



Program Name: M.B.A

Faculty Name: S.Praveen

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	Accounting for managers	MB 1613	13-08-2017

### SYLLABUS

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p> <p>Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Financial Accounting information is designed primarily to assist investors and creditors in deciding where to place their scarce investment resources. Such decisions are important to society, as they determine which industries and companies and even countries will receive the financial resources necessary for growth, and which will not. Many other decision makers also make use of financial accounting information. A company's manager and employees constantly need such information in order to run and control business operations.

### **Course outcomes**

1. Understand the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity) ;
2. Develop an awareness and understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements



3. Ability to read, interpret and analyse financial statements and combine financial analysis with other information to assess the financial performance and position of a company;
4. Understand and apply course concepts to analyse common business management decisions such as pricing and outsourcing decisions from a financial perspective
5. Analyze the cvp analysis , BEP analysis, behavior classification costs and cvp under conditions of uncertainty

### **Course Objectives:**

1. learning the nature and role of the four principal financial statements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flow and the Statement of Changes in Equity)
2. understanding of the accounting process and fundamental accounting principles that underpin the development of financial statements
3. Understand to read, interpret and analyse financial statements and combine financial analysis with other information to assess the financial performance and position of a company
4. Analyzing the cvp analysis , BEP analysis, behavior classification costs and cvp under conditions of uncertainty

### **SYLLABUS:**

#### **UNIT 1**

Accounting process: Definition of accounting - Accounting Concepts and conventions - Accounting

Cycle - Classification of accounts - Accounting equations – Static and dynamic nature of accounting -

Users of accounting information - Books of original entry, ledger - Preparation of Trial balance

#### **UNIT-2**

**Final Accounts:** Preparation and Presentation of income statement - Balance Sheet with Adjustments

- Accounting standards - Preparation and Presentation of Company Final Accounts – Limitations of

Financial Statements

#### **UNIT-3**

**Financial Analysis:** The scope and purpose of financial analysis - financial statement analysis - Ratio

analysis – liquidity, activity, structural, coverage and profitability ratios - Funds flow analysis - concepts of funds; ascertaining funds from operations ; Sources of funds - Uses of funds -

Preparation

and analysis of funds flow statement and cash flow statement.

#### **UNIT-4**

**Cost accounting concepts:** Methods of Costing, Techniques of Costing - Role of Cost accounting -

Elements of cost - Financial accounting Vs Management Accounting - Basic Cost concepts -

Determination of product cost - Preparation of cost sheet under different cost heads

#### **UNIT-5**




**Cost behavior and Decision making:** Behavioural classification of costs and methods for calculation of fixed, variable and semi variable costs - CVP analysis and decision making - Break Even analysis- Key factor distribution & analysis - Optimization of Product mix - Make or Buy decisions - Capacity utilization - Plant shutdown or continue decision CVP under conditions of uncertainty - sensitivity analysis.

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

**References:**

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: “**Accounting for Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Shankarnarayana, Ramanath: “**Finanacial Accounting for Management**”, Cengage Learning, New Delhi.
3. Ramachandran N, RamKumar Kakani: **Financial Accounting for Management**”, McGraw Hill – 2013.
4. Maheshwari, Maheashwari and Maheshwari, “**Financial Accounting**”, Vikas publishing House, New Delhi,2013
5. Amberish Gupta:”**Financial Accounting for Management**”, Pearson Education, 2012.
6. Dr. Jawahar Lal: “**Accounting for management**”, Himalaya Publishing house, NewDelhi, 2012.
7. Asish K. Bhattacharyya: “**Essentials of Financial Accounting**”, PHI Learning, New Delhi, 2012.
8. Dr. V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
9. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi..

  
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Program Name: M.B.A

Faculty Name: SK.KHASIM

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	BUSINESS ENVIRONMENT	MB 1615	13-08-2017

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
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**Programme Outcomes:**

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PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
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PO5.	<p>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment</p>



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**Programme Specific Outcomes:**

PSO1	<p><b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners</p>
PSO2	<p><b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.</p>
PSO3	<p><b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education</p>

**Course Context and Overview:**

All business enterprises, functions within an environment, called as the business environment. An individual business firm survives and grows within the periphery of its environment. A firm is only a part of a big environment, and so there are only a few factors which are under the control of the firm. So, the firm has no other option, but to respond and adapt accordingly. If business persons possess a good understanding of the business environment, they can easily recognise, analyse and react to the forces that affect the firm.

**Course Outcomes:**

1. Understand internal and external factors which have greater impact on the organizations and various Industrial policies and five year plans
2. Discuss various sickness in Indian industries and Disinvestment mechanism followed by the government to privatize the sectors.
3. Critically analysed recent fiscal policy of government
4. Understand various WTO and GATT agreements and mechanism which is used for free international trade between nations.
5. Provides awareness regarding consumer courts and redressal grievances to protect from unfair trade practices and other environmental laws



### **Course Objectives:**

1. To understand national and international problems that are challenged by the organizations
2. To understand Economic systems and reforms in various sectors provided by the government for low captive industries
3. To give awareness regarding Balance of payments, Public revenues and public debts
4. To know different bilateral and multilateral agreements and treaties which placed between nations.
5. To know different Acts which are helpful for consumers and also acts for environment protection

### **SYLLABUS**

#### **UNIT 1**

**Business Environment:** Importance at national and international level – problems and challenges

– factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework - Five-year plans and their importance.

#### **UNIT 2**

**Structure of Indian economy:** Nature and significance – Economic systems – structure of Indian

industry – Economic reforms in various sectors – nature – challenges – social justice – Disinvestment mechanism – problems and procedures – Sickness in Indian industry, competition Act 2002.

#### **UNIT 3**

**Fiscal Policy:** Nature and significance – public revenues – expenditure- debt, development activities allocation of funds – 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 4**

**India's Trade Policy:** Nature – Magnitude and direction of Indian international trade – problems

– bilateral and multilateral trade agreements. International business environment: Nature – significance– challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

#### **UNIT 5**

**Legal Frame:** special features of the SICA (special provisions) 1985, BIFR, Consumer protection

act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution)

and the Essential Commodities Act 1955.

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

**References:**





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1. Shaikh Saleem: “**Business Environment**”, Pearsons, New Delhi,
2. Veena Keshav Pailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, Sangam Kapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
5. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
6. Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited, New Delhi.
7. Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.
8. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
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Program Name: M.B.A

Faculty Name: A.NAVEEN

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	Managerial Communication and Soft Skills	MB1614	13-08-2017

**SYLLABUS**

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### **Course Context and Overview:**

Knowledge of Managerial Communication and Soft Skills helps a manager to communicate effectively in corporate business world. This knowledge helps in interpersonal communication, cross culture communication and a removal of barriers of communication there by enabling the manager to empower himself with excellence.

### **Course Outcomes:**

1. Develop and write clear, grammatically correct and coherent letters, memos and reports, that meet professional standards
2. Analyze the Formal and Informal Communication , Intrapersonal Communication. Models for Inter Personal Communication and Exchange Theory.
3. Evaluate the role of Inter-Personal communication, Role of Emotion in Inter Personal Communication Communication Styles and Barriers to Communication.
4. Infer the Significance of Business Correspondence, Essentials of Effective Business



# POTTI SRIRAMULU CHALAVADI MALLIKARJUNARAO COLLEGE OF ENGINEERING & TECHNOLOGY

VIJAYAWADA - 520 001.

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Correspondence, Business Letter and Forms , Meeting and methods of Telephone Communication and Use of Technology in Business Communication.

5. Appreciate the Techniques of Presentation , Types of Presentation ,Video Conferencing and Formats Interview formal and informal Interview techniques

## **Course Objectives:**

- 1.To Recognize different styles of communication and how to improve understanding and build rapport with others.
- 2.To Reflect on different methods of communication and decided when each is most suitable.
3. To Appreciate the role of body language and voice tone in effective communication.
4. To Communicate their message in an effective and engaging way for the recipient.
- 5.To Understand the process of telephonic conversation and to remove barriers to communication.

## **SYLLABUS**

### **Managerial Communication & Soft Skills**

#### **UNIT 1**

**Role of Communication in Business:** Objective of Communication – The Process of Human Communication – Media of Communication - Written Communication - Oral Communication - Visual

Communication - Audio Visual Communication – Silence - Developing Listening Skills – Improving

Non-verbal communication skills – Cross Cultural Communication – problems and challenges.

#### **UNIT 2**

**Managing Organization Communication:** Formal and Informal Communication - Intrapersonal

Communication – Models for Inter Personal Communication - Exchange Theory.

#### **UNIT 3**

**Managing Interpersonal Communication:** Inter-Personal communication – Role of Emotion in Inter

Personal Communication – Communication Styles – Barriers to Communication – Gateways to Effective Interpersonal Communication.

#### **UNIT 4**

**Business Writing Skills:** Significance of Business Correspondence - Essentials of Effective Business

Correspondence - Business Letter and Forms - Meeting - Telephone Communication – Use of Technology in Business Communication. Report Writing – Meaning and Significance: Structure of

Reports - Negative, Persuasive and Special Reporting: Informal Report – Proposals. Formal Reports.

#### **UNIT 5**



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**Presentation skills** – Techniques of Presentation – Types of Presentation – Video Conferencing and

formats – Interview – formal and informal – Interview techniques –Communication etiquettes.

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

**References:**

1. Mallika Nawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Kuberudu B and Srinivasa Krishna K: “**Business Communication and Soft Skills**”, Excel Books, 2008.
3. Meenakshi Rama: “**Business Communication**”, Oxford University Press, New Delhi
4. C.S.G. Krishnamacharyulu and Dr. Lalitha Ramakrishnan, Business Communication, Himalaya Publishing House, Mumbai
5. Paul Turner: “**Organisational Communication**”, JAICO Publishing House, New Delhi.
6. SathyaSwaroopDebasish, Bhagaban Das” “**Business Communication**”, PHI Private Limited, New Delhi, 2009.
7. R.K.Madhukar: “**Business Communication**”, Vikas Publishing House, New Delhi, 2012.
8. Kelly M Quintanilla, Shawn T.Wahl:“**Business and Professional Communication**”, SAGE, New Delhi, 2012.
9. Sangita Mehta, NeetyKaushish: “**Business Communication**”, University Science Press, New Delhi, 2010.
10. Anjali Ghanekar: “**Business Communication Skills**”, Everest Publishing House, New Delhi.

  
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Program Name: M.B.A

Faculty Name: S.MANIKANTA

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	Managerial Economics	<b>MB 1616</b>	

### SYLLABUS

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### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p> <p>Selected as experiential knowledge and team work will enable the business graduates real world</p>



	situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Knowledge of principles of Managerial Economics provides the manager an opportunity to apply these ideas in real world situation it helps the managers to make the company profit making enterprises therefore it provides a win-win situation for the company and corporate Business World.

### **Course Outcomes:**

1. Understand the nature and scope of Managerial Economics and its relation with other subjects.
2. Analyse the concept of Price Elasticity of demand and Demand Forecast Techniques and Law Of Supply
3. Infer the nature of Cobb-Douglas production function and Returns to Scale and Marginal Rate Of Technical Substitution



4. Analyze the theory of Cost Estimation and Profit Analysis and Break Even Analysis

5. Analyze the concept of Monopoly and Monopolistic Competition and Marris and Williamsons model of firms.

**Course Objectives:**

1. Apply the basic theories of economics in critical thinking and problem solving. .
2. Demonstrate an awareness of their role in the global economics environment.
3. Make decisions wisely using cost-benefit analysis.
4. Understand Demand, Supply and Production analysis.
5. Understand different types of markets existed in the long run and short run.

**SYLLABUS**

**Managerial Economics**

**UNIT 1:**

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in

Economics, The role of managerial economist. Concept of opportunity cost, Incremental concept, time

Perfective, Discounting Principle , Risk & uncertainty.

**UNIT 2:**

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 3:**

Supply and Production Analysis: Production function, Marginal Rate of Technical Substitution, Production function with one/two variables, Cobb-Douglas Production Function, Returns to Scale and

Laws of returns.

**UNIT 4:**

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 5:**

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 - Managerial Theories



of a firm – Marris & Williams Models.

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

**References**

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. Mithani D M: “**Managerial Economics**”, Himalaya Publishing House, Mumbai, 2008.
8. Atmanand: “**Managerial Economics**”, Excel Publications. New Delhi, 2012.
9. Varshney, R.L and Maheswari, K L: “**Managerial Economics**”, Sultan Chand and Sons, New Delhi, 2002.

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Program Name: M.B.A

Faculty Name: Dr. Vijay Durga Prasad

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	Principles of management	MB1611	16-08- 2017

### SYLLABUS

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
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	Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
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### **Course Context and Overview:**

Examination of Principles of Management theory and provide opportunities for application of these ideas in real world situations. This examination focuses on the managerial functions of Assessing, Planning, Organizing, and Controlling. Both traditional and cutting-edge approaches are introduced and applied. Specific attention is paid throughout the course to the ethical implications of managerial action and inaction.

### **Course Outcomes:**

1. Analyze the various functions of management and various theories of management including classical theory, Behavioral theory and Technical theory



2. Infer the nature of planning process, delegation of authority, span of Management and centralization and de- centralization of authority.
3. Explore the various techniques of controlling process and Leadership styles, in cross-cultural environment.
4. Describe the decision making process , rationale of decision making and Vroom's participative decision making model.
- 5 Appraise various contemporary management practices like Balace score card , B.P.O, T.Q.M , stress management ,J.I.T etc

#### **Course Objectives:**

1. Evaluate the global context for taking managerial actions of planning, organizing and controlling.
2. Assess global situation, including opportunities and threats that will impact management of an organization.
3. Integrate management principles into management practices.
4. Assess managerial practices and choices relative to ethical principles and standards.
5. Specify how the managerial tasks of planning, organizing, and controlling can be executed in a variety of circumstances.
6. Determine the most effective action to take in specific situations.

#### **SYLLABUS**

##### **Unit 1: Introduction of Management:**

Management: Definition – Importance – Managerial Roles – Functions of management – Classical theory – Scientific management - Administrative theory – Behavioral Theory – Management science – Integrative perspective – System theory – Socio – technical theory – Contingency theory – Comparing theories

**Unit 2 Planning and Organizing:** Nature and Definition of Planning – Principles of Planning – Objectives of planning – Planning process – Types of plans – Benefits and pitfalls of planning. Principles of organizing – Organization levels – Organizational designs and structure – Line and staff organizations – Approaches – Delegation of authority – Factors affecting delegation of authority – Span of management – Centralization and decentralization of Authority.

**Unit 3 Directing and controlling:** Definition of Co-ordination – Significance and principles of Coordination– Leadership behavior and styles – Leadership in cross cultural environment. Nature and importance of controlling – Controlling process – Requirements of effective control – Establishing controlling system – Controlling techniques.

**Unit 4 Decision making:** Meaning of decision – types of decisions – Rationale decision making process – Models of decision making – Problem solving and decision making – increasing participation in decision making – Vroom's Participative decision making model – challenges and problems in decision making

**Unit 5 Contemporary issues in Management:** MBO - Management By Walking Around – Out of the Box Thinking – Balanced Score Card –Time Management –BPOs – Stress Management causes and



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remedies – JIT – TQM – Six Sigma – CMM levels Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

**REFERENCES:**

1. Kumar ,Rao, Chhalill: Introduction to Management Science . Cengage Publications, New Delhi
2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
3. Harold Koontz, Heinz Wehrich, A.R.Aryasri, Principles of Management, TMH, 2010.
4. V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
5. K.Anbuvelan, Principles of Management, University Science Press, 2013.
6. Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
7. Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.

  
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Program Name: M.B.A

Faculty Name: J.NAVEEN GUPTA

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	Q.A.B.D	MB1616	13-08-2017

### SYLLABUS

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
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PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
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### **Course Context and Overview:**

**Quantitative analysis** is using data from your business to determine its success. It helps you look at data to determine what needs to be changed in the company or what is working for the company. You can use quantitative analysis to make purchasing decisions, marketing decisions, and even sales decisions..

### **Course Outcomes:**

1. Analyze the concept of permutation and combination matrices and regression on analysis and measurement of dispersion
2. Infer the concept of Decision theory, Decision Criteria and graphic display of decision
3. Appreciate the concept of Linear Programmed, Simplex Method and two phase method.
4. Analyze the Game theories, Transportation problem and Assignment Problems
5. Understand the Concept of PERT, CPM, Replacement Models and Project Crashing Technique

### **Course Objectives:**



1. Understand why statistics are important for making business decisions (when to use quantitative analysis vs. “common sense”)
2. Explain the merits and limitations of various statistical techniques
3. Analyze to interpret statistical information and be able recognize when meaningful statistics are (and are not) being used
4. Explain the performance statistical analysis on paper as well as using Excel and SPSS where appropriate
5. Infer the quantitative techniques to solve a variety of business problems

## SYALLABUS

### **Quantitative Techniques for Business Decisions**

#### **UNIT 1**

Basic Mathematical & Statistical Techniques: Linear, Quadratic, Logarithmic and Exponential Functions- Permutations and Combinations – Matrices - Elementary operations of matrices.

Measures

of Central Tendency – Measures of Dispersion – Simple Correlation and

Regression Analysis

Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye’s

Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

#### **UNIT 2**

Introduction to Decision Theory: Steps involved in Decision Making, different environments in which

decisions are made, Criteria for Decision Making, Decision making under uncertainty, Decision making

under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision

making process, Decision making with an active opponent.

#### **UNIT 3**

Linear Programming: Formation of mathematical modeling, Graphical method, the Simplex Method;

Justification, interpretation of Significance of All Elements In the Simplex Tableau, Artificial variable

techniques: Big M method, Two phase method.

#### **UNIT 4**

Transportation, Assignment Models & Game theory: Definition and application of the transportation

model, solution of the transportation problem, the Assignment Model, Traveling Salesman Problem.

Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies, Games with Saddle Point,

Mixed strategies, Rules of Dominance, Solution Methods of Games without Saddle point – Algebraic,

matrix and arithmetic methods.



## UNIT 5

P.E.R.T. & C.P.M. and Replacement Model: Drawing networks – identifying critical path – probability of completing the project within given time- project crashing – optimum cost and optimum duration.

Replacement models comprising single replacement and group replacement

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

### References

1. N.D.Vohra: “**Quantitative Techniques in Management**”, Tata-McGraw Hill Private Limited,

New Delhi, 2011.

2. J. K. Sharma, “**Operations Research: Theory and Applications**”, Macmillan Gupta S.P:

“**Statistical Methods**”, S. Chand and Sons, New Delhi,

3. Anand Sharma: “**Quantitative Techniques for Business decision Making**”, Himalaya Publishers, New Delhi,2012;


4. D P Apte: “**Operation Research and Quantitative Techniques**”, Excel Publication, New Delhi,

2013

5. Hamdy, A.Taha: “**Operations Research: An Introduction**”, Prentice-Hall of India, New Delhi

2003.

6. Anderson: “**Quantitative Methods for Business**”, Cengage Learning, New Delhi 2013

  
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Program Name: M.B.A

Faculty Name: J.NAVEEN GUPTA

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	II	Business Research Methods	MB1621	20-01-2018

### SYLLABUS

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
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	situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
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### **Course Context and Overview:**

Business Research comprises "creative and systematic work undertaken to increase the stock of knowledge, including knowledge of humans, culture and society, and the use of this stock of knowledge to devise new applications."<sup>[1]</sup> It is used to establish or confirm facts, reaffirm the results of previous work, solve new or existing problems, support theorems, or develop new theories. A research project may also be an expansion on past work in the field. Research projects can be used to develop further knowledge on a topic, or in the example of a school research project, they can be used to further a student's research prowess to prepare them for future jobs or reports. To test the validity of instruments, procedures, or experiments, research may replicate elements of prior projects or the project as a whole.

### **Course Outcomes:**



1. Analyze the role of Business Research, aims of Social Research, Pure Research vs Applied Research, Qualitative Research Vs Quantitative Research, Descriptive Research, Experimental Research and Testing of Hypothesis
2. Infer the concept of Database Tools and Techniques of Collecting Data, Methods of Collecting Data, Sampling Design And Sampling Procedures, Random Vs Non-Random Sampling Techniques, Guttman scale and Likert Scale
3. Analyze the concept of Survey Research, Personal Interviews, Self-Administered Questionnaires, Nature of Field Work, Principles of Good Interviews and classification of data
4. Appreciate the concept of Statistical Inference and Quality Control, Test Of Hypothesis, Null Hypothesis Vs Alternative Hypothesis, T-Test, Chi-Square Test, Statistical Quality Control And Attribute Charts
5. Understand The Concept Of Multivariate Analysis, Classification of Multivariate Techniques Analysis Of Interdependence, Bi-Variate Analysis and Analysis For Complex Experimental Design

**Course Objectives:**

1. Clearly identify and analyse business problems and identify appropriate and effective ways to
2. answer those problems
3. Understand and apply the major types of research designs
4. Formulate clearly defined research questions
5. Analyse and summarise key issues and themes from existing literature
6. Understand the ethical issues associated with the conduct of research

**SYLLABUS**

**Course Content :**

**UNIT 1**

Introduction : Nature and Importance of research, The role of business research, aims of social research, research process, pure research vs. applied research, qualitative research vs quantitative research, exploratory research, descriptive research and experimental research, ethical issues in business research. Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

**UNIT 2**

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random Vs. Nonrandom sampling techniques, determination of sample size and an appropriate sampling design.

Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

**UNIT 3**



Survey Research and data analysis: media used to communicate with respondents, personal interviews, telephone interviews, self-administered questionnaires, selection of an appropriate survey research design, the nature of field work, principles of good interviews and field work management. Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

#### **UNIT 4**

Statistical Inference & quality control: Tests of Hypothesis, Introduction to Null hypothesis vs alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test. Statistical Quality Control Upper quality charts p charts LCL UCL, BAR CHARTS. Attribute charts and industrial applications.

#### **UNIT 5**

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bivariate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

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

#### **References**

1. Navdeep and Guptha : “**Statistical Techniques & Research Methodology**”, Kalyani Publishers
2. Willam G.Zikmund, Adhkari: “**Business Research Methods**”, Cengage Learning, New Delhi, 2013.
3. S.Shajahan: “**Research Methods for management**”, JAICO Publishing House, New Delhi, 2009.
4. UWE FLICK: “**Introducing Research Methodology**”, SAGE, New Delhi,2012.
5. Cooper R.Donald and Schindler S. Pamela: “**Business Research Methods**”, 9/e, Tata MCGraw Hill, New Delhi.
6. M.V.Kulkarni: “**Research Methodology**” , Everest Publishing House, New Delhi, 2010.

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VIJAYAWADA - 520 001.

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Program Name: M.B.A

Faculty Name: S.Praveen

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	II	Financial management	MB1622	20-01-2018

### SYLLABUS

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
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	situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Financial management focuses on ratios, equity and debt. Financial managers are the people who will do research and based on the research, decide what sort of capital to obtain in order to fund the company's assets as well as maximizing the value of the firm for all the stakeholders. It also refers to the efficient and effective management of money (funds) in such a manner as to accomplish the objectives of the organization. It is the specialized function directly associated with the top management. The significance of this function is not seen in the 'Line' but also in the capacity of the 'Staff' in overall of a company. It has been defined differently by different experts in the field.

### **Course Outcomes:**

1. Understand evolution of financial management and its role in contemporary issues, profit maximization vs wealth maximization and goals of financial manager.
2. Analyze cash flows from a project, including operating, net working capital, and capital



spending, EBIT, Theories Of Capital Structure and EPS analysis.

3. Understand how to use the dividend growth model and capital asset pricing model to estimate equity costs and calculate yield to maturity to estimate bond costs, Time Value of Money, Payback Period and Accounting rate of return.
4. Infer the required return on projects of differing risk and how to use the required return in evaluating investment decisions and use the dividend growth, bonus shares, stocks with dividend policies of India.
5. Analyze the significance of the Working Capital, Cash Flows Models, Capital Budgeting, Credit Policies, Inventory Management, cash management models, credit policies and inventory

### **Course Objectives:**

1. To measure risk and return and explain the trade-off between risk and return .
2. To calculate the value of various financial assets - annuities, bonds, stocks.
3. To list the primary sources of capital and incorporate their cost when making investment decisions - debt, preferred stock, common stock.
4. Estimate project cash flows to distinguish between value-creating and value destroying investments.
5. To appreciate the cash flows capital budgeting, credit policies and Inventory Management.

## **SYLLABUS**

### **FINANCIAL MANAGEMENT**

#### **UNIT 1**

**Financial Management:** Concept - Nature and Scope - Evolution of financial Management - The new role in the contemporary scenario – Goals and objectives of financial Management - Firm's mission and objectives - Profit maximization Vs. Wealth maximization – Maximization Vs Satisfying - Major decisions of financial manager.

#### **UNIT 2**

**Financing Decision:** Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital – Theories of Capital Structure..

#### **UNIT 3**

**Investment Decision:** Concept of Time Value of money – Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Pay back period, Accounting Rate of Return, Time Value of Money – DCF Techniques- Net Present Value, Profitability Index and Internal Rate of Return.

#### **UNIT-4**

**Dividend Decision:** Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus



Shares –Stock Splits – Dividend policies of Indian Corporate.


### **UNIT-5**

**Liquidity Decision:** Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Cash Budgeting – Accounts Receivables –Credit Policies – Inventory Management.

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

### **References:**

1. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao:“**Financial Management**”, Himalaya Publishing House, New Delhi,2013.
2. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012
3. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
4. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
5. I.M. Pandey: “**Financial Management**”, Vikas Publishers, New Delhi, 2013.
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4<sup>th</sup> edition.
7. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,

  
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Program Name: M.B.A

Faculty Name: v.vijay durga prasad

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	Human resource Management	MB1623	20-01-2018

### SYLLABUS

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

#### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p> <p>Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
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### **Course Context and Overview:**

Human resources overall purpose is to ensure that the organization is able to achieve success through people. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialise in recruiting, training, employee-relations or benefits. Recruiting specialists find and hire top talent. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations deals with concerns of employees when policies are broken, such as in cases involving harassment or discrimination.



### **Course Outcomes:**

1. Analyze the evolution of HRM principles, ethical aspects of HRM, HRM policies, strategies to increase firms, roles in position HRD, aligning HR strategy with organizational strategy, HRM at global level and perspectives and challenges
2. Infer the Nature of HR planning sources of the Recruitment And Test And Interview Techniques, Training And Development and Retention and Job Analysis
3. Understand traditional and modern methods of performance appraisal, career development, counseling, compensation concepts, current trends in compensation methods of performance appraisal
4. Appreciate wage and salary administration, determines of Wages, Payments Of Wages And Incentives Payment Schemes and Welfare Measures.
5. Analyze the concept of trade unions Employee Participation Schemes, Safety Of Work and Management Of Stress

### **Course Objectives**

1. To identify the importance of human resources and their effective management in organizations
2. Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.
3. Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training.
4. Analyze the role of recruitment and selection in relation to the organization's business and HRM objectives in a Saudi Arabian context. This includes demonstrating the appropriate use of job descriptions, application forms and related staffing tools such as internet recruiting.
5. Develop, analyze and apply advanced training strategies and specifications for the delivery of training programs

### **SYLLABUS**

## **HUMAN RESOURCE MANAGEMENT**

### **UNIT 1**

**HRM:** Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective challenges

– cross-cultural problems – emerging trends in HRM.

### **UNIT 2**

**Investment perspectives of HRM:** HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

### **UNIT 3**





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**Performance Appraisal:** Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments - compensation mechanisms at international level.

**UNIT 4**

**Wage and Salary Administration:** Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms


**UNIT 5**

**Managing Industrial Relations:** Trade Unions - Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

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

**References**

1. K Aswathappa: “**Human Resource and Personnel Management**”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “**Human Resource Management: A South-Asian Perspective**”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “**Personnel and Human Resource Management-Text and Cases**”, Himalaya Publications, Mumbai, 2013.
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Program Name: M.B.A

Faculty Name: SK KHASIM SHA

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	II	Marketing management	MB1624	20-01-2018

### SYLLABUS

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

#### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
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PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p> <p>Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Business Research comprises "creative and systematic work undertaken to increase the stock of knowledge, including knowledge of humans, culture and society, and the use of this stock of knowledge to devise new applications."<sup>[1]</sup> It is used to establish or confirm facts, reaffirm the results of previous work, solve new or existing problems, support theorems, or develop new theories. A research project may also be an expansion on past work in the field. Research projects can be used to develop further knowledge on a topic, or in the example of a school research project, they can be used to further a student's research prowess to prepare them for future jobs or reports. To test the validity of instruments, procedures, or experiments, research may replicate elements

### **Course Context and Overview:**

Marketing management employs tools from economics and competitive strategy to analyze the industry context in which the firm operates. These include Porter's five forces, analysis of strategic groups of competitors, value chain analysis and others.



In competitor analysis, marketers build detailed profiles of each competitor in the market, focusing on their relative competitive strengths and weaknesses using SWOT analysis. Marketing managers will examine each competitor's cost structure, sources of profits, resources and competencies, competitive positioning and product differentiation, degree of vertical integration, historical responses to industry developments, and other factors.

Marketing management often conduct market research and marketing research to perform marketing analysis.

### **Course Outcomes:**

1. Infer the concepts of markets, marketing mix, product and production concept and societal concepts
2. Analyze the market segmentation, institutional/corporate clientele, market segmentation, basics of market segmentation, target markets and position strategy
3. Appreciate the objectives of pricing and methods of pricing, initiating price cuts and responding to competitor's price changes
4. Understand market communication process, communication mix, managing advertising sales promotions, public relations, direct marketing and sales force compensation
5. Infer evolution of marketing department, marketing implementation, control of marketing performance, annual plan control and profitability control.

### **Course Objectives:**

1. Understand the place and contribution of marketing to the business enterprise.
2. Describe major bases for segmenting consumer and business markets; define and be able to apply the three steps of target marketing: market segmentation, target marketing, and market positioning
3. Describe the components of the marketing mix; identify how the firm's marketing strategy and marketing mix must evolve
4. To identify the costs and benefits of marketing channels; discuss the firm's and the functions involved in typical channels
5. Identify the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix

## **SYLLABUS**

### **MARKETING MANAGEMENT**

#### **UNIT 1**

**Introduction to Marketing:** Needs - Wants – Demands - Products - Exchange - Transactions - Concept of Market and Marketing and Marketing Mix - Product and Production Concept - Sales and Marketing Concept - Societal Marketing Concept - Indian Marketing Environment.



## **UNIT 2**

**Market Segmentation and Targeting:** Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Developing and Communicating a Positioning Strategy.

## **UNIT 3**

**Pricing Strategy:** Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price - Initiating the price cuts - Imitating price increases - Responding to Competitor's price changes.

## **UNIT 4**

**Marketing Communication:** Communication Process – Communication Mix - Managing Advertising Sales Promotion - Public relations and Direct Marketing - Sales force - Objectives of Sales force - Structure and Size - Sales force Compensation.


## **UNIT 5**

**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.**

### **References**

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. Rajan Sexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
4. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
5. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
6. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.

  
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Program Name: M.B.A

Faculty Name: Dr. Vijay Durga Prasad

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	II	Organizational Behavior	MB1625	20-01-2018

### SYLLABUS

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p>



	Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
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### **Course Context and Overview:**

Knowledge of principles of Organizational Behaviour provide opportunities for application of these ideas in real world situations. This examination focuses on the managerial functions of Leadership, Communication, Organizing, and Personality Development. Both traditional and cutting-edge approaches are introduced and applied. Specific attention is paid throughout the course to the ethical implications of managerial action and inaction.

### **Course Outcomes:**

- 1.. Define, explain and illustrate a range of organisational behaviour theories;
2. Analyse the behaviour of individuals and groups in organisations in terms of organisational behaviour theories, models and concepts;
3. Apply organisational behaviour concepts, models and theories to real life management situations through case analysis;
4. Demonstrate a critical understanding of organisational behaviour theories and current



empirical research associated with the topics covered in this course; and,

5. Communicate effectively in oral and written forms about organisational behaviour theories and their application using appropriate concepts, logic and rhetorical conventions

### **Course Objectives:**

1. Define basic organizational behavior principles, and analyze how these influence behavior in the workplace.
2. Analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations.
3. Evaluate the elements of group behavior including group dynamics, communication, leadership, power & politics and conflict & negotiation.
4. Understand your own management style as it relates to influencing and managing behavior in the organization systems.
5. Enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercise

## **SYLLABUS**

### **UNIT 1:**

**Introduction** - Nature and scope – linkages with other social sciences - Individual Roles and Organizational Goals - Perspectives of Human Behavior, Approach to Organizational behavior - models of organizational behavior.

### **UNIT 2:**

**Perceptual Management:** Nature - Process – selection, organization and interpretation – Influencing factors -Motivation – Concepts - Needs and Motives and theories. Leadership and Motivating people - Leadership Theories. Attitudes and Values: formation - Types – Changes and Behavior Modification Techniques.

### **UNIT 3:**

**Personality Development:** Nature - Stages, Determinants of Personality, - Johari Window - Transactional Analysis, Learning Processes - Theories, Creativity and Creative - Thinking. Leadership nature and skills. - Decision Making Process: Behavioral Dimensions, Groups and their formation - Group Dynamics, Informal Organizations, Group versus Individual Interaction.

### **UNIT 4**

**Inter-Personal Communication:** Listening, Feedback, Collaborative Processes in Work Groups, Team Building, Team Decision Making, Conflict Resolution in Groups and Problem Solving Techniques.

### **UNIT 5**

**Organizations:** Taxonomy, Elements of Structure, Determinants of Structure, Functional Aspects of Structure, Role Impingement, Stress in Organization. Principles and Design of Organizations, Organizational Culture, Power and Authority. . Organizational Development





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processes, Change – Resistance to Change.- Interventions, OD techniques and applications.

  
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Program Name: M.B.A

Faculty Name: U. Ravi kiran

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	II	Production and Operations management	MB1626	20-01-2018

**SYLLABUS**

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

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PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

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### **Course Context and Overview:**

Production and Operations management is an area of management concerned with designing and controlling the process of production and redesigning business operations in the production of goods or services. It involves the responsibility of ensuring that business operations are efficient in terms of using as few resources as needed and effective in terms of meeting customer requirements. It is concerned with managing an entire production system which is the process that converts inputs (in the forms of raw materials, labor, and energy) into outputs (in the form of goods and/or services), as an asset or delivers a product or services. Operations produce products, manage quality and creates service. Operation management covers sectors like banking systems, hospitals, companies, working with suppliers, customers, and using technology.

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### **Course Outcomes:**



1. Analyze the Nature and Scope of Production Operations Management, Historical Evolutions, Roles and Responsibilities of Production Manager, Types Of Manufacturing Process And New Product Design
2. Infer the Stages in Production Planning and control , GANTT charts, PPC in Mass Batch and Job Manufacturing, Aggregate Planning and Master Scheduling, MRP, CRP, Plant Location and layout and Optimal Productin Strategy
3. Appreciate Concepts of Automation, Technology Management, Waste Management, Quality Assurance, Stastical Quality Control, Control Charts Variable And Attributes And Acceptance Sampling And Inventory Control
4. Understanding basic concepts of Quality, Juran's Quality trilogy, Demings 14 principles, Quality improvement and Cost reduction, ISO 9000-2000, clauses and coverage and Six Sigma.
5. Analyze the concepts of Stores Management, Safety Stock And Inventory Control , types of inventory, ABC, VED and FSMD analysis and Value Analysis.

### **Course Objectives**

1. To acquire a working understanding of the roles or functions of production management in the context of business enterprise
2. To develop skills in solving production management problems
3. To explain the importance of quality control.
4. To demonstrate an understanding of the principles of just-in-time systems
5. To demonstrate an understanding of the principles underlying materials requirements planning

## **SYLLABUS**

### **PRODUCTION & OPERATIONS MANAGEMENT**

#### **UNIT 1**

**Introduction:** Overview & Definition of Production and Operations Management- Nature and Scope of Production and Operations Management-Historical Evolution –Role & responsibilities of the production manager - Types of Manufacturing Processes and Product Design.

#### **UNIT 2**

**Production Planning and Control:** Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP. Maintenance management & Industrial Safety. Plant Location & Layout Planning- Factors influencing location - types of layouts. Capacity Planning – Optimal Production Strategies: Scheduling and Sequencing of Operations. Work Design: Method Study and Work Measurement - Work Sampling.

#### **UNIT 3**

**Managing of Work Environment:**– Automation --Technology Management -Waste Management. Quality Assurance and Quality Circles – Statistical Quality Control –Control Charts for Variables- Average, Range and Control charts for Attributes. Acceptance Sampling Plans. Purchase functions and Procedure - Inventory control – Types of Inventory– Safety stock



– Inventory Control Systems –JIT, VMI.

#### **UNIT 4**

**Quality Improvement:** Basic concepts of quality, dimensions of quality, Juran’s quality trilogy, Deming’s 14 principles, Quality improvement and cost reduction, ISO 9000-2000 clauses & coverage. Six Sigma, Productivity –factors affecting productivity, measurement & improvements in productivity - new product development and design - stages & techniques. Total Productive Maintenance (TPM).


#### **UNIT 5**

**Stores Management:** Objectives of Stores Management – Requirements for efficient. Management of Stores – safety stock Inventory Control - Different Systems of Inventory Control, Costs & Types of Inventory. – ABC, VED and FNSD analyses. Value Analysis– importance in cost reduction – concepts and procedures.

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

#### **References**

1. Panner Selvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012
3. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi,2012
4. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
5. AlanMuhlemann, JohnOakland,jasti Katyayani: “**Production and Operation Management**”, Pearson, New Delhi,2013

  
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Program Name: M.B.A

Faculty Name: T.CHENNAKESAVULU

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	Advanced Management Accounting	MB 1636	12-07-2018

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Advanced Management Accounting contains leading- edge of innovative treatment management accounting issues used by Major Companies throughout world advanced management accounting a systematic management-oriented approach to advanced management topics each chapter is accompanied by cases to illustrate the concepts discussed . it also contains innovative business standards and modern approaches to the sub ject economy value added (EVA) approach also provides business professionals a tool for Cost Accounting And Management.

### **Course Outcomes:**

1. Analyze the Employment of Management Accounting , Human Resource Accounting , Need for Harmonization of International Accounting Standards ,Role of Management Accountant for controller functions a n d Financial Accounting Control (FACO).
2. Infer the financial analysis: Comparative analysis, Common Size Analysis - Funds Flow Analysis ,Cash Flow Analysis.-Ratio Analysis , Trend analysis and Deprecation Models.
3. Understand the Budget, Budgetary Control: Types of Budgets,Financial Vs Operation Budgets – Short Term Vs Long Term Budgets, Preparation of Sales



Budgets ,Purchase Budgets- Expenditure Budgets for Material, and Labour and Overheads.

4. Appreciate Marginal Costing: Cost Concepts for Decision making – Decision Making Process, Decision Situations-Sales Volume Decisions, Pricing and Special Order Pricing Make ,Buy Decisions, Product Decisions- Addition and Deletion and Alteration of Mix.
5. Infer Standard Costing: Standard Costing and historical costing ,Establishment of cost standards, steps involved in standard costing ,Variance analysis: Material Variance , Labour Variance and Overhead Variance.

### **Course Objectives:**

1. Evaluate the effectiveness of alternative management accounting techniques and to apply them to organisational cost management practices.
2. Appraise current management accounting techniques and practices in their organisational context.
3. Appreciate the organisational, social and environmental context of management accounting;
4. Appraise management accounting control systems design and implementation in organizations
5. Learn within teams – to co-operate with team members, to assume leadership and to manage differences and conflicts

### **SYLLABUS**

#### **ADVANCED MANAGEMENT ACCOUNTING**

##### **Unit – 1:**

Introduction: Employment of Management Accounting – Human Resource Accounting – Need for Harmonization of International Accounting Standards – Role of Management Accountant for controller functions – Financial Accounting Control (FACO)-Management information System.

##### **Unit - 2:**

Financial Analysis: Comparative analysis – Common Size Analysis - Funds Flow Analysis – Cash Flow Analysis.-Ratio Analysis – Trend analysis – Deprecation Models.

##### **Unit- 3:**

Budget – Budgetary Control: – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Preparation of Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

##### **Unit-4:**





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Marginal Costing: Cost Concepts for Decision making – Decision Making Process – Decision Situations-Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision -Profit Planning- introduction of new product – planning of level of activity – Key factor – Foreign market offer .


Unit – 5:

Standard Costing: Standard Costing and historical costing – Establishment of cost standards – steps involved in standard costing – Variance analysis: Material Variance – Labour Variance – Overhead Variance - Sales Variance

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

References:

1. Charles T. Horn Gaxy L. Sundem.: “Introduction to Management Accounting” Konrk Publishers PVT Ltd, New Delhi.
2. S.P. Gupta: “Management Accounting” Sahitya Bhawan Publications, Agra 2002.
3. Manmohan and Goyal: “Management Accounting” Pearson Education.
4. V. Krishna Kumar: “Management Accounting” Mittal Publications, New Delhi.
5. Dr. Kulsreshtha and Gupta: “Practical Problem in Management Accounting” Tata Mc Graw Hill, New Delhi.
6. S.P. Jain and K.L. Narang: “Advanced Cost and Management Accounting” Kalyani Publishers, New Delhi.

  
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Program Name: M.B.A

Faculty Name: S.Praveen

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	BANKING AND INSURANCE MANAGEMENT	MB 1637	12-07-2018

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

In 1960, the State Banks of India was given control of eight state-associated banks under the State Bank of India (Subsidiary Banks) Act, 1959. These are now called its associate banks In 1969 the Indian government nationalized 14 major private banks, one of the big bank was Bank of India. In 1980, 6 more private banks were nationalized These nationalized banks are the majority of lenders in the Indian economy. They dominate the banking sector because of their large size and widespread networks. The Indian banking sector is broadly classified into scheduled and non-scheduled banks. The scheduled banks are those included under the 2nd Schedule of the Reserve Bank of India Act, 1934. The scheduled banks are further classified into: nationalized banks; State Bank of India and its associates; Regional Rural Banks (RRBs); foreign banks; and other Indian private sector banks. The term commercial banks refers to both scheduled and non-scheduled commercial banks regulated under the Banking Regulation Act, 1949.

### **Course Outcomes:**

1. Analyze introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India.
2. Infer the Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features and Loan Pricing.



3. Understand Regulation and Innovations 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. and Banking Innovations
4. Appreciate Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance -Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making and Managing Claims and Losses.
5. Infer the Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products-Classification of Life Insurance and The Actuarial Science

**Course Objectives:**

- 1.To make the students understand the various services offered and various risks faced by banks.
2. To make them aware of various banking innovations after nationalization To give them an overview about insurance industry.
3. To make the students understand various principles, provisions that govern the Life General Insurance .
- 4.To analyse characteristics of Insurance Contract , functions of insurers, underwriting , rate making and managing claims and losses.
- 5.to appreciate concept of Life Insurance , Tax treatment of Life insurance ,Insurance products and provisions of life insurance contract.

**SYLLABUS**

**BANKING AND INSURANCE MANAGEMENT**

**UNIT 1**

Introduction to Banking: Introduction to Indian Financial System - Meaning of a Bank and Customer- Bank and customer Relationship - Role of commercial banks in Economic Development - Evolution of Banking in India – origin, nationalization, reforms and Financial Inclusion in India - Financial statements of banks with special focus on Indian banks - Financial statement analysis of banks: CAMEL Approach, Key Performance indicators- Sources of Bank Funds.

**UNIT 2**

Uses of Bank Funds: Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Loan Pricing: The basic model, pricing fixed & floating rate loans, cost-benefit loan pricing, Customer Profitability Analysis - Non Performing Assets: - gross and net concept of NPAs, causes, implications & recovery of NPAs

**UNIT 3**

Regulation and Innovations 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. - Banking Innovations - Core Banking Solution - Retail Banking -Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Banc-assurance. Changing role of Banks as Financial Intermediaries. Customer service quality in Indian banking industry.

**UNIT 4**




Introduction to Insurance: Insurance as a Risk Management Tool- Principles of Insurance -Characteristics of Insurance contract - Functions of Insurers: Production, Underwriting, Rate Making, Managing Claims and Losses, Investment & Financing, Accounting & Record Keeping and other miscellaneous functions - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers –professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

#### UNIT 5

Life Insurance and General Insurance: The concept of Life Insurance - types of Life Insurance contracts - Tax treatment of Life Insurance- Life Insurance Products-Classification of Life Insurance - The Actuarial Science-Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance–Overview, Types, Third Party Administrators- Micro Insurance in India

#### References

1. Peter.S.Rose & Sylvia. C. Hudgins: “Bank Management & Financial Services”, Tata McGraw Hill New Delhi, 2010,
2. James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B:“Risk Management & Insurance”, Cengage Learning, New Delhi
3. Reddy K S and Rao R N: “Banking & Insurance”, Paramount Publishing House 2013.
4. Vasant Desai: “Banks & Institutional Management”, Himalaya Publishing House 2010.
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6. NIA: “Life Insurance Principles and Practices”, Cengage Learning, New Delhi,2013.
7. Neelam C.Gulati: “Banking and Insurance: Principles and Practice”, Excel Books, New Delhi 2011.

  
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Program Name: M.B.A

Faculty Name: S.Praveen

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	COSUMER BEHAVIOURt	MB 1640	12-07-2018

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case anlysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Consumer behaviour is the study of individuals, groups, or organizations and all the activities associated with the purchase, use and disposal of goods and services, including the consumer's emotional, mental and behavioral responses that precede or follow these activities. Consumer behavior emerged in the 1940s and 50s as a distinct sub-discipline in the marketing area. In order to succeed in today's dynamic and rapidly evolving marketplace, marketers need to know everything about consumers - what they need, what they think, how they work, how they spend their money and time. They need to identify the influencing forces that affect consumer from psychology, sociology, anthropology, ethnography, marketing and economics, especially behavioral economics. It examines how emotions, attitudes and preferences affect buying behavior

### **Course Learning Objectives:**

1. Provide an understanding of the needs and behaviours of consumers is an intrinsic component of the development
2. implementation of successful marketing actions.
3. Specific topics address the consumer decision process, internal and external influences on consumer behaviour
4. Understand the roots of consumerism, consumer safety , consumer information and environmental concerns
5. Analyse consumer protection act 1986 , central consumer production council , state consumer protection councils and consumer deputed redressal forums



### **Course Outcomes:**

1. Understanding consumers and market segments. Evolution of consumer behavior, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model and EKB Model
2. Infer Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function and Attitude Formation
3. Appreciate Communication and Consumer Behavior: Components of communications process, designing persuasive communication and Diffusion of Innovations. and Consumer Decision Processes
4. Analyze consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.
5. Appreciate Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum

## **SYLLABUS**

### **CONSUMER BEHAVIOR**

#### **UNIT- 1**

Introduction to Consumer Behavior: Understanding consumers and market segments. Evolution of consumer behavior, consumer analysis and business strategy. Models of Buyer Behavior, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behavior Model.

#### **UNIT- 2**

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. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio-Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

#### **UNIT- 3**

Communication and Consumer Behavior: Components of communications process, designing persuasive communication and Diffusion of Innovations. Consumer Decision Processes High and Low Involvement, Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior.

#### **UNIT -4**





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Consumerism: The roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues.


**UNIT- 5**

Consumer Protection: Consumer Protection Act 1986, Central consumer protection council, state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

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

**References**

1. Ramneek Kapoor, Nnamdi O Madichie: “Consumer Behavior” Text and Cases”, TMH, New Delhi, 2012.
2. Ramanuj Majumdar: “Consumer Behavior insight from Indian Market”, PHI Learning, New Delhi, 2011
3. M.S.Raju: “Consumer Behavior Concepts, applications and Cases”, Vikas Publishing House, New Delhi, 2013.
4. David L Loudon and Albert J Della Bitta, “Consumer Behavior” 4/e, TMH, New Delhi, 2002.
5. Schiffman, L.G and Kanuk L.L “Consumer Behavior”, 8/e, Pearson Education, New Delhi, 2003.

  
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Program Name: M.B.A

Faculty Name: D.YEDUKONDALU

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	Business Ethics and Corporate governance	MB 1631	12-07-2018

### SYLLABUS

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p> <p>Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Business Ethics and Corporate governance is the mechanisms, processes and relations by which corporations are controlled and directed.<sup>[1]</sup> Governance structures and principles identify the distribution of rights and responsibilities among different participants in the corporation (such as the board of directors, managers, shareholders, creditors, auditors, regulators, and other stakeholders) and includes the rules and procedures for making decisions in corporate affairs. Corporate governance includes the processes through which corporations' objectives are set and pursued in the context of the social, regulatory and market environment. .

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### **Course Outcomes:**

- 1.Understand the values and ethics in work place,ethical decision making ,theories of business ethics and Indian ethical traditions
- 2 Appreciate reasons for unethical practices among Indian companies,development of Indian capital markets and major Indian scams
- 3.Infer Ethics in marketing ,HRM and Finance,advertising and target marketing,customer autonomy,HR related ethical issues and frauds in insurance sector



4. Analyze theory and practice of governance, Indian model of governance, land marks in emergence of OECB Principles, Sarbanes-Axle act 2002
5. Understand the role of government in ensuring corporate governance duties and responsibilities of auditors and role of media

**Course Objectives:**

1. This course focuses on key theoretical and practical approaches to business ethics
2. . CSR and corporate governance relevant to contemporary business environment
3. This course will develop your understanding of ethics at an individual and organizational level.
4. Highlights the importance of good governance in a range of organisational settings
5. Demonstrate an ability to write and debate about aspects of business ethics and corporate governance in a manner that is analytical, logical and critical

**SYALLABUS**

**UNIT 1**

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 2**

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 3**

Ethics in Marketing, HRM and Finance: Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy. Ethics in HRM & Finance – HR related ethical issues - Institutional Culture – Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector

**UNIT 4**

Corporate Governance: An overview – Theory and Practice of Governance- Indian model of Governance - Good Corporate Governance – Land marks in emergence of Governance OECB Principles – Sarbanes-Oxley Act 2002- SEBI Initiatives




## UNIT 5

Corporate Governance Indian Scenario: Role of Government in Ensuring Corporate Governance – Governance issues relating to Board of Directors – Duties and responsibilities of Auditors – Governance under limited competition – Role of Media – Corporate Governance in Developing and Transiting Economies.

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

### References:

1. S.K.Mandal: “Ethics in Business and Corporate Governance”, TMH, New Delhi, 2012.
2. Marianne M Jennings: “Cases in Business Ethics”, Cengage Learning, New Delhi, 2012.
3. S.Prabhakaran: “Business Ethics and Corporate Governance”, Excel Books, New Delhi, 2011.
4. N.Balasubramanyam: “A Case Book on Corporate Governance and Stewardship”, TMH., New Delhi, 2011.
5. A.C.Fernando: “Business Ethics and Corporate Governance”, Pearson Publishers, New Delhi, 2013.

  
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Program Name: M.B.A

Faculty Name: U.CHANDRAMOULI

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	Legal Aspects of business	MB 1636	12-07-2018

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p> <p>Selected as experiential knowledge and team work will enable the business graduates real world</p>



	situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Legal Aspects consists of many different areas taught in law school and business school curricula, including: Contracts, the law of Corporations and other Business Organizations, Securities Law, Intellectual Property, Antitrust, Secured Transactions, Commercial Paper, Income Tax, Pensions & Benefits, Trusts & Estates, Immigration Law, Labor Law, Employment Law and Bankruptcy. It is a branch of law that examines topics that impact the operation of a business.

### **Course Outcomes:**

1. Infer the Indian contracts act 1872 and classification of contracts, essentials of valid contract , free consent, discharge of a contract and breach of contracts





2. Analyze the distinction between sales and agreement to sell, conditions and warranties, performance of contract of sale, right of unpaid seller, consumer protection 1986 and information technology act 2000
3. Understand the kinds of agents, creation of agency, duties and rights of principal and agents, negotiable instrument act 1881 and presentation and discharge of negotiable instrument
4. Infer the meaning and essentials of partnership, tests of partnership, duties and rights of the partners and dissolution of partnership
5. Analyze the nature and types of companies, memorandum of association, articles of association, kinds of shares and winding up

### **Course Objectives:**

1. To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
2. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business.
3. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
4. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions

## **SYLLABUS**

### **UNIT 1**

Importance of Commercial Law: The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration – Free Consent – Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

### **UNIT 2**

Sales of Goods Act: Distinction between Sales and Agreement to Sell – Conditions and Warranties – Performance of Contract of Sale – Transfer of Ownership – Rights of an Unpaid Seller. Consumer Protection Act, 1986: Consumer Right – Machinery for Redressal of Consumer Grievances. – Information Technology Act 2000.

### **UNIT 3**

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



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Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.

UNIT 4

Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.


UNIT 5

Company Act 1956: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association –Kinds of Shares –Duties of Directors-Winding up.

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

References

1. Ravindra Kumar: “Legal Aspects of Business”, Cengage Learning, New Delhi, 2011
2. Kuchhal M C, Deepa Prakash: “Business Legislation for Management”, Vikas Publishing House, New Delhi, 2012
3. Pathak: “Legal Aspects of Business”, Tata McGraw Hill, New Delhi, 2010
4. S.N.Maheshwari, S.K.Maheshwari: “A Manual of Business Laws”, Himalaya Publishing House, 2013.
- 5 P.K.Padhi: “Legal Aspects of Business”, PHI Learnings, New Delhi, 2013

  
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Program Name: M.B.A

Faculty Name: L.PRATHIBA REDDY

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	STRATEGIC MANAMANET	MB 1636	12-07-2018

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case anlysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>
PO5.	<p>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment</p>



### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

STRATEGIC MANAMANET of many different areas taught in law school and business school curricula, including: Contracts, the law of Corporations and other Business Organizations, Securities Law, Intellectual Property, Antitrust, Secured Transactions, Commercial Paper, Income Tax, Pensions & Benefits, Trusts & Estates, Immigration Law, Labor Law, Employment Law and Bankruptcy. It is a branch of law that examines topics that impact the operation of a business.

### **Course Outcomes:**

1. Infer the Indian contracts act 1872 and classification of contracts, essentials of valid contract, free consent, discharge of a contract and breach of contracts
2. Analyze the distinction between sales and agreement to sell, conditions and warranties, performance of contract of sale, right of unpaid seller, consumer protection 1986 and information technology act 2000
3. Understand the kinds of agents, creation of agency, duties and rights of principal and agents, negotiable instrument act 1881 and presentation and discharge of negotiable instrument
4. Infer the meaning and essentials of partnership, tests of partnership, duties and rights of the partners and dissolution of partnership
5. Analyze the nature and types of companies, memorandum of association, articles of association, kinds of shares and winding up

### **Course Objectives:**



1. To provide basic understanding of law of contract, Law of agency, Bailment & Pledge
2. To provide basic requirements of Negotiable Instruments Act, Law of Insurance and Law of Partnership for the purpose of conducting business.
3. To impart basic provisions of Companies Act concerning incorporation and regulation of business organizations
4. To create an awareness about important legislations namely Sale of Goods Act, Consumer Protection Act, Factories Act having impact on business
5. To appraise the students on the leading practical application oriented case studies – relevant and updated and analyzing case laws in arriving at conclusions facilitating business decisions

## SYLLABUS

### UNIT 1

Importance of Commercial Law: The Indian Contracts Act, 1872 – Nature of the Act and Classification of Contracts – Essentials of a Valid Contract – Offer and Acceptance – Capacity – Consideration – Free Consent – Legality of Object – Performance of a Contract – Discharge of a Contract – Breach of a Contract and Remedies.

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Contract of Agency: Kinds of Agents – Creation of Agency- Duties and Rights of Principal and Agents- Principal's Liability for the Acts of the Agent-Liability of Agent – Termination of Agency. Negotiable Instruments Act, 1881- Kinds of a Negotiable Instruments and endorsement- Presentation and discharge of Negotiable Instrument.

### UNIT 4

Indian Partnership Act, 1932: Meaning and Essentials of Partnership- Registration – Tests of Partnership-Duties and Rights of Partners – Dissolution of Partnership.

### UNIT 5


Company Act 1956: Nature and Types of Companies – Formation – Memorandum of Association-Articles of Association – Kinds of Shares – Duties of Directors-Winding up.

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



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Program Name: M.B.A

Faculty Name: T.SHYAMALA

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	CUSTOMER RELATIONSHIP MANAGEMENT	MB 1639	12-07-2018

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>





PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Customer-relationship management (CRM) is an approach to manage a company's interaction with current and potential customers. It uses data analysis about customers' history with a company to improve business relationships with customers, specifically focusing on customer retention and ultimately driving sales growth. One important aspect of the CRM approach is the systems of CRM that compile data from a range of different communication channels, including a company's website, telephone, email, live chat, marketing materials and more recently, social media. Through the CRM approach and the systems used to facilitate it, businesses learn more about their target audiences and how to best cater to their needs.

1. .

### **Course Outcomes:**

1. Analyze the elements of CRM ,CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM – Integrated CRM system ,Planning and Managing CRM Programme and Application areas.



2. Infer the CRM as an integrated business strategy: Nature of CRM strategy – Contents of CRM Strategy ,Description of Customer – Supplier Relationships, The dynamics of Relationships, and the relationship oriented organization
3. Understand CRM marketing aspects: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships
4. Appreciate the analytical CRM: Relationship data management – Expanding the size of customer database -Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies
5. Analyze the Operational CRM and CRM implementation: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website and Process of developing producing, sending and following

### **Course Objectives:**

1. Develop understanding about customer relationship management concepts and frameworks
2. How the concepts are applied to form relationships with customers and other internal and external stakeholders.
3. Develop skills to analyse and synthesise information and issues, related to customer relationship management, from several perspectives.
4. Enhance business communication skills required to work effectively within a marketing team  
Enhance the knowledge of students in customer relationship management

### **SYLLABUS**

#### **UNIT 1**

Introduction: Definition of CRM –Elements of CRM – CRM Processes and systems, Importance of CRM, Critical success factors for a winning CRM program – Advantages of CRM – Integrated CRM system –Planning and Managing CRM Programme - Application areas.

#### **UNIT 2**

CRM as an integrated business strategy: Nature of CRM strategy – Contents of CRM Strategy – Description of Customer – Supplier Relationships, The dynamics of Relationships, The relationship oriented organization.

#### **UNIT 3**

CRM marketing aspects: Customer knowledge, value of customer knowledge, utilization of data as an asset, multi-channels and communication- Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base.

#### **UNIT 4**




Analytical CRM: Relationship data management – Expanding the size of customer database -Data analysis and data mining – Concept of customer loyalty – customer value assessment – Customer Retention strategies – Retention and Cross – sell analyses – effect of marketing activities – Reporting the results

#### UNIT 5

Operational CRM and CRM implementation: Call center Management – internet and the websites – traffic building – Providing quality during the visit to the website – Process of developing, producing, sending and following – up direct mailings. Causes for disappointing CRM results – The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

#### References:

1. Ed Peelen: “Customer Relationship Management” Pearson, Education
2. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management” Cengage learning
3. S.Shanmuga sundaram: “Customer Relationship Management” Prentice Hall of India.

  
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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	Compensation management	MB 1632	12-07-2018

### SYLLABUS

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

#### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
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PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
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### **Course Context and Overview:**

Compensation management is a strategic matter. Compensation would include rewards when you offer monetary payment such as incentives, various bonuses and performance bonus. Organizations reward their staff when they attain the goals or targets that they have jointly set with the employees. Rewards can be non-monetary such as a paid vacation for two. When we mention about compensation, we would refer to a salary scale for different levels. Generally, we would classify the salary scale into non-executive, executive and managerial before the salary range is established. Next, you may ask whether compensation is a hygiene factor or a motivational factor. We would consider it a hygiene factor when the salary paid out on the monthly basis is fixed.

### **Course Outcomes:**

1. Analyse the concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations-Compensation as a Retention strategy and aligning compensation strategy



2. Infer Job evaluation and Compensation Structure: Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods- Compensation Structure-History and past practices, elements of ,management compensation and Types of compensation system.
3. Understand Wage and Salary administration: Nature and Purpose, Wage surveys- Administration of wage and salary-Principles-Components of wages-Theory of wages- Wage differentials-Importance-Wage differentials in India and Executive compensation plans
4. Appreciate Control systems for labour costs: Introduction-Direct and Indirect labour , Role of various departments-The personnel department-Industrial engineering department and Types of worker-Payroll department
5. Analyze Pay Structure and Tax Planning: Introduction- Compensation Structures- Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures and Significance of factors affecting, Tax Planning

### **Course Objectives:**

1. To learn basic compensation concepts and the context of compensation practice
2. To illustrate different ways to strengthen the pay-for-performance link.
3. To learn the concepts of Payment and employee benefits issues for contingent workers.
4. To understand the legally required employee benefits.
5. To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

### **SYLLABUS**

#### **Course Content :**

#### **UNIT 1**

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations-Compensation as a Retention strategy- aligning compensation strategy with business strategy – concept of reward - non-financial compensation system-Reward management process -Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behavior - the new trends in compensation management at national and international level.

#### **UNIT 2**

Job evaluation and Compensation Structure: Introduction to Principles and Procedures of job evaluation programs-Introduction to basic job evaluation methods- Compensation Structure-History and past practices, elements of ,management compensation –Types of compensation system, Role of compensation and Reward in modern organizations-compensation surveys-Incentive payments and its objectives.

#### **UNIT 3**



Wage and Salary administration: Nature and Purpose, Wage surveys-Administration of wage and salary-Principles-Components of wages-Theory of wages-Wage differentials-Importance-Wage differentials in India-Executive compensation plans-Legal frame work for wage and salary administration.

#### UNIT 4

Control systems for labour costs: Introduction-Direct and Indirect labour , Role of various departments-The personnel department-Industrial engineering department-Types of worker-Payroll department-Process and steps for preparation of payroll-Wage analysis-Cost accounting treatment of wages components-Compensation surveys-Profit sharing.

#### UNIT 5

Pay Structure and Tax Planning: Introduction- Compensation Structures-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

Dr. Kanchan Bhatia “Compensation Management”, Himalaya Publishing House, New Delhi 2012.


2. A.M.Sarma, N.Sambasiva Rao: “Compensation and Performance management”, Himalaya Publishing House, Mumbai

3. Dewakar Goel:“Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2012

4. ER Soni Shyan Singh ‘Compensation Management’ – Excel Books, New Delhi – 2008

Mousumi S Bhattacharya Nilanjan Sengupta , “Compensation Management” – Excel Books, New Delhi – 2009

6. Tapomoy Deb “Compensation Management” – Excel Books, New Delhi – 2009

  
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Program Name: M.B.A

Faculty Name: L.PRATHIBAREDDY

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	Leadership management	MB 1633	12-07-2018

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case anlysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>
PO5.	<p>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment</p>



### Programme Specific Outcomes:

PSO1	<p><b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners</p>
PSO2	<p><b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.</p>
PSO3	<p><b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education</p>

### **Course Context and Overview:**

**Leadership** management is both a research area and a practical skill encompassing the ability of an individual or organization to "lead" or guide other individuals, teams, or entire organizations. Specialist literature debates various viewpoints, contrasting Eastern and Western approaches to leadership, and also (within the West) United States versus European approaches. U.S. academic environments define leadership as "a process of social influence in which a person can enlist the aid and support of others in the accomplishment of a common task

### **Course Outcomes:**

1. Analyze the evolution Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models and Emerging Leadership Behaviour:
2. Infer Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy - Porter and Lawler Theories. and Emerging Challenges in Motivating Employees
3. Understand Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders and Charting vision and goals of Indian leaders and abroad
4. Appreciate Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification
5. Analyze Leadership across Globe: Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of



leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership and Leadership in Arab countries

### **Course Objectives:**

- 1 Students will develop critical thinking skills about leadership and path goal theories.
2. Students will develop an understanding of change processes and be able to think critically about obstacles to change.
3. Students will understand and be able to use a process for decision making.
4. Students will understand the history of leadership and current leadership theories. In addition, students will understand how leadership models are put into practice personally, locally, and globally.
5. Students will gain knowledge of diverse cultures, cross-cultural communication, the dynamics of privilege and oppression, and the uses of power between groups.

### **Course Content :**

#### **LEADERSHIP MANAGEMENT**

##### **Unit 1:**

Organisational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddin's 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building. Leadership Motivation, Culture: Motivation Theories for Leadership: Maslow's, Herzberg, X,

Y and Z theories of Motivation - Similarities and Distinctions of Need Hierarchy and Two Factors theories. ERG – McClelland - Expectancy - Porter and Lawler Theories. - Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance. Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural.

##### **Unit 3:**

Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad - Tools for developing dreams for effective leadership dreams – Leaders vision in organisation building – Leadership Attitude: significance – Developing and Maintaining positive attitude for effective leading.

##### **Unit 4:**

Strategic Leadership: Leader Self management: significance - Developing self esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus



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Teams – Leadership and Integrity: Developing character and values.

Leadership in the cross cultural context: Leadership across Globe: Characteristics - Significance – Functions – GLOBE research program of Wharton School – challenges of leadership in varying culture and values – Global perspectives of leadership – Leadership in USA – Leadership in Japan – European leadership – Leadership in Arab countries – Implications of global leadership – Leadership and Corporate Social Responsibility across globe. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

**Reference Books:**

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft “Leadership” Cengage Learning 2005.
3. Uday Kumar Haldar “Leadership and Team Building” Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy “Leadership” Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lorange, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
6. John ADAIR, Inspiring Leadership, 2008, Viva Books.
4. Subba Rao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “**Human Resource Management**”, Excel Books, New Delhi, 2010

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Program Name: M.B.A

Faculty Name J.NAVEEN GUPTA

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	Performance management	MB 1634	12-07-2018

### SYLLABUS

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

### Programme Outcomes:

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p> <p>Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results. Overseeing performance and providing feedback is not an isolated event, focused in an annual performance review. It is an ongoing process that takes place throughout the year. The Performance Management process is a cycle, with discussions varying year-to-year based on changing objectives. Goals and objectives are discussed throughout the year, during check-in meetings. This provides a framework to ensure employees achieve results through coaching and mutual feedback.

### **Course Outcomes:**

1. Analyse concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance – Linkage of PM to other HR processes.



2. Infer Performance Management Planning: Introduction-Need-Importance- Approaches,the Planning Process Planning Individual Performance- Strategic Plannin,Linkages to strategic planning and Barriers to performance planning
3. Appreciate Management System: objective ,Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems and Electronic Performance Management Systems
4. Evaluate Performance Monitoring and Counseling Supervision ,Objectives and Principles of Monitoring,Monitoring Process- Periodic reviews Problem solving- engendering trust-Role efficiency and Coaching
5. Appreciate Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams, team oriented organizations – developing and leading high performing teams

Course Objectives:

1. Describe the nature of performance management and outline the core objectives of performance management
2. Outline the performance management cycle and identify and explain the key stages of this cycle
3. Differentiate between performance management and performance appraisal
4. Identify the different performance appraisal techniques that can be used by organisations
5. Evaluate the advantages and disadvantages of different performance appraisal techniques

## **SYLLABUS**

### Unit-1

Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance-Importance –Linkage of PM to other HR processes- Performance Audit.

### Unit-2

Performance Management Planning: Introduction-Need-Importance- Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning-Barriers to performance planning- Competency Mapping-steps-Methods.

### Unit-3

Management System: objectives – Functions- Phases of Performance Management System- Competency based Performance Management Systems- Reward based Performance Management Systems- Electronic Performance Management Systems- HR Challenges-Appraisal for recognition and reward-Purpose of





Appraising –Methods of Appraising-Appraisal system design-Implementing the Appraisal System-Appraisal and HR decisions.

#### Unit-4


Performance Monitoring and Counseling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills

#### Unit-5

Performance management skills – Operational change through performance management. High Performing Teams: Building and leading High performing teams – team oriented organizations – developing and leading high performing teams- Role of Leadership Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

#### References

1. Prem Chadha: “Performance Management”, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, “Performance Management”: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, “Appraising and Developing Managerial Performance”, Excel Books, 2003.
4. David Wade and Ronad Recardo, “Corporate Performance Management”, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: “Performance Appraisal and Compensation Management”, PHI Learning, New Delhi, 2009
6. A.M. Sarma “Performance Management Systems” Himalaya Publishing House, New Delhi, 2010.

  
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Program Name: M.B.A

Faculty Name: M.KUMARASWAMY

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	RETAIL MANAGEMENT	MB 1639	12-07-2018

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
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PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>



PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
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**Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

**Course Context and Overview:**

Retail is the process of selling consumer goods or services to customers through multiple channels of distribution to earn a profit. Retailers satisfy demand identified through a supply chain. The term "retailer" is typically applied where a service provider fills the small orders of a large number of individuals, who are end-users, rather than large orders of a small number of wholesale, corporate or government clientele. Shopping generally refers to the act of buying products. Sometimes this is done to obtain final goods, including necessities such as food and clothing; sometimes it takes place as a recreational activity. Recreational shopping often involves window shopping and browsing: it does not always result in a purchase. Retail markets and shops have a very ancient history, dating back to antiquity. Some of the earliest retailers were itinerant peddlers

**Course Outcomes:**



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1. Analyze the 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
2. Infer the Retail strategy: market strategy ,retail format and target market , building sustainable competitive advantage – growth strategies and strategic retail planning process
3. Appreciate the Retail location, Types, location opportunities – selection of location and Site analysis -financial strategy ,strategic profit model , setting and measuring and performance objectives
4. Understand the Store layout and design: Store operations and inventory management- Merchandise planning and control - Buying merchandise and developing Assortment plan
5. Analyze the Retail Pricing Strategy:, Category Management, Customer services ,Retail branding -International retailing ,Promotional strategies ,advertising, sales promotion, and Store atmosphere

## Course Objectives:

1. Understand the impact of retailing on the economy
2. .Comprehend retailing's role in society and, conversely, society's impact on retailing.
3. See how retailing fits within the broader disciplines of business and marketing..
4. Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy.
5. Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

## SYALLABUS

### Course Content :

#### UNIT 1

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 2

Retail strategy: market strategy – retail format and target market – building sustainable competitive advantage – growth strategies – strategic retail planning process.

#### UNIT 3

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



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**UNIT 4**

Store layout and design: Store operations and inventory management-  
Merchandise planning and control - Buying merchandise – Developing  
Assortment plan.


**UNIT 5**

Retail Pricing Strategy:, Category Management, Customer services – Retail branding -  
International retailing – Promotional strategies – advertising, sales promotion, Store  
atmosphere.

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

**References**

1. Sheikh and Kaneez Fatima, “Retail Management”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:“The Art of Retailing”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. Sivakumar, A, “Retail Marketing”, Excel Books, New Delhi, 2007
4. Swapna Pradhan, “Retail management”, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
5. Berman Barry, Joel R. Evans and Mini Mathur, “Retail Management-A Strategic Approach”, Pearson Education, New Delhi, 2011.
6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”Retail Management”, Oxford University Press, New Delhi, 2012.

  
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Program Name: M.B.A

Faculty Name: S.Praveen

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	Security analysis portifoliomanagement	MB 1638	12-07-2018

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
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PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case anlysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world</p>





	situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
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### **Course Context and Overview:**

Security analysis is the analysis of financial Tradable instruments called securities. It deals with finding the proper value of individual securities (i.e., stocks and bonds). These are usually classified into debt securities, equities, or some hybrid of the two. Tradable credit derivatives are also securities. The term “portfolio” refers to any combination of financial assets such as stocks, bonds and cash. Portfolios may be held by individual investors and/or managed by financial professionals, hedge funds, banks and other financial institutions. It is a generally accepted principle that a portfolio is designed according to the investor's risk tolerance, time frame and investment objectives.

### **Course Outcomes:**



1. Analyze Concept of Investment Education: Investment Vs Speculation, Investment alternatives -Investment Process - Sources of Investment Information – Trading System in Stock Exchanges –Market Indices and Calculation of SENSEX and NIFTY.
2. Infer Equity and Bond Valuation Models – Preference Shares and Equity Shares Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration and bond immunization
3. Understand Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals and Efficient Market Theory.
4. Appreciate Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model
5. Analyse Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision

#### **Course Objectives:**

1. To acquaint the students with the fundamentals principles of basic investment decisions.
2. To acquaint the students bond portfolio management strategies and analyzing and valuation on common stock.
3. To acquaint the students Understand portfolio concept and valuation and investment theories.
4. To enable the student Understand portfolio concept and valuation of theories.
5. To enable the student Performance Evaluation of Portfolios and Sharpe’s Performance Index.

#### **Course Objectives:**

1. To acquaint the students with the fundamentals principles of basic investment decisions.
2. To acquaint the students bond portfolio management strategies and analyzing and valuation on common stock.
3. To acquaint the students Understand portfolio concept and valuation and investment theories.
4. To enable the student Understand portfolio concept and valuation of theories.
5. To enable the student Performance Evaluation of Portfolios and Sharpe’s Performance Index.

## **SYLLABUS**

### **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

#### **Unit-I:**



Concept of Investment Education: Investment Vs Speculation, Investment alternatives -Investment Process - Sources of Investment Information – Trading System in Stock Exchanges –Market Indices. Calculation of SENSEX and NIFTY - Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk - Measurement of Risk. (Problems)

#### Unit-II:

Equity and Bond Valuation Models – Preference Shares and Equity Shares Earning valuation-Cash flow valuation-Asset Valuation-Dividend-discount model; Valuation of Bonds – Bond Returns and Risks -Bond Pricing Theorems convexity, duration, bond immunization. (Problems)

#### Unit-III:

Investment Analysis: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Dow Theory – Elliot Wave Theory – Trends and Trend Reversals -Efficient Market Theory –Hypothesis- Forms of Market Efficiency.

#### Unit-IV:

Portfolio Analysis and Selection: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory. (Problems)

#### Unit-V:

Portfolio Evaluation and Revision: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund – Portfolio Revision. (Problems)

#### References

1. S.Kevin: “Security Analysis and Portfolio Management”, PHI Learning, New Delhi, 2009
2. Punithavathy Pandian: “Security Analysis and Portfolio Management”, Vikas Publishing House, New Delhi, 2009
2. . Sudhendra Bhat: “Security Analysis and Portfolio Management”, Excel Books, New Delhi, 2009.
3. 4. Shashi K Gupta: “Security Analysis and Portfolio Management”, Kalyani Publishers, New Delhi,2010




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Program Name: M.B.A

Faculty Name: M.KMARASWAMY

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	Strategic financial management	MB 1637	12-07-2018

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case anlysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p> <p>Selected as experiential knowledge and team work will enable the business graduates real world</p>



	situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Strategic financial management is the study of finance with a long term view considering the strategic goals of the enterprise. Financial management is nowadays increasingly referred to as "Strategic Financial Management" so as to give it an increased frame of reference. To understand what strategic financial management is about, we must first understand what is meant by the term "Strategic". Which is something that is done as part of a plan that is meant to achieve a particular purpose? Therefore, Strategic Financial Management are those aspect of the overall plan of the organization that concerns financial managers. This includes different parts of the business plan, for example marketing and sales plan, production plan, personnel plan, capital expenditure, etc. These all have financial implications for the financial managers of an organization.

### **Course Outcomes:**



1. Analyze Strategic Financial Planning- changing complexion of regulatory framework, Shareholder Value Creation (SCV): Market Value Added (MVA) ,Market-to-Book Value (M/BV) – Economic Value Added (EVA)
2. Infer Corporate Financial Strategies: Capital Structure Planning- EBIT, EPS, ROE analysis-Shareholders' Risk — Financial Options and Value of the Firm – Dividend Policy and Value of the Firm .
3. Understand the Marginal Costing: Cost Concepts for Decision making – Decision Making Process, Decision Situations-Sales Volume Decisions, Pricing and Special Order Pricing Make or Buy Decisions, Product Decisions- Addition and Deletion and Alteration of Mix.
4. Infer Corporate Investment Strategy: Techniques of Investment Appraisal Under Risk and Uncertainty, Risk Adjusted Net Present Value, Risk Adjusted Internal Rate of Return, Capital Rationing and Decision Tree Approach.
5. Appreciate Corporate Restructuring: Takeover Strategy ,Types of Takeovers – Negotiated and Hostile Bids , Takeover Procedure, Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategies and Sell offs.

### **Course Objectives:**

1. To explain and evaluate arguments for adopting shareholder wealth maximization as the primary objective of a private-sector company and calculate the achievement of this through a range of complementary methods
2. . To explain, evaluate and apply methods of implementing value-based management in the internal management of companies and divisions
3. To evaluate and appraise the working capital management practices of organizations
4. To critically evaluate the Capital Asset Pricing Model in comparison with alternative approaches.
5. To explain and critically evaluate dividend theory and the impact of dividend policies on shareholder wealth.

### **SYLLABUS**

#### **Unit-I:**

Corporate Policy: Strategic Financial Planning- changing complexion of regulatory framework - Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation- Corporate Risk Management – Understanding the firms Strategic Exposure.

#### **Unit-II:**

Corporate Financial Strategies: Capital Structure Planning- EBIT, EPS, ROE analysis-Shareholders' Risk — Financial Options and Value of the Firm – Dividend



Policy and Value of the Firm – Growth and External Financing Requirement.  
(Problems)

Unit-III:

Corporate Investment Strategy: Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision- Long term investment plans analysis with risk and return. (Problems)

Unit-IV:

Corporate Financial Engineering: Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control. (Problems)


Unit-V:

Corporate Restructuring: Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts- Buy back shares – Alignment of Interest – Corporate Governance . (Problems)

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

References:

1. Coper and Weston: “Financial Theory and Corporate Policy”
2. Braley and Myers: “The Principles of Corporate Finance”. Mc.Graw Hill, N.Y.1993.
3. Prasanna Chandra : “Financial Management” Theory and Practice.
4. I.M. Pandey – “Financial Management” Vikas Publishers, New Delhi.

  
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Program Name: M.B.A

Faculty Name: S.Praveen

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	Strategic human resource management	MB 1635	12-07-2018

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams.</p>



	This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Strategic human resource management is the practice of attracting, developing, rewarding, and retaining employees for the benefit of both the employees as individuals and the organization as a whole. HR departments that practice strategic human resource management do not work independently within a silo; they interact with other departments within an organization in order to understand their goals and then create strategies that align with those objectives, as well as those of the organization. As a result, the goals of a human resource department reflect and support the goals of the rest of the organization. Strategic HRM is seen as a partner in organizational success, as opposed to a necessity for legal compliance or compensation. Strategic HRM utilizes the talent and opportunity within the human resources department to make other departments stronger and more effective.



### **Course Outcomes:**

1. Evaluate objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM and approaches
2. Infer Human Resource Planning: Objectives, benefits, levels of strategic planning- Activities related to strategic HR Planning-Basic overview of various
3. Appreciate strategic planning models and Strategic HR Planning model implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies
4. Analyze Strategic Human Resource Development: Concept of Strategic Planning for HRD Levels in Strategic HRD planning-Training and Development and Strategies HRD effectiveness
5. Appreciate Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution

of Emerging Areas Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy

### **Course Objectives:**

1. Strategic Human Resource Management (SHRM) explores the relationship between the management of people and pursuit of an organisation's strategic goals and objectives.
2. Specific topics covered include human resource planning and strategy, job analysis and job design, equipment and selection, performance appraisal and performance-related pay, learning and career management.
3. Employment relations, diversity management and international human resource management
4. The concept strategic planning for HRD, levels in HRD planning Training and development Strategies are studied in Course
5. The approaches to evaluation evaluating strategic contribution of emerging areas and HR as a profit centre are also studied in this course

## **SYLLABUS**

### **STRATEGIC HUMAN RESOURCE MANAGEMENT**

#### **UNIT-1**

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework -Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches - Linking business strategies to HR strategies.

#### **UNIT-2**

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning-



Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

UNIT-3

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource-Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-4

Strategic Human Resource Development: Concept of Strategic Planning for HRD Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.


UNIT-5

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

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

References:

1. Charles R. Greer: "Strategic Human Resource Management" - A General Manager Approach - Pearson Education, Asia
2. Fombrum Charles & Tichy: "Strategic Human Resource Management" - John Wiley Sons, 1984
3. Dr. Anjali Ghanekar "Strategic Human Resource Management" Everest Publishing House, Pune 2009
4. Tanuja Agarwala "Strategic Human Resource Management" Oxford University Press, New Delhi 2014
5. Srinivas R Kandula "Strategic Human Resource Development" PHI Learning PVT Limited, New Delhi 2009
6. Dreher, Dougherty "Human Resource Strategy" Tata Mc Graw Hill Publishing Company Limited, New Delhi 2008

  
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Program Name: M.B.A

Faculty Name: L.PRATHIBA

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	III	STRATEGIC MARKETING MANAGEMENT	MB 1637	12-07-2018

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams.</p>



	This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Strategic Marketing is the way a firm effectively differentiates itself from its competitors by capitalizing on its strengths (both current and potential) to provide consistently better value to customers than its competitors. In principle it's that simple, but it means a lot more than getting creative with the marketing mix. Armed with a thorough understanding of the firm's capabilities and aspirations, the customer market and the competitive landscape, the Goal of Strategic Marketing (and the job of the strategic marketer) is to maximize a firm's positive differentiation over competitors in the eyes of its target market. It does this by answering 3 key questions; where, how and when should the business compete. In understanding this, it's no surprise that a Strategic Marketing Plan will often lay a framework for fundamental change in the way a firm works and how it engages its markets.

### **Course Outcomes:**



1. Analyze the Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities and Resource Requirements
2. Infer Strategic Marketing Strategy: Models - Organisation, Industry and market environment situation analysis; Porter's Five Forces model - Structure, Conduct and Performance and Marketing Audit.
3. Understand Marketing Techniques : Setting marketing objectives and marketing strategy -Targeting markets - Segmenting markets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options
4. Infer Strategic marketing environment : Changes in the external environment: shift from supply to demand environment, fashionisation of markets; micro-markets;rising expectations and technological change
5. Appreciate New Product Developments: Ability to customize - Ability to handle information to gain competitive advantage and e-marketing position - core focus and target markets, nature and potential of key market segments

#### **Course Objectives:**

1. To develop and implement of marketing strategy by providing a framework from which to identify and evaluate strategic options and programs.
2. Topics include forecasting and contextual possibilities, product-market definition, relationships with channels of distribution, relationships with customers, competitive analysis,.
3. This course requires that students have a strong foundation of marketing knowledge gained from Introduction to Marketing (in particular a knowledge of market segmentation)
4. Deliver an oral presentation in a professional, engaging manner
5. Financial models for marketing strategists, portfolio models, strategic assessment of offerings, marketing strategy implementation systems

#### **SYLLABUS**

##### **Unit-I: STRATEGIC MARKETING MANAGEMENT**

##### **UNIT – 1**

Introduction : Role of Strategic Marketing - Key Definitions of Strategic Marketing - Role and Importance and concepts- Systematic approach - sequencing and scheduling of activities and integration of activities -Resource Requirements – Time scaling - Processes: Strategic Marketing Planning Process - Strategic Marketing Analysis-marketing strategy objective setting- perceptual mapping - factor analysis, Option



Evaluation, Choice – Formulation and Implementation and Control Links to corporate strategy: Mission statement, organisational structure and corporate responsibility and ethics - dynamic strategy

## UNIT -2

Strategic Marketing Strategy: Models - Organisation, Industry and market environment situation analysis; Porter's Five Forces model - Structure, Conduct and Performance; -Marketing Audit - portfolio analysis techniques -strategic positioning, defining the future position - Marketing Tactics - Product tactics -Price tactics- Promotion tactics - Place tactics-Direct response marketing strategies - Defensive strategies - Customer retention strategies-Personalised marketing; Payne and Ballantyne's Six markets model

## UNIT -3

Strategic Marketing Techniques : Setting marketing objectives and marketing strategy -Targeting markets - Segmting maenrkets - Profiling markets- Positioning segmented markets, Direct or Indirect sales Strategy options - core competences - Competitive advantage -Investment opportunity evaluation - market leadership - Innovation strategies - Market pioneer -close followers, late followers; offensive, defensive and value-based marketing strategies Strategic marketing objectives: marketing mix – 7 Ps.

## UNIT -4

Strategic marketing environment : Changes in the external environment: shift from supply to demand environment; fashionisation of markets; micro-markets;rising expectations; technologicalchange; competition;globalisation;importance of customerservice; commoditisation; erosion of brands; new constraints Strengths and weaknesses: focus of marketing objectives, links to corporate strategy.

## UNIT - 5

New Product Developments: Ability to customize - Ability to handle information to gain competitive advantage - e-marketing position - core focus - target markets, nature and potential of key market segments, partnerships with customers and other stakeholders- Innovation strategies, timescales, resource requirements, budgets, monitoring, review and control mechanisms Strategic marketing responses: emerging themes eg impact of globalisation, the





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6. Kotler P and Keller K L: “A Framework for Marketing Management”, Pearson Education, 2008

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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	Financial Marketing	MB 1641	

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
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PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world</p>



	situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

A Financial Marketing and services is a market in which people trade financial securities and derivatives such as futures and options at low transaction costs. Securities include stocks and bonds, and precious metals.

The term "market" is sometimes used for what are more strictly *exchanges*, organizations that facilitate the trade in financial securities, e.g., a stock exchange or commodity exchange. This may be a physical location (like the NYSE, BSE, LSE, JSE) or an electronic system (like NASDAQ). Much trading of stocks takes place on an exchange; still, corporate actions (merger, spinoff) are outside an exchange, while any two companies or people, for whatever reason, may agree to sell stock from the one to the other without using an exchange.

Trading of currencies and bonds is largely on a bilateral basis, although some bonds trade on a stock exchange, and people are building electronic systems for these as well, similar to stock exchanges.



### **Course Outcomes:**

1. Analyze the role financial system in economic development, financial markets and financial instruments, capital markets, money markets, primary market operation and role of SEBI
2. Infer the nature and scope of financial services, regulatory frame work of financial services, growth of financial services in India, Merchant Banking, Responsibilities of merchant bankers and regulations of merchant banking in india
3. Understand the growth of venture of capital in india, financing pattern and under venture capital, legal aspects and guidelines for venture capital, leasing and types of leases.
4. Analyze the debt rating system of CRISIL, ICRA and CARE, Factoring, Forfeiting and Bill Discounting, Types of Factoring arrangements and Factoring in the Indian Context
5. Appreciate the functions of portfolio classification, guidelines for mutual funds, working of public and private mutual funds in india, debt securitization and Demat Services.

### **Course Objectives:**

1. To acquire the skills necessary to participate in managing a financial services company
2. To assess consumer financial needs and the mechanisms available for fulfilling these needs
  3. To describe and apply financial concepts, theories and tools
  4. To evaluate the role of technology and the legal, ethical and economic environment as it relates to financial services
  5. To prepare students who wish to practice personal financial planning

## **SYLLABUS**

### **FINANCIAL MARKETS AND SERVICES**

#### **UNIT 1**

**Structure of Financial System:** Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

#### **UNIT 2**

**Financial Services:** Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

#### **UNIT 3**



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**Venture Capital:** Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing.

**UNIT 4**

**Credit Rating:** Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;


**UNIT 5**

**Mutual Funds:** Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

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

**References:**

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
3. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
- 4 Edminister R.D., Financial Institution, Markets and Management:
5. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
6. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

  
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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	global financial	MB 1643	

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams.</p>



	This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

The global financial system is the worldwide framework of legal agreements, institutions, and both formal and informal economic actors that together facilitate international flows of financial capital for purposes of investment and trade financing. Since emerging in the late 19th century during the first modern wave of economic globalization, its evolution is marked by the establishment of central banks, multilateral treaties, and intergovernmental organizations aimed at improving the transparency, regulation, and effectiveness of international markets.<sup>1</sup> In the late 1800s, world migration and communication technology facilitated unprecedented growth in international trade and investment. At the onset of World War I, trade contracted as foreign exchange markets became paralyzed by money market illiquidity.



### **Course Outcomes:**

1. Analyze the globalization of MNC's – Global Winds of change, new challenges and opportunities, regulatory, legal framework, global organization restructuring, international monetary system, exchange rates and par values and special drawing rights (SDR)
2. Infer the balance of payments, International trade flow, time factor in international analysis, hedging in swap markets and management of international transaction exposure
3. Understand operation strategies of MNC'S management of GLOBAL Business practices, sources of funds for MNC'S, operation in international financial markets and intercorporate funds flow
4. Appreciate foreign direct investment, international capital budgeting, evaluation management of political risk, global portfolio investment and international global financial decision
5. Understand External Resource and development, factor influencing debt crisis, management of external indebtedness and challenges, short financing and internal financing by MNC'S

### **Course Objectives:**

1. To provide an understanding of financial management in an international setting and determination of exchange rates, and their relationship with interest rates and inflation consequences of misalignment of exchange rates, the origins of financial crises.
2. To enable the student understand various exchange rate regimes
3. To enable the student identify necessary actions. Goals are general statements of desired achievement, while objectives are the specific steps or actions take to reach goal
4. To acquaint the students is quite likely to use several of investment objectives simultaneously to accomplish different objectives without any conflict
5. To enable the student to be fully accurate, one should refer to the multiple debt crises that exist in the world today

## **GLOBAL FINANCIAL MANAGEMENT**

### **UNIT 1**

**Introduction to Global Financial Management:** Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Framework- Global Organizational Restructuring- International Monetary System- Exchange Rates and Par Values- International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation.

### **UNIT 2**

**Management of Exchange and Interest Rates Exposure:** Determination of Exchange Rates- Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow- Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk- Management of International Transactions Exposure.

### **UNIT 3**

**Management of Global Business Operations and Practices:** Operational Strategies of MNCs- Management of Global Business Practices- Sources of funds for MNCs- Operations in International Financial Markets- Inter-Corporate Funds Flow- Market for Currency Futures and Currency Options.

### **UNIT 4**

**International Investment Decision :** Foreign Direct Investment- International Capital Budgeting- Evaluation and Management of Political Risk- Global Portfolio Investment- International Global Financial Decisions- Role of Multi Lateral Development Banks- Global Financial Market Instruments- Management of Interest Rate Risk- Shorter Asset and Liability Management.

### **UNIT 5**





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**Global Indebtedness:** External Resources and Development- Nature and Magnitudes of External Debt- Factors influencing Debt Crisis- Management of external Indebtedness and Challenges- Short - Term Financing- Internal Financing by MNCs.

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

**References:**

1. Jeff Madura, “ International Financial Management” Cengage Learning Limited, 2008.
2. PG Apte, “International Financial Management” Tata McGraw Hill Limited, 2009.
3. Vyuptakesh Sharan, “International Financial Management” PHI, 2012.
4. V.A. Avadhani, “International Financial Management” Himalaya Publishing House, 2009

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**Course Content :**

**UNIT 1**

**Introduction to Global Financial Management:** Globalization and MNCs- Global Winds of Change- New Challenges and Opportunities- Importance of Global Factors- Regulatory and Legal Frame Work- Global Organizational Restructuring- International Monetary System- Exchange Rates and Par Values- International Monetary Reforms- Special Drawing Rights (SDR) –SDR Allocation.

**UNIT 2**

**Management of Exchange and Interest Rates Exposure:** Determination of Exchange Rates- Balance of Payments (Equilibrium vs Disequilibrium)- International Trade Flow- Time factor in International Risks- Hedging in Swap Market- Measurement of Politico Economics Risk- Management of International Transactions Exposure.

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3. Vyuptakesh Sharan, "International Financial Management" PHI, 2012.
4. V.A. Avadhani, "International Financial Management" Himalaya Publishing House, 2009

**Additional Resources (NPTEL, Web resources etc.):**



**Table 1: Computation of CO-PO/PSO mapping**

<b>CO</b>	<b>Course Outcome</b>	<b>PO</b>	<b>PSO</b>	<b>CL(Cognitive level)</b>	<b>Class Sessions</b>
CO 1	Analyze the globalization of MNC's –Global Winds of change,new challenges and opportunities,regulatory,legal framework,global organization restricting,international monetary system, exchange rates and par values and special drawing rights (SDR)	1,2,3, 4	1, 2, 3	EV	14
CO 2	.Infer the balance of payments,International trade flow,time factor in international analysis,hedging in swap markets and management of international of transaction exposure	1, 3,4, 5,	1,2,3	AP	13
CO 3	understand operation strategies of MNC'S management of GLOBAL Business practices, sources of funds for MNC'S, operation in international financial markets and intercorporate funds flow	1,2, 4, 5	1, 2,3	EV	15
CO 4	.Appreciate foreign direct investment,international capital budgeting,evaluation management of political risk,global portfolio investment and	1,2, 3, 5,	1, 2, 3	AP	12



	international global financial decision .				
CO 5	Understand External Resource and development,factor influencing debt crisis,management of external indebtness and challenges,short financing and internal financing by MNC'S .	2, 3, 4, 5,	1, 2, 3	EV	14
Total Hours of instruction					68

**Table 2: Reason for selection of POs & PSOs**

Program Outcome	
PO1.	<b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.
PO2.	<b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.
PO3.	<b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.



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PO4.	<b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers
PO5.	<b>Develop Managerial and Entrepreneurial Skills:</b> Students can be expected to demonstrate high level of oral and written communication skills for marketing and operational activities. Students can gain the critical entrepreneurial skills by thinking creatively and innovatively. Selected as the Entrepreneurial skills are essential for the management graduates who are willing to establish their own business.
PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme.
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn”
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job.

Date:

Signature of the Faculty

(Name of the Faculty)



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Program Name: M.B.A

Faculty Name: S.Praveen

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	<b>Leadership management</b>	MB 1613	13-08-2017

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case anlysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams.</p>



	This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

With the advent of globalization, organizations - big or small have ceased to be local, they have become global! This has increased the workforce diversity and cultural sensitivities have emerged like never before. All this led to the development of Global Human Resource Management. Even those organizations who consider themselves immune to transactions across geographical boundaries are connected to the wider network globally. They are in one way or the other dependent upon organizations that may even not have heard about. There is interdependence between organizations in various areas and functions.





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## Course Outcomes:

1. Understand the meaning and nature of change, programmes, change levers, change as transformation, change as turnaround, value based change.
2. Appreciate the reviews of basic flow diagramming techniques, system relationships, system diagramming, influence charts, multiple cost background, system approaches to change, system autonomy behavior, intervention strategy model and the Total Project Management Model (TPMM)
3. Analyze the organizational development, nature and scope of OD, dynamics of planned change, person focused and role focused OD interventions, planning OD strategies and OD intervention in Indian Organizations.
4. Appreciate Management relations in the post-liberalized India-collective bargaining strategy to the challenges of Globalization and the restructuring of enterprise in India changes in the legal frame work of collective bargaining and Negotiated flexibility.
5. Infer the nature of Team building and importance of teams, Team Vs Groups, Types of Teams, Characteristics of virtual teams, self managing teams, building teams, empowered teams, leadership quantities, managing cross-cultural, diversity in teams and group think as a decision making process

## Course Objectives:

1. Understand the global HR perspective in New Economy, Challenges of globalization, Implications of Managing People and Leveraging Human Resources, Conflicts, Strategic Role of International HRM, Global HR Planning, Staffing Policy, Training & Development, Performance Appraisal and International Labour relations .
2. Analyze the management of International Assignments, Selection methods, Positioning Expatriate, Repatriate, Factors of consideration and International Assignments for Women Problems.
3. Infer the Cross cultural Management, Concepts and issues, Consideration of problems, Skill building methods, Cross cultural communications and Cross culture teams.
4. Analyze the concept of compensation management, trends issues and methods, factors of consideration, models, incentive methods and global compensation implications on Indian systems.
5. Appreciate Global Strategic Advantages through HRD, measures for creating global HRD climate, Strategic frame work of HRD and challenges, Globalization and Quality of working life and productivity.

## SYLABUS

### **Global HRM**

#### **UNIT 1**

**Introduction:** A Global HR Perspective in New Economy-Challenges of Globalization -Implications of Managing People and Leveraging Human Resource- - Conflicts - Strategic Role of International HRM – Global HR Planning – Staffing policy – Training and development – performance appraisal – International Labour relations – Industrial democracy – Talent crunch – Indian MNCs and Challenges - Legal content of Global HRM.

#### **UNIT 2**



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**Managing International Assignments:** Significance – Selection methods - Positioning Expatriate – Repatriate – factors of consideration - Strategies - International assignments for Women - Problems.

**UNIT 3**

**Cross Culture Management:** Importance – Concepts and issues – theories- considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

**UNIT 4**

**Compensation Management:** Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – global compensation implications on Indian systems - Performance Management.

**UNIT 5**

**Global Strategic Advantages through 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- New Corporate Culture

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

**References:**

1. Subba Rao P: “International Human Resource Management”, Himalaya Publishing House, Hyderabad, 2011
2. Nilanjan Sen Gupta: “International Human Resource Management Text and cases” Excel Books, New Delhi.
3. Tony Edwards :“International Human Resource Management”, Pearson Education, New Delhi, 2012
4. Aswathappa K, Sadhana Dash: “International Human Resource Management, TMH, New Delhi,
5. Monir H Tayeb: “International Human Resource Management”, Oxford Universities Press, Hyderabad, 2012.

  
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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	<b>GLOBAL MARKETING MANAGEMENT</b>	MB 164D	

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

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PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
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	This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.
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### **Programme Specific Outcomes:**

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PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Global marketing management is “marketing on a worldwide scale reconciling or taking commercial advantage of global operational differences, similarities and opportunities in order to meet global objectives” Global marketing is also a field of study in general business management to provide valuable products, solutions and services to customers locally, nationally, internationally and worldwide. International marketing is the export, franchising, joint venture or full direct entry of an organization's product or services into another country. This can be achieved by exporting a company's product into another location, entry through a joint venture with another firm in the target country, or foreign direct investment into the target country. The development of the marketing mix for that country is then required - international marketing. It can be as straightforward as using existing marketing strategies, mix and tools for export on the one side, to a complex relationship strategy including localization, local product



offerings, pricing, production and distribution with customized promotions, offers, website, social media and leadership

### **Course Outcomes:**

1. Analyze the scope and significance of global marketing, difference between global and domestic marketing, growing attractiveness of developing country market, international orientation, stage of internalization and driving and restraining forces of global markets.
2. Infer international marketing strategy, entry strategies in global markets, global market segmentation, international targeting, criteria for targeting, selecting as global market, global product positioning strategy and strategies for FDI'S and FIIS.
3. Understand international product mix, managing global research and development for product management, product diffusion and adoption in global markets, international product life cycle and product culture, global brand leadership and transfer pricing.
4. Appreciate global marketing channels and promotions for global markets, innovations in global channels, channel strategy from new market entry, global distribution patterns, selecting foreign country market intermediaries and EXIM policy of India.
5. Analyze the export procedures and documents, confirmation of offer, export license, finance, production/procurement of goods, shipping space, backing and marketing, quality control exercise, clearance, customs formalities and negotiations and documents.

### **Course Objectives:**

1. To enable the student from management streams who aspire to learn the basics of International Marketing
2. To enable the student to enhance free trade at global level and attempt to bring all the countries together for the purpose of trading
3. To enable the student function within a company dealing with the planning, forecasting, and production, or marketing of a product or products at all stages of the product lifecycle
4. To enable the student the design of global channels and the management of global channels
5. To enable the student about the export and import procedures and formalities of Customs department

## **SYLLABUS**

### **UNIT 1:**

**Introduction to Global Marketing:** Scope and Significance of global Marketing, - Difference between global and domestic marketing – The growing attractiveness of developing country market – International orientations, Stages of internationalization, Driving and restraining forces of global markets, Participants in International marketing.

### **UNIT 2:**



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**International marketing strategy:** Entry strategies in Global markets – modes of entries in global markets – global market segmentation – international targeting – criteria for targeting, selecting a global target market – Global product positioning strategy. Business Customs in global Market – strategies for FDI and FIIs - Entry Strategies of Indian Firms

**UNIT 3:**

**Global Product & Price management:** International product mix – Managing Global Research and Development for product management– Product diffusion and adoption in global markets – International Product Life Cycle – Product and culture – Global brand leadership – : Environmental influences on Pricing Decisions – Grey Market goods – Transfer pricing – Global Pricing – Policy Alternatives – Constraints on global pricing

**UNIT 4:**

**Global Marketing Channels and Promotion for global markets:** channels – Innovations in global channels – Channel strategy for new market entry – Distribution Structures – Global Distribution Patterns - Challenges in Managing An Global Distribution Strategy – Selecting Foreign Country Market intermediaries - Global Advertising and branding - Export Policy Decisions of a firm - Export costing and pricing – EXIM policy of India.


**UNIT 5:**

**Export procedures and documents:** Preliminaries: inquiry and offer – confirmation of offer – export license – finance – production /procurement of goods – shipping space – packing and marketing – quality control and pre – shipment inspection – excise clearance – customs formalities – negotiation and documents – standardization and aligned pre-shipment documents – documents related to goods – documents related to shipments.

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

**References**

1. Francis Cherunilam: International marketing, 11<sup>th</sup> Edition, Himalaya Publication House,2010
2. Warren J Keegan: Global Marketing Management, 5<sup>th</sup> Edition, Prentice Hall of India Private Limited

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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	HUMAN RESOURCE MANAGEMENT	MB 1649	

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams.</p>





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	This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### Programme Specific Outcomes:

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### Course Context and Overview:

Human resources overall purpose is to ensure that the organization is able to achieve success through people. HR professionals manage the human capital of an organization and focus on implementing policies and processes. They can specialize in recruiting, training, employee-relations or benefits. Recruiting specialists find and hire top talent. Training and development professionals ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations and reward programs. Employee relations deals with concerns of employees when policies are broken, such as in cases involving harassment or discrimination.





### **Course Outcomes:**

1. Analyze the evolution of HRM principles, ethical aspects of HRM, HRM policies, strategies to increase firms, roles in position HRD, aligning HR strategy with organizational strategy, HRM at global level and perspectives and challenges
2. Infer the Nature of HR planning sources of the Recruitment And Test And Interview Techniques, Training And Development and Retention and Job Analysis
3. Understand traditional and modern methods of performance appraisal, career development, counseling, compensation concepts, current trends in compensation methods of performance appraisal
4. Appreciate wage and salary administration, determines of Wages, Payments Of Wages And Incentives Payment Schemes and Welfare Measures.
5. Analyze the concept of trade unions Employee Participation Schemes, Safety Of Work and Management Of Stress

### **Course Objectives:**

1. To identify the importance of human resources and their effective management in organizations
2. Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.
3. Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training.
4. Analyze the role of recruitment and selection in relation to the organization's business and HRM objectives in a Saudi Arabian context. This includes demonstrating the appropriate use of job descriptions, application forms and related staffing tools such as internet recruiting.
5. Develop, analyze and apply advanced training strategies and specifications for the delivery of training programs

## **HUMAN RESOURCE MANAGEMENT**

### **UNIT 1**

**HRM:** Significance - Definition and Functions – evolution of HRM- Principles - Ethical Aspects of HRM- - HR policies, Strategies to increase firm performance - Role and position of HR department –aligning HR strategy with organizational strategy - HRM at global perspective challenges  
– cross-cultural problems – emerging trends in HRM.

### **UNIT 2**

**Investment perspectives of HRM:** HR Planning – Demand and Supply forecasting - Recruitment and Selection- Sources of recruitment - Tests and Interview Techniques - Training and Development – Methods and techniques – Training evaluation - retention - Job Analysis – job description and specifications - Management development - HRD concepts.

### **UNIT 3**

**Performance Appraisal:** Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation, Concepts and Principles- Influencing Factors- Current Trends in Compensation- Methods of Payments -



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compensation mechanisms at international level.

#### UNIT 4

**Wage and Salary Administration:** Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages- Wage Differentials - Job design and Evaluation- - Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures – incentive mechanisms

#### UNIT 5

**Managing Industrial Relations:** Trade Unions - Employee Participation Schemes-Collective Bargaining–Grievances and disputes resolution mechanisms – Safety at work – nature and importance – work hazards – safety mechanisms - Managing work place stress.

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

#### References

1. K Aswathappa: “**Human Resource and Personnel Management**”, Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: “**Human Resource Management: A South-Asian Perspective**”, Cengage Learning, New Delhi, 2013
4. Subba Rao P: “**Personnel and Human Resource Management-Text and Cases**”, Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: “**Human Resource Management**”, Excel Books, New Delhi, 2010

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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	LABOR WELFARE AND LEGISLATION	MB164B	

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can</p>



	<p>use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>
PO5.	<p>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment</p>

### Programme Specific Outcomes:

PSO1	<p><b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners</p>
PSO2	<p><b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.</p>
PSO3	<p><b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education</p>

### **Course Context and Overview:**

Labour welfare is a flexible and elastic concept. Its meaning and implications differ widely with times, regions, industries, countries, social values and customs, the general economic development of the people and the political ideologies prevailing at particular moments. As such, a precise definition is rather difficult. The most important benefit of industrial relations is that this ensures continuity of production. This means, continuous employment for all from manager to workers. The resources are fully utilized, resulting in the maximum possible production. There is uninterrupted flow of income for all. Smooth running of an industry is of vital importance for several other industries; to other industries if the products are intermediaries or inputs; to



exporters if these are export goods; to consumers and workers, if these are goods of mass consumption

### Course Outcomes:

1. Understand the welfare registration, factories act 1948, mines act 1952, plantation labour act 1951, contract labour act 1970 and A.P.Shops and Establishments Act.
2. Appreciate the industrial relations legislation, industrial disputes act 1947, in industrial employment act 1946, trade unions act 1926.
3. Infer the wage and Social Security Legislation, payment of wages act 1936, minimum wages act 1948, payment of bonus act 1966, workmen's compensation act 1923 and Employee State Insurance Act 1948.
4. Analyze the concept scope and philosophy of labour welfare, agencies of labour welfare, impact of ILO on labour welfare in India, absenteeism and alcoholism.
5. Understand the statutory and non-statutory, extra mural and intra mural, central board of workers education, workers cooperatives, welfare centers, welfare officers role.

### Course Objectives:

1. To enable the student to make the management feel the employees are satisfied about the work and working conditions
2. To enable the student establish and nurse industrial democracy based on labour partnership in the sharing of profits and of managerial decisions
3. To enable the student ensure a just and equitable share of the fruits of progress to all, and a minimum living wage to all who are employed and in need of such protection
4. To enable the student Make the plant personnel a healthier, sounder-thinking and more forward-looking group.
5. To enable the student To make analytical study and the interpretation of the labour welfare schemes introduced by the various agencies in public limited companies

## SYLLABUS

### LABOR WELFARE & LEGISLATION

#### UNIT 1

**Welfare Legislation:** Factories Act 1948, Mines Act 1952, Plantation Labour Act 1951, Contract Labour (Regulation and Abolition) Act 1970 and A.P.Shops and Establishments Act.

#### UNIT 2

**Industrial Relations Legislation:** Industrial Disputes Act 1947; Industrial Employment (standing orders) Act 1946 and Trade Unions Act 1926.

#### UNIT 3

**Wage and Social Security Legislation:** Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 - Payment of Gratuity Act 1972 - Workmen's Compensation Act 1923 -



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Employees State Insurance Act 1948 - Maternity Benefit Act 1961 and Employees Provident Fund and Miscellaneous Provisions Act 1952.

**UNIT 4**

**Labour Welfare:** Concept, scope and philosophy, principles of labour welfare, Indian constitution on labour, Agencies of labour welfare and their role. Impact of ILO on labour welfare in India. Labour problems – Indebtedness, Absenteeism, Alcoholism, Personal and Family Counselling.


**UNIT 5**

**Labour welfare programmes:** Statutory and non-statutory, extra mural and intra mural, Central Board of Workers' Education; Workers' Cooperatives; Welfare Centers, Welfare Officers' Role, Status and Functions. Role of social work in industry.

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

**References:**

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: "Industrial Law", Eastern Book Company. Laknow, 1977
5. Moorthy, M.V: "Principles of Labour Welfare", Oxford University Press, New Delhi.
6. Pant, S.C: "Indian Labour Problems", Chaitanya Pub. House. Allahabad.

  
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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	MANAGEMENT OF INDUSTRIAL RELATIONS	MB164F	

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues. Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can</p>





	use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### Programme Specific Outcomes:

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Industrial relations has become one of the most delicate and complex problems of modern industrial society. Industrial progress is impossible without cooperation of labors and harmonious relationships. Therefore, it is in the interest of all to create and maintain good relations between employees (labor) and employers (management). The term ‘Industrial Relations’ comprises of two terms: ‘Industry’ and ‘Relations’. “Industry” refers to “any productive activity in which an individual (or a group of individuals) is (are) engaged”. By “relations” we mean “the relationships that exist within the industry between the employer and his workmen



### Course Outcomes:

1. Understand the concept of Industrial Relations Management, Background of Industrial Relations in India, concept of factors influencing IR in enterprises and consequences, economic, social and political environments, employment structure, and social partnership.
2. Appreciate the concept of trade unions, growth of trade unions in India, TRADE UNIONS ACT 1926 AND Legal frame work, Union Recognition, Union problems and employees association.
3. Infer the quality of work life, workers participation in management, worker's participation in India, shop floor, plant level, board level, worker's welfare in Indian Scenario, Collective bargaining concepts & characteristics, promoting peace, Wage and salary administration and incentives & fringe benefits.
4. Analyze the concept of Social Security in India, Health and occupational safety programs, Salient features of Workmen compensation act and employees state insurance act and worker's education objectives.
5. Understand Employee Grievances, causes of grievances, conciliation, arbitration and adjudication, procedural aspects for settlement of Grievances, standing orders, code discipline, industrial disputes and prevention and settlements of industrial disputes in India.

### Course Objectives:

1. For creating an understanding of change and organizational development processes.
2. Based on case studies which address multiple perspectives of organizational change, the topics will be reflected from a theoretical and practical point of view.
3. Special attention will be given to the role of leadership in the context of change management and organizational development.
4. To manage the behavioral changes of their stakeholders based on their knowledge on human Communication and change management
5. To infer types of teams, characteristics of virtual teams, team building cycle and team building.

### SYLLABUS

#### MANAGEMENT OF INDUSTRIAL RELATIONS

##### UNIT 1

**Industrial Relations Management:** Concept- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Economic, Social and Political environments- Employment Structure –Social Partnership-Wider approaches to industrial relations- Labour Market.

##### UNIT 2

**Trade Unions:** Introduction-Definition and objectives-growth of Trade Unions in India-trade Unions Act , 1926 and Legal framework-Union recognition-Union Problems-Employees Association-introduction ,Objective Membership, Financial Status.

##### UNIT 3

**Quality of Work Life:** Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Workers' Welfare in Indian scenario- Collective bargaining



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concepts & Characteristics –Promoting peace.Wage and Salary administration: Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.

**UNIT 4**

**Social Security:** Introduction and types –Social Security in India, Health and Occupational safety programs- Salient features of Workmen Compensation Act and Employees’ State Insurance Act relating to social security – Workers’ education objectives -Rewarding.


**UNIT 5**

**Employee Grievances:** Causes of Grievances –Conciliation, Arbitration and Adjudication procedural aspects for Settlement of Grievances –Standing Orders- Code Discipline. Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

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

**References**

1. C.S Venkataratnam: “**Industrial Relations**”, Oxford University Press, New Delhi, 2011
2. Sinha: “**Industrial Relations, Trade Unions and Labour Legislation**”, Pearson Education, New Delhi, 2013
3. Mamoria: “**Dynamics of Industrial Relations**”, Himalaya Publishing House, New Delhi, 2010
4. B.D.Singh: “**Industrial Relations**” Excel Books, New Delhi, 2010
5. Arun Monappa: “**Industrial Relations**”, TMH, New Delhi. 2012
6. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: “**Human Resource Management and Industrial Relations**”, Himalaya Publishing House, Mumbai
7. Ratna Sen: “**Industrial Relations**”, MacMillon Publishers, New Delhi, 2011

  
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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	ORGANIZATION DEVELOPMENT & CHANGE MANAGEMENT	MB 164C	

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p>



	Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Organization development and Change Management is the study of successful organizational change and performance. OD emerged from human relations studies in the 1930s, during which psychologists realized that organizational structures and processes influence worker behavior and motivation. More recently, work on OD has expanded to focus on aligning organizations with their rapidly changing and complex environments through organizational learning, knowledge management and transformation of organizational norms and values. Key concepts of OD theory include: organizational climate (the mood or unique “personality” of an organization, which includes attitudes and beliefs that influence members’ collective behavior), organizational culture (the deeply-seated norms, values and behaviors that members share) and organizational strategies (how an organization identifies problems, plans action, negotiates change and evaluates progress).

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### **Course Outcomes:**



1. Understand the meaning and nature of change, programmes, change levers, change as transformation, change as turnaround, value based change.
2. Appreciate the reviews of basic flow diagramming techniques, system relationships, system diagramming, influence charts, multiple cost background, system approaches to change, system autonomy behavior, intervention strategy model and the Total Project Management Model (TPMM)
3. Analyze the organizational development, nature and scope of OD, dynamics of planned change, person focused and role focused OD interventions, planning OD strategies and OD intervention in Indian Organizations.
4. Appreciate Management relations in the post-liberalized India-collective bargaining strategy to the challenges of Globalization and the restructuring of enterprise in India changes in the legal frame work of collective bargaining and Negotiated flexibility.
5. Infer the nature of Team building and importance of teams, Team Vs Groups, Types of Teams, Characteristics of virtual teams, self managing teams, building teams, empowered teams, leadership quantities, managing cross-cultural, diversity in teams and group think as a decision making process

### **Course Objectives:**

1. For creating an understanding of change and organizational development processes.
2. Based on case studies which address multiple perspectives of organizational change, the topics will be reflected from a theoretical and practical point of view.
3. Special attention will be given to the role of leadership in the context of change management and organizational development.
4. To manage the behavioural changes of their stakeholders based on their knowledge on human communication and change management
5. To infer types of teams, characteristics of virtual teams, team building cycle and team building

## **SYLLABUS**

### **ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT**

#### **UNIT 1**

**Basics of Change Management:** Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

#### **UNIT 2**

**Mapping change:** The role of diagramming in system investigation – A review of basic flow diagramming techniques – systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach - Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Learning organization: The relevance of a learning organization – strategies to build a learning organization

#### **UNIT 3**

**Organization Development (OD):** Meaning, Nature and scope of OD – Dynamics of planned change – Person-focused and role-focused OD interventions – Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practitioners

#### **UNIT 4**



**Negotiated Change:** Change in the labour - management relations in the post-liberalized India – collective bargaining strategy to the challenges of Globalization and the restructuring of enterprises in India - Changes in the legal frame work of collective bargaining - Negotiated flexibility, productivity bargaining, improved work relations, public sector bargaining and social security.

### **UNIT 5**

**Team Building:** Nature and Importance of Teams – Team Vs Groups – Types of teams – Characteristics of Virtual teams – Team building life cycle – Team building skills – Virtual team - High performance teams – self managing teams – Building team relationships – empowered teams – leadership on teams – Managing cross –cultural diversity in teams – Group think as a decision making process – effective decision making techniques for teams and groups – role of change consultant-- contemporary issues in managing teams.

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

### **References**

1. Cummings: "Theory of Organisation Development and Change", Cengage Learning, New Delhi, 2013.
2. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011.
3. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009
4. Adrian Thornhill: Managing Change, Pearson Education, New Delhi, 2012.
5. Radha R Sharma: Change Management, TMH, New Delhi, 2012

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Department of Management Studies

PSCMR College of Engineering & Technology

Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	<b>PROMOTIONAL AND DISTRIBUTION MANAGEMENT</b>	MB1649	

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>





PO4.	<b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### Programme Specific Outcomes:

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### Course Context and Overview:

In marketing, Promotional and Distribution Management refers to any type of marketing communication used to inform or persuade target audiences of the relative merits of a product, service, brand or issue. The aim of promotion is to increase awareness, create interest, generate sales or create brand loyalty. It is one of the basic elements of the market mix, which includes the four P's: price, product, promotion, and place.

Promotion is also one of the elements in the promotional mix or promotional plan. These are personal selling, advertising, sales promotion, direct marketing publicity and may also include event marketing, exhibitions and trade shows.<sup>[2]</sup> A promotional plan specifies how much



attention to pay to each of the elements in the promotional mix, and what proportion of the budget should be allocated to each element.

### **Course Outcomes:**

1. Infer sales display promotions, sales promotion objectives, types of sales displays, tools of sales promotion, sales promotion strategies, customer price perception, perceived risk and attitudes and types of promotions
2. Analyze physical distribution management the concepts of total distribution and cost trade off, customer service standards, physical distribution and its challenges and major logistics function
3. understand emergence of marketing channel structure and types of marketing channels, problems and distribution selection of distribution and channel decision
4. analyze the concept of wholesaling, agent wholesaling middle men, patterns in wholesaling, wholesaler market decision, ideal channel structure and implementation of channel design
5. infer business ethics and sales management, ethical issues facing sales managers, managing sales ethics, building sales ethics programme, international distribution and challenges in managing international distribution strategy

### **Course Objectives:**

1. To identify core concepts of marketing and the role of marketing in business and society
2. To aware knowledge of social, legal, ethical and technological forces on marketing decision-making
3. For appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings.
4. To provide ability to develop marketing strategies based on product, price, place and promotion objectives
5. To create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness

## **SYLLABUS**

### **UNIT 1**

**Introduction to Promotional Management:** Sales Display and Sales Promotion- Sales Promotion Objectives- Types of Sales Displays- Factors Influencing Sales Promotion- Tools of Sales Promotion- Sales Promotion Strategies- Sales Promotion and Consumer Behavior- Consumers Price Perceptions- Perceived Risk and Attitudes- Types of Promotion.

### **UNIT 2**

**Introduction to Distribution Management:** Physical Distribution Management- The Concepts of Total Distribution Costs and Cost Trade-offs-



Customer Service Standards- Strategic Issues in Physical Distribution-  
Challenges and Opportunities- From Physical Distribution to Marketing Logistics-  
Major Logistics Functions

### **UNIT 3**

**Marketing Channels:** Nature and Importance of Marketing Channels-  
Emergence of Marketing Channel Structures- Types of Marketing Channels-  
Direct Marketing Channels vs Indirect Marketing Channels- Problems in  
Distribution- Selection of Distribution Channels- Channel Decisions

### **UNIT 4**

**Channel Institutions and Designing Channel System:** Wholesaling- Agent  
Wholesaling Middle Man- Patterns in Wholesaling- Wholesaler Marketing  
Decision- Changing Patterns- Channel Design Decisions- Channel Design  
Comparison Factors- Ideal Channel Structure- Types of Channels-  
Implementation and Integration of Channel Design.

### **UNIT 5**

**Ethical and Social Issues in Distribution Management:** Business Ethics and  
Sales Management- Ethical Issues facing Sales Managers- Managing Sales  
Ethics- Modeling Ethical Behavior- Making Decisions on Ethical Problems-  
Building a Sales Ethics Programme- International Distribution- Challenges in  
Managing an International Distribution Strategy.

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

### **References**

1. K. Shridhara Bhat: "**Sales and Distribution Management**", Himalaya  
Publishing House, 2011.
2. Dr. Matin Khan: "**Sales and Distribution Management**", Excel Books, New Delhi, 2005

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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	<b>Risk Management</b>	MB 1644	

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams.</p>



	This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
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### **Course Context and Overview:**

Risk management is the identification, evaluation, and prioritization of risks (defined in ISO 31000 as *the effect of uncertainty on objectives*) followed by coordinated and economical application of resources to minimize, monitor, and control the probability or impact of unfortunate events<sup>[1]</sup> or to maximize the realization of opportunities. Risks can come from various sources including uncertainty in financial markets, threats from project failures (at any phase in design, development, production, or sustainment life-cycles), legal liabilities, credit risk, accidents, natural causes and disasters, deliberate attack from an adversary, or events of uncertain or unpredictable root-cause. There are two types of events i.e. negative events can be classified as risks while positive events are classified as opportunities. Several risk



management standards have been developed including the Project Management Institute, the National Institute of Standards and Technology, actuarial societies, and ISO standards..

### **Course Outcomes:**

1. Analyzing role of financial institutions, future trends and global issues, financial services provided by intermediaries, need of risk management, risk management framework in organization and identification of faces.
2. Infer the measure interest rate risk, market rate risk, measurement of credit risk, measurement of operational and technologies and measurement of foreign exchange and sovereign risk.
3. Understand risk management tools interest rates, market risk management, credit risk management, operational risk management, foreign exchange and sovereign and liquidity risk management.
4. Appreciate regulatory and other issues in risk management, revised RBI risk management, organizational structure for market and credit risk, SEBI, NHP and Bank for International Settlement
5. Analyze the Time Value of Money Advanced Bond Concepts, calculation of VAR, Black Scholes Moody's KMV portfolio Manager, probability Distribution and Fundamental of Statistics and Derivative Products and its Markets.

### **Course Objectives:**

1. To provide an understanding and an appreciation of the principles and practices of risk management in order to enable production of the optimum strategy for the handling of risk in an organization
2. . To explore the subject of financial risk management.
3. To analyze the processes of risk identification, risk measurement and risk management are explored.
4. The examine reputational risk and operational risk.



5. To analyze time value of money, advanced bond concepts, calculation of VAR, Black-Scholes Model and Moody's KMV Portfolio Manager.

## **SYLLABUS**

### **UNIT 1**

**Introduction to Risk Management:** Role of Financial Institutions- Future Trends and Global Issues- Financial Services provided by Intermediaries- Need of Risk Management- What is Risk- Sources of various Risk- Risk Management frame work in Organization- Identification of Risks like Liquidity Risk, Market Risk, Foreign Exchange Risk, Operational Risk etc.

### **UNIT 2**

**Measurement of Risks:** Measurement of Interest Rate Risk and Market Rate Risk- Measurement of Credit Risk- Measurement of operational and Technology Risk- Measurement of Foreign Exchange and Sovereign Risk- Measurement of Liquidity Risk- Measurement of Off Balance Sheet Risks.

### **UNIT 3**

**Management of Risks:** Risk Management Tools- Interest Rate Risk Management- Market Risk Management- Credit Risk Management- Operational Risk Management- Foreign Exchange and Sovereign Risk Management- Liquidity Risk Management- Management of Capital Adequacy- Risk Reporting

### **UNIT 4**

**Regulatory and Other Issues in Risk Management:** Regulatory Frame Work- Revised RBI Risk Management Norms to Banks- Organizational Structure for Market and Credit Risk- SEBI, NHB- Bank for International Settlement- BASEL Committee on Banking Supervision- BASEL Settlement I, II & III- Calculation of Minimum Capital Requirements.

### **UNIT 5**

**Important Concepts of Risk Management:** Time Value of Money- Advance Bond Concepts- Calculation of VaR- Black-Scholes Model- Moody's KMV Portfolio Manager- Probability Distribution and Fundamentals of Statistics- Derivative Products and its Markets- Margin and Mark-to-Market.

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

### **References**


1. Dr. G. Kotreshwar: "Risk Management", Himalaya Publishing House, Delhi. 2012
2. Trieschmann, Hoyt, Sommer: "Risk Management and Insurance", Cengage Learning. 2005,
3. Dhanesh Kumar Khatri: "Derivatives and Risk Management", Mac Millan, 2012
4. Vivek, P.N. Asthana: "Financial Risk Management", Himalaya Publishing House, Delhi. 2012



5. Rene M. Stulz. "Risk Management & Derivatives" Cengage Learning. 2003.

### References

1. K Aswathappa: "**Human Resource and Personnel Management**", Tata McGraw Hill, New Delhi, 2013
2. N.Sambasiva Rao and Dr. Nirmal Kumar: "**Human Resource Management and Industrial Relations**", Himalaya Publishing House, Mumbai
3. Mathis, Jackson, Tripathy: "**Human Resource Management: A South-Asian Perspective**", Cengage Learning, New Delhi, 2013
4. Subba Rao P: "**Personnel and Human Resource Management-Text and Cases**", Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: "**Human Resource Management**", Excel Books, New Delhi, 2010

  
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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	<b>Leadership management</b>	MB 164C	1-08-2017

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
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64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

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PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
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PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p>



	Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

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PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
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### **Course Context and Overview:**

In commerce, Supply-Chain Management (SCM), the management of the flow of goods and services involves the movement and storage of raw materials, of work-in-process inventory, and of finished goods from point of origin to point of consumption. Interconnected or interlinked networks, channels and node businesses combine in the provision of products and services required by end customers in a supply chain. Supply-chain management has been defined as the "design, planning, execution, control, and monitoring of supply-chain activities with the objective of creating net value, building a competitive infrastructure, leveraging worldwide logistics, synchronizing supply with demand and measuring performance globally. SCM practice draws heavily from the areas of industrial engineering, systems engineering, operations management, logistics, procurement, information technology, and marketing and strives for an integrated approach.



### **Course Outcomes:**

1. Analyze the types of supply chain management, objectives of supply chain management, analysis of supply chain management and their constituents, supply chain activities, supply chain organization and managing technical challenges of supply chain.
2. Infer the purchasing issues in supply chain management, operations and distribution issues in supply chain management, facility location decision domestic and international transportation management and process management
3. Understand role of supply chain management CRM, tools and components of CRM, segmenting customers predicting customer behavior personalizing customer communications and customer service capabilities
4. Appreciate supply chain process integration, review and establish supply chain strategies, developing supply chain performance, integration of Key Process and Extending Process Integration in Second Tier Supply chain partners
5. Analyze international supply chain management, international logistics infrastructure, methods of entry into foreign market, international contracts terms and trade of Incoterms, terms of payments and international commercial documents.

### **Course Objectives:**

- To analyze the manufacturing operations of a firm
2. To apply sales and operations planning, MRP and lean manufacturing concepts
  3. To apply logistics and purchasing concepts to improve supply chain operations
  4. To apply quality management tools for process improvement
  5. To Understand International logistics infrastructure and methods of entry into Foreign Markets

## **SYLLABUS**

### **UNIT 1:**

**Introduction to Supply Chain Management:** Definition – Types of Supply Chain Management- Objectives of Supply Chain Management- Analysis of Supply Chain Management and their Constituents- Supply Chain Activities- Supply Chain Organization- Managing Technical Challenges of Supply Chain.

### **UNIT 2:**

**Supply Chain Management: An Overview:** Purchasing Issues in Supply Chain Management- Operations and Distribution issues in Supply Chain



Management- Facility Location Decisions- Domestic and International  
Transportation Management- Process Management.

**UNIT 3:**

**Customer Relationship Management:** Introduction-Definition- Role of Supply Chain Management in CRM- Key Tools and components of CRM- Segmenting Customers- Predicting Customer Behavior- Personalizing Customer Communications- Customer Service Capabilities- Designing and Implementing Successful CRM.

**UNIT 4:**

**Sustaining Competitive Advantage:** Supply Chain Process Integration- Review and Establish Supply Chain Strategies- Developing Supply Chain Performance Measure and asses Internal Integration of Key Processes- Extend Process Integration to Second Tier Supply Chain Partners- Performance Measurement


**UNIT 5:**

**International Supply Chain Management:** Introduction of International SCM- International Logistics Infrastructure – Methods of entry into Foreign Markets- International Contracts- Terms and Trades or Incoterms- Terms of Payments- Currency of Payments and Managing Transaction Risk- International Commercial Documents.

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

**References**

1. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan: Principles of Supply Chain Management, Cengage learning, New Delhi, 2009.
2. Sarika Kulkarni, Ashok Sharma: Supply Chain Management, Tata Mc Grawhill Education Private Limited, 2010.
3. David, Stewart: International Supply Chain Management, *Cengage* learning, New Delhi, 2007.
4. B. Raja Sekhar, GVRK Acharyulu: Logistics and Supply Chain Management, Excel Books, New Delhi, 2009
5. G. Raghuram, N. Rangaraj: Logistics and Supply Chain Management, Mac Millan Business Books, New Delhi 2000.

  
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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	SERVICES MARKETING	MB 164D	

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines.</p> <p>Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems.</p> <p>Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
PO3.	<p><b>Solve Business Problems Effectively:</b> Formulate business applications to solve critical decision making problems for case analysis and field study. It will help the students to get a real world exposure of corporate business scenario and includes effective problem solving and decision-making skills and to evaluate ill-defined management problems and issues.</p> <p>Selected as knowledge of case analysis is essential in Accounting For Managers.</p>
PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams. This is essential for success in their future business careers</p>



	Selected as experiential knowledge and team work will enable the business graduates real world situations.
PO5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

### **Programme Specific Outcomes:**

PSO1	<b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners
PSO2	<b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.
PSO3	<b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education

### **Course Context and Overview:**

Services marketing typically refers to both business to consumer (B2C) and business-to-business (B2B) services, and includes marketing of services such as telecommunications services, financial services, all types of hospitality, tourism leisure and entertainment services, car rental services, health care services and professional services and trade services. Service marketers often use an expanded marketing mix which consists of the seven Ps: product, price, place, promotion, people, physical evidence and process. A contemporary approach, known as *service-dominant logic*, argues that the demarcation between products and services that persisted throughout the 20th century was artificial and has obscured that everyone sells service.





### Course Outcomes:

1. Analyze the services marketing environment, goods and services, components of services, service delivery of system, service facility design and layout, HR and issues and building service aspirations
2. Infer the service environment, service blue printing, service encounter, customer expectation, demand supply chain management, service quality, service quality audit, bench marking TQM and customer satisfaction measurement techniques
3. Understand marketing mix, developing package, product attractiveness, components of promotion mix, service strategy marketing and maintaining dialy relationship
4. Appreciate marketing of financial insurance services, technological relations, regulatory mechanism, managing of hospitality, travel and tourism products, segmentation and yield management
5. Infer marketing of health care, cellular and entertainment services, major hospital products and entertainment market mix emerging influence of retailing and shopping malls, liberalization of services and ITES

### Course Objectives:

1. To understand the role of marketing in service organizations from new perspectives and a strategic vision
2. To analyze broadened marketing mix (services marketing mix) extends beyond the traditional boundaries.
3. To study the process of Managing the interface among customers, service employees, and firm.
4. To analyze Strategic issues of services marketing.
5. To understand meaning of service quality and its position in a service marketing strategy.

## SYLLABUS

### UNIT 1

**Introduction to Services Marketing:** Scope and Definition- Services Marketing Environment- Definition- Goods and Services- Components of Service- Characteristics- Service Delivery as a System- Service Facility Design and Layout- HRM Issues- -Building Services Aspirations- Tracking Customer Behavior-.

### UNIT 2

**Key Dimensions of Services Marketing:** Introduction- Service Environment- Service Blue Printing- Service Encounter- Customer Expectations- Demand- Supply Management- Service Quality- Service Quality Gap- Service Quality





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Audit-Delivering Quality Services-Communication Strategies- Bench Marking- TQM-Customer Satisfaction Measurement Techniques- MPQ-ROQ- Service Guarantees.

**UNIT 3**

**Management of Services Marketing:** Introduction- Marketing Mix- Developing a Package- Product Attractiveness- Components of Promotion Mix- Strategic Services Marketing- Service Target Segments- Positioning the Services- Creating and Maintaining Value Relationship- Market Leadership Strategies.

**UNIT 4**

**Service Marketing Practices I:** Marketing of Financial and Insurance Services- Major Characteristics- Technological Innovations- Regulatory Mechanism- Marketing of Hospitality, Travel and Tourism Products- Marketing for Travel and Tourism- Segmentation- Tourism Marketing Strategies- Yield Management- Services Delivery- Global Service Quality- Marketing of Educational, Software and other Professional Services.


**UNIT 5**

**Service Marketing Practices II:** Marketing of Health Care, Cellular and Entertainment Services-Health Care Marketing Strategy- Major Hospital Products- Cellular Promotion Mix- Entertainment Marketing Mix- Emerging Influence of Retailing and Shopping Malls- Internationalization of Services- Liberization of Services- Off shoring – ITES- Industry Structure- Business Models

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

**References**

1. Dr. S. Shajahan: Services Marketing, Himalaya Publishing House, New Delhi 2009.
2. Rajendra Nargundkar: "Services Marketing", Tata McGraw Hill, New Delhi, 2011.
3. S.M. Jha: Service Management and Marketing, Himalaya Publishing House, New Delhi, 2011
4. C. Bhattacharjee: Services Marketing, Excel Books, New Delhi, 2010

  
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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	IV	TAX MANAGEMENT	MB 1645	

Total No.of Hours for Teaching- Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
	Theory	Practical		Internal	External	
64	4	----	3 Hours	40	60	2

**Programme Outcomes:**

PO1.	<p><b>Management Knowledge:</b> This aims at imparting the knowledge of fundamentals of management theory and its applications. It enables the students to solve real world business problems through the use of team work, communication and critical thinking. This includes the knowledge of various management functional disciplines. Selected as knowledge of fundamentals of Accounting For Managers is essential in real world business situations.</p>
PO2.	<p><b>Professional Skill Development:</b> This programme enhances the students to increase their professional leadership skills and effective communication skills. They will be able to possess the skills required to work and lead effectively in team based environment. This helps the students master a core set of management skills in various disciplines so as to enable them to integrate and apply this knowledge to develop effective solutions to complex multidisciplinary business problems. Selected as knowledge of professionals skills development is essential for the future management graduates.</p>
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PO4.	<p><b>Gaining Experiential Knowledge Through Team Work :</b> Students gain experiential knowledge about the challenges and modern practices of contemporary business developments needed effectively to assess business problems and different community partners. Students can use their managerial and professional knowledge to effectively work in interdisciplinary teams.</p>



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	<p>This is essential for success in their future business careers Selected as experiential knowledge and team work will enable the business graduates real world situations.</p>
PO5.	<p>Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment</p>

**Programme Specific Outcomes:**

PSO1	<p><b>Opportunity for Lifelong Education:</b> Students can get an opportunity for lifelong learning in professional skills by updating their knowledge continuously. Industrial tours, field studies and surveys are part of the programme. Selected as Management graduates are expected to be life long learners</p>
PSO2	<p><b>Internships:</b> Students are encouraged to get live exposure on internships at reputed organisations. These internships help the students to work better in their future business endeavors. This programme will prepare the students to take on challenging roles as professionals in the context of globalization and de-regulation. This offers the students an opportunity to “Earn while they Learn” Selected as Internships enable the students to earn while they learn so that they can finance their education.</p>
PSO3	<p><b>Generation of Industry Ready Graduates:</b> This programme is meant to produce graduates ready for taking jobs in modern corporate business organizations. Students are encouraged to acquire the needed skills for this purpose. This will enable the students to have judicious mix of theoretical and cutting edge practical skills so that they become effective and productive on the job. Selected as the generation of Industry ready Graduates is the essence of Management Education</p>



### **Course Context and Overview:**

Tax management provides freeform creation of tax controls that will be applied to orders. Access tax management the 'tax management' link in the administration link list. Note that only administrators and order managers will have access to tax management. Any number of tax controls can be created. Each tax control has conditions and charges. If an order fits the conditions set in the tax rules, the order will be subject to the charges. If an order qualifies for more than one tax control, the order would be subject to the charges for all the qualifying tax controls. This flexibility is necessary, not only due to the variability of tax rates, but also the conditions changing and individual company tax perspective (Yes, we have seen companies with the same tax circumstances request different tax rules due to different advice from their individual tax attorneys). These tax controls give every organization the capacity to apply whatever tax decisions they wish

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### **Course Outcomes:**

1. Understand basic concepts of agriculture income, residential status, income exemption from tax, income from house property, computation of salary income, income from business profession and capital gain from other sources
2. Analyze input from goods and services for CENVAT, Capital Goods for CENVAT, exempted final products, customs duty, scope and coverage of customs duty, nature of customs duty and classification of customs.
3. Infer Nature of Tax, essential components in levy of tax, legal principles of taxation laws, Law Lexicon and Law Maxims, concepts of tax avoidance, tax evasion and tax planning and tax management.
4. Appreciate Tax Management Decision such make/buy-own/lease-export/local sale-guidelines to tax planning, concession, rebates, deductions, incentives (payments of advance tax) and filling of returns.

### **Course Objectives:**

1. The course intends to equip students with knowledge and skills management of taxes and tax planning. The course will further be guided by the following objectives
2. The course intends to impart students with knowledge on taxable income determination and tax liability.
3. To analyze the processes of risk identification, risk measurement and risk management are explored.
4. The examine reputational risk and operational risk.



5. To analyze time value of money, advanced bond concepts, calculation of VAR, Black-Scholes Model and Moody's KMV Portfolio Manager.

## .SYLLABUS

### **UNIT 1**

**Direct and Indirect Taxes:** Income Tax Act 1961 – Basic concepts – Income – Agricultural Income – Residential Status – Income exemption from tax – Income from House Property – Computation of Salary Income – Income from Business and Profession – Capital Gain from other sources – computation of Total Income. Indirect Taxes – Excise Duty – Introduction – Nature – Basic Concepts – Types and Taxable Event for Excise Duty.

### **UNIT 2**

**CENVAT :** Input Goods and Services for CENVAT – Capital Goods for CENVAT – Exempted Final Products / Output Services – Customs Duty – Introduction – Basic Concepts – Scope and Converge of Customs Duty – Nature of Customs Duty – Classification for Customs – Types of Custom Duties – Exemptions from Customs Duty – Valuation for Customs Duty.

### **UNIT 3**

**Introduction to Tax Planning:** Nature of Tax – Essential components in levy of tax – Legal Principles of taxation laws – Five basic Rules of interpretation of statutes – Law Lexicon and Legal Maxims – Concepts of Tax Avoidance, Tax Evasion – Tax Planning and Tax Management.

### **UNIT 4**

**Tax Management Decisions:** Tax considerations - Management Decisions, such as make / buy- own/lease - export/local sale - Guidelines to Tax planning – Relief's – Concessions – Rebates – Deductions – Incentives (Payment of Advance Tax) – Filing of Returns – Refunds – Penalties for non-compliance.

### **UNIT 5**

**Multi National Taxation:** Bilateral Tax Treaties- Transfer Pricing for Tax Planning – Uses of Inter Company Loans- Tax Intensives Organizational Setup of MNCs- Tax Reliefs and Rebates in India- Tax Credits- Tax Havens- Investment Decision on Tax Planning- Global Investment and Tax Incentives- Transfer Pricing Methods- Measures to Plug Tax Loopholes.

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Program Name: M.B.A

Faculty Name:

Class	Semester	Title of The Paper	Paper Code	W.E.F
MBA	I	Entrepreneurship development	MB 1640	12-07-2018

Total No.of Hours for Teaching-Learning	Instructional Hours for Week		Duration of semester End Examination in Hours	Max Marks		Credits
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### **Programme Specific Outcomes:**

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### **Course Context and Overview:**

Entrepreneurship development is the process of improving the skills and knowledge of entrepreneurs through various training and classroom programs. The whole point of entrepreneurship development is to increase the number of entrepreneurs. By doing this, the pace at which new businesses or ventures are made gets better. On a wider level, this makes room for employment and improves the economy of a business or country. The steps below will explain how to create an effective entrepreneurship development program and how to go about enhancing it

### **Course Outcomes:**



1. Infer the Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance and Problems of Women Entrepreneurs
2. Understand the designing Appropriate Training Programme to inculcate Entrepreneurial Spirit, Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees and Creativity and Entrepreneurship
3. Appreciate the growth of Firm, Project identification and selection -Factors inducing growth ,Project Feasibility Study , Post Planning of Project-Project Planning and Control
4. Analyze the Small and Micro Enterprises: Importance, definitions – policies and their support to MSMEs -growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business
5. Understand the 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

### **Course Objectives:**

1. Creates a pre-understanding and a foundation for which the students can be tested in theoretical insight
2. Teaching the students to understand and apply the I&E – methods and tools
3. Learning through practice.
4. The students solve a specific innovation challenge and apply their knowledge into actual action that creates value for others
5. developed advanced knowledge on how to assess business opportunities and an in-depth understanding of what typically characterize successes and failures

## **syllabus**

### **ENTREPRENEURSHIP DEVELOPMENT**

#### **UNIT 1**

**Entrepreneurship:** Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems of Women Entrepreneurs – corporate entrepreneurship – mobility of entrepreneur – entrepreneurial motivation.

#### **UNIT 2**

**Training:** Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit -Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes





### **UNIT 3**

**Planning and Evaluation of Projects:** Growth of Firm – Project identification and selection -Factors inducing growth- - Project Feasibility Study - Post Planning of Project-Project Planning and Control.

### **UNIT 4**

**Small and Micro Enterprises:** Importance, definitions – policies and their support to MSMEs -growth and growth strategies – sickness in small business and remedies – small entrepreneurs in International business.

### **UNIT 5**

**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.**

### ***References***

1. Arya Kumar: “Entrepreneurship”, Pearson, Publishing House, New Delhi, 2012.
2. VSP Rao, Kuratko: “Entrepreneurship”, Cengage Learning, New Delhi,
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5. Rajeev Roy: “Entrepreneurship”, Oxford University Press, New Delhi, 2012
6. P.C.Shejwalkar: “Entrepreneurship Development”, Everest Publishing House, New Delhi, 2011

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