

# Academic Regulations Course Structure and Syllabus

**MBA**  
**MASTER OF BUSINESS ADMINISTRATION**  
(2 Year Program)  
*(Applicable for the Batches Admitted from 2019-2020)*



***NARASARAOPETA***  
***ENGINEERING COLLEGE***  
(Autonomous)

Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.  
Approved by AICTE, New Delhi & Permanently affiliated to JNTUK, Kakinada. Code: 47.  
Accredited by NBA & NAAC with “A” Grade; ISO 9001:2008 Certified Institution.  
Phone: 08647239905      Website: [www.nrtec.ac.in](http://www.nrtec.ac.in)

**ACADEMIC REGULATIONS – R19  
FOR MBA (REGULAR) DEGREE PROGRAM**

(Effective for the students admitted into I year from the Academic Year 2019-20 and onwards)

**1. ELIGIBILITY FOR ADMISSION**

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

Admissions shall be made on the basis of merit / rank obtained by the candidates at the qualifying entrance test ICET or on the basis of any other order of merit as approved by the Government from time to time.

**2. AWARD OF MBA DEGREE**

A student will be declared eligible for the award of the MBA Degree, if the student fulfils the following academic requirements.

- (a) Pursue a course of study for not less than two academic years and not more than four academic years.
- (b) The candidate registers for 114 credits and secure all 114 credits.

**3. STRUCTURE OF THE PROGRAM**

<b>Semester</b>	<b>Credits</b>
I MBA I SEM	26
I MBA II SEM	28
II MBA III SEM	28
II MBA IV SEM	32
<b>TOTAL</b>	<b>114</b>

Each course is normally assigned a certain number of credits as follows:

- 4 credits for 4 lecture periods
- 2 credits for 4 laboratory periods per week
- 8 credits for Major project work/ comprehensive viva

**4. DISTRIBUTION AND WEIGHTAGE OF MARKS**

The performance of the candidate in each semester shall be evaluated subject wise, with a maximum of 100 marks for Theory / Practical on the basis of internal evaluation and end semester examinations. Mini Project will be evaluated for 100 marks on the basis of internal evaluation only.

**4.1 THEORY**

For all theory subjects consisting 6 units of syllabus, the assessment shall be for 40 marks through internal evaluation and 60 marks through external end semester examination of 3 hours duration.

**4. 1a. INTERNAL EVALUATION**

The internal evaluation will be based on two cycle tests conducted in each semester. The 40 internal marks will be awarded as sum of 75% of the best cycle and 25% of the least cycle marks, where each cycle of examination contain

Assignment test	- 10 Marks
Descriptive test	- 30 Marks

Each descriptive test question paper contains 3 questions one from each unit covering the syllabus from 3 units (first 3 units for first cycle and remaining 3 units for second cycle). The student has to answer all the three questions (3X10M= 30M). The descriptive examination will be conducted for 1½ hour duration.

In Assignment tests 5 or 6 questions form each unit will be declared in the class room at least one week in advance. In the test, one question will be given at random to each student and the student has to answer it.

The Assignment test-1 will be conducted for 10 marks covering the syllabus from 1<sup>st</sup> & 2<sup>nd</sup> units. The Assignment test- 2 will be conducted for 10 marks from 4<sup>th</sup> & 5<sup>th</sup> units.

**4.1b. EXTERNAL EVALUATION**

The question paper comprises of two parts (Part-A & Part-B). In Part-A one compulsory question (CASE STUDY) will be given for 12 marks and the student has to answer. In Part-B, 6 questions will be given, one from each unit, the student has to answer 4 questions out of six (4x12M = 48M). The duration of end theory examination is 3 hours.

**4.2 PRACTICALS**

For practical subjects evaluation is as follows during the semester

**4.2a. INTERNAL EVALUATION**

There shall be continuous evaluation during the semester for 40 internal marks. The internal marks shall be awarded as follows:

Record	- 10 Marks
Day-to-day work	- 15 Marks
Internal Lab Test	- 15Marks

**4.2b. EXTERNAL EVALUATION**

For practical subjects there shall be an external examination at the end of the semester for 60 marks in the presence of external examiner.

**4.3** A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the end semester examination and a minimum of 50% of the total marks in the end semester examination and internal evaluation taken together.

**4.4** In case the candidate does not secure the minimum academic requirement in any subject (as specified in 4.3) student has to re-appear for the end semester examination in that subject in the same semester of subsequent year. A candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate is less than 50% and has failed in the end examination. In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The candidate's attendance in the re-register subject(s) shall be calculated separately to decide upon his eligibility for writing the end examination in those subject(s). In the event of the student taking another chance, his internal marks and end examination marks in the previous attempt stand cancelled. For re-registration the candidates have to apply to the college by paying the requisite fee and get approval from the authorities before beginning of the semester in which re-registration is required.

**4.5** In case the candidate secures less than the required attendance in any re-registered subject(s), he shall not be permitted to write the End examination in that subject. He shall again re-register the subject when next offered.

**4.6** Laboratory examinations must be conducted with two examiners, one of them being the laboratory class teacher or teacher of the respective college and the second external examiner shall be appointed by the authorities from the panel of examiners submitted by the respective department.

#### **4.7 MINI PROJECT**

Students shall take a Mini Project work during their I Year II Semester. Students shall submit a Report on industry and company profile in 2 copies to the Project Review Committee (PRC). The Mini Project work shall be evaluated for 100 marks.

#### **4.8 PROJECT WORK / COMPREHENSIVE VIVA VOVE**

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

4.8.1. A Project Review Committee (PRC) shall be constituted with Principal, Head of the Department and two other senior faculty members of the department.

4.8.2. Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical up to II semester.

4.8.3. Every candidate has to submit, in consultation with his project supervisor, the title, objective and plan of action of his project work for approval. The student can initiate the Project work, only after obtaining the approval from the Project Review Committee (PRC).

4.8.4. Every student has to undergo practical training for a period of six weeks in a corporate enterprise after the second semester/summer vacation. In training period, the candidate should work on a specific problem related to elective subject. At the end of practical training, the student should submit a certificate obtained from the organization. The student should prepare a Project Report under the supervision of a guide from the faculty. However, the students who wish to prepare project report in the area of Systems can also work under the guidance from the faculty member of Computer Science department or MCA department.

- 4.8.5. If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the Project Review Committee (PRC). However, the Project Review Committee (PRC) shall examine whether to change topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of supervisor or topic as the case may be.
- 4.8.6. Three copies of the Project Thesis certified by the supervisor shall be submitted to the department.
- 4.8.7. The thesis shall be adjudicated by one examiner selected by the Authorities. For this, the HOD of the department shall submit a panel of 5 examiners, eminent in that field, with the help of the guide concerned.
- 4.8.8. The Major Project and Comprehensive Viva examination of the project report shall be conducted by a board consisting of the external examiner; head of the department, project supervisor and internal examiner. Based on the evaluation of the project work & viva voce examination the candidate will be awarded Grade O(Out Standing)/ Grade E(Excellent)/ Grade A(Very Good) / Grade B (GOOD)/ Grade P(Pass)/ Grade F(Fail) in the Project Viva Voce.
- Head of the department shall coordinate and make arrangements for the conduct of Viva Voce Examination.
- 4.8.9. If the candidate secures Grade F in Project Viva Voce, the Candidate will retake the Viva Voce examination after 3 months. If he fail to get Grade O(Out Standing)/ Grade Ex(Excellent)/Grade A(Very Good)/ Grade B(GOOD)/ Grade P(Pass) at the Second Viva Voce examination, he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure Grade O(Out Standing)/ Grade Ex(Excellent)/ Grade A(Very Good)/ Grade B (GOOD)/ Grade P(Pass) again the project shall be summarily rejected.

## **5. ATTENDANCE REQUIREMENTS:**

- (i) A student shall be eligible to appear for the end examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects.
- (ii) Condonation of shortage of attendance in aggregate up to 10% (65% above and below 75%) in each semester for genuine medical reasons and shall be approved by a committee duly appointed by the college. A fee stipulated by the college shall be payable towards condonation of shortage of attendance. However the number of condonations is restricted to two for the entire course.
- (iii) A student who is short of attendance in a semester may seek re-admission into that semester when offered next time within 4 weeks from the date of commencement of class work.
- (iv) If any candidate fulfils the attendance requirement in the present semester, he shall not be eligible for re-admission into the same semester.

**6. COURSE PATTERN:**

- (i) The entire course of study is of two academic years and every year will have TWO Semesters.
- (ii) A student is eligible to appear for the end examination in a subject, but absent for it or has failed in the end examinations may appear for that subject in supplementary examinations, when conducted next.
- (iii) When a student is detained due to shortage of attendance, he may be re-admitted in to the same semester/year in which he has been detained.

**7. METHOD FOR AWARDING OF GRADE POINTS FOR A SUBJECT:**

Theory/ Laboratory / Comprehensive viva/ Project (% of marks in a subject)	Corresponding Grade Points	Letter Grade
91 - 100	10	O (Outstanding)
81 - 90	9	E (Excellent)
71 - 80	8	A (Very Good)
61 - 70	7	B (Good)
50 - 60	6	P (Pass)
< 50	0	F (Fail)

**8. Criteria for award of grades/division.**
**8.1.a Calculation of Semester Grade Point Average (SGPA)\* for semester**

The performance of each student at the end of each semester is indicated in terms of SGPA. The SGPA is calculated as given below:

$$SGPA = \frac{\sum(CR \times GP)}{\sum CR}$$

Where CR= Credits of a subject

GP = Grade Points awarded for a subject

\*SGPA is calculated for a candidate who passed all the subjects in that semester.

**8.1.b Calculation of Cumulative Grade Point Average (CGPA) for Entire Program:**

The CGPA is calculated as given below:

$$CGPA = \frac{\sum(CR \times GP)}{\sum CR}$$

Where CR= Credits of a subject

GP = Grade Points awarded for a subject

- The SGPA and CGPA shall be rounded off to 2 decimal point and reported in the transcripts.
- Equivalent percentage = (CGPA – 0.75) x 10

**8.2 Award of Division:**

After satisfying the requirements prescribed for the completion of the program, the student shall be eligible for the award of MBA Degree and shall be placed in one of the following classes:

<b>CGPA</b>	<b>Class</b>
$\geq 7.75$	First Class with Distinction (with no subject failures)
$\geq 6.75$	First Class (with subject failures)
$\geq 5.75$ & $< 6.75$	Second Class
$< 5.75$	Pass Class

**9. REVALUATION / CHALLENGE VALUATION:**

1. Student can submit the application for revaluation / challenge valuation, along with the prescribed fee for revaluation / challenge valuation of his answer script(s) of theory subject(s) as per the notification issued by the Controller of Examinations.
2. The Controller of Examinations shall arrange for revaluation / challenge valuation of such answer script(s).
3. An External examiner, other than the first examiner shall reevaluate / challenge valuation the answer script(s).

**10. MANDATORY NON-CREDIT COURSES**

A student is required to take up Non-Credit/mandatory course as and when the course is offered. The degree shall only be awarded if a student gets satisfactory grade in mandatory non-credit course besides acquiring 114 credits of the MBA degree course.

**11. MINIMUM INSTRUCTION DAYS:**

The minimum instruction days for each semester shall be 90 working days.

**12. WITHHOLDING OF RESULTS**

If the student has not paid the dues, if any, to the college or if any case of indiscipline is pending against him, the result of such student will be kept withheld. His degree will be withheld in such cases.

**13. TRANSITORY REGULATIONS**

Discontinued or detained candidates are eligible for readmission as and when next offered. A candidate, who is detained or discontinued in a semester, on readmission shall be required to do all the subjects in the curriculum prescribed for the batch of students in which the student joins subsequently. However, exemption will be given to

those candidates who have already passed such subjects in the earlier semester(s) he was originally admitted into and substitute subjects are offered in place of them as decided by the Board of Studies. However, the decision of the Board of Studies will be final.

- 13.1** A student who is following JNTUK curriculum and detained due to shortage of attendance at the end of the first semester of first year shall join the autonomous batch of first year first semester. Such students shall study all the subjects prescribed for the batch in which the student joins and considered on par with regular candidates of Autonomous stream and will be governed by the autonomous regulations.

**13.2** A student who is following JNTUK curriculum, detained due to shortage of attendance at the end of the second semester of first year or at the subsequent semesters shall join with the autonomous batch in the appropriate semester. Such candidates shall be required to pass in all the subjects in the program prescribed by the Board of Studies concerned for that batch of students from that semester onwards to be eligible for the award of degree. However, exemption will be given in the subjects of the semester(s) of the batch which he had passed earlier and substitute subjects will be offered in place of them as decided by the Board of Studies. The student has to clear all his backlog subjects up to previous semester by appearing for the supplementary examinations conducted by JNTUK for the award of degree will be sum of the credits up to previous semester under JNTUK regulations and the credits prescribed for the semester in which a candidate seeks readmission and subsequent semesters under the autonomous stream. The class will be awarded based on the academic performance of a student in the autonomous pattern.

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### MALPRACTICES RULES

#### DISCIPLINARY ACTION FOR / IMPROPER CONDUCT INEXAMINATIONS

- The Principal shall refer the cases of Malpractices in Internal Assessment Test and Semester end examinations to a malpractice prevention committee constituted by him for the purpose. Such committee shall follow the approved levels of punishment. The Principal shall take necessary action against the students based on the recommendations of the committee.
- Any action by the candidate trying to get undue advantage in the performance or trying to help another, or derive the same through unfair means is punishable according to the provisions contained hereunder:

	<b>Nature of Malpractices/ Improper conduct</b>	<b>Punishment</b>
	<i>If the candidate:</i>	
1(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination).	Expulsion from the examination hall and cancellation of the performance in that subject only.
1(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.
2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared



	practical) in which the candidate is appearing.	including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that' semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the college.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all college examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all college examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.
6.	Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent /any officer on duty or misbehaves or creates disturbance of any kind in and around the	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other

	<p>examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person</p> <p>or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	<p>subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.</p>
7.	<p>Leaves the exam hall taking away answer script or intentionally tears of the script r any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all college examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8.	<p>Possess any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that' semester/year. The candidate is also debarred and forfeits the seat.</p>
9.	<p>If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any malpractice or improper conduct mentioned in clause 6to 8.</p>	<p>Student of the college expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall</p>

		not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the college will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the college for further action to award suitable punishment.	

**OTHER MATTERS:**

1. Physically challenged candidates who have availed additional examination time and a scribe during their UG / ICET examinations will be given similar concessions on production of relevant proof / documents.
2. The Principal shall deal in an appropriate manner with any academic problem which is not covered under these rules and regulations, in consultation with the Heads of the departments and subsequently such actions shall be placed before the Academic Council for ratification. Any emergency modification of regulation, approved in the meetings of the Heads of the departments shall be reported to the Academic Council for ratification.

**GENERAL:**

1. The academic council may, from time to time, revise, amend or change the regulations, schemes of examinations and / or syllabi.
2. Wherever the words "he" "him" "his", occur in the regulations, they include "she", "her", "hers".
3. The academic regulation should be read as a whole for the purpose of any interpretation.
4. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the principal is final.

**R19 MBA**  
**COURSE STRUCTURE**

**I MBA- I SEMESTER**

S.No	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	19MBA1TH01	Management Theory & Organizational Behaviour	4	0	-	40	60	100	4
2	19MBA1TH02	Economics for Managers	4	0	-	40	60	100	4
3	19MBA1TH03	Accounting for Managers	4	0	-	40	60	100	4
4	19MBA1TH04	Managerial Communication & Soft Skills	4	0	-	40	60	100	4
5	19MBA1TH05	Business Environment	4	0	-	40	60	100	4
6	19MBA1TH06	Quantitative Analysis for Business Decisions	4	0	-	40	60	100	4
7	19MBA1LB01	IT for Managers-I	-	-	4	40	60	100	2
<b>TOTAL</b>			24	0	4	280	420	700	26

**I MBA- II SEMESTER**

S.No	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	19MBA2TH01	Financial Management	4	0	-	40	60	100	4
2	19MBA2TH02	Human Resource Management	4	0	-	40	60	100	4
3	19MBA2TH03	Marketing Management	4	0	-	40	60	100	4
4	19MBA2TH04	Production and Operations Management	4	0	-	40	60	100	4
5	19MBA2TH05	Business Research Methodology	4	0	-	40	60	100	4
6	19MBA2TH06	Business Law	4	0	-	40	60	100	4
7	19MBA2LB01	IT for Managers-II	-	-	4	40	60	100	2
8	19MBA2MP01	Mini Project	-	-	-	100	-	100	2
<b>TOTAL</b>			24	0	4	380	420	850	28

**Dual Electives:**

The Specializations will be offered in the areas of Marketing, Finance, Human Resource Management (HRM) and Systems. The students should choose any **Two** of the specializations in the beginning of the third semester of MBA. The students cannot change specializations which are selected in the first week of third semester and the same combination should continue in the fourth semester. In each specialization the student have to choose two elective papers in third and fourth semesters. The specializations and electives will be offered subjected to a minimum of 20 students.

**II MBA- III SEMESTER**

S.No	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	19MBA3TH01	Strategic Management	4	0	-	40	60	100	4
2	19MBA3TH02	Business Ethics & Corporate Governance	4	0	-	40	60	100	4
3	19MBA3TH03	Business Analytics	4	0	-	40	60	100	4
4		Elective-I (SPL-I)	4	0	-	40	60	100	4
5		Elective-II (SPL-I)	4	0	-	40	60	100	4
6		Elective-III (SPL-II)	4	0	-	40	60	100	4
7		Elective-IV (SPL-II)	4	0	-	40	60	100	4
8	19MBA3MC01	Community Services (MC)	-	-	-	-	-	-	-
<b>TOTAL</b>			<b>28</b>	<b>0</b>	<b>0</b>	<b>280</b>	<b>420</b>	<b>700</b>	<b>28</b>

**II MBA- IV SEMESTER**

S.No	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	19MBA4TH01	Logistics and Supply Chain Management	4	0	-	40	60	100	4
2	19MBA4TH02	Entrepreneurship Development	4	0	-	40	60	100	4
3		Elective-V (SPL-I)	4	0	-	40	60	100	4
4		Elective-VI (SPL-I)	4	0	-	40	60	100	4
5		Elective-VII (SPL-II)	4	0	-	40	60	100	4
6		Elective-VIII (SPL-II)	4	0	-	40	60	100	4
7	19MBA4PW01	Major Project/ Comprehensive Viva-Voce	-	-	-	-	-	-	8
<b>TOTAL</b>			<b>24</b>	<b>0</b>	<b>0</b>	<b>240</b>	<b>360</b>	<b>600</b>	<b>32</b>

**FINANCE ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
III	19MBA3THF1	Investment and Portfolio Management	4	0	-	40	60	100	4
III	19MBA3THF2	Corporate Taxation	4	0	-	40	60	100	4
III	19MBA3THF3	Banking & Insurance	4	0	-	40	60	100	4
III	19MBA3THF4	Personal Financial Planning	4	0	-	40	60	100	4
IV	19MBA4THF1	Financial Risk Management & Derivatives	4	0	-	40	60	100	4
IV	19MBA4THF2	Financial Institutions & Services	4	0	-	40	60	100	4
IV	19MBA4THF3	International Financial Management	4	0	-	40	60	100	4
IV	19MBA4THF4	Strategic Investment and Financial Decisions	4	0	-	40	60	100	4

**HRM ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
III	19MBA3THH1	Management of IR	4	0	-	40	60	100	4
III	19MBA3THH2	Compensation and Reward Management	4	0	-	40	60	100	4
III	19MBA3THH3	Performance Management	4	0	-	40	60	100	4
III	19MBA3THH4	Employee Engagement & Retention Management	4	0	-	40	60	100	4
IV	19MBA4THH1	International HRM	4	0	-	40	60	100	4
IV	19MBA4THH2	Leadership	4	0	-	40	60	100	4
IV	19MBA4THH3	Human Resource Development	4	0	-	40	60	100	4
IV	19MBA4THH4	Industrial Jurisprudence & Labour Legislations	4	0	-	40	60	100	4

**MARKETING ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
III	19MBA3THM1	Customer Relationship Management & CB	4	0	-	40	60	100	4
III	19MBA3THM2	Event Management	4	0	-	40	60	100	4
III	19MBA3THM3	Retail Marketing	4	0	-	40	60	100	4
III	19MBA3THM4	Rural Marketing	4	0	-	40	60	100	4
IV	19MBA4THM1	Service Marketing	4	0	-	40	60	100	4
IV	19MBA4THM2	Digital Marketing	4	0	-	40	60	100	4
IV	19MBA4THM3	Brand Management	4	0	-	40	60	100	4
IV	19MBA4THM4	Advertising Management	4	0	-	40	60	100	4

**SYSTEMS ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
III	19MBA3THS1	Decision Support System	4	0	-	40	60	100	4
III	19MBA3THS2	Data warehousing & Data Mining	4	0	-	40	60	100	4
III	19MBA3THS3	Software Project Management	4	0	-	40	60	100	4
III	19MBA3THS4	E- Business	4	0	-	40	60	100	4
IV	19MBA4THS1	Business Intelligence	4	0	-	40	60	100	4
IV	19MBA4THS2	Enterprise Resource Planning	4	0	-	40	60	100	4
IV	19MBA4THS3	Information Systems Audit	4	0	-	40	60	100	4
IV	19MBA4THS4	Cyber Laws & Security	4	0	-	40	60	100	4

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
<b>Code: 19MBA1TH01</b>	4	0	0	40	60	100	4
<b>MANAGEMENT THEORY AND ORGANIZATIONAL BEHAVIOUR</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Examine the Management concepts and functions. [K4]

CO2: Apply the concepts of planning, decision making. [K3]

CO3: Apply the concepts of delegation of authority, decentralisation and departmentation in real life situations. [K3]

CO4: Analyse the controlling principles and practices, Ethics and corporate social responsibility. [K4]

CO5: Discuss the organisational behaviour and climate. [K6]

CO6: Evaluate the basic concepts of organisational conflicts and climate. [K5]

**SYLLABUS:**
**UNIT-I: MANAGEMENT**

Definition, Nature, Scope and Importance, Science, Art, Profession, Managerial roles and functions, Management skills, Evolution of management thought, levels of management, challenges of manage, management Vs Administration.

**UNIT-II: PLANNING**

Nature and Importance of planning,– Steps in planning – Types of planning,– Planning premises, - Forecasting techniques- Decision making – Significance – Process of Decision making – techniques – MBO.

**UNIT-III: ORGANIZING**

Concept, Nature, Principles, Types of Organization structures, Departmentation, Span of management, power, Authority and Responsibility Relationship, Delegation, Centralization and decentralization of Authority.

**UNIT-IV: CONTROLLING**

Concepts, Steps, Design of effective control System, Types of Controlling Techniques, Co-ordination types and principles.

**UNIT-V: ORGANISATIONAL BEHAVIOUR AND CULTURE**

Organisational Behaviour: Definition, Nature, Scope, Importance, Linkages with other social sciences-Organisational climate -Organisational Culture – Implications of OC.

**UNIT-VI: ORGANISATIONAL CNFLICTS**

Goal conflict- Role- Organisational level of conflict – Group level – Conflict Management – Organisational effectiveness – concept – Approaches – Factors – Organisational change,- Nature – Factors – Process- Organisational growth & Change Agents- OD- concept, Process and Techniques

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



**TEXT BOOKS:**

1. L.M. Prasad: “**Principles and Practice of Management**”, Sultan Chand & Sons Publications, New Delhi,2001.
2. Dr.P.SubbaRao and Prof. N.SambasivaRao:”**Management and organizational Behaviour- (Text and Cases)**”, HimalayaPublishing House,Mumbai.
3. J S Chandan: “**Management Theory and Practice**”, Vikas Publishing House Limited,2009.
4. Gupta R S, Sharma B D Bhalla N S: “**Principles and Practice ofManagement**”, Kalyani Publications, Hyderabad,2008.
5. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”,Himalaya Publishing House, New Delhi,2008.

**REFERENCE BOOKS:**

1. Koonz, Weihrich and Aryasri: “**Principles of Management**”, Tata McGraw Hill, 2004.
2. William, Tripathy: “**MGMT (including instructor recourses)**”, CengageLearning, New Delhi,2013.
3. Griffin, Moorhead: “**Managing OrganisationalBehaviour**”, Cengage Learning,New Delhi.2013.
4. Jerald Greenberg and Robert A Baron: “**Behavior inOrganizations**”, PHI Learning Private Limited, New Delhi, 2009.
5. Mullins, Laurie: “**Management and OrganisationalBehaviour**”, Pearson Education, New Delhi, 2013
6. Jennifer M.George and Gareth R. Jones: “**Understanding andManaging Organizational Behavior**”, Pearson Education, NewDelhi,2009.
7. Meenakshi Gupta: “**Principles of Management**”, PHI Private Limited, New Delhi, 2009.
8. Anil Bhat, Arya Kumar: “**Management**”, Oxford University, New Delhi,2008.
9. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
10. K.Aswathappa: “**Organizational Behavior-Text, Cases andGames**”,Himalaya Publishing House, New Delhi,2008,
11. PareekUdai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi,2007.

<b>I MBA-I-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA1TH02</b>	4	0	0	40	60	100	4
<b>ECONOMICS FOR MANAGERS</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Describe the importance of managerial economics and its contribution to decision making in different types of business organizations by the managerial economist. [K2]

CO2: Apply the basic principles of managerial economics. [K3]

CO3: Apply demand analysis concept in the real life business situations. [k3]

CO4: Discuss the meaning and usefulness of the production function and cost function in analysing the firm's production activity. [K6]

CO5: Examine the importance of cost function in analysing the profitability of business. [K4]

CO6: Appraise the market structure and different types of markets and pricing policies. [K5]

**SYLLABUS:**

**UNIT –I: INTRODUCTION TO ECONOMICS**

Economic and Non-Economic Activities- wealth, welfare and scarcity approaches- Definition, Nature and Scope of Managerial Economics- Relationship with other areas of Economics, Role of managerial economist in the modern business world.

**UNIT –II: FUNDAMENTALS OF ECONOMIC PRINCIPLES**

Basic Economic Principles- opportunity cost, incremental concept, scarcity, marginalism, Equi- marginalism, time Perspective, Discounting Principle, Risk & uncertainty.

**UNIT –III: DEMAND ANALYSIS**

Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply, Elasticity of Supply.

**UNIT –IV: PRODUCTION ANALYSIS**

Production function, Marginal Rate of Technical Substitution, Production functions with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

**UNIT-V: COST THEORY AND ESTIMATION**

Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

**UNIT-VI: MARKET STRUCTURE AND PRICING PRACTICES**

Features and Types of different Markets – Price- Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice – Bain's limit pricing theory

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
2. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.

**REFERENCE BOOKS:**

1. Paul, Koushil: “**Managerial Economics**”, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: “**Managerial Economics**”, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: “**Managerial Economics**”, Pearson, New Delhi, 2013.
4. Dominick Salvatore: “**Managerial Economics**”, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: “**Managerial Economics**”, S. Chand & Company Ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “**Micro Economics: Principles, Applications and Tools**”, Pearson Education.
7. Dwivedi D N: “**Managerial Economics**”, Vikas Publishing House Private Limited, New Delhi, 2009.
8. S.B. Srivastava: “**Engineering and Managerial Economics**”, SCITECH Publication, New Delhi.
9. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
10. Narayanan Nadar E, Vijayan S: “**Managerial Economics**”, PHI Private Limited, New Delhi, 2009.
11. Hirschey: “**Managerial Economics**”, Cengage Learning, New Delhi, 2013.
12. P.N. Chopra: “**Managerial Economics**”, Kalyani Publications, New Delhi, 2011.

<b>I MBA-I-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA1TH03</b>	4	0	0	40	60	100	4
<b>ACCOUNTING FOR MANAGERS</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Outline the basic knowledge of accounting, bookkeeping, accounting Principles, accounting cycle. [K2]

CO2: Apply the concepts of journal, ledger and Trail balance. [K3]

CO3: Identify the nature of expenditure and revenue for preparation of financial statements of business. [K3]

CO4: Examine the role of accounting policies like depreciation. [K4]

CO5: Discuss the need for inventory valuation and accounting standards. [K6]

CO6: Apply financial analysis technique of ratio analysis for the assessment of financial performance of the company. [K3]

**SYLLABUS:**

**UNIT-I: INTRODUCTION TO ACCOUNTING**

Definition of Accounting, Accounting Cycle, Significance of Accounting, Objectives of Accounting, Accounting Equation, Users of Accounting Information, Accounting Principles, Accounting Concept and Conventions (GAAP)

**UNIT-II: BOOKS OF ORIGINAL ENTRY**

Journal and preparation of journal entries and classification of accounts- Ledger and procedure to prepare ledger accounts- Trail balance, importance of trail balance, methods of trail balance preparation.

**UNIT-III: MEASURING BUSINESS INCOME**

Distinctions between Capital and Revenue, Matching Revenue and Expenditure, Final Accounts with Simple Adjustments: preparation of trading account, profit and loss account and balance sheet.

**UNIT-IV: ROLE OF ACCOUNTING POLICIES**

Introduction to Depreciation causes of depreciation, reasons to provide depreciation, methods of depreciation: fixed installment method, diminishing balances method, annuity method, depreciation fund method, revaluation method, depletion method, sum of the years digit method.

**UNIT-V: INVENTORY VALUATION**

Concept and definition of Inventory valuation, Objectives of Inventory Valuation. Inventory systems, Methods of Inventory valuation: FIFO, LIFI, simple average, weighteg average, NIFO, HIFO, Accounting standards –IAS- IFRS.

**UNIT-VI: FINANCIAL STATEMENT ANALYSIS**

Scope and Preparation of Financial Statement Analysis- ratio analysis-liquidity, activity, structural and leverage and profitability ratios. Significance and limitations of ration analysis (problems)

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. VijayaKumar.P, Ravindra P.S., Kiran Kumar V: “**Accountingfor Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Dr.JawaharLal: “**Accounting for management**”, Himalaya Publishing house, NewDelhi, 2012.
3. G. Prasad, “Accounting for Manager”, Jai Bharat Publications, Guntur, 2013.

**REFERENCE BOOKS:**

1. Shankarnarayana, Ramanath: “**Finanacial Accounting forManagement**”, Cengage Learning, New Delhi.
2. Ramachandran N, RamKumarKakani: **Financial Accountingfor Management**”, McGraw Hill – 2013.
3. Maheshwari, Maheashwari and Maheshwari, “**FinancialAccounting**”, Vikas publishing House, New Delhi,2013
4. AmberishGupta:”**Financial Accounting for Management**”, Pearson Education, 2012.
5. Paresh Shah: “**Financial accounting for management**”, Oxford University press, New Delhi, 2013.
6. Asish K. Bhattacharyya: “**Essentials of FinancialAccounting**”, PHI Learning, New Delhi, 2012.
7. Dr.V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
8. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
<b>Code: 19MBA1TH04</b>	4	0	0	40	60	100	4
<b>MANAGERIAL COMMUNICATIONS &amp; SOFT SKILLS</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Apply the basic concepts of communication for business correspondence. [K3]

CO2: Distinguish different forms of communication. [K4]

CO3: Evaluate different types of communication. [K5]

CO4: Adapt report writing skills of different types on need basis. [K6]

CO5: Acquire presentation skills along with the interview techniques. [K2]

CO6: Pursue the emerging issues in communication with respect to the impact. [K2]

**SYLLABUS:**

**UNIT-I: INTRODUCTION TO COMMUNICATION**

Meaning and Definition of communication – Nature and Scope of communication – Objectives of communication – Importance of communication – Communication process.

**UNIT-II: FORMS OF COMMUNICATION**

Seven C's of communication – Communication Networks – Ten Commandments of communication – Communication barriers – Silence – LSRW Skills.

**UNIT-III: MEDIA OF COMMUNICATION**

Written, Oral, Audio – Visual communication – Telephone communication – Formal and Informal communication – Models of Interpersonal and Intra personal communication - Exchange Theory – Verbal and Nonverbal communication.

**UNIT-IV: BUSINESS CORRESPONDANCE AND REPORT WRITING**

Significance of Business Correspondence – Essentials of Business Correspondence – Business Letters and Forms, Report Writing: Meaning and Significance of Report – Structure of Reports – Types of Reports – Formal and Informal Reports – Essentials of Good Report.

**UNIT-V: PRESENTATION SKILLS**

Techniques of Presentation – Types of Presentation - Formal and Informal Presentation – Interview Techniques – Communication Etiquettes.

**UNIT-VI: EMERGING ISSUES IN COMMUNICATION**

Impact of technology – Business Process Outsourcing – Call Centers – Soft Skills – Ethical Dimension – Communication Policies – Communication Change Management.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Kuberudu B and Srinivasa Krishna K: “*Business Communication and Soft Skills*”, Excel Books, 2008.
2. Urmilarai, “*Business Communications*”, Himalya Publications, 2011.

**REFERENCE BOOKS:**

1. MallikaNawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Meenakshi Rama: “*Business Communication*”, Oxford University Press, New Delhi
3. C.S.G. Krishnamacharyulu and Dr.LalithaRamakrishnan, Business Communication, Himalaya Publishing House, Mumbai
4. Paul Turner: “*Organisational Communication*”, JAICO Publishing House, New Delhi.
5. SathyaSwaroopDebasish, Bhagaban Das” “*BusinessCommunication*”, PHI Private Limited, New Delhi, 2009.
6. R.K.Madhukar: “**Business Communication**”, Vikas Publishing House, New Delhi, 2012.
7. Kelly M Quintanilla, Shawn T.Wahl:”**Business and ProfessionalCommunication**”, SAGE, New Delhi, 2012.
8. Sangita Mehta, NeetyKaushish: “**Business Communication**”, University Science Press, New Delhi, 2010.
9. Anjali Ghanekar: “**Business Communication Skills**”, Everest Publishing House, New Delhi, 2011.

<b>I MBA-I-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA1TH05</b>	4	0	0	40	60	100	4
<b>BUSINESS ENVIRONMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Outline the basic concepts of business environment and its components. [K2]

CO2: Analyze the structure of Indian economy. [K4]

CO3: Discuss the components of fiscal policy and balance of payments. [K6]

CO4: Evaluate different trade related policies. [K5]

CO5: Importance of legal environment act like – MRTP, RTP and RTI. [K5]

CO6: Discuss the basic concepts relating to Socio-cultural environment. [K6]

**SYLLABUS:**

**UNIT – I: INTRODUCTION TO BUSINESS ENVIRONMENT**

Concept and Significance-Internal and External factors (Socio-Cultural, Political, Legal, Technological, Ecological) Influencing Business.

**UNIT – II: ECONOMIC ENVIRONMENT OF BUSINESS**

Nature and Significance of Indian Economy- Five – year plans and their importance – NITI AYOJ. Industrial Policy Resolutions – 1948, 1956, 1991– Disinvestment mechanism – Problems and procedures.

**UNIT – III: FISCAL POLICY**

Nature and Significance – Public revenues – Expenditure – Debt. Critical analysis of the recent fiscal policy of Government of India. Balance of payments: Nature – structure – major components – causes for disequilibrium in balance of payments – correction measures.

**UNIT – IV: INDIA’S TRADE POLICY**

Nature – Magnitude and direction of Indian trade policy. WTO: Functions – Rules of WTO (Agreements) – Disputes settlement mechanism – Impact of WTO on India – Dumping and antidumping measures.

**UNIT – V: LEGAL ENVIRONMENT**

Monopolistic and Restrictive Trade Practice (MRTP) Act – Scope of MRTP – Restrictive Trade Practice (RTP) – Right to Information (RTI) Act – Procedure – Information Commissions – Role of the government – Appeal for RTI – Procedure in deciding appeal.

**UNIT –VI: SOCIO-CULTURAL ENVIRONMENT**

Poverty in India – Unemployment in India – Human Development – Rural Development – Corporate Projects in Rural Areas – Corporate Social Responsibility (CSR) – Responsibility towards Shareholders, Employees and Consumers – Application of Technology – Technology Literacy – Technology in India.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



**TEXT BOOKS:**

1. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
2. Francis Cherunilam: “**Business Environment-Text and Cases**”, Himalaya Publishing House, Mumbai.

**REFERENCE BOOKS:**

1. ShaikhSaleem: “**Business Environment**”, Pearsons, New Delhi,
2. VeenaKeshavPailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, SangamKapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
5. Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited, New Delhi.
6. Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.
7. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
8. Palle Krishna Rao: “**WTO-Text and Cases**”, Excel Publication, New Delhi.
9. Government of India, *Latest Economic Survey Report*.

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
<b>Code: 19MBA1TH06</b>	4	0	0	40	60	100	4
<b>QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS</b>							

**COURSE OUTCOMES: The student is able to**

- CO1: Recall the fundamentals in Mathematics and Statistics. [K1]
- CO2: Demonstrate the methods to solve Linear Programming Problems. [K2]
- CO3: Choose decision making in a competitive situation. [K3]
- CO4: Solve transportation Problem with minimum cost of transport of commodities. [K3]
- CO5: Adapt substitution of new one for better usage. [K6]
- CO6: Develop a realistic schedule and monitor the progress of the project. [K6]

**UNIT-I: BASIC MATHEMATICAL TECHNIQUES:** Matrices, Elementary operations of matrices. Measures of Central Tendency, Measures of Dispersion, Simple Correlations and Regression Analysis. Permutations and combinations, Probability Rules, Conditional probability, Baye’s theorem,

**UNIT-II: LINEAR PROGRAMMING:** Introduction, Linear Programming, General statement of Linear Programming Problems, Solution to linear programming problems-Graphic Method, Some special cases. Simplex Method, Solution of Maximization Problems, Solution to Minimization Problems. Big-M Method.

**UNIT-III: TRANSPORTATION & ASSIGNMENT MODELS:** Introduction, Mathematical formulation, Definitions, Optimal solutions: North-West Corner Rule, Least Cost or Matrix Minima method, Vogel’s approximation Method (VAM), Optimality Test: MODI method.

**ASSIGNMENT PROBLEMS:** Definition, Mathematical Formulation of an Assignment Problem, Difference between Transportation and Assignment problems, Hungarian Method Procedure, Unbalanced Assignment Problem.

**UNIT-IV : GAME THOERY:** 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.

**UNIT-V: REPLACEMENT MODELS:** Introduction, Replacement of items that deteriorate with time, Replacement of items that fail suddenly, Staff Replacement.

**UNIT-VI: P.E.R.T & C.P.M Models:** Introduction, PERT & CPM Network, Networks analysis, Resource analysis and allocation, Programme Evaluation and review Technique (PERT) Difference between PERT AND CPM.

**TEXT BOOKS:**

1. N.D. Vohra, “Quantitative techniques in management”, Tata McGraw Hill private Limited, New Delhi, 2011.
2. Sancheti, Dc and VK Kapoor, “Business Mathematics”, S. Chand and Sons, New Delhi.
3. Anand Sharma, “Quantitative Techniques for Decision Making”, Himalaya Publishers, New Delhi, 2012.

**REFERENCE BOOKS:**

1. J. K. Sharma, “*Operations Research: Theory and Applications*”, Macmillan Gupta S.P: “*Statistical Methods*”, S. Chand and Sons, New Delhi,
2. D P Apte: “*Operation Research and Quantitative Techniques*”, Excel Publication, New Delhi, 2013
3. Hamdy, A.Taha: “*Operations Research: An Introduction*”, Prentice-Hall of India, New Delhi 2003.

<b>I MBA-I-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA1LB01</b>	4	0	0	40	60	100	4
<b>IT FOR MANAGERS-I</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Identify computer hardware components, assemble and disassemble computer components. [K3]

CO2: Create Attractive Documents [K6]

CO3: Apply Various Mathematical & Statistical Operations Using MS-Excel. [K3]

CO4: Create various advanced MS-Excel functions & applications. [K6]

CO5: Create Effective basic power point Presentations. [K6]

CO6: Create effective professional presentations. [K6]

**SYLLABUS:**

**UNITI: STUDY OF EVOLUTION OF COMPUTERS**

Introduction to Computers, Generations – Assembling & Disassembling of Computer Components, Computer Networks– Applications of computers in Management – Internet, E-Commerce, E-Business.

**UNITII: MS-WORD**

Creation of Document – Format Document-Text editing and saving – Organizing information with tables and outlines - Mail merge, Macros, Inserting Mathematical Formulas – Publishing documents on Web

**UNITIII: MS-EXCEL BASICS**

Creating and editing worksheets – Cell Formatting – Creating and using formulas and functions-Use of Macros – Sorting and querying data-Working with graphs and charts.

**UNITIV: MS-EXCEL ADVANCED**

Filters, V-lookup, offset Function, Data Analysis with Statistical Tools–VLOOKUP, H-lookup, Sum, Average, Max, Min, Match, IF functions, OR functions, Round functions, Time functions, Pivot Tables, Convert function

**UNITV: MS-POWERPOINT-I**

MS PowerPoint – Creation of slides – Use of templates and slide designs for creating power points slides-use of drawings and graphics.

**UNITV: MS-POWERPOINT-II**

Developing a Professional presentation on Business Plans, Institutions, Products, People etc.

**TEXT BOOK:**

1. Peter Norton, Introduction to Computers and Communications, -Sixth Edition-Tata Mc Graw Hill, 2009.

**REFERENCE BOOKS:**

1. V. Rajaraman, Introduction to Information Technology, Prentice Hall India, 2008.
2. George, SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
3. Coxet al, 2007 Microsoft office System Step-by-Step, First Edition, PHI, 2007.
4. Winston, Microsoft office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
5. David Whigam, Business Data Analysis Using Excel, First Edition, Oxford University.

**I MBA- II SEMESTER**

S.No	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	19MBA2TH01	Financial Management	4	0	-	40	60	100	4
2	19MBA2TH02	Human Resource Management	4	0	-	40	60	100	4
3	19MBA2TH03	Marketing Management	4	0	-	40	60	100	4
4	19MBA2TH04	Production and Operations Management	4	0	-	40	60	100	4
5	19MBA2TH05	Business Research Methodology	4	0	-	40	60	100	4
6	19MBA2TH06	Business Law	4	0	-	40	60	100	4
7	19MBA2LB01	IT for Managers-II	-	-	4	40	60	100	2
8	19MBA2MP01	Mini Project	-	-	-	100	-	100	2
<b>TOTAL</b>			24	0	4	380	420	850	28

<b>I MBA-II-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA2TH01</b>	4	0	0	40	60	100	4
<b>FINANCIAL MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Outline the basic concepts of Financial Management. [K1]

CO2: Comprehend the various methods of Investment Analysis and apply various techniques of capital budgeting. [K3]

CO3: Adapt the concepts of leverage, capital structure and its effect on the long term survival of the firm. [K6]

CO4: Appraise various methods of computation of cost of capital. [K5]

CO5: Appraise the valuation methods of dividends and the dividend policies of Indian corporates. [K5]

CO6: Assess the working capital requirement of a firm and comprehend the nitty-gritty of current assets management. [K5]

**SYLLABUS:**

**UNIT - I: THE FINANCE FUNCTION**

Nature -Scope and objective, Profit or Wealth Maximization and EPS Maximization, Evolution of finance function, Role of finance manager, Time value of money, future value of money and the basic valuation models- Risk-return trade off.

**UNIT –II: INVESTMENT DECISION**

Investment decision process – Project generation, project evaluation, project selection and project implementation-Project Evaluation techniques-traditional and modern methods, analysis of project evaluation techniques (Discounting and Non-discounting techniques).

**UNIT –III: CAPITAL STRUCTURE DECISIONS**

Sources of finance - a brief survey of financial instruments. 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 (relevant theories)-case study.

**UNIT –IV: 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-V: DIVIDEND DECISIONS**

Dividends and value of the firm - Relevance of dividend theory, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.

**UNIT-VI: WORKING CAPITAL MANAGEMENT**

Components of working capital, gross vs. net working capital, determinants of working capital needs, and the operating cycle approach. Planning of working capital, Management of current assets – Cash, Receivables and Inventory.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. P.Vijaya Kumar, P.S.Ravindra, V. Kirankumar ”**FinancialManagement**”, Himalaya Publishing House, New Delhi,2013.
2. G. Sudarshan Reddy, “**Financial Management**”, Himalaya Publishing House, New Delhi,2012.
3. D. Chandra Bose, “**Fundamentals of Financial Management**”, PHI Publications, New Delhi,2012.

**REFERENCE BOOKS:**

1. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012
2. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
3. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
4. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
5. RM Srivastava, Financial Management, Himalaya Publishing house, 4 edition.
6. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
7. Pradip Kumar Sinha: “**Financial Management**”, Excel Books, New Delhi, 2009.
8. A.P.Rao: “**Fundamentals of Financial Management**”. Everest Publishing House, New Delhi.
9. VyuptakeshSharan: “**Fundamentals Financial Management**”, Pearson, New Delhi, 2012.
10. ShashiK.Gupta: “**Financial Services**”, Kalyani Publishers, New Delhi, 2012.



<b>I MBA-II-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA2TH02</b>	4	0	0	40	60	100	4
<b>HUMAN RESOURCE MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Outline the functions and challenges of HRM. [K4]

CO2: Apply different concepts of HR Planning, Recruitment, Selection, Training, Interviewing Techniques and Executive Development Programs. [K3]

CO3: Apply the uses of job analysis, job description, job specification, ergonomics in industry and the methods of job evaluation. [K3]

CO4: Utilize the various methods of performance appraisal. [K3]

CO5: Develop a sound compensation mechanism at global level, determinants of payment of wages and incentive plans. [K6]

CO6: Examine the role of trade unions, Grievance Handling Procedures, Industrial Disputes Resolution Mechanisms and stress management at work place. [K4]

**SYLLABUS:**

**UNIT -1: INTRODUCTION TO HRM**

Definition, Nature and scope of HRM – functions of HRM – Evolution of HRM – Ethical aspects of HRM – Role and position of HRM-Differences between Personnel Management and HRM- Challenges of HRM.

**UNIT-2: OPERATIVE FUNCTIONS OF HRM**

Perspectives of HRM- HR Planning Process – Recruitment– Sources of Internal and External Recruitment- Selection Procedure – Selection tests – Interview Techniques – Training Methods –On–the-job Training Methods- off-the-job Training Methods-Executive or Management Development Methods.

**UNIT-3: JOB ANALYSIS & DESIGN**

Job Analysis- Uses of Job analysis – Job Description and Job Specification – Flexible Job Enrichment – Job Sharing – Tele Community – Ergonomics – Job Design and Job Evaluation.

**UNIT-4: PERFORMANCE APPRAISAL**

Meaning and Definition of Performance, Appraisal Traditional and Modern methods of Performance Appraisal-- Latest trends in Performance Appraisal – Compensation concepts – current trends – methods of payment – Compensation mechanisms at Global level.

**UNIT-5: WAGE AND SALARY ADMINISTRATION & WELFARE MANAGEMENT**

Concept of Wage – Wage Structure – Wage and Salary policies – legal Frame work – Determinants of payment of wages – Incentive payment systems- Welfare Management: Nature and Concepts – Statutory and Non-statutory welfare measures.

**UNIT-6: INDUSTRIAL RELATIONS & CONTEMPORARY ISSUES IN HRM**

Trade Unions – Grievance Handling Procedure- Collective Bargaining Methods–Industrial Disputes Resolution Mechanisms – Statutory provisions of Industrial safety – Stress Management at Work place – HR Auditing.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. SubbaRao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.

**REFERENCE BOOKS:**

1. N.SambasivaRao and Dr.Nirmal Kumar: “**Human ResourceManagement and Industrial Relations**”, Himalaya PublishingHouse, Mumbai
2. Mathis, Jackson,Tripathy:”*Human Resource Management:Asouth-Asin Perspective*”, Cengage Learning, New Delhi, 2013
3. MadhurimaLall, SakinaQasimZasidi: “**Human ResourceManagement**”, Excel Books, New Delhi, 2010
4. Muller\_Camen. Croucher and Leigh: “*Human ResourceManagement- A Case Study Approach*”, JAICO Publishing, Delhi.
5. S.Seetharaman, B.VenkateswaraPrased: “*Human ResourceManagement*”, SCITECH Publication (India) Limited, Hyderabad,2009.
6. Gary Dessler, BijuVrkkey: “*Human Resource Management*”, Pearson Education, New Delhi, 2011
7. Uday Kumar Haldar: “*Human Resource Development*”, Oxford University Press,New Delhi, 2012.
8. NarendarSingh:”*Human Resource Management*”, Universities Press (India) Private Limited, Hyderabad, 2011.
9. B.B.Mahapatro:”*Human Resource Management*”, New Age International Publishers, New Delhi, 2011
- 10.R.S.Dwivedi: “*Human Relations and OrganisationalBehaviour*”, MacMillan Business Books, New Delhi, 2013.

<b>I MBA-II-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA2TH03</b>	4	0	0	40	60	100	4
<b>MARKETING MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Outline the concepts of marketing and its information system. [K2]

CO2: Create the segmentation, targeting and positioning in marketing. [K6]

CO3: Analyse various phases of product life cycle. [K4]

CO4: Evaluate various methods of pricing and identify the best pricing strategy. [K5]

CO5: Evaluate marketing communication strategies. [K5]

CO6: Formulate the controlling techniques of marketing. [K6]

**SYLLABUS:**

**UNIT-I: INTRODUCTION TO MARKETING**

Needs, Wants, Demands, Importance of Marketing, Core concepts of Marketing, Indian Marketing Environment. Marketing Information System- Internal reporting – Marketing Intelligence, MR and Decision Support System.

**UNIT-II: MARKET SEGMENTATION AND TARGETING**

STP Process, Segmenting Consumer Markets, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy. Consumer and organizational behavior.

**UNIT-III: PRODUCT STRATEGY**

Product Classification – Consumer, Industrial, services, Organisational ideas, places- Levels of product – Core, augmented, actual, New Product Development Process, PLC – stages& strategies, Branding- Strategies, Importance, packaging – Strategies- Importance.

**UNIT-IV: PRICING STRATEGY**

Objectives of pricing, Methods of pricing, Selecting the final price, Pricing Strategies-- Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes.

**UNIT-V: MARKETING COMMUNICATION**

Communication process , Communication mix, Managing advertising, sales promotion , Public relations and Direct Marketing. Sales force Objectives, Sales force structure, Sales force Compensation. Introduction to E-Marketing.

**UNIT-VI: MARKETING ORGANIZATION AND CONTROL**

Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation, Control of Marketing Performance, Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. RajanSexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi,2012.
2. Sontakki C.N.: “**Marketing Management**”. Kalyani Publishers, New Delhi,2012.
3. Rama Swami and Nama Kumari : “**Marketing Management**” SAGE Publications, 2018.
4. Phillip Kotler : “**Marketing Management**” Pearson Publications, 2014.
5. Kotler and Keller : “**Strategic Marketing Management**” Pearson Publications,2012.

**REFERENCE BOOKS:**

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi,2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi,2013.
3. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi,2012
4. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi,2012
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai,2013.
6. Arun Kumar, Meenakshi N: “**Marketing Management**”, Vikas PublishingHouse, New Delhi,2012.
7. Kenneth E, Clow, Donald Baack: “**Cases in Marketing**”, SAGE ,New Delhi, 2012.
8. Dilip M, Sarwate: “**Indian Cases in MarketingManagement**”, Everest Publishing House, New Delhi,

<b>I MBA-II-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA2TH04</b>	4	0	0	40	60	100	4
<b>PRODUCTION AND OPERATIONS MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

- CO1: Apply the basic concepts of production and operations management and identify types of manufacturing processes. [K3]  
 CO2: Define and explain concept of production planning and control. [K1]  
 CO3: Identify effective plant location and plant layout. [K3]  
 CO4: Design strategies to improve productivity. [K6]  
 CO5: Evaluate purchasing function and inventory management function. [K5]  
 CO6: Develop the quality control system and quality control strategies. [K6]

**SYLLABUS:**

**UNIT –I: INTRODUCTION TO POM**

Overview & Definition of production and operations management. Nature and Scope of Production and Operations Management, functions of POM–Role & responsibilities of the production manager, recent trends and challenges of POM.

**UNIT –II: PRODUCTION PLANNING AND CONTROL**

Stages in PPC – Functions of PPC – PPC in different types of Manufacturing systems – Aggregate planning and Master Production Scheduling, MRP, Capacity planning.

**UNIT –III: PLANT LOCATION & WORK DESIGN**

Definition of Plant and Location planning, Factors influencing location - types of layouts. Work Design: Method Study and Work Measurement - Work Sampling.

**UNIT –IV: PRODUCTIVITY MANAGEMENT**

Factors affecting productivity and their measurements- total productivity, tools and techniques for improving productivity - Modern productivity Management Tools: JIT, FMS, CIM, TQM, Kaizen, BRP (Business process reengineering).

**UNIT –V: PURCHASING & INVENTORY MANAGEMENT**

Purchase function, procedures, economic order quantity, Wilson lot size formula, assumptions in the equation- Inventory Control Methods: ABC, VED, XYZ methods- Inventory valuation methods: periodic and perceptual systems, FIFO, LIFO, Average cost and weighted average cost methods.

**UNIT –VI: QUALITY MANAGEMENT**

Basic concepts, dimensions of quality, inspection, deming, juran concepts, quality as cost and quality as profit. Total quality management- Statistical Quality Control: Control charts-exercises- Concept of Quality Assurance: principles of ISO and BIS, ISO standard and certification process 9000-2000, six sigma.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. PannerSelvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012.

**REFERENCE BOOKS:**

1. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
2. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
3. AlanMuhlemann,JohnOakland,jastiKatyayani: “**Production and Operation Management**”, Pearson, New Delhi,2013
4. Gagan Deep &Mandeep : “**Production and operations Management**”, Kalyani publishers, New Delhi, 2010
5. UpendraKachru: “**Production and Operations Management**”, Excel Books, New Delhi, 2013.
6. L.C. Jhamb: “**Production and Operations Management**”, Everest Publishing House, New Delhi, 2013.
7. Kaushal: “**Case Studies solutions in Production and Operations Management**”, MacMillan, New Delhi, 2012.
8. P.Ram Murthy: “**Production and Operations Management**”, New Age International Publishers, New Delhi, 2009.

<b>I MBA-II-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA2TH05</b>	4	0	0	40	60	100	4
<b>BUSINESS RESEARCH METHODOLOGY</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Adapt the fundamentals of Business research methodology. [K6]

CO2: Identify research problem. [K3]

CO3: Apply sample and census survey and measuring techniques. [K3]

CO4: Design data collection techniques. [K6]

CO5: Develop data processing procedures and apply tools. [K6]

CO6: Draft thesis/report writing. [K2]

**SYLLABUS:**
**UNIT-I: INTRODUCTION TO RESEARCH**

Introduction, Meaning, Definition, purpose, motivation in research, types of research, Research process, Technique involved in Defining research problem, Important concepts relating to research design.

**UNIT-II: SAMPLING DESIGN**

Meaning and Definition of sample, Steps in sample design, Types of sample design (Probabilistic and Non-probabilistic sampling), errors in sampling, advantages and limitations of sampling.

**UNIT-III: DATA COLLECTION-METHODS**

collection of primary data, observation method, Interview method, collection of data through Questionnaire and schedules- Collection of secondary data- selection of appropriate method for Data collection-Guidelines for developing Questionnaire, successful interviews.

**UNIT-IV: MEASUREMENT AND SCALING TECHNIQUES**

Measurement in research, scales, Techniques of developing measurement tools, scale classification, Likert's scale, semantic scale, Thurston Scale, Interval Scale and multi-dimensional scaling.

**UNIT-V: PROCESSING AND ANALYSIS OF DATA**

Editing, Coding, classification, Tabulation of data; and data validation- methods of data presentation- types of data analysis: Quantitative and Qualitative – Statistics in Research; Descriptive and inferential Statistics-Descriptive statistics: measures in central tendency, Dispersion, Asymmetry, and Cross-tabulations, Limited problems on testing of hypotheses like parametric and non-parametric t-test, z-test, Anova.

**UNIT-VI: RESEARCH REPORT WRITING**

Meaning of report, Types, Steps, Format of research report, Criteria of good research report, Pre-writing considerations-Final presentations of the Research Report-Idea of referencing, Bibliography, Footnotes and end notes, formats of publications in Research journals.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Business Research Methods, William G. Zikmund; Cengage publications, 2006.
2. Research methodology Methods & Techniques, C.R. Kothari; 2/e, New Age international, 2004.
3. N.D.Vohra: —*Quantitative Techniques in Management*®, Tata- McGraw Hill Private Limited, New Delhi, 2011.
4. D P Apte: —*Operation Research and Quantitative Techniques*®, 12. Excel Publication, New Delhi, 2013.

**REFERENCE BOOKS:**

1. Business Research Methodology, J.K. Sachdeva; Himalaya, 2009.
2. An introduction to statistical Methods, C.B.Gupta &Vijay Gupta; Vikas, 2009.
3. Anand Sharma: —*Quantitative Techniques for Business decision 10. Making*®, Himalaya Publishers, New Delhi, 2012.
4. Donald R Cooper and Pamela S Schindler, *Research Methods*, 9<sup>th</sup> edition, Tata McGraw Hill Publishing Company Limited, New Delhi, 2009.



<b>I MBA-II-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA2TH06</b>	4	0	0	40	60	100	4
<b>BUSINESS LAW</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Analyze the Indian Contract Act. [K4]

CO2: Evaluate Sales of Goods Act and the machinery for redressal of consumer grievances. [K5]

CO3: Elaborate rights and duties of agent and principal, Principal's liability for the acts of agent and the procedure for termination of agency. [K6]

CO4: Examine the rights and duties of partners, dissolution of partnership firm. [K4]

CO5: Examine the formation of company, amendments act in 2013. [K4]

CO6: Explain the kinds of Negotiable Instruments and Goods and Services Act. [K5]

**SYLLABUS:**

**UNIT –I: THE INDIAN CONTRACT ACT, 1872**

Nature of the Act - – Essentials of a Valid Contract – Classification of Contracts- Capacity – Free Consent —Performance of a Contract – Discharge of a Contract – Remedies for Breach of a Contract

**UNIT –II: SALES OF GOODS ACT, 1930 & CONSUMER PROTECTION ACT, 1986**

Distinction between Sales and Agreement to Sell –Conditions and Warranties – Performance of Contract of Sale – Rights of an Unpaid Seller.

**Consumer Protection Act, 1986:** Consumer Rights –Machinery for Redressal of Consumer Grievances- District Consumer Forum – State Level Commission – National Level Commission.

**UNIT –III: CONTRACT OF AGENCY ACT, 1872**

Kinds of Agents –Creation of Agency-Rights and Duties of Principal – Rights and Duties of Agent - Principal's Liability for the Acts of the Agent-Liability of Agent –Termination of Agency.

**UNIT-IV: INDIAN PARTNERSHIP ACT, 1932**

Meaning and Essentials of Partnership Firm –Registration Deed – Tests of Partnership-Rights and Duties of Partners –Dissolution of Partnership.

**UNIT –V: COMPANIES ACT 1956**

Nature and Types of Companies – Formation of a Company –Memorandum of Association-Articles of Association–Kinds of Shares – Company Act amended in 2013 - Duties of Directors-Winding up Procedure.

**UNIT-VI: NEGOTIABLE INSTRUMENTS ACT, 1881**

Kinds of Negotiable Instruments and Endorsement- Presentation of a Negotiable Instrument Discharge of a Negotiable Instrument – Goods and Services Tax Act

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. “Legal Aspects of Business” Ravindra Kumar:, Cengage Learning, New Delhi, 2011
2. “Business Legislation for Management”, Kuchhal M C, Deepa Prakash: Vikas Publishing House, New Delhi, 2012

**REFERENCE BOOKS:**

1. “Legal Aspects of Business”, Pathak: Tata McGraw Hill, New Delhi, 2010
2. “A Manual of Business Laws”, S.N.Maheshwari, S.K.Maheshwari: Himalaya Publishing House, 2013.
3. “Legal Aspects of Business”, P.K.Padhi: PHI Learnings, New Delhi, 2013
4. “Business Law”, S.S Gulshan: Excel Books, New Delhi, 2012.

I MBA-II-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
<b>Code: 19MBA2LB01</b>	4	0	0	40	60	100	4
<b>IT FOR MANAGERS-II</b>							

**COURSE OUTCOMES: The student is able to**

- CO1: Outline the basic concepts of SQL. [K2]
- CO2: Apply different types of operators of SQL. [K3]
- CO3: Formulate the Constraints in SQL. [K6]
- CO4: Apply different types of functions on tables & Queries.
- CO5: Infer the basics of PL/SQL. [K2]
- CO6: Develop the real time applications on ERP. [K6]

**SYLLABUS:**

**EXERCISE-I: Introduction to SQL:** DDL, DML, DCL, TCL Commands.

**EXERCISE-II: Operators:** Union, Union all, Intersection & Minus.

**EXERCISE-III: Constraints:** Not null, Unique, Primary key, Foreign key, Check.

**EXERCISE-IV: Functions:** Scalar functions, Group functions. **Queries:** Sub queries, Sequences, Joins, Views.

**EXERCISE-V: Introduction to PL/ SQL – Applications –** Banking, Electricity Billing, Library, Operation, Payroll, Insurance, Inventory etc.

**EXERCISE-VI: Statistical Applications –** Mean, Median, Mode, Standard Deviation, Variance, Correlation, Regression, Anova, Z-Test, T-Test, F-test and Chi-square Test.

**TEXT BOOKS:**

1. Scott Urman, “Oracle 8i-PL SQL Programming”, TMH, 2000.
2. Loney, “Oracle 9i—The Complete Reference”, TMH, 2002.
3. Bayross, “Oracle Teach Yourself SQL / PL SQL using Oracle 8i and 9i with SQLj”, BPB, 2002.
4. Abbey, “Oracle 8i—A beginner’s Guide”, TMH, 2000.

**REFERENCE BOOKS:**

5. Courter, “Mastering Microsoft Project”, BPB, 2002.
6. Pyron, “Using MS Project”t, Techmedia, 2002.
7. Mansfield, MS office, TMH, New Delhi 1999.
8. Prowess- Corporate Database, Centre for Monitoring Indian economy.(CMIE), Ph.No.040- 55466091-6,email-cmie.hyd@cmie.com

**II MBA- III SEMESTER**

S.No	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	19MBA3TH01	Strategic Management	4	0	-	40	60	100	4
2	19MBA3TH02	Business Ethics & Corporate Governance	4	0	-	40	60	100	4
3	19MBA3TH03	Business Analytics	4	0	-	40	60	100	4
4		Elective-I (SPL-I)	4	0	-	40	60	100	4
5		Elective-II (SPL-I)	4	0	-	40	60	100	4
6		Elective-III (SPL-II)	4	0	-	40	60	100	4
7		Elective-IV (SPL-II)	4	0	-	40	60	100	4
8	19MBA3MC01	Community Services (MC)	-	-	-	-	-	-	-
<b>TOTAL</b>			28	0	0	280	420	700	28

**Dual Electives:**

The Specializations will be offered in the areas of Marketing, Finance, Human Resource Management (HRM) and Systems. The students should choose any **Two** of the specializations in the beginning of the third semester of MBA. The students cannot change specializations which are selected in the first week of third semester and the same combination should continue in the fourth semester. In each specialization the student have to choose two elective papers in third and fourth semesters. The specializations and electives will be offered subjected to a minimum of 20 students.

**FINANCE ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
III	19MBA3THF1	Investment and Portfolio Management	4	0	-	40	60	100	4
III	19MBA3THF2	Corporate Taxation	4	0	-	40	60	100	4
III	19MBA3THF3	Banking & Insurance	4	0	-	40	60	100	4
III	19MBA3THF4	Personal Financial Planning	4	0	-	40	60	100	4

**HRM ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
III	19MBA3THH1	Management of IR	4	0	-	40	60	100	4
III	19MBA3THH2	Compensation and Reward Management	4	0	-	40	60	100	4
III	19MBA3THH3	Performance Management	4	0	-	40	60	100	4
III	19MBA3THH4	Employee Engagement & Retention Management	4	0	-	40	60	100	4

**MARKETING ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
III	19MBA3THM1	Customer Relationship Management & CB	4	0	-	40	60	100	4
III	19MBA3THM2	Event Management	4	0	-	40	60	100	4
III	19MBA3THM3	Retail Marketing	4	0	-	40	60	100	4
III	19MBA3THM4	Rural Marketing	4	0	-	40	60	100	4

**SYSTEMS ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
III	19MBA3THS1	Decision Support System	4	0	-	40	60	100	4
III	19MBA3THS2	Data warehousing & Data Mining	4	0	-	40	60	100	4
III	19MBA3THS3	Software Project Management	4	0	-	40	60	100	4
III	19MBA3THS4	E- Business	4	0	-	40	60	100	4

<b>MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3TH01</b>	4	0	0	40	60	100	4
<b>STRATEGIC MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

- CO1: Develop vision, mission and objectives of the organization. [K3]
- CO2: Analyse industry and develop techniques of competitive analysis. [K4]
- CO3: Appraise strategic leadership styles and actions. [K5]
- CO4: Formulate effective strategies in business. [K6]
- CO5: Develop a frame work for the implementation strategies in business. [K3]
- CO6: Evaluate the strategy controls by measuring performance of organization. [K5]

**SYLLABUS:**

**UNIT-I: INTRODUCTION**

Concepts in Strategic Management, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies– Factors that shape a company’s strategy – Crafting astrategy.

**UNIT-II: INDUSTRY ANALYSIS**

Process, Techniques of industry analysis, Competitive Analysis: Process, Techniques of Techniques of competitive analysis, Environmental Scanning Methods and process, SWOT Analysis –Strategies and competitive advantages in diversified companies and itsevaluation.

**UNIT-III: STRATEGIC ANALYSIS AND CHOICE**

Tools and techniques- Strategic Leadership: Leadership andStyle – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – BalancedScorecard.

**UNIT -IV: STRATEGY FORMULATION**

Strategy Framework For Analysing Competition Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

**UNIT -V: STRATEGY IMPLEMENTATION**

Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

**UNIT-VI: STRATEGY EVALUATION AND CONTROL**

Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic informaion systems – problems in measuring performance – Strategic surveillance - strategicaudit.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. “Strategic Management” :Vijaya Kumar P,. Hitt A: Cengage learning, NewDelhi,2010.
2. “Cases Studies in Strategic Management” : Sanjay Mohapatra :, Pearson, NewDelhi,2012.

**REFERENCE BOOKS:**

1. “Strategic Management” : Adrian Haberberg&Alison, Oxford University Press, New Delhi, 2010 4.
2. “Business Policy and Strategic Management” : P.Subba Rao: Text and Cases, Himalaya Publishing House, New Delhi,2011.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3TH02</b>	4	0	0	40	60	100	4
<b>BUSINESS ETHICS AND CORPORATE GOVERNANCE</b>							

**COURSE OUTCOMES: The student is able to**

**CO1:** Outline fundamentals of Values and ethics. [K2]

**CO2:** Evaluate the global issues with respect to business ethics. [K6]

**CO3:** Analyse manager's responsibilities in business ethics. [K4]

**CO4:** Apply Corporate Governance Theories into Practice. [K6]

**CO5:** Apply the Corporate Governance Scenario in India. [K6]

**CO6:** Elaborate of Media in Indian Corporate Governance. [K6]

**SYLLABUS:**

**UNIT-I: IMPORTANCE OF BUSINESS ETHICS**

Importance of Business Ethics: Values and Ethics- Business Ethics and Law – Ethics in Work Place – Ethical Decision Making- Theories of Business Ethics – Management and Ethics- Indian Ethical Traditions

**UNIT-II: IMPACT OF GLOBALIZATION**

Impact of Globalization on Indian business ethics. Reasons for Unethical Practices among Indian companies – Development of Indian Capital Markets –Various studies on Ethical Attitudes of Managers Major Indian Scams

**UNIT-III: ETHICS IN MARKETING, HRM AND FINANCE**

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product-. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

**UNIT-IV: CORPORATE GOVERNANCE**

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance- Good Corporate Governance – Land marks in emergence of Governance The Organization for Economic Co-operation and Development [OECD] Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives

**UNIT-V: CORPORATE GOVERNANCE INDIAN SCENARIO**

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors –

**UNIT-VI: GOVERNANCE UNDER LIMITED COMPETITION**

Governance under limited competition – Role of Media – Corporate Governance in Developing and Transitioning Economies

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**



**TEXT BOOKS:**

1. “Professional Ethics and Morals”, Prof.A.R.Aryasri, Dharanikota Suyodhana: Maruthi Publication.2009
2. “Ethics in Business and Corporate Governance”, S.K.Mandal: TMH, New Delhi, 2012.

**REFERENCE BOOKS:**

1. “Business Ethics and Value Systems”, H.C.Mruthyunjaya, PHI Learning, New Delhi, 2013.
2. “Values and Ethics in Profession”Sisir Mazumder: Everest Publishing House, New Delhi, 2013.
3. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.
4. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3TH03</b>	4	0	0	40	60	100	4
<b>BUSINESS ANALYTICS</b>							

**COURSE OUTCOMES: The student is able to**

**CO1:** Outline fundamentals of Business Analytics. [K2]

**CO2:** Demonstrate different classifications of Business Analytics. [K2]

**CO3:** Analyse and prepare reports on Business Analytics. [K4]

**CO4:** Apply Business Analytics in different areas like Finance, HR and Marketing. [k3]

**SYLLABUS:**

**UNIT-1 INTRODUCTION BUSINESS ANALYTICS**

Definition, Evolution, Nature and Scope, Need for Business Analytics, Usage of Business Analytics in different Areas – Financial analytics, Marketing analytics, Human resource analytics, Health care analytics supply chain analytics sports analytics web analytics and Analytics for government and non-profit oriented organizations, Decision Theory, Decision Models and Problem solving with analytics.

**UNIT-2 CLASSIFICATIONS IN BUSINESS ANALYTICS**

Data for Business Analytics – Data sets, Data Bases, Big data, Metrics and Data Classifications, Types of Business Analytics – Descriptive analytics [Data warehousing, Techniques and process, Data marts, Meta data], Predictive analytics [Data mining, Applications, process, methods, techniques, web mining, web analytics and social analytics], Perspective analytics [Simulation, Automated Decision Systems] and Diagnostic analytics [Techniques, Data discovery, Drill down, Data mining and Correlation].

**UNIT-3 BUSINESS ANALYTICS APPLICATION AND REPORTING**

Data entry, Dash boards, Data Scrubbing, Data enrichment, Formula function – Mathematical and Statistical formulas, Data visualization – Tabulation, Charting wizards and Pivot tables, Filtering and Sorting, Report Writing: Types of Reports, Structure of Report, Essentials of good report, Process of report writing.

**UNIT-4 FINANCIAL ANALYTICS**

Introduction to Financial Analytics, Introduction, Skills for financial analyst, Components in financial analytics, Ways to analyse financial statements, Types of financial statements, elements of financial statements and determining financial health of the company.

**UNIT-5 HUMAN RESOURCE ANALYTICS**

Introduction to Human Resource Analytics, Functions of HRM, HR Work force planning, Performance Appraisal methods for analytics [Ranking, Grading, Paired comparison, BARS and Cost Accounting methods, 360° Appraisal], Wage payment and incentive plans [Individual and Group incentive plans].

**UNIT-6 MARKETING ANALYTICS**

Introduction to Marketing Analytics, Purpose of marketing research, Steps to create a Marketing Plan, Components of Marketing Plan [Product, Price, Place and Promotion wise planning], Market analytics tools [SWOT Analysis, BCG Matrix and Balanced Score Card etc.

**REFERENCE BOOKS:**

1. Business Analytics – customer centric approach, Sandhya Kuruganti & Hoidol Basu, Mc Gra Hill Publications.
2. Gert H.N. Laursen, Jesper Thorlund, “Business Analytics for Managers”, John Willy & Sons Inc., 2010.

**TEXT BOOKS:**

1. Business Analytics: James R. Evans, Second Edition, Pearson Publications.
2. Essentials of Business Analytics: Jeffery D Camm, James J Cochran, Michel J Fry, Jeffery W Ohlmann, David R Anderson, Dennis J Sweeny & Thomas A Williams, Cengage Learning.

**FINANCE ELECTIVES**

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THF1</b>	4	0	0	40	60	100	4
<b>INVESTMENT AND PORTFOLIO MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

- CO1: Analyse various investment alternatives for effective investment decision [K4].  
 CO2: Discuss the importance of security analysis in investment decision process [K6].  
 CO3: Design bond management strategies to realise good return on bond investment [K6].  
 CO4: Apply different equity valuation methods for the valuation of securities [K3].  
 CO5: Construct optimal portfolio for higher return at lower risk [K6].  
 CO6: Analyse different schemes of mutual funds for better investment decision [K4].

**SYLLABUS:**
**UNIT –I: INVESTMENTS**

Definition of investment, Investment Decision Process; Sources of investment information; Real investment vs. financial investment, Investment vs. Speculation; Factors to be considered in investment decision: Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of realized return and expected return. Ex-ante and ex-post returns. Measurement of risk-range. Risk-return trade-off, Risk premium and risk - aversion.

**UNIT II: SECURITY ANALYSIS**

Definition and objectives of Securities Analysis – Types of Securities, Analysis - Fundamental Analysis, Objectives and believes of Fundamental Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

**UNIT –III: FIXED INCOME SECURITIES**

Bond basics, Features and types of debt instruments, Bond risk, factors affecting bond yield: coupon rate, maturity period, Bond yield measurement-Current yield, holding period return, YTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Bond duration, Macaulay’s duration and modified Macaulay’s duration. Bond immunization, active and passive bond portfolio management strategies.

**UNIT-IV: COMMON STOCKS**

Basic Features of Common Stock, Approaches to valuation–Balance sheet model: Book value method, liquidation value method, replacement cost, Dividend capitalization models: single period, multi period & constant growth model, Earnings capitalization models; P/E ratio, Intrinsic value & Value earnings ratio.

**UNIT –V: PORTFOLIO THEORY**

Concept of portfolio. Portfolio return and risk. Harry Markowitz’s Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line [CML], Security Market line [SML]. Capital asset pricing model [CAPM]: over- pricing and under-pricing securities. Arbitrage pricing theory [APT]: The Law of one price, two factor arbitrage pricing.

**UNIT –VI: MUTUAL FUNDS AND PORTFOLIO EVALUATION**

Mutual funds - genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India. Performance measures- Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Security Analysis and Portfolio Management, S. Kevin, PHI, New Delhi, 5<sup>th</sup> Edition 2015.
2. Investment Analysis and Portfolio Management, Prasanna Chandra, TMH, New Delhi, 6<sup>th</sup> Edition, 2013.

**REFERENCE BOOKS:**

1. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing House, New Delhi, 2<sup>nd</sup> Edition, 2013.
2. Investment Management
3. , Preeti Singh, Himalaya Publishing House, New Delhi, 18<sup>th</sup> Edition, 2013.
4. Security Analysis and Portfolio Management", Sudhindra Bhat, ExcelBooks.32, 2<sup>nd</sup> Edition, 2013.
5. Fundamentals of Investment Management, V.K.Bhalla, S. Chand, New Delhi, 15<sup>th</sup> Edition, 2013.
6. *Investment Management - Security Analysis and Portfolio Management*, Bhalla.V.K., S. Chand, 16<sup>th</sup> edition, 2010.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THF2</b>	4	0	0	40	60	100	4
<b>CORPORATE TAXATION</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Conclude the fundamentals of Taxation [K5].

CO2: Discuss taxation methods of companies [K6].

CO3: Analyse income sources from business through taxation [K4].

CO4: Determine taxation techniques to reduce tax burden to the company [K5].

CO5: Evaluate Tax management strategies [K5].

CO6: Develop procedure for filing the tax for individuals and corporate [K6].

**SYLLABUS:**

**UNIT I: BASIC CONCEPTS**

Sources of Tax Laws, Act & Rules, Administrative Instructions issued by CBDT, Annual Finance Acts. Introductory: Definitions, Residential status, Heads of Income, Computation of Taxable Income.

**UNIT II: TAXATION OF COMPANIES**

Residential Status & Tax Liability, Scope of total income, concept of Permanent Establishment, Business Connection in India, taxability of BPO units.

**UNIT III: INCOME FROM BUSINESS & PROFESSION**

Express allowances and disallowances, tax incentives on R & D expenses, Depreciation allowance, method of accounting. Income from Capital Gains –Concept of Capital Asset and Transfer, short term and long term capital assets, exemptions, Set off and carry forward of losses, Tax planning.

**UNIT IV: DEDUCTIONS UNDER CHAPTER VIA**

Incentives to infrastructure sector, hotels, etc. Taxation of companies – MAT, calculation of book profits, credit for MAT Assessment of Income including reassessment, appeals, rectification and revisions, ITAT. Tax Deduction at Source, International Taxation, Transfer Pricing, Double Taxation Avoidance Agreements.

**UNIT V: TAX PLANNING**

Meaning and Scope of Tax Planning and Location of Undertaking, Tax Planning regarding Dividends Policy, Inter Corporate Dividends and Transfers; Tax Considerations in Respect of Specific Managerial Decision like Make or Buy, Own or Lease, Clone or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc.; Tax Planning in respect of Managerial Remuneration.

**UNIT VI: TAX MANAGEMENT**

Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. “Direct Taxes Law & Practice”, Singhanian, V.K. and Singhanian, Kapil Taxmann Publications
2. “Direct Taxes Law & Practice”, Bhagwati Prasad, Wishwa Prakashan

**REFERENCE:**

1. “Direct Taxes Ready Reckoner [with tax planning]”, Ahuja, Girish K. and Gupta, Ravi, Bharat Law House Pvt. Ltd., Delhi.
2. “Practical Problems In Income Tax”, Mehrotra, H.C., Sahitya Bhawan Publications.
3. “Handbook of Corporate Tax Planning”, Srinivas E. A., Tata McGraw Hill, New Delhi.
4. “Income Tax Act- Pocket Edition”, Taxmann Publications, New Delhi.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THF3</b>	4	0	0	40	60	100	4
<b>BANKING &amp; INSURANCE</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Analyse the Indian financial system and role of commercial banks [K2]

CO2: Develop better understanding on different types of deposits, their benefits as well as on advances [K6]

CO3: Analyze the regulations in banking system. [K4]

CO4: Make up on new banking innovations. [K6]

CO5: Develop skills to facilitate the basic concepts of Risk and Insurance. [K6]

CO6: Make up on the principles of Insurance and classifications of Insurance. [K6]

**SYLLABUS:**

**UNIT-I: INTRODUCTION TO BANKING**

Introduction to Indian Financial System - Meaning of a Bank, Role of commercial banks in Economic Development - Evolution of Banking in India– origin, nationalization, Banking sector reforms, CAMEL Approach, Sources of Bank Funds.

**UNIT –II USES OF BANK FUNDS**

Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - different types of loans and their features - Non Performing Assets: - Concept of NPAs, causes & recovery of NPAs.

**UNIT –III: REGULATION IN BANKING SYSTEM**

Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III.

**UNIT –IV: BANKING INNOVATIONS**

Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Customer service quality in Indian banking industry.

**UNIT –V: INTRODUCTION TO INSURANCE**

Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers, Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers functions - An overview of IRDA.

**UNIT –VI: LIFE INSURANCE AND GENERAL INSURANCE**

The concept of Life Insurance - Life Insurance Products- Classification of Life Insurance - Special Life Insurance forms - Health and General insurance– Overview, Types.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. “Banking & Insurance”, Vijayakumar P., Srinivasa Subbarao P., Himalaya Publication, New Delhi.
2. “Bank Management & Financial Services”, Peter.S.Rose & Sylvia. C. Hudgins: Tata McGrawHill New Delhi, 2010,



3. "Risk Management & Insurance", James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B., Cengage Learning, New Delhi
4. "Banking & Insurance", Reddy K S and Rao R N: Paramount Publishing House 2013.

**REFERENCE BOOKS:**

1. "Banks & Institutional Management", Vasant Desai: Himalaya Publishing House 2010.
2. "Banking and Insurance", R.K.Sharma, Shashi and Jagwant: , Kalyani Publishers, 16<sup>th</sup> edition.
3. "Fundamentals of Risk & Insurance", Emmett J. Vaughan & Therese M. Vaughan: Wiley, India Edition.
4. "Indian Insurance – A Profile", H. Narayanan: Jaico Publishing House, New Delhi.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THF4</b>	4	0	0	40	60	100	4
<b>PERSONAL FINANCIAL PLANNING</b>							

**COURSE OUTCOMES: The student is able to**

CO1: List out steps in financial planning process [K4].

CO2: design the process for preparation and filing of tax returns [K6].

CO3: Evaluate investment decisions in capital goods [K5].

CO4: Analyse various insurance policies which are suitable for investor needs [K4].

CO5: Develop effective investment strategies related to various financial securities [K6].

CO6: Evaluate alternate investment options [K5].

**SYLLABUS:**

**UNIT-I: UNDERSTANDING THE FINANCIAL PLANNING PROCESS**

The rewards of sound financial planning – planning for a life time- the planning environment – determinants of personal income-financial statements and plans –mapping the financial future-time value of money- preparing personal income statement and balance sheet-making cash budgets.

**UNIT-II: MANAGING TAXES**

Principals of income taxes- computation of salary, Rental income& Capital Gains, Other Income filing returns-tax planning-other forms of personal taxes-provisions Of Wealth Tax Act& Computations of Net Wealth & Wealth Tax.

**UNIT-III: MAKING DECISIONS REGARDING PURCHASE OF AUTOMOBILES AND HOUSES**

Deciding whether to lease or buy-finding an affordable house-the house buying process-housing finance. Managing credit- opening an overdraft account-using credit carefully-consumer loans.

**UNIT-IV: MANAGING INSURANCE NEEDS**

Basic insurance concepts-deciding on the amount of life insurance required-key features of life insurance policies-buying life insurance –types and sources of health insurance plans-principles of property insurance-automobile insurance- other types of insurance;

**UNIT-V: MANAGING INVESTMENTS**

Investments planning –securities markets- transacting in the securities markets- online advertising- mutual funds Financial Planner’s Advice, Stock brokers Research and advice , portfolio management Services Sharpe’s Ratio, Treynor’s ratio, Jensen’s measure, Information Ratio.

**UNIT-VI: ALTERNATIVE INVESTMENT OPTIONS**

Art, Gold, Antiques, commodities, real Estate, REITS, Real Estate Related Mutual Funds, Charity, Investments outside India. Retirement Planning- Estimating need at retirement – Social Security- pension plans and retirement plans –annuities, Reserve Mortgage.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Personal Financial Planning, ICFAI Publications
2. Personal Financial Planning, 11th e Gitman, Lawrence J/Joehnk, Michael D. South Western College Pub. 2007.
3. Personal Financial Planning Guide, 5th e Ernst and Young's Wiley2004.

**REFERENCE BOOKS:**

1. Personal Financial Planning.7<sup>th</sup>e Hallman, G Victor/ Rosenbloom, Jerry S. McGraw Hill2010.
2. Personal Investment and Tax Planning Year Book Yasasway, N J Vision Publication Edition 2010-11
3. Income Tax Law & Practice, 35th e Gaur, V.P / Narang, D.B Kalyani Publishers 2011.

**HRM ELECTIVES**

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THH1</b>	4	0	0	40	60	100	4
<b>MANAGEMENT OF INDUSTRIAL RELATIONS</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Explain the basic concepts and importance of industrial relations management. [K4]

CO2: Identify the concept of Trade Unions. [K3]

CO3: Appraise the collective bargaining power. [K5]

CO4: Evaluate the benefits of quality of work life. [K5]

CO5: Analyse the concepts of labour safety measures. [K4]

CO6: Design the grievance management procedures. [K6]

**SYLLABUS:**
**UNIT-I: INDUSTRIAL RELATIONS**

Introduction- Definitions -Concept- evolution- present scenario in India-Factors-Approaches to IR- Unitary Approach- Pluralist Approach- Marxist Approach- Industrial Relations in a Comparative Framework- Labour market.

**UNIT-II: TRADE UNIONS**

Introduction- nature and objectives of TU's- Trade union act, 1926- Union Recognition-problems of Trade Unions- registration of union- employer association- Management of Trade Union in India.

**UNIT-III: COLLECTIVE BARGAINING**

Nature, objectives- process of collective bargaining- changes in Labour- management relations in post- liberalized India- Public sector bargaining in India. Bipartism, Tripartism bodies.

**UNIT-IV: QUALITY OF WORK LIFE**

Workers' participation in Management-different levels of participation-quality circles-parameters of QWL- Nature of wages and types-Incentives and fringe benefits-Issues in wage determination in India.

**UNIT-V: SOCIAL SECURITY**

Nature- types of security- health and occupational safety measures in India- Employees state insurance act, 1948- workmen compensation act, 1923 and its implications.

**UNIT-VI: EMPLOYEE GRIEVANCE**

Causes of grievance- conciliation-Arbitration-and adjudication-process of settlement of employee grievance-Standing orders- code of conduct-Industrial dispute nature and scope of industrial disputes- prevention and settlement of industrial disputes in India, Id act.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Industrial Relations Oxford university : C.S VenkataRatnam: press, New Delhi,2011
2. Industrial Relations: ArunMonappa, TMH, NewDelhi.2012

**REFERENCE BOOKS:**

1. Dynamics of Industrial Relations : Mamoria, Himalaya publishing house, New Delhi,2010
2. "Industrial Relations, Trade unions and Labor Legislation" Sinha., pearson education, New Delhi, 2013.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THH2</b>	4	0	0	40	60	100	4
<b>COMPENSATION AND REWARD MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Outline basic concepts, framework and theories of compensation. [K2]

CO2: Develop a strategic plan for making compensation as a competitive advantage to the organization. [K6]

CO3: Contrast different types of incentive plans and determine which plan suit best to organization. [K2]

CO4: List the different types of employee benefits. [K1]

CO5: Design different methods of wage determination applicable to different cadres of employees. [K6]

CO6: Evaluate the mechanism of wage boards and its role in fixation of wage. [K5]

**SYLLABUS:**

**UNIT I: INTRODUCTION TO COMPENSATION**

Types of compensations, Conceptual Framework of Compensation Management, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Bargaining theory, Criteria of wage fixation.

**UNIT II: STRATEGIC COMPENSATION PLANNING**

Strategic perspectives towards compensation – Developing a total compensation strategy, Source of competitive advantage: Three tests, designing pay levels, Mix and pay structures.

**UNIT III: VARIABLE PAY**

Strategic reasons for Incentive plans, Administering incentive plans, Individual incentive plans- Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs.

**UNIT IV: MANAGING EMPLOYEE BENEFITS**

Nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, employee services- Designing a benefits package.

**UNIT V: WAGE DETERMINATION**

Principles of wage and salary administration, Methods of wage determination in India; Internal and External Equity in Compensation Systems, Wage Administration in India: Wage Policy in India.

**UNIT VI: WAGE BOARDS AND THEIR COMPENSATION PRACTICES**

Structure, Scope and functions, Compensation practices in different industries, Compensation practices of multinational and global organizations.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Compensation Management in a Knowledge based world,: ichard I. Anderson, , Pearson Education, 10th edition
2. Compensation Management in Knowledge based world: Richard I. Anderson, Pearson Education, 10th edition.

**REFERENCE BOOKS:**

1. Compensation: Milkovich & Newman, TMH, 2008.
2. Compensation & Reward Management : BD Singh, Excel Books, 2008
3. Strategic Compensation, : Joseph J. Martocchio, , Pearson Education, 3rd Edition.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THH3</b>	4	0	0	40	60	100	4
<b>PERFORMANCE MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Adapt the basics of performance management system. [K6]

CO2: Identify the performance system best fit to organization. [K3]

CO3: Develop a mechanism to meet the performance expectations set by the organization. [K6]

CO4: Apply the monitoring principles. [K3]

CO5: Design the audit system for all types of jobs existed in different organizations. [K6]

CO6: Analyze performance appraisal system and determining the best system of appraisal for the needs of the organization. [K4]

**SYLLABUS:**

**UNIT-I: INTRODUCTION**

Definition, concerns and scope – Historical developments in performance Management – Performance Appraisal Vs. Performance Management - Performance Management Vs. Human Resource Management – Implications of Performance Management.

**UNIT-II: PERFORMANCE THEATRE**

Performance System – Performance Theatre - planning Manage performance and Development, Monitoring Manage performance & Mentoring Manage Development.

**UNIT-III: PLANNING FOR MANAGEE'S PERFORMANCE AND DEVELOPMENT**

Setting Objectives – Organizational and Individual Performance plans – Components of Manage Performance and development plan – Setting mutual expectations and performance criteria.

**UNIT-IV: MONITORING AND MENTORING**

Introduction – Supervision – Objectives and Principles of Monitoring – Monitoring Process – Periodic reviews – Problem solving – Engendering trust.

**UNIT-V: ANNUAL STOCK TAKING**

Stock Tacking Performance – Process of Judgement Vs. Process of analysis – Stock Taking discussions – Delivering efficient feedback – 360 degrees feedback – stock taking potential.

**UNIT-VI: APPRAISING FOR RECOGNITION AND REWARD**

Purpose of Appraising – Methods of Appraisal – Appraisal system design – Implementing the Appraisal system – Appraisals and HR decisions.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Performance Management: Prem Chadha: Macmillan India, New Delhi,2006.

**REFERENCE BOOKS:**

1. Counselling and guidance:T.V.Rao:TMH.

2. Managing Employee Performance :Williams:, Thomson,2006.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THH4</b>	4	0	0	40	60	100	4
<b>EMPLOYEE ENGAGEMENT &amp; RETENTION MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Analyse the fundamentals of Employee engagement practices. [K6]

CO2: To Develop the employee engagement strategies. [K6]

CO3: Analyze the employee turnover rates in different sectors. [K4]

CO4: Evaluate the employee retention and retention success mantras. [K5]

CO5: Apply the retention strategies. [K3]

CO6: Develop practices to retain talent/skilled employee. [K6]

**SYLLABUS:**

**UNIT-I: EMPLOYEE ENGAGEMENT**

Definitions & origin. Employee Engagement drivers. Types & attributes of Employee Engagement. Employee Engagement activities. Managing employee satisfaction.

**UNIT-II: MEASURING ENGAGEMENT & STRATEGIES OF EMPLOYEE ENGAGEMENT**

Handling non-engaged employees. Employees Scheduling. Creating culture of Employee Engagement. Models of Employee Engagement & Trends in Global.

**UNIT-III: EMPLOYEE TURNOVER**

Meaning & Nature. Negative impact of turnover to the organization & individuals. Attrition rate, Turnover cost calculation, Attrition rate in different sector of India.

**UNIT-IV: RETENTION**

Definitions, Nature & Importance of employee retention. Retention as critical issue. Key elements of retention: compensation, growth, environment, relationship & support. Challenges of employee retention & retention success mantras.

**UNIT-V: MANAGING RETENTION**

Key drivers to attract & retain employee, Retention strategies, Managers roles in Retention & Developing retention plan.

**UNIT-VI: EMPLOYEE RETENTION**

Motivation and engagement-Engaging talent through mentoring and coaching. Employee satisfaction. Determining strategies for coaching employees belonging to different generations and cultures.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Employee Engagement: Debashish Sengupta, s. Ramadoss, Biztantra, Dreamtech Press, 2011.

2. Talent Management Systems: Best Practices in technology solutions for Recruitment, Retention and work force planning Allan Schreyer, 1st Edition

**REFERENCE BOOKS:**

1. The Talent Management Handbook: Lance A Berger and Dorothy R. Berger, Tata McGraw Hill [2008]. New York.

2. Managing Employee Retention: A Strategic Accountability Approach [Improving Human Performance]: Jack J. Philips & Adele O. Connell, Elsevier, 2004.



**MARKETING ELECTIVES**

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THM1</b>	4	0	0	40	60	100	4
<b>CUSTOMER RELATIONSHIP MANAGEMENT &amp; CONSUMER BEHAVIOUR</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Develop the concepts of CRM and strategies in business. [K3]

CO2: Appraise the customer profile and perception of customer behaviour in relationship perspectives. [K4]

CO3: Analyse strategies for customer acquisition, models of CRM. [K4]

CO4: Evaluate the consumer behaviour and business strategies. [K5]

CO5: Apply the various consumer behaviour models. [K3]

CO6: Build the psychological process and develop the effective strategy in terms of impact on consumer behaviour. [K6]

**SYLLABUS:**
**UNIT I: INTRODUCTION TO CRM**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

**UNIT II: UNDERSTANDING CUSTOMERS**

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

**UNIT III: CRM STRUCTURES**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

**UNIT –IV: INTRODUCTION TO CONSUMER BEHAVIOUR**

Understanding consumers and market Segments. Evolution of consumer Behaviour, consumer analysis and Business strategy.

**UNIT-V CONSUMER BEHAVIOR MODELS**

Models of Buyer Behaviour, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

**UNIT –VI: PSYCHOLOGICAL FOUNDATIONS OF CONSUMER BEHAVIOR**

Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Customer Relation Management, H.Peeru Mohamed and A.Sahadevan, Vikas Publishing 2005.
2. The Eight Competencies of Relationships selling, Jim Catheart, Macmillan India, 2005.
3. Consumer Behavior, Assel, Cengage Learning, 6th Edition.

**REFERENCE BOOKS:**

1. Consumer Behaviour, David L Loudon and Albert J Della Bitta, 4/e, TMH, New Delhi, 2002.
2. Consumer Behaviour, Schiffman, L.G and Kanuk L.L, 8/e, Pearson Education, New Delhi, 2003.
3. Consumer Behaviour, Roger D. Black Well et al, 9/e Cengage, New Delhi, 2012.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THM2</b>	4	0	0	40	60	100	4
<b>EVENT MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Outline of the role and purpose of special events in the organizations. [K2]

CO2: Analyzing the techniques and strategies required to plan successful special events. [K4]

CO3: Develop competencies required to promote, implement and conduct special events. [K6]

CO4: Develop knowledge and competencies required to assess the quality and success of special events. [K6]

**SYLLABUS:**

**UNIT – I: PRINCIPLES OF PROJECT/EVENT MANAGEMENT**

Understanding project management - resources - activities - risk management - delegation - project selection - role of the Event Manager.

**UNIT II: PREPARING A PROPOSAL**

Conducting market research - establishing viability - capacities - costs and facilities - plans - timescales - contracts. Clarity - SWOT analysis - estimating attendance - media coverage - advertising - budget - special considerations - evaluating success.

**UNIT III: CRISIS MANAGEMENT PLAN AND SEEKING SPONSORS**

Crisis planning - prevention - preparation - provision - action phase - handling negative publicity - structuring the plan - Different types of sponsorship - definition - objectives - target market - budget - strategic development - implementation - evaluation.

**UNIT IV: ORGANIZING THE EVENT**

Purpose - venue - timing - guest list - invitations - food & drink - room dressing - equipment - guest of honor - speakers - media - photographers - podium - exhibition.

**UNIT V: MARKETING TOOLS**

Types of advertising - merchandising - give aways - competitions - promotions - website and text messaging - Media invitations - photo-calls - press releases - TV opportunities - radio interviews.

**UNIT VI: PROMOTIONAL TOOLS AND EVALUATION**

Flyers - posters - invitations - website - newsletters - ezone - blogs – tweets - Budget - cost of event - return on investment - media coverage - attendance - feedback.

**TEXT BOOKS:**

1. **Avrich Barry [1994]**, Event and entertainment marketing, *vikas*, Delhi.
2. **Bhatia A.K. [2001]**, Event management, *Sterling Publishers*, New Delhi.

**REFERENCE BOOKS:**

1. **David C. Watt [1998]**, Event management in leisure and tourism, *Pearson*, uk.
2. **Joe Gold Blatt [1997]**, Special events- best practices in modern event Management, *john wiley and sons*, new york.
3. **Panwar J.S. [1998]**, Marketing in the new era, *Sage*, New Delhi.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THM3</b>	4	0	0	40	60	100	4
<b>RETAIL MARKETING</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Outline fundamentals of Retailing. [K2]

CO2: Identify the general strategies of retailing. [K3]

CO3: Formulate location strategies of retailing. [K6]

CO4: Develop layout designs. [K6]

CO5: Analyse various pricing strategies and develop location strategies. [K4]

CO6: Design and develop franchising. [K6]

**SYLLABUS:**

**UNIT-I: BASIC CONCEPT OF RETAILING**

Retail development-types and functions of retailers-multi channel retailing-organized retailing in India-special characteristics of retailing-services retailing-legislation for retailing in India.

**UNIT-II: RETAILING STRATEGY**

Market strategy-retail format and target market-building sustainable competitive advantage-growth strategies-strategic retail planning process.

**UNIT-III: RETAIL LOCATION**

Types, location opportunities-selection of location and site analysis-financial strategy-strategic profit model-setting and measuring performance objectives.

**UNIT-IV: STORE LAYOUT AND DESIGN**

Store operations and inventory management-merchandise planning and control, buying merchandise- developing assortment plan.

**UNIT-V: RETAIL PRICING STRATEGY**

Category management, customer services-retail branding-international retailing-promotional strategies-advertising, sales promotion, store atmosphere.

**UNIT-VI: CONCEPT OF FRANCHISING**

Evolution of franchising-types-franchising in India-introduction to E- marketing-meaning and scope of E-marketing.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. "Retail Management", Sheikh and Kaneez Fatima, Himalaya Publishing House, Mumbai, 2012
2. "The Art of Retailing", A.J. Lamba: Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. "Retail Marketing", Siva Kumar, A, Excel Books, New Delhi, 2007

**REFERENCE BOOKS:**

1. "Retail management", Swapna Pradhan, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
2. "Retail Management", Chetan Bajaj RajnishTuli, Nidhivarma Srivastava: Oxford University Press, New Delhi, 2012.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THM4</b>	4	0	0	40	60	100	4
<b>RURAL MARKETING</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Develop and understand the problems in rural marketing. [K3]

CO2: Analyse the lifestyle, personality and rural marketing strategies. [K4]

CO3: Apply brand building strategies in rural India. [K3]

CO4: Categorize the various channels of distribution in rural marketing. [K4]

CO5: Adapt marketing communication in rural marketing. [K6]

CO6: Evaluate the recent trends in rural marketing. [K5]

**SYLLABUS:**

**UNIT-I: INTRODUCTION**

Definition, scope of rural marketing, concepts, and components of rural markets-classification of rural markets. Rural marketing environment: Socio Economic Profile of Rural customer, rural retail outlets, problems in rural marketing, rural demand, rural market index.

**UNIT-II: RURAL CONSUMER BEHAVIOUR**

Factors affecting Consumer Behaviour, Characteristics of Rural consumer-Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Consumer Buying Process, Opinion Leadership, Diffusion of Innovation, Rural Marketing Strategies.

**UNIT-III: PRODUCT STRATEGY**

Introduction, Product concepts classification, Rural Product Categories-Agriculture Goods and Services, New Product Development Consumer Adoption Process, Product life cycle, Product Mix, Marketing Mix Challenges, Brand building in Rural India, Brand Loyalty Vs Stickiness -Fake Brands- the Fakes Market, Strategy to counter fakes.

**UNIT-IV: CHANNELS OF DISTRIBUTION**

Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Storage, warehousing and transportation in rural markets.

**UNIT-V: MARKETING COMMUNICATION IN RURAL MARKETS**

Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix.

**UNIT-VI: RECENT TRENDS IN RURAL MARKETING**

Challenges for rural marketing:4 A's, Consumer finance, Rural vertical, Retail & IT Models, E-Rural Marketing, Public Private partnerships.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e, 1997.
2. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH, 1/e, 2008.
3. Rural Marketing, C.S.G.Krishnamacharyulu & Lalitha Ramakrishnan, Pearson, 2010.
4. Rural Marketing, Pradeep Kashyap, Pearson 3<sup>rd</sup> Edition, 2016.

**REFERENCE BOOKS:**

1. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication, 2007.
2. Rural Marketing: Indian Perspective by Awadhesh Kumar Singh, New Age International Limited.2007.

**SYSTEMS ELECTIVES**

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THS1</b>	4	0	0	40	60	100	4
<b>DECISION SUPPORT SYSTEMS</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Define the role of information systems in DSSs. [K1]

CO2: Define the role of managers in making decisions within IT organizations. [K1]

CO3: Design and formulate management problems using DSSs models. [K6]

CO4: Apply linear and integer programming techniques for scheduling and optimization problems that require decision making using MSEXCEL. [K3]

**SYLLABUS:**
**UNIT-I: M.I.S AND ITS ROLE IN ORGANIZATIONS:**

Open-Systems and Closed Systems D.S.S Its Relation to M.I.S, Characteristic Role of D.S.S as Different From M.I.S in an Organization, Expert DSS and Its Role as an Aid to Management Decision Process.

**UNIT-II: DETERMINISTIC MODELS**

Models Required to Cope With Uncertainty, Probabilistic Models and Fuzzy Sets, Fuzzy DSS and Fuzzy Expert DSS.

**UNIT-III: APPLICATION OF DSS**

Some Functional Areas of Management Like Finance, Marketing, Production Planning and Control Etc. Methods. Technical Feasibility and Financial Viability of DSS. Advantages and Limitations of DSS –Contemporary practices.

**UNIT-IV: NON-OPTIMIZING MODELS OF DSS**

Simulation Techniques and Monte- Carlo

**UNIT-V: INTRODUCTION TO ARTIFICIAL INTELLIGENCE (AI)**

An Overview of AI– AI Technologies in Business, Domains in AI, Neural networks.

**UNIT-VI: FUZZY LOGIC SYSTEMS IN BUSINESS**

Virtual Reality, Intelligent agents, expert system and its components, Applications of expert system, developing expert systems, value of expert systems.

**TEXT BOOKS:**

1. V.S. Janaki Raman: Decision Support System, PHI Learning, New Delhi,2009
2. Mallah: Decision Support and Data Warehouse Systems, TMH New Delhi, 2002

**REFERENCE BOOKS:**

1. Turbon: DSS and Intelligent Systems, Pearson Education, 2010.
2. George M..Marakas: “Decision Support Systems in the 21st Century”, 2/e,Pearson Education, New Delhi, 2008.



<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THS2</b>	4	0	0	40	60	100	4
<b>DATA WAREHOUSING &amp; DATA MINING</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Organize raw data to make it suitable for various data mining algorithms. [K2]

CO2: Measure interesting patterns from different kinds of databases. [K5]

CO3: Apply the techniques of clustering, classification, association finding, feature selection and visualization to real world data. [K3]

**SYLLABUS:**

**UNIT-I: MANAGING DATA**

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

**UNIT-II: DATABASE SYSTEMS IN THE ORGANISATIONS**

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

**UNIT-III: RISKS AND COSTS OF DATABASE**

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

**UNIT-IV: DATA WAREHOUSING INTRODUCTION**

What is a Data warehouse, who uses Data warehouse, Need for Data warehouse, Applications of Data warehouse concepts.

**UNIT-V: THE DATA WAREHOUSE DATA BASE**

Context of Data warehouse Data Base, Data Base Structures – Organizing Relational Data warehouse – Multi-Dimensional Data Structures – Choosing a Structure, Getting Data into the Data warehouse – Extraction, Transformation, Cleaning, Loading and Summarization,

**UNIT-VI: ANALYSING 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.

**TEXT BOOKS:**

1. Hector Garcia, Molina, Jeffrey D. Ullman, Jennifer Widom: Data Base System Implementation, Pearson Education, 2001.
2. Arun K Majumdar, Primitimoy Bhattacharyya: Data Base Management Systems, Tata McGraw- Hill, New Delhi, 2003.
3. Reema Thareja: Data Ware Housing, Oxford University Press, New Delhi, 2009.

**REFERENCE BOOKS:**

1. George M Markas: Modern Data WareHousing, Mining and Visualization, Pearson Education, New Delhi, 2009
2. Bharat Bushan Agarwal: Data Minining and Data Ware Housing, University Science Press, New Delhi, 2009
4. Gary W Hansen, James V Hansen: Data Base Management and Design, 2/E, PHI – 2000 New Delhi.

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THS3</b>	4	0	0	40	60	100	4
<b>SOFTWARE PROJECT MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

- CO1: Outline the issues and challenges faced while doing the Software project Management. [K1]
- CO2: Identify the software projects fails and that failure probability can be reduced effectively. [K3]
- CO3: Student will be able to do the Project Scheduling, tracking, Risk analysis and Quality management. [K]
- CO4: Cost estimation using different techniques. [K5]

**SYLLABUS:**

**UNIT-I: CONVENTIONAL SOFTWARE MANAGEMENT**

Conventional Software Management- Principles modern software management- Life cycle Phases –Artifacts of the Process – Model Based Software Architectures –Project organization and responsibilities. Traditional Project Management - Scoping the Project – Process Automation.

**UNIT-II: PROJECT PLANNING**

Estimating Duration, Resource Requirements and Cost - Constructing and Analyzing the Project Network Diagram - Finalizing the Schedule and Cost Based on Resource Availability - Organizing and Conducting the Joint Project Planning Session- Case Studies.

**UNIT-III: PROJECT MANAGEMENT**

Recruiting Organizing and Managing the Project Team - Monitoring and Controlling Progress - Closing out the Projects - Critical Chain Project Management.

**UNIT-IV: PROJECT FRAMEWORK**

Introduction to the Adaptive Project Framework - Version Scope - Cycle Plan - Cycle Build - Client Checkpoint - Post-Version Review - Variations to APF.

**UNIT-V: SOFTWARE ARCHITECTURE**

Model Based Software Architectures: Management Perspective and Technical Perspective. Software process Work flows – Checkpoints of the Process. Organizational Considerations - Project Portfolio Management - Project Support Office Process Control and Process Instrumentation

**UNIT-VI: MODERN PROJECTS**

Modern Project Profile: Continuous Integration – Early Risk Resolution – Evolutionary Requirements. Top ten Software Management Principles – Best Practices – Culture Shifts and Denouement.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Bob Hughes, Mike Cotterell: *Software and Project Management*, TMH, New Delhi.
2. Maylor : *Project Management*, Pearson Education.

**REFERENCES**

3. Walker Royce: “Software Project Mangment”, Pearson, New Delhi, 2013.
4. Mahapatra: “Software Project Management”, Cengage Learning, New Delhi

<b>II MBA-III-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA3THS4</b>	4	0	0	40	60	100	4
<b>E-BUSINESS</b>							

**COURSE OUTCOMES: The student is able to**

**CO1:** Compare and evaluate alternative e-business strategies and technologies. [K4]

**CO2:** Justify and promote strategic initiatives, such as adopting a new e-business system. [K4]

**CO3:** Demonstrate systems architecture and technologies for systems integration. [k2]

**CO4:** Plan and deliver senior management reports and presentations. [K3]

**SYLLABUS:**

**UNIT- I : INTRODUCTION TO E-BUSINESS**

Transitioning to the Web – E-Business and E-Commerce overview History of Internet and World Wide Web – Web development Internet and World Wide Web Resources. A Framework for understanding E-Business.

**UNIT 2: E-BUSINESS MODELS:**

Storefront Models, Auction Model, Portal Model and Dynamic-Pricing Models. B2B E-Commerce and EDI. Understanding Online Communication and Behavior. Creating the Marketing Mix – Organizational and Managerial Issues. Implementation and Control of the E-Business Plan.

**UNIT 3: BUILDING AN E-BUSINESS**

Design and Development and Management – E-Business Solutions.

**UNIT 4: ONLINE MONETARY TRANSACTIONS:**

e-Wallets – Digital Currency and Alternate Consumer Payment Options .Smart Cards, e-Billing developing payment standards.

**UNIT 5 : INTERNET MARKETING:**

Branding, Promotions, E-Business Advertising – E-Customer Relationship Management – Tracking and Analyzing data, Personalization – Contact Centers Complete e- CRM Solutions

**UNIT 6: LEGAL AND ETHICAL ISSUES**

Privacy and confidentiality on the Internet Other Legal areas like Defamation IPR and Patents, Trade mark Unsolicited Commercial e-Mail (Spam) Online Contracts and User Agreements. Cyber Crime – Internet Taxation Issues

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Hanson: “E-Commerce and Internet Marketing”, Cengage Learning, New Delhi, 2013
2. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler: “E-Business and E-Commerce” for Managers, Pearson Publication.
3. David Whiteley: “E-Commerce- Strategy Technologies and Applications” Tata Mac-Graw Hill, New Delhi, 2000.

**REFERENCE BOOKS:**

1. C.S.V.Murthy: **“E-Commerce–Concepts, Models & Strategies”** Himalaya Publishing house, Mumbai, 2003.
- 5 Kamalesh K Bajaj & Debjani Nag: **“E-Commerce”**, the Cutting Edge of Business-Tata McGraw- Hill, New Delhi, 2002.
6. Bharat Bhaskar: **“Electronic Commerce”**,Tata Mc-Graw-Hill, New Delhi, 2003.

**II MBA - IV SEMESTER**

S.No	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	19MBA4TH01	Logistics and Supply Chain Management	4	0	-	40	60	100	4
2	19MBA4TH02	Entrepreneurship Development	4	0	-	40	60	100	4
3		Elective-V (SPL-I)	4	0	-	40	60	100	4
4		Elective-VI (SPL-I)	4	0	-	40	60	100	4
5		Elective-VII (SPL-II)	4	0	-	40	60	100	4
6		Elective-VIII (SPL-II)	4	0	-	40	60	100	4
7	19MBA4PW01	Major Project/ Comprehensive Viva-Voce	-	-	-	-	-	-	8
<b>TOTAL</b>			<b>24</b>	<b>0</b>	<b>0</b>	<b>240</b>	<b>360</b>	<b>600</b>	<b>32</b>

**FINANCE ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
IV	19MBA4THF1	Financial Risk Management & Derivatives	4	0	-	40	60	100	4
IV	19MBA4THF2	Financial Institutions & Services	4	0	-	40	60	100	4
IV	19MBA4THF3	International Financial Management	4	0	-	40	60	100	4
IV	19MBA4THF4	Strategic Investment and Financial Decisions	4	0	-	40	60	100	4

**HRM ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
IV	19MBA4THH1	International HRM	4	0	-	40	60	100	4
IV	19MBA4THH2	Leadership	4	0	-	40	60	100	4
IV	19MBA4THH3	Human Resource Development	4	0	-	40	60	100	4
IV	19MBA4THH4	Industrial Jurisprudence & Labour Legislations	4	0	-	40	60	100	4

**MARKETING ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
IV	19MBA4THM1	Service Marketing	4	0	-	40	60	100	4
IV	19MBA4THM2	Digital Marketing	4	0	-	40	60	100	4
IV	19MBA4THM3	Brand Management	4	0	-	40	60	100	4
IV	19MBA4THM4	Advertising Management	4	0	-	40	60	100	4

**SYSTEM ELECTIVES**

Sem	Course Code	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
IV	19MBA4THS1	Business Intelligence	4	0	-	40	60	100	4
IV	19MBA4THS2	Enterprise Resource Planning	4	0	-	40	60	100	4
IV	19MBA4THS3	Information Systems Audit	4	0	-	40	60	100	4
IV	19MBA4THS4	Cyber Laws & Security	4	0	-	40	60	100	4



<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4TH01</b>	4	0	0	40	60	100	4
<b>LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Get knowledge regarding basic concepts of Logistics and Supply Chain. (K1)

CO2: Analyse different logistics strategies to get competitive advantage. (K4)

CO3: Assess the profitability by measuring the logistics performance and maintaining supply chain relationships. (K5)

CO4: Adapt new and global strategies to compete with the rivals by selecting effective source of suppliers and pricing of the products. (K6)

**SYLLABUS:**

**UNIT - I: INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT:**

Definition, Nature and Scope of Logistics and Supply Chain Management – Focus areas in Supply Chain Management - Customer service and retention- Basic service capability Value added services

**UNIT - II: LOGISTICS AND COMPETITIVE STRATEGY:**

Competitive advantage – Gaining Competitive advantage through logistics-Integrated supply chains– Competitive performance - Models in Logistics Management -

**UNIT - III: 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 - IV: 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.

**UNIT V: 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 - Bullwhip Effect – CRM.

**UNIT - VI: MANAGING GLOBAL LOGISTIC:**

Logistics in a Global Economy – Views of Global Logistics- Global Operating Levels – Interlinked Global Economy – Global Strategy –Global Purchasing – Global Logistics – Channels in Global Logistics –Global Alliances.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
2. Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.

**REFERENCE BOOKS:**

1. D.K.Agrawal: “Distribution and Logistics Management”, MacMillan Publishers, 2011.
2. Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
3. Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009.

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4TH02</b>	4	0	0	40	60	100	4
<b>ENTREPRENEURSHIP DEVELOPMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Understand the concept of entrepreneurship. [K2]

CO2: Analyse entrepreneurship development programs in India and contents for training for entrepreneurial competencies. [K4]

CO3: Develop Creativity in entrepreneurship. [K6]

CO4: Design the project reports & make project evaluation. [K6]

CO5: Create awareness on small and micro enterprises. [K6]

CO6: Create awareness about the institutional support to small and medium enterprises. [K6]

**SYLLABUS:**

**UNIT –I: ENTREPRENEURSHIP**

Concept of entrepreneurship, Characteristics of entrepreneurship and Qualities of Entrepreneurship- Role of Entrepreneurship in economic development, Ethics and Social Responsibilities, concept of women entrepreneurship, role and importance of women entrepreneurship.

**UNIT-II: ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES**

Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for Entrepreneurs, entrepreneurship development programmes-Need and objectives.

**UNIT –III: CREATIVITY AND ENTREPRENEURSHIP:**

Concept of creativity, Nature and characteristics of creativity, Factors affecting creativity, Creativity process.

**UNIT –IV: PROJECT PLANNING AND EVALUATION OF PROJECTS**

Meaning of a project – Project identification –Sources of new Ideas, Methods of generating ideas, Project selection - Project Feasibility Study –Project Evaluation-Project review.

**UNIT –V: SMALL AND MICRO ENTERPRISES**

Concept of MSME's & its Importance, – policies and their support to MSMEs – Growth of firm, Factors inducing growth- growth strategies – sickness in small business and remedies.

**UNIT –VI: INSTITUTIONAL SUPPORT TO ENTREPRENEUR AND MSMES**

Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions- Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. "Entrepreneurship", Arya Kumar: Pearson, Publishing House, New Delhi, 2012.
2. "Entrepreneurship", VSP Rao, Kuratko: Cengage Learning, New Delhi, 2012
3. "Entrepreneurship Development", K.Ramachandran: TMH, New Delhi, 2012

**REFERENCE BOOKS:**

1. “Entrepreneurship Development” B. Janakiram, M Rizwana: Excel Books, New Delhi, 2011
2. “Entrepreneurship Development”, P.C. Shejwalkar: Everest Publishing House, New Delhi, 2011.

**FINANCE ELECTIVES**

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THF1</b>	4	0	0	40	60	100	4
<b>FINANCIAL RISK MANAGEMENT &amp; DERIVATIVES</b>							

**COURSE OUTCOMES: The student is able to**

CO1: The concept of risk management and various types of risk. [K2]

CO2: Measure different type's risks by applying various tools and techniques. [K5]

CO3: Appraise the role and importance of derivatives. [K5]

CO4: Analyzing the forward and future contracts and its pricing. [K4]

CO5: Mitigating the risk of financial institutions by using Swaps. [K6]

CO6: Build the option strategies in order to minimise the risk. [K6]

**SYLLABUS:**
**UNIT –I: INTRODUCTION TO RISK MANAGEMENT**

Concept, nature and scope of risk. Risk Management Process: risk identification, risk measurement & evaluation, risk control, risk finance. Types of risk: interest rate risk, credit risk, market risk and capital market risk. Comprehensive view of Risk in Financial Institutions. Risk reporting process–internal and external.

**UNIT-II: MEASUREMENT AND MANAGEMENT OF RISK**

Value at risk [VaR], Cash flow at risk [CaR]: VaR and CaR to make investment decisions. Non- Insurance methods of Risk management vs. Risk avoidance, Loss Control, Risk retention and Risk transfer. Asset-Liability Management [ALM].

**UNIT-III: TECHNIQUES AND TOOLS OF RISK MANAGEMENT**

The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock/ derivative market: Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

**UNIT-IV: FORWARD AND FUTURE CONTRACTS**

Definition, features and pay-off profile of Forward contract, Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk- limitations of Forward contract. Futures contracts: Definition of future contracts. clearing house, margin requirements, marking to the market. Valuation of futures contracts. Risk management with Futures contracts.

**UNIT-V: TECHNIQUES AND TOOLS OF RISK MANAGEMENT**

SWAPS; Definition and features. Types of swaps: Interest rate swaps, Currency swaps, equity swap, credit default swap & commodity swap. Valuation & Pricing of interest rate Swaps. Currency Swaps: Types of Currency Swaps. Valuation & Pricing of currency swaps.

**UNIT –VI: TECHNIQUES AND TOOLS OF RISK MANAGEMENT**

Options; Definition of an option. Types of options: call option, put option, style of option: American option and European option. Options in the money, at the money and out of the money. Pay-off option positions, Pricing of call and put options at expiration and before expiration. The Binominal option pricing model [BOPM]: assumptions - single and two period models

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Financial Risk Management, Vijayakumar P., Naidu.BVR, Venkateswarlu.Ch. Himalaya Publication, New Edition, 1<sup>st</sup> Edition, 2015.
2. Fundamentals of Financial Derivatives, Prafulla Kumar Swain., Himalaya Publishing House, 1<sup>st</sup> Edition, 2012.
3. Derivatives and Risk Management, Dhanesh Kumar Khatri , MacMillon,2<sup>nd</sup> Edition, 2012

**REFERENCE BOOKS:**

1. Options, Futures and Other Derivatives ,John C. Hull & Sankarshan Basu, 7th Edition, Pearson Education.
2. Bank Management & Financial Services : Peter S. Rose & Sylvia C. Hudgins, , 7th Edition, Tata McGraw-Hill.
3. Derivatives Valuation and Risk Management, Rajiv Srivastava , Oxford University Press.2<sup>nd</sup> Edition, 2012.
4. Financial Risk Management, Dun and Bradstreet TMH, Delhi, 2<sup>nd</sup> Edition, 2011.

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THF2</b>	4	0	0	40	60	100	4
<b>FINANCIAL INSTITUTIONS &amp; SERVICES</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Explain overview of financial system. [K2]

CO2: Discuss about various financial institutions. [K6]

CO3: Analyzing the commercial banks and its roles. [K4]

CO4: Appraise the activities of various non-banking financial institutions. [K5]

CO5: Creating awareness on insurance industry & its regulations. [K6]

CO6: Create awareness on different financial services. [K6]

**SYLLABUS:**

**UNIT –I: THE BASIC THEORETICAL FRAMEWORK**

The financial system and its technology; The factors affecting the stability of the financial system; Development finance vs. universal banking; Financial intermediaries and Financial Innovation; RBI-Central Banking.

**UNIT –II: THE FINANCIAL INSTITUTIONS**

A brief historical perspective. An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC & GIC.

**UNIT –III: THE BANKING INSTITUTIONS**

Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support.

**UNIT –IV: THE NON-BANKING FINANCIAL INSTITUTIONS**

Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit. Commercial paper: Features and advantages, Framework of Indian CP Market, effective cost/interest yield.

**UNIT –V: INSURANCE**

The Economics of Insurance; Life Insurance; Reinsurance; The Insurance Industry and its regulation. Efficiency and the Structure of the Insurance Industry; Pension funds; Pension plans today.

**UNIT –VI: FINANCIAL SERVICES**

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

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Financial Services,R.Shanmugham: Wiley India, New Delhi, 2010
2. Financial Services, M.Y.Khan, Tata McGraw-Hill, New Delhi, 2004.
3. Marketing of Services, Harsh V.Verma, Global Business Press, 2002

**REFERENCE BOOKS:**

1. Financial Institutions and Markets,Bhole : TMH, New Delhi, 2009
2. Financial Institutions and Markets,Meir Kohn: Oxford University Press, New Delhi,2009.



<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THF3</b>	4	0	0	40	60	100	4
<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Evaluate the functioning of international financial system and monetary system [K5].

CO2: Analyse the international financial markets and the various international financial instruments [K4].

CO3: Discuss the advantages of foreign exchange market [K6].

CO4: Identify and evaluate foreign direct investments [K3].

CO5: Develop strategies to deal with different types of risks associated with MNC's [K6].

CO6: Deign strategies to deal with international tax environment [K6].

**SYLLABUS:**

**UNIT –I: INTRODUCTION TO INTERNATIONAL FINANCIAL MANAGEMENT**

Nature and scope and importance of international financial management, International Financial System, functions and components, international monetary system: Evolution of international monetary system: gold standard, interwar period, Bretton woods system, fixed vs floating exchange rate system, currency board, monetary union.

**UNIT –II: INTERNATIONAL FINANCIAL MARKETS**

Eurocurrency market, international bond market, international equity market, international money market; global financial institutions–IMF, Bank for International Settlements; international banking- euro bank. International financial instruments–euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.

**UNIT –III: FOREIGN EXCHANGE MARKET**

Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate [NEER], real effective exchange rate [REER]; Foreign Exchange Management Act ; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect.

**UNIT-IV: MULTINATIONAL CORPORATE DECISIONS IN GLOBAL MARKETS**

Foreign direct investment [FDI] and motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment– licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance, international capital budgeting, international cash management, multinational capital structure decision, cost of capital.

**UNIT-V: RISK MANAGEMENT IN MULTINATIONAL CORPORATIONS**

Types of risk-currency risk, transaction exposure, translation exposure, accounting standard for translation exposure in India, economic exposure and assessment; interest rate risk, country risk assessment–political risk, financial risk; risk management through hedging-natural hedges, hedges with currency derivatives–forward market hedge, options market hedge, money market hedge, hedging recurrent exposure through swaps, hedging contingent exposure through invoice currency.

**UNIT –VI: INTERNATIONAL TAX ENVIRONMENT**

Types of tax–income tax, withholding tax, value added tax, Tobin tax; taxation methods– worldwide approach, territorial approach; tax havens, offshore financial centers, re invoicing centre; Tax treaties- Double taxation Avoidance agreement, multilateral tax treaties; tax implications of dividend remittance by overseas affiliate; Taxation of foreign source income in India; Transfer pricing [TP] and tax planning–TP methods, TP rules in India

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXTBOOKS:**

1. International Financial Management, Eun C.S., Resnick B.G: Tata McGraw Hill Education Pvt. New Delhi 2010.
2. International Financial Management, Ephraim Clark: Cengage Learning. 2010.
3. International Financial Management, Sharan V., PHI Learnings, New Delhi, 2012.

**REFERENCE BOOKS:**

1. International Financial Management, V.A. Avadhani: Himalaya Publication, 2013.
2. International Financial Management, P.K. Jain, Surendra S Yadav, Peyrard: MacMillan, 2013.
3. International Financial Management, Madhu Viji: Excel Books, New Delhi, 2011.

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THF4</b>	4	0	0	40	60	100	4
<b>STRATEGIC INVESTMENT AND FINANCIAL DECISIONS</b>							

**COURSE OUTCOMES: The student is able to**

- CO1: Analyse the concept of investment decisions & its process. [K2]
- CO2: Applying the various investment decisions under different situations. [K3]
- CO3: Evaluating the different types of investment & decisions. [K5]
- CO4: Analyse different investment decisions. [K4]
- CO5: Evaluate strategic analysis of selected investment decisions. [K5]
- CO6: Create awareness on various international capital structures. [K6]

**SYLLABUS:**

**UNIT-I: INTRODUCTION TO INVESTMENT DECISIONS**

Introduction, features, investment decision process, selection of profitable projects. Evaluation of investment opportunities, basic issues, replacement decisions, traditional methods of appraisal and discounted cash flow techniques, equivalence of NPV and IRR, The case of intangible benefits and costs. Profitability Index and Excess present value Index.

**UNIT-II: INVESTMENT DECISIONS UNDER 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-III: TYPES OF INVESTMENTS AND DISINVESTMENTS**

Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Techroin, Robicheck and Mordalbasso[TRM] solution in dealing with Pure, simple and mixed investments.

**UNIT-IV: 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,

**UNIT-V: STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS**

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

**UNIT-VI: FINANCING DECISIONS**

International Capital Structure: Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs: Capital Structure Theory –the Signaling Model. Financial Distress: Consequences, Issues, bankruptcy, settlements, reorganization and Liquidation in Bankruptcy.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Strategic Financial Management, R.P. Rustagi, Sultan Chand & Sons, 1<sup>st</sup> Edition, 2007.
2. Strategic Financial Management, Ravi M Kishore ,Taxman, 2<sup>nd</sup> Edition, 2012.
3. Planning, Analysis, Financing Implementation and Review, Prasannad Chandra, TMH, 6<sup>th</sup> Edition, 2012.

**REFERENCES:**

1. Financial Management, I.M. Pandey, Vikas, 6<sup>th</sup> Edition, 2012.
2. Financial Management Text and Cases, Brigham & Ehrhardt, Cengage, 2<sup>nd</sup> Edition, 2012.
3. Financial Management: Text, Problems & Cases, MY Khan and PK Jain, TMH, 5<sup>th</sup> Edition, 2012.

**HRM ELECTIVES**

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THH1</b>	4	0	0	40	60	100	4
<b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b>							

**COURSE OBJECTIVES: The student is able to**

CO1: Identify the challenges of global HRM& strategic role of Global HRM. [K3]

CO2: Adapt different methods of selection and process of Expatriate and Repatriate. [K6]

CO3: Analyze the cross-cultural management problems and build skill building methods in cross culture teams. [K4]

CO4: Make use of factors affecting on compensation and method of compensation. [K3]

CO5: Measure the Global HRD climate and frame strategies to overcome challenges. [K5]

CO6: Develop the global labour relations and international standards in organizations. [K6]

**SYLLABUS:**
**UNIT –I: INTERNATIONAL HRM**

Introduction, The differences between domestic and international human resources. A Global HR Perspective in New Economy – Challenges of Globalization – Implications of Managing People and Leveraging Human Resource – Conflicts – Strategic role of International HRM.

**UNIT –II: MANAGING INTERNATIONAL ASSIGNMENTS**

Significance – Selection methods – Expatriate – Repatriate – Process of expatriation and repatriation, Approaches to training, integrating business strategy with international training and development.

**UNIT –III: CROSS CULTURE MANAGEMENT**

Importance – Concepts and issues – Theories considerations – Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

**UNIT –IV: COMPENSATION MANAGEMENT**

Importance - Concepts – Trends - issues – Methods – Factors affecting on Compensation – Models– Incentive methods – global compensation implications on Indian systems – Performance Management. Benefits, The adjustments and incentives

**UNIT –V: GLOBALIZATION STRATEGIC ADVANTAGES THOROUGH HRD**

Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges – Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization – HR Internentions in Y2K - New Corporate Culture.

**UNIT –VI: GLOBAL LABOUR RELATIONS**

Key issues, international standards, problems and solutions of MNC's, International contract Laws related to HR.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. “International Human Resource Management”: Peter Dowling:, Cengage Learning,2012.
2. “International Human Resource Management”Subbarao P:, Himalaya Publishing House, Hyderabad,2011.
3. “International Human Resource Management” NilanjanSenGuptha:, Excel Books, NewDelhi.

**REFERENCE BOOKS:**

1. “International Human Resource Management”Tony Edwards:, Person Education, New Delhi,2012.
2. “International Human Resource Management”,Aswathappa K, Sadhana Dash: TMH, NewDelhi.
3. “Managing a Global Work Force”Chrles M Vance:, PHI Learning, New Delhi,2009.
4. “International Human Resource Management”Monir H Tayeb:, Oxford University Press, Hyderabad,2012.

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THH2</b>	4	0	0	40	60	100	4
<b>LEADERSHIP</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Identify the leadership qualities to run an organization successfully.[K3]

CO2: Appraise the various behavioural concepts.[K5]

CO3: Develop the organisational structures in decision making.[K3]

CO4: Analyse the interpersonal behaviour and barriers of communication in leadership styles.[K4]

CO5: Assess the group conflicts in business.[K5]

CO6: Discuss team building resources and know a profile of inspirational leadership in business.[K6]

**SYLLABUS:**

**UNIT –I: ORGANISATION**

Management – Leadership Traits – Skills and styles of a leader – Meaning and Significance- Qualities of a good leader - Trait Theory- Blake and Mountan Theory – Other functions of Management.

**UNIT –II: BEHAVIOURAL CONCEPTS**

Individual Behaviour – Perception-process and factors of perception – Learning-types and factors of learning – Attitude Formation and Change – Motivation Theories-Maslow’s theory, Herzbergs,McClellands, Alderfer’s ERG Theory, X and Y theory – Personality Development.

**UNIT – III: DECISIONMAKING**

Leadership for sustainability – Power – Influence Impact – Leadership Practices - Organisational Structures – Organisational Culture – Leadership In Business Organisations.

**UNIT – IV: INTERPERSONAL BEHAVIOUR**

Communication Process – Contents of Communicaion - Barriers of Communication Leadership Styles – Influencing Relations- TransactionalAnalysis.

**UNIT – V: GROUP DYNAMICS**

Roles – Morale – Conflicts – Groups – Inter Group Behaviour – Inter Group Collaboration and Conflict Management.

**UNIT – VI: TEAM BUILDING AND MANAGEMENT**

Developing Team Resources – Designing Team – Participation and repercussion – Team Building Activities- Profiles of a few Inspirational Leaders in Business – Jemshedji Tata- NR Narayana Murthy– LN M-ittal – Aditya Birla – Karson Bhai Patel – IndraNoui.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. “The many facets of leadership” Goldsmith,Pearson-2004.
2. “Effective Leadership” , Lussier, Thomson Publication,2007.
3. “A dairy on Leadership”, Neil Thomas, Pearson,2004.

**REFERENCE BOOKS:**

1. "Leadership for Innovation" John Adair, Kogan Page PrivateLtd.
2. "A Handbook of Management and Leadership, Michael Armstrong, Kogan PageLtd.
3. "Leadership Development:., Rescuay C Rayon, ElsvierPublishers.



<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THH3</b>	4	0	0	40	60	100	4
<b>HUMAN RESOURCE DEVELOPMENT</b>							

**COURSE OUTCOMES: The student is able to**

- CO1: Analyze the fundamental concepts of HRM and functions of HRD. [K4]
- CO2: Elaborate various perspectives of HRD. [K6]
- CO3: Develop sub-systems of HRD. [K3]
- CO4: Apply training and development practices. [K3]
- CO5: Identify the issues in employee counseling and wellness. [K3]
- CO6: Evaluate recent trends of HRD. [K5]

**SYLLABUS:**

**UNIT-I: BASICS OF HRD**

Definition, Concept, Evolution of HRD, Objectives, Functions of HRD Professionals, Challenges.

**UNIT-II: DEVELOPMENTAL PERSPECTIVE OF HRD**

Outcomes of HRD, and Importance of HRD.HRD System Design Principles. HRD interventions; HRD trends and practices in various sectors in India

**UNIT-III: SUBSYSTEMS OF HRD**

HRP, Process of HRP, Potential Appraisal, Assessment Center,HR Accounting, Organizational Culture and Climate,HR Audit and Bench Marking.

**UNIT-IV: TRAINING AND DEVELOPMENT**

Meaning and Scope of Training, Training Need Analysis, Developing Training modules. Types of Training: Outbound, Attitudinal. Competency based Training, Training evaluation. Training effectiveness,

**UNIT -V: MANAGEMENT DEVELOPMENT**

Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.

**UNIT- VI: RECENT TRENDS**

Training for trainees and HRD professionals, Promoting Research in HRD, Impacts of developing in the other fields such as Psychology.., career planning & Succession Planning. Learning, importance of experimental learning.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Human Resource Planning: Bhattacharya D.K, Excel Books,2006.
2. HRD in Indian Entrepreneurs: Dwivedi.R.S, Galgotia Publications,2005.

**REFERENCE:**

1. Human Resource Development: Randy L Desimore, Jon M Werner & Harris, Cenage Learning India Pvt.Ltd.,Delhi,2006.
2. Human Resource Development: Srividhya S &BalakrishnanL.Dr, Himalaya Publishing House,2007.
3. Human Resource Development: Tripathi P.C., Sultan Chand,1999.

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THH4</b>	4	0	0	40	60	100	4
<b>INDUSTRIAL JURISPRUDENCE &amp; LABOUR LEGISLATIONS</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Examine the basic concepts and importance of employee legislations in India. [K4]

CO2: Apply the concept of industrial disputes Act. [K3]

CO3: Explain the importance of payment of bonus Act. [K2]

CO4: Evaluate the benefits provided by the payment of Gratuity Act to the employees. [K5]

CO5: Analyse the legal formalities under minimum wages Act. [K4]

CO6: Determine the various provisions of the Factories Act. [K5]

**SYLLABUS:**

**UNIT-I: EMPLOYEE LEGISLATIONS**

Introduction- Definition- Employee Legislation-Historical Dimensions of Labour and Employee legislation in India – Industrial Relations in India - Determinants of Industrial relations.

**UNIT-II: THE INDUSTRIAL DISPUTES ACT, 1947**

Provisions of Act - Strikes and Lockouts – Lay-Offs and Retrenchment –Compensation to workmen – Unfair Labour Practices –Penalty for Strikes and Lockouts –Penalty for Instigation – Penalty for breach of settlement.

**UNIT – III: PAYMENT OF BONUS ACT, 1965**

Concept of Bonus – Constitutional validity of the act and provisions – Eligibility for bonus – Payment of minimum and maximum bonus- Calculation of bonus with respect to certain employees- Reference of the disputes under the act.

**UNIT – IV: PAYMENT OF GRATUITY ACT, 1972**

Historical background of the Act –Provisions of the Act – Condition for Gratuity- Quantum of Gratuity- Forfeiture of Gratuity- Compulsory Insurance – Determination of the amount of Gratuity- Exemption of employer from liability in certain cases- Cognizance of offences.

**UNIT – V: THE MINIMUM WAGES ACT, 1948**

Concept of wages- Procedure for fixing and revising minimum wages- payment of minimum rates of wages- Fixing hours for a normal working day- penalties for certain offences- Exemption of employer in certain cases-cognizance of offences.

**UNIT-VI: THE FACTORIES ACT, 1948**

Objects of the Act- Approval, licensing and registration of factories- The Inspecting Staff- Health Measures- Safety Measures- Provisions relating to hazardous process- Welfare conditions- Annual leave with wages- penalties and procedure.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Labour and Industrial Laws, P.K.Padhi, PHI, 2007

2. Industrial Jurisprudence, Dr.EM. Rao, Lexis Nexis publications.

**REFERENCE:**

1. Industrial Relations, Trade Unions and Labour Legislation, Sinha: Pearson,2007

2. Liberalisation and Restructing in India, C.S.Venkataratnam: Response Books, 2003

**MARKETING ELECTIVES**

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THM1</b>	4	0	0	40	60	100	4
<b>SERVICES MARKETING</b>							

**COURSE OUTCOMES: The student is able to**

- CO1: Analyse the basic concepts of service marketing. [K4]  
 CO2: Understand customer needs and expectations. [K2]  
 CO3: Develop market segmentation process in services marketing. [K6]  
 CO4: Discuss the pricing strategies of services marketing. [K6]  
 CO5: Importance of marketing communication in service promotion. [K5]  
 CO6: Evaluate the consumer grievance recovery strategies. [K5]

**SYLLABUS:**
**UNIT-I: INTRODUCTION TO SERVICES MARKETING**

Nature, Importance and characteristics of Services: Growth of Services Sector; Services in the Indian Economy; Classification of services, marketing services Vs. Physical services, Services Strategy.

**UNIT-II: CONSUMER BEHAVIOR IN SERVICES**

Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, customer loyalty.

**UNIT-III: SERVICES MARKET SEGMENTATIONS**

The process of market segmentation, selecting the appropriate customer portfolio, positioning a service in the market, value addition to the service product, new service development.

**UNIT-IV: PRICING STRATEGIES FOR SERVICES**

Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service quality Management: Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence.

**UNIT-V: SERVICE PROMOTION**

The role of marketing communication, Planning and managing service delivery- Creating delivery systems in price, The role of intermediaries.

**UNIT-VI: EXTERNAL MARKETING**

Word of Mouth Communication. Interactive Marketing: Management of Moments of Truth - Service Deficiencies - consumer Grievance Recovery Strategies.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. “Services Marketing”: C.Bhattacharjee:, Excel Books, New Delhi, 2010
2. “Service Management and Marketing” :Christian Gronroos, Wiley India, New Delhi,2010

**REFERENCE BOOKS:**

1. “Services Marketing “GovindApte:, Oxford University Press, New Delhi, 2010
2. S.L.Gupta, Marketing of Services, Wisdom Publication.2003

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THM2</b>	4	0	0	40	60	100	4
<b>DIGITAL MARKETING</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Get knowledge regarding basic concepts of Digital Marketing. [K1]

CO2: Analyse and Choose different channels of digital marketing according to the changing requirements of the markets. [K4 & K5]

CO3: Construct different digital marketing plans on situational basis.

CO4: Manage digital by conducting a marketing research and adapt the changes by creating new goals for further reputation. [K6]

CO5: Market different products through different avenues of social media by making a comparison and advertise the products. [K5]

**SYLLABUS:**

**UNIT - I: INTRODUCTION TO DIGITAL MARKETING**

Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends. Segmentation – Importance of Audience Segmentation, How different segments use Digital Media

**UNIT - II: CHANNELS OF DIGITAL MARKETING**

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

**UNIT - III: DIGITAL MARKETING PLAN**

Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

**UNIT VI: DIGITAL MARKETING MANAGEMENT**

Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online newspaper, magazine ads, Google, Yahoo news.

**UNIT - V: SEARCH ENGINE MARKETING AND ONLINE ADVERTISING**

Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPT [Cost-per-Thousand] and CPC [Cost-per-click], Display Ads - choosing a Display Ad Format, Landing Page and its importance.

**UNIT - VI: SOCIAL MEDIA MARKETING**

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

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Dave Evans., Susan Bratton, [2008]. Social Media Marketing: An Hour a Day. ,2nd edition, Wiley
2. Dave Evans., Susan Bratton, [2010]. Social Media Marketing: The Next Generation of Business Engagement. Wiley
3. Your Google Game Plan for Success: Increasing Your Web Presence with Google AdWords, Analytics and Website Optimizer, Joe Teixeira, Wiley 2010
4. Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.

**REFERENCE BOOKS:**

1. Vandana Ahuja, Digital marketing, Oxford University Press 2015.
2. Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
3. Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016.
4. Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
5. Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THM3</b>	4	0	0	40	60	100	4
<b>BRAND MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Discuss the importance of brand image in marketing [K6].

CO2: Formulate brand vision which communicates better the organisations' policy on Branding [K6].

CO3: Analyse brand promotion methods in brand communication [K4].

CO4: Analyse factors influencing brand extension decisions [K4].

CO5: Design brand marketing programmes and for better brand performance [K6].

CO6: Evaluate emerging trends in brand management [K5].

**SYLLABUS:**

**UNIT –I: BASIC CONCEPTS OF BRANDS**

Concepts and process- significance of brand-brand mark and trade mark-different types of brand family brand, individual brand, private brand-selecting a brand name- functions of a brand-branding decisions-influencing factors.

**UNIT-II: BRAND VISION**

Brand ambassadors-brand as a personality, as a trading asset, brand extension-brand positioning-brand image building.

**UNIT-III: BRAND COMMUNICATIONS**

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

**UNIT-IV: BRAND EXTENSION**

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

**UNIT-V: BRAND MANAGEMENT**

Brand building and positioning-measuring brand performance-designing brand marketing programmes-evaluating brand performance-brand in retail business-role of own label.

**UNIT-VI: EMERGING BRANDS IN MARKETING**

Importance of trends in brand management-trends in brand – theories and practices in brand management.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Strategic Brand Management: Building, Measuring and Managing, Kevin Lane Keller, Prentice Hall, 3rd Edition,2007.
2. Brand Management – I edition, Moorthi YLR, Vikas Publishing House2012

**REFERENCE BOOKS:**

1. Managing Indian Brands, Ramesh Kumar, Vikas Publication, India,2002.
2. Brand Management Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.– Ane

Books Pvt.Ltd –[2009]

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THM4</b>	4	0	0	40	60	100	4
<b>ADVERTISEMENT MANAGEMENT</b>							

**COURSE OUTCOMES: The student is able to**

CO1: Discuss the basic concepts of advertising for better understanding the challenges and opportunities in advertising [K6].

CO2: Analyse the relations of advertising with segmentation and budget decision [K4].

CO3: Design better advertising strategies for the company [K6].

CO4: Identify media options which are suitable for the company for better promotion [K3].

CO5: Develop an effective advertising campaign for the company [K6].

CO6: Evaluate the role of AD agencies for the successful advertising management [k5].

**SYLLABUS:**
**UNIT-I: CONCEPTS OF ADVERTISING**

The Field of Advertising, Introduction, Integrated Marketing Communication, Advertising and its types, Comparative Advertising, Communication Models in Advertising.– Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

**UNIT-II: INTEGRATED ADVERTISING PROGRAM**

Analysis of Mission & Market Objective Setting & Determining Target Audience, Understanding Segmentation, Positioning, Budget Decision, case study on Budgets.

**UNIT-III: UNDERSTANDING MESSAGE STRATEGY**

Message & Copy in Advertising, Headlines in Print & TV Advertising, Visualization & Layout, AD Appeals, Testimonials & Celebrity Endorsement

**UNIT-IV: MEDIA**

Types & Decision Types of Media, Media Selection, Media Planning: New Perspective, Media Decision. Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing– Different Types of Appeals.

**UNIT -V: CAMPAIGN MAKING**

Three Phases of Campaign Creation, Steps of Effective Advertising, Upsetting the applectart in the scooterette category In Style! Case study, Understanding Campaigns.

**UNIT -VI: ADVERTISING AGENCY**

Advertising Stake Holders – Advertising Organization, Evolution & History of advertising Agency, The working of AD agencies, Organization Structure of Advertising Department, Interface with other Departments, Functions of Advertising Agency.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Advertising Management, Dr. Varma & Aggarwal, King Books,1998.
2. Advertising Principles and Practice, Wells Burnett Moriarty, PHI,2005.



**REFERENCE BOOKS:**

1. Foundations of Advertising, S.A. Chunawalla, KC Sethia, HPH,2010.
2. Compendium of Brand Management, Chunnawala, S.A., HPH,2004.

**SYSTEMS ELECTIVES**

<b>II MBA-IV-SEMESTER</b>	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
<b>Code: 19MBA4THS1</b>	4	0	0	40	60	100	4
<b>BUSINESS INTELLIGENCE</b>							

**COURSE OUTCOMES: The student is able to**

**CO 1:** Interpret the concepts and components of Business Intelligence (BI).

**CO 2:** Relate the business strategies applied over different areas of business.

**CO 3:** Identify the requirements needed to design a Business Intelligence model.

**CO 4:** Analyse a behavioural model to assess the behavior of the customer.

**SYLLABUS:**
**UNIT – I: BUSINESS INTELLIGENCE AND INFORMATION EXPLOITATION:**

Improving the Decision-Making Process, Why a Business Intelligence Program, Business Intelligence and Program Success, The Analytics Spectrum, Taming the Information Explosion.

**THE VALUE OF BUSINESS INTELLIGENCE:** Value Drivers and Information Use, Performance Metrics and Key Performance Indicators, Using Actionable Knowledge, Horizontal Use Cases for Business Intelligence, Vertical Use Cases for Business Intelligence.

**UNIT – II: PLANNING FOR SUCCESS:**

Introduction, Organizational Preparedness for Business Intelligence and Analytics, Initial Steps in Starting a Business Intelligence Program, Bridging the Gaps between Information Technology and the Business Users, Knowing the Different Types of Business Intelligence Users, Business Intelligence Success Factors: A Deeper Dive, More on Building Your Team, Strategic Versus Tactical Planning.

**UNIT – III: DEVELOPING YOUR BUSINESS INTELLIGENCE ROADMAP:**

A Business Intelligence Strategy: Vision to Blueprint, The Business Intelligence Roadmap: Example Phasing, Planning the Business Intelligence Plan.

**THE BUSINESS INTELLIGENCE ENVIRONMENT:**

Aspects of Business Intelligence and Analytics Platform and Strategy, The Organizational Business Intelligence Framework, Services and System Evolution.

**UNIT – IV: BUSINESS PROCESSES AND INFORMATION FLOW:**

Analytical Information Needs and Information Flows, Information Processing and Information flow, the Information Flow Model.

**DATA REQUIREMENTS ANALYSIS:**

Introduction, Business Uses of Information, Metrics: Facts, Qualifiers, and Models, What is Data Requirements Analysis?

**UNIT - V: DATA PROFILING:**

Establishing Usability of Candidate Data Sources, Data Profiling Activities, Attribute Analysis and Relationship Analysis.

**UNIT – VI: DERIVING INSIGHT FROM COLLECTIONS OF DATA:**

Introduction, Customer Profiles and Customer Behavior, Customer Lifetime Value Demographics, Psychographics, Geographic's, Geographic Data, Behavior Analysis.

**TEXT BOOK:**

1. D. Loshin, Business Intelligence: The savvy manager's guide, Morgan Kaufmann Publishers, 2003.

**REFERENCE BOOKS:**

1. M. Biere, Business intelligence for the enterprise, 2 ed.: IBM Press, 2003.
2. C. Howson, Successful Business Intelligence: Secrets to making Killer BI Applications, 1 ed.: McGraw-Hill 2007.

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THS2</b>	4	0	0	40	60	100	4
<b>ENTERPRISE RESOURCE PLANNING</b>							

**COURSE OUTCOMES: The student is able to**

**CO1:** Make basic use of Enterprise software, and its role in integrating business functions

**CO2:** Analyse the strategic options for ERP identification and adoption.

**CO3:** Design the ERP implementation strategies.

**CO4:** Create reengineered business processes for successful ERP implementation.

**SYLLABUS:**

**UNIT I: INTRODUCTION TO ERP**

Overview of ERP – Introduction and Evaluation –advanced ERP- SCM and CRM systems and related technologies - ERP life cycle ERP implementation Life cycle- SDLC and ERP life cycle.

**UNIT II: ERP IMPLEMENTATION**

Reasons for ERP failure. Pre – implementation Tasks – Implementation methodologies – Process definition – Dealing with employee resistance Training and Education Project management and monitoring Success and failure factors of an ERP implementation.

**UNIT III: POST ERP IMPLEMENTATION**

Change Management – post implementation review, support, maintenance and security of ERP. Different business modules of an ERP package. ERP market place and market place dynamics

**UNIT IV: ERP SYSTEM OPTIONS**

Optimal Means of Developing an ERP, Measurement of Project Impact.

**UNIT V: SELECTION METHODS**

IT Selection and Project Approval, ERP proposal Evaluation, Project Evaluation Techniques, Testing.

**UNIT VI: ERP PRESENT AND FUTURE**

Turbo charge the ERP system- EAI - ERP. Internet and WWW- Future Directions and trends in ERP - Future Directions in ERP: New Markets, New Technologies, Faster Implementation Methodologies, New Business Segments, Trends in Security.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Singla: “Enterprise Resource Planning”, Cengage Learning, New Delhi, 2013
2. Alexleon: “Enterprise Resource Planning”, TMH, New Delhi, 2011
3. Mahadeo Jaiswal, Ganesh Vanapalli: “Enterprise Resource Planning”, MacMillon, ND 2013.

**REFERENCE BOOKS:**

1. N.Venkateswaran: “Enterprise Resource Planning”, SCITECH Publiscation, ND 2009.
2. S.Kesharwani, SBodduluri, M Ashok Kumar: “Enterprise Resource Planning”, Paramount Publishing House, New Delhi, 2012.

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THS3</b>	4	0	0	40	60	100	4
<b>INFORMATION SYSTEMS AUDIT</b>							

**COURSE OUTCOMES: The student is able to**

**CO1:** Outline audit standards. [K2]

**CO2:** Determine Audit Process. [K5]

**CO3:** Compile Computer assistance Audit tools, Managing Audit tools. [K6]

**CO4:** Formulate Strategy and Standards for Auditing. [K6]

**SYLLABUS:**

**UNIT-I: INTRODUCTION TO INFORMATION TECHNOLOGY**

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**

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

**UNIT-III: AUDIT TOOLS**

Computer Assistance Audit tools- Auditor productivity tools.

**UNIT-IV: FLOWCHARTS**

Flowcharting Techniques-Flowcharting an Analytical tool- Defining critical data-Flowcharting technique-Generalizing audit software-Computer forensic.

**UNIT-V: MANAGING IT AUDITS**

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-VI: STARATEGIC AUDITING**

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

**TEXT BOOKS:**

1. Sandra Senft & Fredrick “ Information Technology Control and Audit “ CRC Press, 2012.
2. D P Dube, V P Gulati, Information System Audit and Assurance – Includes case studies.

**REFERENCE BOOKS:**

1. Nina Godbole & Sunit Belapure “ Cyber Security” Wiley India 2012.
2. Jawadekar, MIS Text and Cases, TMH, 2012.
3. Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.

<b>II MBA-IV-SEMESTER</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>INTERNAL MARKS</b>	<b>EXTERNAL MARKS</b>	<b>TOTAL MARKS</b>	<b>CREDITS</b>
<b>Code: 19MBA4THS4</b>	4	0	0	40	60	100	4
<b>CYBER LAW &amp; SECURITY</b>							

**COURSE OUTCOMES: The student is able to**

**CO1:** Outline key terms and concepts in cyber law, intellectual property and cybercrimes, trademarks and domain theft. [K2]

**CO2:** Determine computer technologies, digital evidence collection, and evidentiary reporting in forensic acquisition. [K5]

**CO3:** Defend both clean and corrupted systems, protecting personal data, securing simple computer networks, and safe Internet usage. [K5]

**CO4:** Create approaches for incident analysis and response. [K6]

**SYLLABUS:**

**UNIT 1: INTRODUCTION TO COMPUTER SECURITY**

Definition, Threats to security, Government requirements, Information Protection and Access Controls, Computer security efforts, Standards, Computer Security mandates and legislation, Privacy considerations, International security activity.

**UNIT 2: SECURE SYSTEM PLANNING AND ADMINISTRATION**

Introduction to the orange book, Security policy requirements, accountability, assurance and documentation requirements, Network Security, The Red book and Government network evaluations.

**UNIT 3: INFORMATION SECURITY POLICIES AND PROCEDURES:**

Corporate policies- Tier 1, Tier 2 and Tier3 policies - process management-planning and preparation-developing policies-asset classification policy-developing standards.

**UNIT 4: INFORMATION SECURITY FUNDAMENTALS**

Employee responsibilities- information classification Information handling

**UNIT 5: TOOLS OF INFORMATION SECURITY**

Information processing-secure program administration.

**UNIT 6: ORGANIZATIONAL AND HUMAN SECURITY**

Adoption of Information Security Management Standards, Human Factors in Security- Role of information security professionals.

**Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.**

**TEXT BOOKS:**

1. Debby Russell and Sr. G.T Gangemi, "Computer Security Basics (Paperback)", 2ndEdition, O' Reilly Media, 2006.
2. Thomas R. Peltier, "Information Security policies and procedures: A Practitioner's Reference", 2nd Edition Prentice Hall, 2004.

**REFERENCE BOOKS:**

1. Kenneth J. Knapp, "Cyber Security and Global Information Assurance: Threat Analysis and Response Solutions", IGI Global, 2009.
2. Jonathan Rosenoer, "Cyber law: the Law of the Internet", Springer-verlag, 1997.