneerselvam “ Production and Operations Management” PHI.
- Ajay K Garg, Production and Operations Management, TMH.
- Prof. L.C. Jhamb: Production Operations Management, 18th edition, Everest Publishing House.
- Dipak Kumar Bhattacharyya, Production and Operations Management, Universities Press.
- B. Mahadevan, Operations Management: Theory and Practice, Pearson.
- Kenneth K. Boyer, Rohit Verma, Operations Management: Cengage Learning.

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**MBA I YEAR II SEM**

**R18MBA16 BUSINESS ETHICS & CORPORATE GOVERNANCE**

**Course Aim:**

- To inculcate the need for business ethics to ensure sustained business stability.

**Learning Outcomes:**

- The students will be able to understand ethical and psychological dimensions to contain cyber crimes and also will be able grasp the important issues related to corporate governance.

**Unit-I: Business Ethics the Changing Environment**

Business Ethics Introduction, Levels of Business Ethics-Five Myths about Business Ethics- Can Business Ethics be Taught and Trained?; stages of Moral development, Kohlberg's study-Carol Gilligan's Theory-Principles of Ethics.

**Unit-II: Professional Ethics**

Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues-Preparatory Ethics: Proactive steps- Ethics in production and production management – Ethics of marketing professionals-Ethics in HRM –Ethics of finance and accounting professionals.

**Unit-III: Cyber Crimes**

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

**Unit-IV: Corporate Governance-I**

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

**Unit-V: Corporate Governance-II**

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

**REFERENCES:**

- SK Mandal: Ethics in Business and Corporate Governance, TMH.
- C. S. V. Murthy: Business Ethics, Himalaya Publishing House.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley India.
- Geethika, RK Mishra, Corporate Governance Theory and Practice, Excel.
- Dr. S. S. Khanka, Business Ethics and Corporate Governance, S. Chand.
- Khanka, Business Ethics and Corporate Governance, S. Chand.

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**MBA I YEAR II SEM**

**R18MBA17 MANAGEMENT INFORMATION SYSTEMS & ERP**

**Course Aim:**

- To enable students on importance of information systems in the decision making and management of organizations, the foundations of Enterprise planning and ERP System Options.

**Learning Outcomes:**

- The students will understand the MIS concepts its applications, challenges in implementation of ERP system, ERP System Implementation options, and functional modules of ERP

**Unit-I: Introduction**

MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive advantage.

**Unit-II: Business Applications of Information Systems**

E-Commerce, ERP Systems, DSS, Business Intelligence and Knowledge Management System.

**Unit-III: Management of Information Systems**

Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control. Global perspective on cybercrime - Cybercrime era.

**Unit-IV: Introduction to ERP**

Foundation for Understanding ERP systems-Business benefits of ERP-The challenges of implementing ERP system-ERP modules and Historical Development.

**Unit-V: ERP - sales and Marketing**

Management control process in sales and marketing-ERP customer Relationship Management-ERP systems- Accounting & Finance control processes. Financial modules in ERP systems.

**REFERENCES:**

- D P Goyal, Management Information Systems–Managerial Perspective, MacMillan.
- Laudon & Laudon, Management Information Systems, Pearson.
- Jawadekar, MIS Text and Cases, TMH.
- Mary Sumner “Enterprise Resource Planning” Pearson.
- Ellen Monk “Enterprise Resource Planning” Cengage.
- Goyal “Enterprise Resource Planning” TMH.

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**MBA I YEAR II SEM**

**R18MBA18 BANKING, INSURANCE & RISK MANAGEMENT**

**Course Aim:**

- To know the reforms of Banking and insurance sector and their need to the economy.
- To enable the students on risk management techniques and their usefulness in the individual and corporate level.

**Learning Outcomes:**

- The students will understand the banking business and their services, reforms, regulations. To understand the IRDA functions for strengthening the insurance sector.
- To learn the significance of Risk Management techniques in decision making process.

**Unit-I: Introduction to Banking Business**

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

**Unit-II: Banking Reforms and Regulations**

Banking regulation Act-1949, Reserve Bank of India Act-1934, Establishment of RBI, Functions and credit control system; Role of commercial banks and its functions. Banking sector reforms in India and deficiencies in Indian banking including problems accounts and Non-Performing Assets.

**Unit-III: Introduction to Insurance**

Introduction to insurance, Need and importance of Insurance, principles of Insurance, characteristics of insurance contract, branches of insurance and types of insurance; life insurance and its products: Role of Agents and brokers.

**Unit-IV: Insurance Business Environment**

Regulatory and legal frame work governing the insurance sector, history of IRDA and its functions: Business and economics of insurance, need for changing mindset and latest trends.

**Unit-V: Introduction to Risk Management**

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

**REFERENCES:**

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

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**MBA I YEAR II SEM**

**R18MBA19 MSME MANAGEMENT**

**Course Aim:**

- To enable the students on the policy, regulations, schemes, financial trends and relevant acts of the government through institutional supportive mechanism for strengthening small scale sectors for the emplacement and export opportunities in SMEs.

**Learning Outcomes:**

- It gives overall exposure in terms of setting up of small enterprises, to allow sources of project finance and the approach for assistance.
- To understand the management of clients and financial aspects towards smooth functioning of small scale sectors.
- It educates key features of export promotions and other government supportive mechanism to relevant institutions.

**Unit-I: Introduction for Small and Medium Entrepreneurship (SME)**

Concept & Definition, Role of Business in the modern Indian Economy, History of SMEs in India, Employment and export opportunities in MSMEs.

**Unit-II: Setting of SMEs'**

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

**Unit-III: Project Finance**

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

**Unit-IV: Management of MSE**

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

**Unit-V: MSME Policies and Emerging Trends in SMEs**

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

**REFERENCES:**

- Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers.
- Abha Jaiswal, Micro, Small & Medium Enterprises Development Act, 2006 (Law, Policies & Incentives), Jain book agency.
- K. Sudarsan, Financing Micro, Small & Medium Enterprises, Associated Publishers.
- Project Finance in Theory and Practice: Designing, Structuring, and Financing Private and Public Projects Stefano Gatti, Academic Press, 07-Nov-2007 - Business & Economics.
- Suman Kalyan Chaudhury, Micro Small and Medium Enterprises in India Hardcover - 2013, Raj Publications.
- Aneet Monika Agarwal, Small and medium enterprises in transitional economies- challenges and opportunities, DEEP and DEEP Pvt. Ltd.



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**MBA I YEAR II SEM**

**R18MBA20 PERSONAL EFFECTIVENESS**

**Course Aim:**

To enable students to develop soft skills necessary for employability.

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

- Allow them to enhance in Oratory Skills and feel confident about them-selves.
- Participate in group discussions, face interviews.
- Gain communication skills and be able to convince their view point to the superiors, peers and subordinates.
- Time management skills to efficiently manage time in meeting deadlines in modern day organizations.
- Life style management skills to grow in modern day organization and succeed in their chosen careers.
- Help students to confidently face and succeed in the corporate selection processes.

**Unit-I**

Introduction to PE - need, scope, SWOT Analysis, methods for improvement, impact of PE towards Job Market.

**Unit-II**

Communication - Basic English, Content development, Techniques for Group Discussions, JAM Sessions, Debate.

**Unit-III**

Presentation, PPT Making, Analytical Skills, Demonstrative methods, writing Skills

**Unit-IV**

Behavioural Techniques: Body Language, Attire, Oratory Skills, Personal Etiquette, Emotional Intelligence, Mental Checks & Balance.

**Unit-V**

Role Efficacy, Corporate Roles & Responsibilities, Organising Yourself & Organising Others, Self Assessment Process

**REFERENCES:**

- Sherfeild, Developing Soft skills-Pearson Education.
- Murphy: Effective Business communication, TMH.
- Colin BEARD: Experiential Learning, Kogan Page.
- Anandamurugan, Placement Interview Skills for Success, TMH.
- Charles J. Given, Super Self: Doubling Your Personal Effectiveness
- Troels Richte, The 3 Pillars of Personal Effectiveness
- Stephen R. Covey, The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change
- BarunMitra, Personality Development and Soft skills

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**MBA II YEAR I SEM**

**R18MBA21 STRATEGIC MANAGEMENT**

**Course Aim:**

- To enable the students develop a holistic perspective about strategic management of an organization.

**Learning Outcomes:**

- To understand how to scan internal and external environment of an organization, understand different types of strategies and structures, strategies of the competitors, turnaround strategies, global strategies and strategic control. With that knowledge they would be able to formulate strategies, change strategies if necessary and implement strategies.

**Unit-I: Strategic Inputs**

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

**Unit-II: Formulation of Strategic Actions**

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

**Unit-III: Corporate level Strategy**

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

**Unit-IV: Global Strategy**

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

**Unit-V: Structure and Controls with Organizations**

Organizational Structure and controls, Evolutionary Patterns of strategy and organizational structure. Leadership Implications for Strategy- Entrepreneurial Implications for Strategy.

**REFERENCES:**

- Mital, Cases in Strategic Management, TMH.
- Mason A Carpenter et al."Strategic Management: A dynamic Perspective" Pearson.
- Adrian & Alison" Strategic Management: Theory & Application" Oxford University Press.
- P. Subba Rao, Business Policy and Strategic Management, HPH.
- V.S.P. Rao, V. Hari Krishna; Strategic Management, Excel Books.
- Azhar Khazmi, Strategic Management & Business Policy, TMH.

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**MBA II YEAR I SEM**

**R18MBA22 RESEARCH METHODOLOGY**

**Course Aim:**

- To understand the research methodology and basic statistical tools for analysis and interpretation of quantitative and qualitative data.

**Learning Outcomes:**

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

**Unit-I: Research Methodology**

Overview of Research methodology-Research problems, Types of Research, Research process-Ethics in business research-limitations of social science research. Observation studies and research.

**Unit-II: Design of Business Research**

Research design an overview: Qualitative research Vs Quantitative Research, Types of research design, Validity of research design, Types of designs.

**Unit-III: Data Collection Methods & Tools**

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

**Unit-IV: Measurement of Scaling Techniques**

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

**Unit-V: Report Writing & Bibliography**

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

**REFERENCES:**

- Krishna Swamy, Sivakumar, Mathirajan - Management Research Methodology, Pearson
- R.Pannerselvam -Research Methodology-, PHI
- T N Srivatsava, Shailaja Rego -Business research Methods-TMH
- Business research Methods -Donald R cooper, Pamela S Schindler
- William.G. Zikmund- Business Research Methods, Thomson
- Business Research Methods-SL Gupta, Hitesh Gupta

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**MBA II YEAR II SEM**

**R18MBA23 STATISTICAL DATA ANALYSIS-CASE STUDY**

**Course Aim:**

- To understand MS Excel for applying statistical tools learnt in Research Methodology.

**Learning Outcomes:** The learning outcome is that the students should be able to:

- Analyse the data to draw inference for decision making.
- Understand application of statistical measures of central tendency.
- Understand application of ANOVA.
- Analyse trends.
- Test hypotheses.

**Syllabus - PART A**

**I. About EXCEL**

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

**General EXCEL Lessons:**

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

**II. ADVANCED EXCEL LESSONS**

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

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

- III** Tabulation, bar diagram, Multiple Bar diagram, Pie diagram, Measure of central tendency: mean, median, mode, Measure of dispersion: variance, standard deviation, Coefficient of variation. Correlation, regression lines.

**IV** t- test, F-test, ANOVA one way classification, chi square test, independence of attributes.

**V Time Series:** forecasting Method of least squares, moving average method. Inference and discussion of results.

**REFERENCES:**

- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press.
- David Whigham “Business Data Analysis Using Excel” Oxford University Press.
- Winstion “Excel 2010 Data Analysis and Business Modelling” PHI Learning PVT LTD.
- D P Apte : Statistical Tools for Managers USING MS EXCEL, Excel.
- David M Levine, David. F. Stephan & Kathryn A. Szabat, Statistics for Managers – Using MS-Excel, PHI.
- Robert H Carver, Doing Data Analysis with SPSS, Cengage.

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**MBA II YEAR II SEM**

**R18MBA24 ANNUAL REPORT ANALYSIS-CASE STUDY**

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

**Course Aim:**

- To show annual reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.

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

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

**EXERCISES:**

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

**REFERENCES:**

- Refer Books Under Financial Accounting and Analysis, Financial Management.

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**MBA II YEAR II SEM**

**R18MBA25 BUSINESS BEST PRACTICES-CASE STUDY**

**Course Aim:**

- To enable students to understand the best practices followed by the organizations.

**Learning Outcomes:**

- By understanding the best practices through internet and interaction with the company executives, the students should be able to understand the best practices.
- By going through the works of the other classmates, the all students should be able to understand many of the best practices and also will be able to suggest the next practices.

The students may choose any of the following corporate practices or any other practices and study with reference to any company:

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

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

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**MBA II YEAR II SEM**

**R18MBA26 INNOVATIVE ENTREPRENEURSHIP-CASE STUDY**

**Course Aim:**

- To understand how entrepreneurs are becoming successful. This is to inspire students to become job providers rather than job seekers.

**Learning Outcomes:**

- After doing field visit to any small or big organization and after interacting with the entrepreneur and others in the organization, the students should be able to understand:
  1. How to start a company?
  2. How to choose the product and estimate demand for the product.
  3. The problems of procurement of raw materials.
  4. The marketing, HR and finance problems of the entrepreneur.
  5. Growth alternatives available to the entrepreneur.

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

**REFERENCES:**

- Raj Shankar, Entrepreneurship Theory and Practice, TMH.
- A G Krishnamurthy, Dhirubhaism, TMH.



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**MBA II YEAR II SEM**

**R18MBA27 PROJECT WORK & VIVA-VOCE**

**THE FINAL PROJECT IS DIVIDED IN TO STAGE-I, STAGE-II AND MAIN PROJECT REPORT AND VIVA.**

**Course 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 Outcomes:**

- After following the three stages mentioned below for doing project work students should be able to:
  1. Develop research design for their topic of research.
  2. Understand the data requirements and collect data relevant for their research.
  3. Analyse data and interpret results.

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

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

Topic:  
.....

Chapter I

Brief Introduction:

Review of literature:

Research Gaps:

Research Questions:

Objectives of the study:

Hypotheses:

Scope of the study:

Period of the study:

Sample:

Data Collection:

Primary Data:

Secondary Data:

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

**Approach:** Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools

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

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

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

**REFERENCES:**

Appendix I: Questionnaire (if any).

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

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

**After the submission of the report by consolidating the work done in stage 1, 2 and 3, an external viva will be held by the University to give the grade as per the University guidelines.**

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**MBA II YEAR I SEM**

**R18MBA28 CONSUMER BEHAVIOUR**  
**(Marketing Elective)**

**Course Aim:**

- To study the consumer behaviour concept in order to develop better marketing programs and strategies.

**Learning Outcomes:**

- The student will be able to evaluate the effectiveness of various consumer behaviour components such as perception, attitude, decision making, and marketing ethics.

**Unit-I: Understanding Consumer Behaviour**

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

**Unit-II: Environmental Influences on Consumer behaviour**

Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

**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 Innovations.

**Unit-V: Consumerism and Ethics**

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

**REFERENCES**

- David L. Loudon and Albert J.Della Bitta, Consumer Behaviour, TMH.
- S. Ramesh kumar, cases in Consumer Behaviour, Pearson.
- Suja R Nair, Consumer Behaviour in Indian perspective, HPH.
- Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH.
- Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI.
- Ramanuj Majumdar, Consumer Behaviour, PHI.

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**MBA II YEAR I SEM**

**R18MBA29 INTEGRATED MARKETING COMMUNICATIONS & SALES**  
**(Marketing Elective)**

**Course Aim:**

- The students are able to understand the principles and practices of marketing communications along with role of sales function used by mentors.

**Learning Outcomes:**

- The student will understand the prospects of promotional mix along with maintenance of sales force, preparing and execution of sales budget.

**Unit-I: Understanding Integrated Marketing Communication**

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

**Unit-II” Marketing Communication Mix**

Creative Execution in Advertising, Execution on online and television, getting that ‘Big Idea’ of creativity. Direct Marketing, Personal Public Relations, Mobile Advertising, Word Of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

**Unit-III: Regulation, Social and Ethical Aspects of Advertising and Promotion**

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

**Unit-IV: Sales Planning and Budgeting**

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

**Unit-V: Sales Force Management**

Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

**REFERENCES:**

- George E Belch, Michael A Belch, Keyoor puravi , Advertising and Promotions – An Integrated Marketing Communications perspective , TMH.
- Still, Cundiff, Govoni, Sales Management, Pearson.
- Krutishah, Alan D’Souza, Advertising and Promotions on IMC Perspective, TMH.
- Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford.
- K. Sridhara Bhat , Sales and Distribution Management, HPH.
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, Pearson.

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**MBA II YEAR I SEM**

**R18MBA30 LOGISTICS & SUPPLY CHAIN MANAGEMENT**  
**(Marketing Elective)**

**Course Aim:**

- It provides knowledge, skill, and competence to effectively managed logistics and supply chain management of any small or large organisations.

**Learning Outcomes:**

- The students enable themselves in implementing cost savings, latest techniques, and competitive advantage in the field of logistics and supply chain management.

**Unit-I Logistics and Competitive Strategy**

Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management - Logistics to Supply Chain Management – Focus areas in Supply Chain Management- Customer service and retention- Basic service capability Value added services

**Unit-II: Measuring logistics costs and performance**

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

**Unit-III: Logistics and Supply chain relationships**

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

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

**Unit-V: Managing global Logistics and global Supply Chains**

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

**REFERENCES:**

- Donald J.Bowersox and David J.Closs: “Logistical Management” The Integrated Supply Chain Process, TMH.
- Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi.
- Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi.
- Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi.
- Deepak P, Miiind M.Oka: “Supply Chain Management” Everest Publishing House, NewDelhi.
- Manish Bansal, Babita Singla: “Retail and Supply Chain Management “, Kalyani Publishers, NewDelhi.

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**MBA II YEAR I SEM**

**R18MBA31 SERVICES MARKETING**  
**(Marketing Elective)**

**Course Aim:**

- The objective of the course is to provide a deeper insight into the Marketing Management of companies offering Services as product.
- The students are able to learn the concepts on customers and standardising, delivering the quality service in the given market, and also facilitates important concepts of service marketing.

**Learning Objective:**

- The students will be able to understand the characteristics of services, understand consumer behaviour in services, align service design and standards, delivering service, managing services promises.

**Unit-I: Foundations of Service Marketing**

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

**Unit-II: Focus on the Consumer**

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

**Unit-III: Aligning Service Design and Standards**

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

**Unit-IV: Delivering and Performing Service**

Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity.

**Unit-V: Managing Service Promises**

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

**REFERENCES:**

- Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing, Pearson.
- Valarie A. Zeithaml & Mary Jo Bitner: Services Marketing – Integrating customer focus across the firm, TMH.
- John E.G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning.
- Harsh V. Varma: Services Marketing text and cases, Pearson.
- Vinnie Jauhari, Kirti Dutta: Services- Marketing, Operations and Management, Oxford University Press.
- Govind Apte: Services Marketing, Oxford Press.

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**MBA II YEAR I SEM**

**R18MBA32 RETAILING MANAGEMENT**  
**(Marketing Elective)**

**Course Aim:**

- It explains the practices of retailing and also the complex nature and environment in retailing management.

**Learning Outcomes:**

- The students will learn the Modern Retailing Concepts and will be able to link it to cases to understand the present Retailing Trends.
- To understand shopping environment, retail formats, functions, retail operation and promotion.

**Unit-I: Introduction to Retail Management**

Meaning of Retail & Retailing, History, types, functions, utilities, theories of retailing, e-tailing, structure of Indian retail industry, global retailing, service retailing, FDI retailing, Rural marketing.

**Unit-II: Retail layouts**

Store layout & design, merchandise display-fixtures, materials & finishes – floors, interior walls, ceilings, lightings, music, graphics-exterior signage, interior signage, layouts for e-tailers. Merchandising & assortment plans-merchandise plan, merchandise plan for basic stocks retail,

**Unit-III: Understanding Shoppers and Shopping:**

Shopping Environment, shopping in a Socio Cultural Context, shopping process, shopping behaviour, lifestyle and demographic profile of Indian shoppers, shopping patterns in India.

**Unit-IV: Pricing & Supply Chain Management**

Pricing Objectives & Policies, Interactive Pricing Decisions, different Pricing Strategies, and Price Adjustment Strategies. SCM & competitive advantages, framework of Supply Chain Management-SCM network structure, Supply Chain Business Process, Retail Inventory Management, Retail Logistics Management, EDI in SCM.

**Unit-V: Delivering Value through Retail Functions**

Classification of formats, ownership-based, store based, non-store based, other retail formats, Value Based Model of store format choice, attribute based model of store format choice, the competitive market place, non price decisions, types of competition, future changes in retail competition.

**REFERENCES:**

- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, Oxford.
- Lusch, Dunne, Carver, Introduction to Retailing, Cengage Learning.
- Suja Nair, Retail Management, Himalaya Publication House.
- Aditya Prakash Tripathi, Noopur Agrawal, Fundamentals of Retailing (text and cases), Himalaya Publication House.
- Swapna Pradhan, Retail Management-Text & Cases, TMH.
- Dr. Harjit Singh, Retail Management a global perspective text and cases, S. Chand.

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**MBA II YEAR I SEM**

**R18MBA33 CUSTOMER RELATIONSHIP MANAGEMENT**  
**(Marketing Elective)**

**Course Aim:**

- It provides students, the knowledge of the fundamental aspects of developing and managing CRM, the tools used in retention of customers also adds to effective course frame.

**Learning Outcomes:**

- The student will develop skill set to work on CRM framework, tools and various approaches to retain customers in the market.

**Unit-I: Customer Relationship Management**

Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM.

**Unit-II: Building Customer Relationship:**

Process, Bonding Zero Customer Defections, CRM framework, Market Share vs. Share of Customers, Life time value of Customers.

**Unit-III: CRM Process and Implementation**

Customer Development Process, customer Retention, Customer satisfaction, Importance of customer retention, Customer Retention Strategies, Customer Life Time Value, types of Relationship Management, CRM process for B2B markets.

**Unit-IV: Technological Support in CRM**

Technological Applications in CRM, types of Technological Applications in CRM, Customer Databases and Information Systems, Database Marketing Strategies, CRM Software Solutions for B2C and B2B Markets, Accounting Systems for Customer Acquisition and Retention Costs, Customer Loyalty and Profitability through Technology.

**Unit-V: e-CRM – Emerging Trend in CRM**

Importance of e-CRM in Service Marketing, Challenges involved in formulating and implementing e-CRM strategies, e-CRM architecture and its components, Five engines of e-CRM, Evolution of e-customer and e-marketing, e-CRM for personalized services.

**REFERENCES:**

- “Paul Greenberg”, CRM at the Speed of Light, TMH.
- “Baran, Galka and Strunk, Principles of CRM, Cengage Learning.
- “Subhasish Das”, Customer Relationship Management”, Excel Books.
- “Mukesh Chaturvedi and Abhinav Chaturvedi”, Customer Relationship Management – An Indian Perspective, Excel Books.
- “Nath”, The Nuts & Bolts of CRM, TMH.
- “V.Kumar and Werner.J.Reinartz”, Customer Relationship Management, Wiley.



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**MBA II YEAR I SEM**

**R18MBA34 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**(Finance Elective)**

**Course Aim:**

- To students are able to know the investment alternatives, process and portfolio management

**Learning Outcomes:**

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

**Unit-I: Investment Environment in India and Equity Valuation**

Overview of Indian financial system securities trading in stock markets, investment alternatives, the investment management process. Equity Analysis & Valuation, Balance sheet Analysis equity valuation models, intrinsic value & market price, The P/E Ratio & Earnings multiplier Approach, CAGR, Price/Book value, Price/ Sales ratio, Economic Value Added (EVA) and MVA.

**Unit-II: Security Analysis**

Fundamental Analysis, Technical Analysis, EMH (Efficient Market Hypothesis). Data Sources and Contemporary Issues: Fundamental Data Sources, Technical Data Sources.

**Unit-III: Portfolio Analysis**

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

**Unit-IV: Bond Analysis & Valuation & management**

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

**Unit-V: Mutual Funds**

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

**REFERENCES:**

- William. F.Sharpe, Gordon J Alexander & J V Bailey: Fundamentals of Investments, PHI.
- Donald E Fischer, Ronald J Jordan: Security Analysis and Portfolio Management, Pearson.
- Prasanna Chandra: Investment analysis and Portfolio Management", TMH.
- Punithavathi Pandian: Security Analysis and Portfolio Management, Vikas.
- M. Ranganatham, R. Madhumathi: Security Analysis and Portfolio Management, Pearson.
- Kevin, SAPM, PHI.

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**MBA II YEAR I SEM**

**R18MBA35 FINANCIAL INSTITUTIONS, MARKETS & SERVICES**  
**(Finance Elective)**

**Course Aim:**

- The objective of the course is to provide to students an understanding of Financial Markets, the major institutions involved and the services offered within this framework.

**Learning Outcomes:**

- The students will get enormous knowledge on Financial Institutions, Securities Markets, and Financial Services.

**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, The role and functions of SEBI. Performance of Non-statutory Financial organization - IFCI, IRBI, NABARD, SIDBI, and SFCs.

**Unit-II: Banking Institutions**

Commercial Banks, Public and Private Sectors, Structure and Comparative performance, Competition, Interest rates, Spread and NPAs; Bank Capital Adequacy norms and capital market support; Banking Innovations – BPLR to Base rate, Core Banking System, Financial Inclusion, Current rates: Policy rates, Reserve Ratios, Lending/ Deposit rates;

**Unit-III: Non Banking Financial Institutions**

Structure and functioning of Unit Trust of India and Mutual Funds, Growth of Indian Mutual funds and their Regulation, Role of AMFI. Insurance Companies – Structure and Investment pattern of LIC, GIC and other Insurance companies, Competition, Innovation- Banc assurance, Role of IRDA, Challenges faced by Insurance Sector.

**Unit-IV: Financial And Securities Markets**

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

**Unit-V: Asset/Fund Based Financial Services**

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

**REFERENCES:**

- L. M. Bhole, Financial Institutions and Markets, TMH.
- M. Y. Khan, Financial Services, TMH.
- Vasant Desai: Financial Markets and Financial Services, Himalaya.
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson.
- Gomez, Financial Markets, Institutions and Financial Services, PHI.
- R M Srivatsava: Dynamics of Financial Markets and Institutions in India, Excel.

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**MBA II YEAR I SEM**

**R18MBA36 STRATEGIC INVESTMENT AND FINANCING DECISIONS**  
**(Finance Elective)**

**Course Aim:**

- To explain the role and nature of investment and financial strategies and its Relationship to maximization of wealth/shareholders value.
- To discuss the impact of general and specific inflation on financial and investment strategy decisions.
- To evaluate the motives for financial implications of M&A and lease financing.

**Learning Outcomes:**

- To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions within an organization.
- To develop an understanding of the various strategies those are in use to trade off risk and return

**Unit-I: Investment decisions under conditions of Risk and uncertainty**

Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing vs. Portfolio. Portfolio Risk and diversified projects.

**Unit-II: Types of Investments and disinvestments**

Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Pure, simple and mixed investments. Lorie Savage Paradox. Adjusted NPV and impact of inflation on capital budgeting decisions.

**Unit-III: Critical analysis of appraisal techniques**

Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis, Hertz Simulation and Hillier approaches.

**Unit-IV: Strategic Analysis of selected investment decisions**

Lease Financing, Leasing vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalments decisions. Lease Risk Management, Leasing as a Financing Decision.

**Unit-V: Financing Decisions**

Mergers and Acquisitions Basic Issues, Strategy, Diversification and Mergers and Acquisitions, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions, Defensive strategies for takeovers and cases.

**REFERENCES:**

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

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**MBA II YEAR I SEM**

**R18MBA37 INTERNATIONAL FINANCIAL MANAGEMENT**  
**(Finance Elective)**

**Course Aim:**

- The objective of the course is to provide students with a broad view of International Monetary Systems and its understanding to enable a global manager to do business in a global setting.

**Learning Outcomes:**

- The students are able to understand about MNC Financial Management.

**Unit-I: International Financial Management**

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

**Unit-II: International Flow of Funds**

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

**Unit-III: Foreign Exchange Market**

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

**Unit-IV: 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. 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. Payment methods of international trade, trade finance methods, Export–Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

**REFERENCES:**

- Alan C. Shapiro: Multinational Financial Management, John Wiley.
- Sharan. V: International Financial Management, PHI.
- Madhu Vij: International Financial Management, Excel.
- Ephraim Clark: International Finance, Thomson.
- P. G. Apte: International Financial Management, TMH.
- S. Eun Choel and Risnick Bruce: International Financial Management, TMH.

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**MBA II YEAR I SEM**

**R18MBA38 STRATEGIC MANAGEMENT ACCOUNTING**  
**(FINANCE ELECTIVE)**

**Course Objective:**

- To enable the students to the components of product cost, their calculation methods, and their control.
- To develop the students understanding of management and cost accounting principles and techniques and their application to various decision making situations.

**Learning Outcomes:**

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

**Unit-I: Introduction to Management Accounting, Cost Analysis and Control**

Management accounting Vs. Cost accounting vs. financial accounting, Role of accounting information in planning and control, Cost concepts and Managerial use of classification of costs. Cost analysis and control: Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate. An introduction to activity based costing.

**Unit-II: Costing for Specific Industries**

Unit costing, Job Costing, Cost Sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses, inter-process profits, costing for by-products and equivalent production.

**Unit-III: Marginal Costing I**

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

**Unit-IV: Marginal Costing II**

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

**Unit-V: Budgetary Control**

Budget, budgetary control, steps in budgetary control, Flexible budget, different types of budgets: sales budget, Cash budget, Production budget, Performance budgets, Zero Based Budgeting; An introduction to cost audit and management audit. Standard Costing: Standard Cost and Standard Costing, Standard costing Vs Budgetary control, Standard costing Vs

estimated cost, Standard costing and Marginal costing, analysis of variance, Material variance, Labour variance and Sales variance.

**REFERENCES:**

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

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**MBA II YEAR I SEM**

**R18MBA39 FINANCIAL DERIVATIVES**  
**(Finance Elective)**

**Course Aim:**

- To make students efficient in the area of Derivatives, giving them the knowledge of basics in Derivatives, Future Markets, Option Strategies, etc.

**Learning Outcomes:**

- The students will understand the basic difference between stock market and derivatives market.
- To understand the various types of derivatives and their calculation procedures.

**Unit-I: Introduction to Derivatives**

Development and Growth of Derivative Markets, Types of Derivatives, Uses of Derivatives, Fundamental linkages between spot & Derivative Markets, The Role of Derivatives Market, Uses & Misuses of derivatives. Commodity Exchanges - MCX, NCDEX, NMCE - Role, Functions & Trading.

**Unit-II: Future and Forward Market**

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

**Unit-III: Options**

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

**Unit-IV: Option Strategies**

Basic Strategies, Advanced Strategies, Trading with Options, Hedging with Options, Currency Options.

**Unit-V: Swaps**

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

**REFERENCES:**

- John C Hull: Options, Futures and other derivatives, Pearson.
- M. Ranganatham & R. Madhumathi : Derivatives and Risk Management, Pearson
- S. L. Gupta: Financial Derivatives, PHI.
- Dubofsky, Miller: Derivatives Valuations and Risk Management, Oxford.
- Don M. Chance, Robert Brooks: Derivatives and Risk Management Basic, Cengage.
- Sundaram Das, Derivatives – Principles and Practice, McGraw Hill.

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**MBA II YEAR I SEM**

**R18MBA40 PERFORMANCE MANAGEMENT**  
**(HR Elective)**

**Course Aim:**

- To give an understanding about performance management and reward system linked with performance.

**Learning Outcomes:**

- The students can understand the importance of performance Management, Performance Appraisals, Reward System, and other performance related concepts.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

Performance Management and employee development, Performance Management skills.

**Unit-IV**

Reward Systems and legal issues, Managing Team performance.

**Unit-V**

Bench marking, Six Sigma, Competency Mapping, Balance Score card, Coaching and Mentoring Pygmalion effect, Job Analysis.

**REFERENCES:**

- Herman Aguinis, "Performance Management" Pearson.
- Lance A Berger & Dorothy R Berger "The Talent Management Hand Book", TMH.
- B D Singh, "Performance Management System- a holistic approach" excel Books.
- Prem Chadha "Performance management" Macmillan.
- Srinivas K Kandula "Performance Management" PHI.
- R K Sahu : Performance Management System, Excel.



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**MBA II YEAR I SEM**

**R18MBA41 TRAINING & DEVELOPMENT**  
**(HR Elective)**

**Course Aim:**

- To enable the students to understand the design of training, implementation and evaluation of training programs in the organization.

**Learning Outcomes:**

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

**Unit-I: Training in Organizations**

Trends in training, Career opportunities in training, important concepts and meanings, Integrating OD, strategy and training, aligning training design with learning process.

**Unit-II: Need Analysis and Training Design**

The Training Need Analysis (TNA) Model, TNA and Design, organizational constraints, developing objectives, Facilitation of learning and training transfers to the job.

**Unit-III: Training Methods**

Matching methods with outcomes, lectures and demonstrations, games and simulations, OJT, computer Based Training (CBT).

**Unit-IV: Implementation & Evaluation of Training**

Development of training, implementation, transfer of training, major players in training & development, resistance to training evaluation, types of evaluation.

**Unit-V: Areas of organizational Training**

Orientation training, diversity training, sexual harassment training, team training, cross cultural training, training for talent management and competency mapping.

**REFERENCES:**

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

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**MBA II YEAR I SEM**

**R18MBA42 MANAGEMENT OF INDUSTRIAL RELATIONS**  
**(HR Elective)**

**Course Aim:**

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

**Learning Outcomes:**

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

**Unit-I: Industrial Relations**

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

**Unit-II: Settlement of Disputes**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

The Factories Act 1948, Mines Act 1952, Industrial Relations and Technological Change.

**REFERENCES:**

- Mamoria, Mamoria, Gankar "Dynamics of Industrial Relations" Himalaya Publishing House.
- C.B.Mamoria, VSP Rao "personnel management- text & cases", Himalaya.
- J.A.Kulkarni, Asha Pachpande, Sandeep Pachpande, "Case Studies in Management", pearson.
- Padhi "Labour and Industrial Relations" PHI.
- Arun Monappa,Ranjeet Nambudiri,Selvaraj " Industrial Relations and Labour Laws", TMH.
- Ratna Sen "Industrial Relations-Text and cases "Macmillan Publishers.

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**MBA II YEAR I SEM**

**R18MBA43 INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**(HR Elective)**

**Unit-I: Introduction to IHRM**

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

**Unit-II: International Recruitment and Selection**

Approaches to international Recruitment- ethnocentric, polycentric, geocentric, region-centric; Selection process-factors effecting in expatriate selection process, Technical ability, cross-cultural suitability, individual adjustments, family adjustments. IHRM practices – USA, UK, Japan and India A comparative study.

**Unit-III: Managing HRM in Virtual Organization, Globalization & HRM**

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

**Unit-IV: IHRM Model of India**

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

**Unit-V: Special Issues in IHRM**

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

**REFERENCES:**

- N. Sengupta & Mousumi, S. Bhattacharya, International HRM, Excel Books.
- P.L. Rao, International Human Resource Management – Text and Cases, Revised Edition, Excel Books- New Delhi.
- Edwards - International HRM, Pearson Education.
- K. Aswathappa - International Human Resource Management Sadhna Dash Text and Cases, Tata McGraw Hill Publishing Company Ltd.
- P. Subba Rao, International Human Resource Management Himalaya Publishing House  
Dr. Nilanjam Sengupta- International Human Resource Management Excel Books, New Delhi.

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**MBA II YEAR I SEM**

**R18MBA44 COMPENSATION & REWARD MANAGEMENT**  
**(HR Elective)**

**Course Aim:**

- It enables the student understand the concepts issues and challenges of compensation and reward management.

**Learning Outcomes:**

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

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

Government and legal issues in compensation. Public Sectors Pay Management: Making it work.

**REFERENCES:**

- George T Milkovich, Jerry M Newman, C S Venkata Ratnam” TMH.
- B D Singh “Compensation and Reward Management” Excel Books.
- Joseph J.Martocchio “Strategic Compensation” Pearson.
- Kanchan Bhatia “Compensation Management” Himalaya.
- Henderson “Compensation Management in a Knowledge Based World”, Pearson.
- Michale Armstrong” Employee Reward” University Press.

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**MBA II YEAR I SEM**

**R18MBA45 LEADERSHIP & CHANGE MANAGEMENT**  
**(HR Elective)**

**Course Aim:**

- To empower the students with the concepts, theories and approaches to lead organizations. The knowledge gained will help the students to feel confident to add value to the organizations.
- The course enables the student to understand the concept change management. This will help them to emerge as leaders in the organizations.

**Learning Outcomes:**

- The students will be able to understand in definitions, concepts and process of leadership.
- The will also understand the approaches and theories of leadership, leadership styles, leadership types like transactional leadership, transformational leadership, team leadership.
- The student understands the need to bring change, how to design change in the organizations, role of leadership in change management, change communication and resistance to change and the role of HR in change management.

**Unit-I: Introduction and Skills approach to leadership**

Definition, Components of Leadership, trait approach to leadership, strengths, criticisms, applications, Skills approach to leadership-Ohio state studies, Michigan studies, Blake and Mouton's Leadership Gird, strengths, criticisms, applications.

**Unit-II: Contingency Leadership**

Contingency theory description, leadership styles, situational variables, strengths and criticisms, applications of contingency approach, Path-Goal Theory, strengths, criticisms, applications. Transformational Leadership- Strengths, Criticisms, applications, Servant Leadership, Definition, ten characteristics of Servant Leader, strengths, criticisms, applications.

**Unit-III: Organizational design and change**

Strategic level change, Group and team level change, and Individual level change. Organizational Structure, Organizational Culture and Management of Change; resistance to change, Organizational learning, power, politics and Organizational change, Ethics and Managing Change.

**Unit-IV: Employee Relations and Managing Change**

The Management of Change, Technological Change. Management of Change, Evaluating and Promoting change.

**Unit-V: Communicating the change**

Importance of communication in change management; Communicating during the change period and Process - Developing feedback mechanism and Skills. Organisational Change

Behaviour - aspects of Leader, Rejoice the abilities of followers. Gap and mapping the change.

**REFERENCES:**

- Peter G. Northouse "Leadership: Theory & Practices" Sage Publications.
- Mark Hughes, "Managing Change – a critical perspective", Universities Press.
- Adrian Thornhill, Phil Lewis, Mike Millmore. Mark N K Saunders "Managing change", Pearson.
- Richerd L. Hughes, Leadership, Mc. Graw Hill, New Delhi
- Uday kumar Haldar, "leadership & team building", Oxford
- Gary Yukl, "Leadership in Organizations" Pearson.

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**MBA II YEAR I SEM**

**R18MBA46 BUSINESS INTELLIGENCE**  
**(Systems Elective)**

**Course Aim:**

- It enables the student understand the concepts of Business Intelligence.

**Learning Outcomes:**

- The student understands Data Ware Housing, Data Mining for Business Intelligence, Business Rules and Business Intelligence Implementation.

**Unit-I: Introduction to Business Intelligence**

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

**Unit-II: Data Ware Housing-Definitions and concepts**

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

**Unit-III: Data mining for Business Intelligence**

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

**Unit-IV**

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

**Unit-V**

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

**REFERENCES:**

- Efraim Turban et al. "Business Intelligence", Pearson Education.
- David Loshin "Business Intelligence", Elsevier.
- Rajiv Sabherwal "Business Intelligence" Wiley Publications.
- Philo Janus, Stacia Misner, Building Integrated Business Intelligence Solutions with SQL Server, 2008 R2 & Office 2010, TMH.
- Nina Godbole & Sunit Belapure "Cyber Security" Wiley India.
- Jawadekar, MIS Text and Cases, TMH.

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**MBA II YEAR I SEM**

**R18MBA47 DATABASE MANAGEMENT SYSTEMS**  
**(Systems Elective)**

**Course Aim:** To give an understanding Data Warehousing and Data Management concept.

**Unit-I: Managing Data**

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

**Unit-II: Database Systems in the Organizations**

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

**Unit-III: Risks and Costs of Database**

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

**Unit-IV: Data warehousing Introduction**

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

**Unit-V Analyzing the Contexts of the Data warehouse**

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

**REFERENCES:**

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



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**MBA II YEAR I SEM**

**R18MBA48 DECISION SUPPORT SYSTEMS**  
**(Systems Elective)**

**Course Aim:**

- It enables the student understand how to build and implement Decision Support system.

**Learning Outcomes:**

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

**Unit-I: Introduction to Decision Support System (DSS)**

How DSS evolved- DSS Benefits-Systems, Information Quality and Models-Dataflow diagram  
Information quality- Types of DSS- DSS hierarchy- Generalizing DSS categories. Cases.

**Unit-II: Building and implementing DSS**

DSS on the centre corporate systems- Internet and client/ Server computing in DSS- DSS on standalone system-Choosing a DSS Hardware environment. Cases.

**Unit-III: DSS software tools**

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

**Unit-IV: Group Decision Support System**

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

**Unit-V: Data Warehousing**

DW-DW concepts- The DW database-Database structure-Getting the data into the data warehouse- Metadata. Cases.

**REFERENCES:**

- Efram G.Mallach” Decision Support and Data Warehouse Systems” TMH.
- Efraim Turban “Decision Support and Busines Intelligence Systms” Pearson.
- Dhiraj Sharma: Foundations of I T, Excel.
- Nina Godbole & Sunit Belapure, “Cyber Security” Wiley India.
- Jawadekar, MIS Text and Cases, TMH.
- Dr Milind M Oka “Cases in Management Information system ‘Everest.

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**MBA II YEAR I SEM**

**R18MBA49 E-BUSINESS**  
**(Systems Elective)**

**Course Aim:**

- It enables the student understand the concepts of Electronic Business.

**Learning Outcomes:**

- The student understands E-Business, its Models, E-Business plans, E-Business Application and Securing E- Business.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

Creating E-Business plans- software programs to create a business- Phases /Aspects of E-Business- e-Marketing and sales Strategies-website and portal management.

**Unit-IV**

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

**Unit-V**

Securing your e-business- risk Management- business continuity planning-Network and web site security website Defacement-Security audit and Penetration Testing.

**REFERENCES:**

- Kulkarni et al. "E-Business" Oxford.
- Dave chaffey, e-business & e-commerce management- strategy, implementation and practice, 5th edition, Pearson.
- Napier et al "Creating A Winning E-Business" Cengage.
- Parad Diwan, Sunil Sharma: e-commerce A Manager's Guide to e-business, Excel.
- Elias M Awad, Electronic Commerce, PHI.
- Jawadkar, MIS Text and Cases, TMH.

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**MBA II YEAR I SEM**

**R18MBA50 CYBER SECURITY**  
**(Systems Elective)**

**Course Aim:**

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

**Learning Outcomes:**

- The student understands the cyber crimes. Computer forensic system and Cyber Security.

**Unit-I: Cyber Crime**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**REFERENCES:**

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

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**MBA II YEAR I SEM**

**R18MBA51 INFORMATION SYSTEM CONTROL AND AUDIT**  
**(Systems Elective)**

**Course Aim:**

- It enables the student understand the concepts of Information System and Control.

**Learning Outcomes:**

- The student understands the audit standards, Audit Process, Computer assistance Audit tools, Managing Audit tools and Strategy and Standards for Auditing.

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Unit-V**

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

**REFERENCES:**

- Sandra Senft & Fredrick "Information Technology Control and Audit "CRC Press.
- D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies and chelists from the banking industry, TMH.
- Nina Godbole & Sunit Belapure "Cyber Security", Wiley India.
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- Dr. Milind M Oka "Cases in Management Information Systems, Everest.
- Subash Chandra Das-Management Control Systems : Principles and Practices-PHI