

**CMR COLLEGE OF ENGINEERING & TECHNOLOGY**  
**(Autonomous)**

**ACADEMIC REGULATIONS-R-18**

**FOR CBCS BASED MBA (REGULAR) DEGREE PROGRAMME**

(Applicable for the students admitted to I year from the Academic Year  
2018-2019 and onwards)

1. **Eligibility for Admissions:**

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

2. **Award of MBA Degree:**

- 2.1. A student shall be declared eligible for the award of MBA degree, if he pursues a course of study and completes it successfully for not less than two academic years from the year of admission and not more than four academic years.
- 2.2. A student shall register for 102 credits and has to secure all 102 credits.
- 2.3. The MBA degree of Jawaharlal Nehru Technological University shall be conferred on candidates who are admitted to the program and who fulfill all the requirements for the award of the degree.
- 2.4. A Student, who fails to fulfill all the academic requirements for the award of the degree within four academic years from the year of their admission, shall forfeit his seat in MBA course.

3. **Minimum Instruction Days:**

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

4. **Attendance requirements:**

- 4.1. A candidate shall be deemed to have eligibility to write Semester End Examinations if he has put in a minimum of 75% aggregate attendance.

- 4.2. Condonation of shortage of attendance up to 10% i.e. 65% and above and below 75% may be given by the Institute Academic Committee
- 4.3. Condonation of shortage of attendance shall be granted only on genuine and valid medical reasons on representation by the candidate with supporting evidence.
- 4.4. Shortage of attendance below 65% shall in NO CASE be condoned
- 4.5. A candidate will be promoted to the next semester if he satisfies the attendance requirement of the present semester including the days of attendance in sports, games, NCC and NSS activities to a maximum of 15 instructional days in a semester. Prior permission of the Head of the Department in writing shall be obtained by the students to avail the attendance from the above mentioned activities. In case of detention due to attendance, the candidate may re-register for the courses for that semester whenever offered next.
- 4.6. A stipulated fee as decided by the Institute Academic Committee shall be payable towards condonation of attendance in accordance with the clause in 4.2

#### **5. Minimum Academic Requirements:**

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

#### **6. Course Registration:**

6.1. A 'Faculty Advisor or Counsellor' shall be assigned to each student, who will advise him about the PG Programme, its Course Structure and Curriculum, Choice/Option for Courses, based on his competence, progress, pre-requisites and interest.

6.2. Academic Section of the College invites 'Registration Forms' from students within 15 days from the Commencement of class work through 'on-line submissions', ensuring 'date and time stamping'. The On-Line Registration Requests for any 'Current Semester' shall be completed before the commencement of SEEs (Semester End Examinations) of the 'Preceding Semester'.

6.3. A Student can apply for On-Line Registration, only after obtaining the 'written approval' from his Faculty Advisor, which should be submitted to the College Academic Section through the Head of the Department (a copy of the same being retained with Head of Department, Faculty Advisor and the Student).

6.4. If the Student submits ambiguous choices or multiple options or erroneous entries - during On-Line Registration for the Course(s) / Course(s) under a given/ specified Course Group/ Category as listed in the Course Structure, and thereby causing discrepancy, the decision of the Head of the Department is considered final.

6.5. All courses are to be registered by a student in a semester to earn credits. Credits shall be assigned to each course in a L: T: P: C (Lecture Periods: Practice/Lab Periods: Tutorial: Credits) Structure, based on the following general pattern.

- One Credit - for One hour/Week/Semester for Theory/Lecture (L) Courses; and
- One Credit - for Two hours/Week/Semester for Seminar/Practice/Lab (P) Courses

All Mandatory (Non-Credit) Courses shall not carry any credits.

## **7. Evaluation**

7.1. The performance of the candidate in each semester shall be evaluated course-wise, with a maximum of 100 marks for theory and 100 marks for practical's, on the basis of Internal and External Evaluation. For the theory Courses 70 marks shall be awarded based on the performance in the Semester End Examination, 30 marks shall be awarded based on the Internal Evaluation.

7.2. For Theory Courses, during a semester there shall be two midterm examinations. The midterm examination shall be in two parts, i.e., Part 'A' and Part 'B' with duration of 2 hours. Part 'A' of the question paper shall be compulsory and will consist of 5 questions, each question carries 3 marks. At least one question should be given from each of the units. The Part 'B' of the question paper shall be for 15 marks and will have 5 questions out of which 3 are to be answered. Each question carries 5 marks. For

Part 'B' two questions from each of the fully completed units and one question from partially completed unit must be given. While the first midterm examination shall be conducted from 1 to 2.5 units of the syllabus, the second midterm examination shall be conducted on 2.5 to 5 units. The total marks secured by the student in each internal examination are evaluated for 30 marks. The final marks will be awarded from two internal examinations conducted in a semester, with a weightage of 70% of the best secured internal examination and 30% of the least secured internal examination. A student who is absent from any internal examination for any reason what so ever shall be deemed to have secured 'zero' marks in the test/ examination and no make-up test/ examination shall be conducted.

- 7.3. The Semester End Examination shall be conducted for 70 marks and consists of two parts. Part-A shall be for 20 marks, and Part-B shall be for 50 marks. Part-A consists of five questions, one question from each unit and each question carries 4 marks. All questions are compulsory in Part-A. Part-A will be treated as Question 1. Part-B consists of five Questions (numbered from 2 to 6) carries 10 marks each. Each of these questions is from one unit and may contain sub-questions. For each question there will be an "either" "or" choice (that means there will be two questions from each unit and the student should answer only one question). The time duration of External Examination shall be 3 hours.
- 7.4. In practical courses, 70 marks shall be awarded based on the performance in the Semester End Examinations and 30 marks shall be awarded based on the day-to-day performance as Internal Marks
- 7.5. Semester End laboratory Examination must be conducted with two examiners, one of them being laboratory teacher and second examiner shall be an External Examiner. External Examiner shall be appointed by the Controller of Examinations from other institutions or industry
- 7.6. There shall be separate seminar presentations on Annual Report Analysis, Personal Effectiveness, Summer Internship, Field study(Mini Project) as per the course structure. The project seminars (Stage-I &II) shall be internally evaluated by the department PRC committee, all the above seminars shall be externally evaluated, carrying 50 marks each. A candidate has to secure a minimum of 50% of total marks

to be declared successful. Summer Internship shall be conducted after second semester in summer vacation and the same is evaluated in II year I semester.

7.7. In case the candidate does not secure the minimum academic requirement in any of the Courses (as specified in item 5) he has to reappear for the Semester End Examination in that Course. A candidate shall be given one chance to re-register for each Course provided the internal marks secured by a candidate are less than 50% and he has failed in the Semester End Examination. The candidate can re-register, when the college is subsequently offering the Course. In case the college is no longer offering the Course, alternate Course will be suggested by the College Academic Committee. In the event of taking another chance, the internal marks and Semester End Examination marks obtained in the previous attempt are nullified. The candidate getting reregistered shall pay tuition / other fee which is double the amount calculated on prorata basis.

7.8. There shall be a Comprehensive Viva-Voce in II year II Semester. The Comprehensive Viva-Voce is intended to assess the student's understanding of various Courses during the MBA course of study. The Viva-Voce shall be conducted by a Committee consisting of the Head of the Department, two Senior Faculty members of the Department and an external examiner. The Comprehensive Viva-Voce is evaluated for 50 marks by the Committee. There are no internal marks for the Comprehensive Viva-Voce. A candidate has to secure a minimum of 50% of marks to be declared successful. The External Examiner will be appointed by the Controller of Examinations from other institutions or industry.

7.9. Question paper pattern for evaluation

**Internal Examination (30 Marks) 2 hours**

Part A (15 Marks): 5 Questions of 3 marks each (All questions are compulsory).

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

**External Examination (70 Marks) 3 hours**

Part A (20 Marks): 5 Questions (Each Question from one unit) of 4 marks each (All questions are compulsory).

Part B (50 Marks): 5 Questions (numbered from 2 to 6) carries 10 marks each. Each of these questions will have internal choice (that means there will be two questions from each unit and the student should answer one question).

## **8. Evaluation of Project Work**

8.1 A candidate shall be allowed to submit the project report only after fulfilling the attendance requirements of all the semesters. The Viva-Voce examination shall be conducted at the end of the course work after the candidate successfully completes all theory, practical courses, seminars, project seminars, Non-credit courses and has secured 98 credits.

8.2 A Project Review Committee (PRC) of the department shall be constituted with the Head of the Department as Chairperson, and two other Senior Faculty of the department as members.

8.3 Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the courses (theory and practical courses) up to II Year I Semester.

8.4 Every candidate shall work on projects approved by the PRC of the department. The duration of the project is for 45 days.

8.5 After approval from the PRC, the soft copy of the dissertation should be submitted to the Controller of Examinations of CMRCET for ANTI-PLAGIARISM for the quality check and the plagiarism report should be included in the final dissertation. If the copied information is less than 30%, then only dissertation will be accepted for submission.

8.6 Three copies of the project thesis, certified by the Supervisor and Head of the Department shall be submitted to the department.

8.7. The Project thesis shall be adjudicated by one External Examiner appointed by the Controller of Examinations. For this, Head of the Department with the help of the PRC shall submit a panel of 3 examiners, who are eminent in that field, the Controller of Examinations of the college shall appoint the External Examiner from the panel.

8.8. If the report of the Examiner is favourable, Viva-Voce examination shall be conducted by a Board consisting of the Head of the Department, Supervisor and the External Examiner who adjudicated the thesis.

8.9. If the report of the Examiner is unsatisfactory, the candidate shall revise and resubmit the dissertation, in the time frame as prescribed by PRC. If the report of the Examiner is unsatisfactory again, the thesis shall be summarily rejected. The candidate can re-register only once for conduct of project and evaluation of thesis, and will go through the entire process as mentioned above. The total duration for the MBA program is limited to four years.

8.10. At stage-I & II in II Year II Semester, the evaluation should be done internally by the PRC for 100 marks. The PRC will examine the overall progress of the Project Work and decide the eligibility of the project for final submission. A candidate has to secure a minimum of 50% of marks to be declared successful for Project Work. If he fails to fulfill minimum marks, he has to reappear for the Supplementary Examination.

8.11. Project Evaluation (Viva Voce) will be undertaken after SEE of II Year II Semester and for the candidate who successfully secures 98 credits. The External Evaluation is for 70 marks and the same is evaluated by the External Examiner. The internal evaluation should be conducted by the PRC for 30 marks. The candidate has to secure minimum of 50% marks in Project Evaluation (internal and external evaluation put together) for successful completion.

8.12. If any student fails to fulfill the requirements of securing 50% of total marks in Stage I & Stage II project seminars, the student will be given one chance of 'reappearance'. Even in his 'reappearance' if a student is unable to secure a minimum 50% out of total marks, he has to register under Supplementary Examination as and when notified by the institution

8.13. The Head of the Department shall coordinate and make arrangements for the conduct of Project Viva Voce examination.

### **9. Evaluation of Mandatory Non-credit Courses:**

The student shall complete non-credit course as a mandatory course. Student shall be certified by the recognised Institution as 'Satisfactory' or 'Nonsatisfactory'. Non-credit courses will not be counted for the computation of SGPA / CGPA.

### **10. Academic Requirements**

A Student will not be promoted from I Year to II Year, unless he fulfils the Attendance requirements and secures a minimum total of 26 Credits out of 52 Credits of I Year, from all the relevant Regular and Supplementary Examinations, whether he attempts those examinations or not.

### **11. Course Pattern:**

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

11.2. A student eligible to appear for Semester End Examination, but absent from a Course(s) or has failed in the Semester End Examination may appear for that Course(s) at the Supplementary Examination.

11.3. When a student is detained due to shortage of attendance, he may re-register whenever the concerned semester commences after fulfilment of the academic requirements. However, the academic regulations applicable are those that existed when he was first admitted. After the revision of the regulations, the students of the previous batches will be given two chances for passing in their failed courses, one supplementary and the other regular. If the students cannot clear the courses in the given two chances, they shall be given equivalent courses as per the revised regulations which they have to pass in order to obtain the required number of credits.

11.4. All the papers are for 100 marks with 30% for internal evaluation and 70% for Semester End Examination. The degree will be awarded after successful completion of all the semester courses and submission of project report followed by Viva-Voce. The teaching methodology should emphasize on case study approach wherever appropriate with cases being of recent origin.

## 12. Award of Class:

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

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

## 13. Examinations and Assessment – The Grading System

13.1. Marks will be awarded to indicate the performance of each student in each Theory Course or Laboratory/Practical, or Seminar, or Project, etc., based on the % marks obtained in CIE + SEE ( Continuous Internal Evaluation + Semester End Examination, both taken together) as specified in item 6 above, and a corresponding Letter Grade shall be given.

13.2. As a measure of the student's performance, a 10-point Absolute Grading System using the following Letter Grades (UGC Guidelines) and corresponding percentage of marks shall be followed:

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



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

13.3. A student obtaining 'F' Grade in any Course shall be considered 'failed' and is required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered. In such cases, his Internal Marks (CIE Marks) in those Courses will remain the same as those he obtained earlier.

13.4. A student not appeared for examination the 'AB' Grade will be allocated in any Course shall be considered 'failed' and will be required to reappear as 'Supplementary Candidate' in the Semester End Examination (SEE), as and when offered.

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

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

13.7. A student earns Grade Point (GP) in each Course / Course, on the basis of the Letter Grade obtained by him in that Course / Course. The corresponding 'Credit Points '(CP) are compute by multiplying, the Grade Point with Credits for that particular Courses/Course.

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

13.8. The Student passes the Course only when he gets  $GP \geq 6$  (B Grade or above)

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

$SGPA = \{\sum_{Ni=1} Ci Gj\} / \{\sum_{Ni=1} Ci\}$  ....For each Semester.

Where 'i' is the Course indicator index (takes into account all

Courses in a Semester), 'N' is the no. of Courses 'REGISTERED' for the Semester (as specifically required and listed under the Course Structure of the parent Department), Ci is the no. of Credits

allotted to the  $i$ th Course, and  $G_i$  represent the Grade Points (GP) corresponding to the Letter Grade awarded for that  $i$ th Course.

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

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

Where 'M' is the TOTAL no. of Course ( as specifically required and listed under the Course Structured of the parent Department) the Student has 'REGISTERED' from the 1st Semester onwards upto and inclusive of the Semester S (Obviously  $M > N$ ), 'j' is the Course indicator index (takes into account all Courses from 1 to S Semesters),  $C_j$  is the no. of Credits allotted to the  $j$ th Courses from  $G_j$  represent the Grade Points (GP) corresponding to the Letter Grade awarded for the  $j$ th Course. After registration and completion of II Semester however, the SGPA of that Semester itself may be taken as the CGPA, as there are no cumulative effects.

13.11. For Calculations listed in item 7.6 – 7.10, performance in failed Course / Courses (securing F Grade) will also be take into account, and the credits of such Courses/ Courses will also be included in the multiplications and summations.

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

#### **14. Withholding of Results:**

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

#### **15. Transitory Regulations:**

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

**16. General:**

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

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

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

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

**DISCIPLINARY ACTION FOR IMPROPER CONDUCT IN EXAMINATIONS**

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

2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the Course of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that Course and all other Courses the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the Courses of that Semester/year. The Hall Ticket of the candidate is to be cancelled.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate Who has been impersonated, shall be cancelled in all the Courses of the examination (including practicals and project work) already appeared and shall not be allowed to appear for examinations of the Remaining Courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all end semester examinations. The continuation of the course by the candidate is Course to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.

4.	Smuggles the answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination	Expulsion from the examination hall and cancellation of performance in that Course and all the other Courses the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the Courses of that semester/year. The candidate is also debarred for two consecutive semesters from class work and all end semester Examinations. The continuation of the course by the candidate is Course to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks	Cancellation of the performance in that Course
	Refuses to obey the orders of the Chief Superintendent/Assistant-Superintendent / any officer on duty or misbehaves or creates disturbance of any kind in and around the or organizes a walk out or instigates others to examination hall walk out, or threatens the officer-in-charge or any person on duty in or outside the examination hall of any injury, to his person or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty	In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that Course and all other Courses the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the Courses of that semester/year. The candidates are also debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.

	<p>in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the College campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	
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**Malpractices identified by squad or special invigilators:** Punishments to the candidates as per the above guidelines.

**Malpractice identified at Spot Center during valuation**

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

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

4. Based on the explanation and recommendation of the committee, action may be initiated.
5. Malpractice committee:
- |                                      |          |
|--------------------------------------|----------|
| Controller of Examinations           | Chairman |
| Assistant Controller of Evaluation   | Member   |
| Chief Examiner of the Course/ Course | Member   |
| Subject Expert                       | Member   |
| Concerned Head of the Department     | Member   |
| Concerned Invigilator                | Member   |

### COURSE STRUCTURE R-18

I YEAR I SEMESTER								
Code	Subjects	Approach	L	T	P	Credits	Internal Marks	External Marks
C3101	Management & Organization Behavior	Concepts and Cases	4	0	0	4	30	70
C3102	Business Law & Environment	Concepts and Cases	4	0	0	4	30	70
C3103	Financial Accounting & Analysis	Concepts & Problem Solving	3	1	0	4	30	70
C3104	Managerial Economics	Concepts and Cases	4	0	0	4	30	70
C3105	Research Methodology & Statistical Analysis	Concepts & Problem Solving	3	1	0	4	30	70
C3106	Microsoft office Applications- Tools	Laboratory	0	0	3	1.5	30	70
C3107	Corporate Communication	Seminar	0	0	3	1.5	30	70
<b>Choice Based Electives: Student has to choose any one Subject</b>								
C3108	ERP & MIS	Concepts and Cases	3	0	0	3		
C3109	Rural Marketing	Concepts and						

		Cases					30	70
C3110	Social & Community Development	Concepts and Cases						
C3111	Management of Technology	Concepts and Cases						
C3112	Quality Management	Concepts and Cases						
<b>Mandatory Non Credit Course: MS-Excel</b>						<b>0</b>		
<b>Total No of Credits</b>						<b>26</b>		
<b>I YEAR II SEMESTER</b>								
<b>Code</b>	<b>Subjects</b>	<b>Approach</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>	<b>Internal Marks</b>	<b>External Marks</b>
C3113	Human Resource Management	Concepts and Cases	4	0	0	4	30	70
C3114	Financial Management	Concepts & Problem Solving	3	1	0	4	30	70
C3115	Marketing Management	Concepts and Cases	4	0	0	4	30	70
C3116	Quantitative Analysis & Business Decisions	Concepts & Problem Solving	3	1	0	4	30	70
C3117	Entrepreneurship	Concepts and Cases	3	0	0	3	30	70
C3118	Field Report - Seminar	Internet & Interaction Executives (Field Study)	0	0	2	2	0	50
C3119	Annual Report Analysis	Seminar	0	0	2	2	0	50
<b>Choice Based Electives: Student has to choose any one Subject</b>								
C3120	Logistics & Supply Chain Management	Concepts and Cases						
C3121	Digital Marketing	Concepts and Cases					30	70
C3122	Project Management	Concepts and Cases	3	0	0	3		
C3123	Industrial Engineering & Management	Concepts and Cases						
C3124	Decision Support System	Concepts and Cases						
<b>Mandatory Non Credit Course: Business Intelligence-Tools</b>						<b>0</b>		
<b>Total No of Credits</b>						<b>26</b>		
<b>II YEAR I SEMESTER</b>								
<b>Code</b>	<b>Subjects</b>	<b>Approach</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>	<b>Internal Marks</b>	<b>External Marks</b>
C3125	Personal Effectiveness - Seminar	Presentations, Group Discussions, Mock interviews in the class.	2	0	0	2	-	50
C3126	Production &	Concepts, Cases	3	0	0	3	30	70



	Operations Management	& Problem Solving						
C3127	Strategic Management	Concepts and Cases	4	0	0	4	30	70
C3128	Business Analytics	Concepts, & Problem Solving	4	0	0	4	30	70
C3129	Summer Internship-Seminar	Working in any organization during summer vacation	0	0	2	2	-	50
	Elective I	Concepts and Cases	4	0	0	4	30	70
	Elective II	Concepts and Cases	4	0	0	4	30	70
	Elective III	Concepts and Cases	4	0	0	4	30	70
<b>Total No of Credits</b>						<b>27</b>		
<b>II YEAR II SEMESTER</b>								
<b>Code</b>	<b>Subjects</b>	<b>Approach</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credits</b>	<b>Internal Marks</b>	<b>External Marks</b>
C3130	Business Ethics & Corporate Governance	Concepts and Cases	3	0	0	3	30	70
	Elective IV	Concepts and Cases	4	0	0	4	30	70
	Elective V	Concepts and Cases	4	0	0	4	30	70
	Elective VI	Concepts and Cases	4	0	0	4	30	70
C3131	Comprehensive Viva	(Subject Viva)	2	0	0	2	-	100
<b>Main Project Work</b>								
C3132	Stage - I		0	0	2	1	50	
C3133	Stage - II		0	0	2	1	50	
C3134	Final Project Viva		0	0	8	4	30	70
<b>Total No of Credits</b>						<b>23</b>		

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

<b>MARKETING ELECTIVE SUBJECTS</b>						
<b>Code</b>	<b>Subjects</b>	<b>Approach</b>	<b>Lecture</b>	<b>Tutorial</b>	<b>Project</b>	<b>Credits</b>
C3135	Consumer Behaviour	Concepts and Cases	4	0	0	4
C3136	Sales & Distribution Management	Concepts and Cases	4	0	0	4
C3137	Integrated Marketing Communication	Concepts and Cases	4	0	0	4
C3138	Retailing Management	Concepts and Cases	4	0	0	4
C3139	Services Marketing	Concepts and Cases	4	0	0	4
C3140	Customer Relationship Management	Concepts and Cases	4	0	0	4

C3141	Cost & Management Accounting	Concepts & Problem Solving	4	0	0	4
C3142	Security Analysis and Portfolio Management	Concepts & Problem Solving	4	0	0	4
C3143	Financial Institutions, Markets & Services	Concepts & Problem Solving	4	0	0	4
C3144	Strategic Investment and Financing Decisions	Concepts & Problem Solving	4	0	0	4
C3145	International Financial Management	Concepts & Problem Solving	4	0	0	4
C3146	Risk Management & Insurance	Concepts & Problem Solving	4	0	0	4
C3147	Performance Management	Concepts and Cases	4	0	0	4
C3148	Strategic Human Resource Management	Concepts and Cases	4	0	0	4
C3149	Management of Industrial Relations	Concepts and Cases	4	0	0	4
C3150	Compensation & Reward Management	Concepts and Cases	4	0	0	4
C3151	Leadership & Change Management	Concepts and Cases	4	0	0	4
C3152	HR Analytics	Concepts and Cases	4	0	0	4
C3153	Startup Management	Concepts and Cases	4	0	0	4
C3154	MSME Management	Concepts and Cases	4	0	0	4
C3155	Family Business Management	Concepts and Cases	4	0	0	4
C3156	Entrepreneurial Finance	Concepts and Cases	4	0	0	4
C3157	Entrepreneurial Marketing	Concepts and Cases	4	0	0	4
C3158	Creativity Innovation and Entrepreneurship	Concepts and Cases	4	0	0	4

\* L-Lecture

\*T-Tutorial

\*P-Project/Practical

\*C-Credits

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## SEMESTER I

### C3101- MANAGEMENT & ORGANIZATION BEHAVIOR

**L T P C**  
**4 0 0 4**

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

**Course Aim:** Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Unit I:**

**Introduction to management and management process:** Introduction, Mint berg Managerial Role, Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and Administration vs. Management. **Planning and decision making:** Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making, Model in Planning and Decision Making, Management By Objective.

**Unit II:**

**Understanding Organizing, staffing & Culture:** Introduction, Importance of Organizing, Organizational Process – General, Vision and Mission, Strategy, Structure, System, Process, Jobs and Tasks. Types of Organizations, Organizational division and span of control, Types of Departmentation, Staffing and its importance in the organization, Line and staff concept,

Staffing concept and HR Management. **Culture:** Introduction, Concept of Culture, Fundamentals of Culture.

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

### **Unit III:**

**Introduction to OB & Individual level behavioral variables:** Introduction, Historical Perspective, Approaches to and Importance, Framework for Learning OB, Limitations of OB, Globalization and OB. **Personality, Perception:** Introduction to Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others. **Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on EI. **Motivation:** Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization

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

### **Unit IV:**

**Group level behavioral- The Group:** Introduction, Concept of Groups, Stages of Group Formation and Group Process, Work Group Behavior, Factors that Affect Group Behavior, Implications of Group Process for Organizations. **The Team:** Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team, Designing a Team –Team Wheel, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams. **Leadership:** Introduction, Overview of Leadership, Leading, Characteristics of Leading, Importance of Leading, Functions of Leading, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories

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

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

### **Unit V:**

**Controlling:** Introduction, Power, Politics, Conflict, Negotiations, and Stress. Introduction, Importance and Process, Critical Control Points Control as a feedback system, Prerequisites of Effective Control, Control Techniques, IT Enabled 'Controls' and its Challenges.

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

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

### **COURSE OUTCOMES:**

- Explain the fundamentals to underline the management functions in the organization.
- Analyze the requirement of staffing and culture practices at organization level.
- Assess the potential effects of individual level on organizational behavior.
- Critically evaluate the potential effects by group level behavior towards achievement of organizational objections.
- Analyze organizational behavioral issues in the context of organizational behavior by implementing controlling theories, models and concepts.

### **Suggested Readings:**

- **Stephen P. Robbins**, Timothy A.Judge, Neharika Vohra, **Organizational Behaviour**, Pearson, 16 e, 2017.
- Richard L. Daft, **New Era of Management**, Cengage Learning, 11e, 2017.
- Harold Koontz and Heinz Wehrich, 2015, **Essentials of Management**, TMH.
- AfsanehNahavandi, Robert B.Denhardt, Janet V. Denhardt, Maris P. Aristigueta, **Organizational Behaviour**, Sage Publications, 2015.
- Laurie J. Mullins, **Management, and Organizational Behaviour**, Pearson Publications, 9e
- Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.
- V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.
- K.Anbuvelan, Principles of Management, University Science Press, 2013.
- Neeta Baporikar, Case Method – Cases in Management, Himalaya Publishing House (HPH) 2009.
- Deepak Kumar Bhattacharyya, Principles of Management-text and cases, Pearson, 2012.
- Andrew DuBrin, Management Essentials, Cengage Learning, 2012.
- RajeeshViswanathan, Principles of Management Concepts & Cases, Himalaya Publishing House (HPH), 2010.
- Sachin S Vernekar, Venkatasubramanian, PreetyWadhwa, Case Studies in Management, HPH, 2012
- R.Sarya Raju, &A.Parthasarathy, Management Text & Cases,PHI,2010

### C3102- BUSINESS LAW AND ENVIRONMENT

**L T P C**  
**4 0 0 4**

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

**Course Aim:** The aim of this course is to enable students understand legal and regulatory frameworks under different business environments before taking business decisions.

#### **Unit I:**

**Law of Contract:** Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.

#### **Unit II:**

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

#### **Unit III:**

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

**Crime and the Legal Landscape**—the world—Why do we need cyber laws in the Indian context—The Indian IT act—challenges to Indian Law and cyber crime scenario in India. (Refer Nina Godbole & Sunit Belapure)

**Unit IV:**

**Economic reforms and Policies:** Macro Economic Analysis (PESTEL MODEL); Industrial Policy of 1991 and recent developments, Fiscal Policy, Monetary Policy, Export – Import (EXIM) Policy, FEMA, Foreign Direct Investment in India, NITI Aayog.

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

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

**Unit V:**

**Capital Markets, SEBI, RBI:** Capital Market Institutions—Stock Indices— Derivatives Market— Global and Indian Scenario— Role of SEBI and RBI. **India’s Trade Policy:** Policy changes and Issues— sector wise trade policies: recent developments— GATT— WTO— agreements and implications.

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

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

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

Case 4:- Case – Water Thief, (K. Aswathappa, page no.59)

**COURSE OUTCOMES:**

- Identify different contracts in legal business Perspectives
- Outline the stakeholders duties under companies Act 1956
- Assess the importance of Negotiable instruments Act 1881
- Evaluate importance of EXIM policies & FEMA
- Review on Capital Market institutions and Roles of SEBI & RBI, GATT & WTO.

**Suggested Readings:**

- RSN Pillai, Bagavathi, Legal Aspects of Business, S.Chand, 2016
- Ravinder Kumar, Legal Aspects of Business, 4e, Cengage Learning, 2016.
- P.P.S.Gogna, Company Law, S.Chand, 2016.
- Nina Godbole&SunitBelapure, Cyber Security, Wiley India, 2012.
- K.R. Bulchandani: Business Law for Management, 5/e, Himalaya Publishing House (HPH), 2012
- Akhileshwar Pathak: Legal Aspects of Business, TMH, 4/e, 2013.
- Kuchal: Business Law, Vikas, 2011
- Tulsian: Business Law, TMH, 2012.
- S SGulshan, Business Law, 4<sup>th</sup> edition, Excel Books, 2012
- S.N. Maheshwari, S K Maheshwari, A Manual of Business Laws, Himalaya Publishing House (HPH), 2013.
- C L Bansal, Business and Corporate Laws, Excel Books, 2011.
- TejpalSheth, Business Law, Pearson, 2012
- P.K.Padhi, Legal Aspects of Business, PHI, 2013
- Satish B Mathur, Business Law, TMH, 2012
- Justin Paul “Business Environment: Text & Cases” TMH,3/e,2012.
- K.Aswathappa-Essentials of Business Environment -11<sup>th</sup> Edition –HPH-2011.

### **C3103- FINANCIAL ACCOUNTING AND ANALYSIS**

**L T P C**  
**3 1 0 4**

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

**Course Aim:** The aim of accounting is to provide the information that is needed for sound economic decision making. The main purpose is to provide information about firm's performance to external parties such as investors, creditors, bankers, researchers and Government Agencies. It has become an important part of young people's education and citizens in various roles in the societies and businesses of all types.

**Unit I:**

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, Accounting Standards (Basics) and The Generally Accepted Accounting Principles (GAAP), Double Entry System–Recording of Business Transactions–Classification of Accounts—Accounting cycle.

**Unit II:**

**The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of Capital and Revenue Expenses, Final Accounts with adjustments (Simple Problems).

**Unit III:**

**Issue & Redemption of Shares and Debentures** - Entries for Issue& Redemption of shares& Debentures, Issue of shares & Debentures at Discount and premium- Forfeiture of shares.

**Depreciation** - Depreciation concept– Depreciation of Fixed Assets -Methods of depreciation– Straight Line Method, Written down Value Method.

**Unit IV:**

**Financial Analysis-I:** Analysis and interpretation of financial statements- Horizontal Analysis and Vertical Analysis of Company Financial Statements. Preparation and analysis of Cash Flow Statement and Funds Flow Statement.

**Unit V:**

**Financial Analysis-II:** Ratio Analysis- Liquidity, Leverage, Solvency and Profitability Ratios – Du Pont Chart -Limitations of Financial Statements.

**COURSE OUTCOMES:**

- Prepare financial statements in accordance with GAAP with excel Application.
- Analyze general purpose of financial reports.
- Valuation of shares and fixed assets.
- Formulate Statements of cash and fund flows using balancesheet.
- Analyze financial statements to identify problems areas in business.

**Suggested Readings:**

- DhaneshK.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2012.
- Paresh Shah: “Basic Financial Accounting for Management”, Oxford University Pres, New Delhi, 2012.
- Narayana Swamy, “Financial Accounting & Analysis” PHI, 2012
- V.Rajasekharam “Financial Accounting & Analysis” Pearson Education, New Delhi, 2012
- Ranjan Kumar Bal: “Financial Accounting & Analysis”, S.Chand, New Delhi, 2012
- N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2012
- Ashish K .Bhattacharya “Financial Accounting & Analysis” PHI, 2012.



### **C3104 - MANAGERIAL ECONOMICS**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To enable students acquire knowledge to understand the economic environment of an organization.

#### **Unit I:**

**Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty.

Case: 1 The objective and strategy of firms in the cigarette Industry (Dominick Salvatore page no 15)

Case: 2 Profits in the personal computer industry (Dominick Salvatore page no 19)

**Unit II:**

**Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

**Case:** 1 Forecasting the Number of MC Donalds Restaurants worldwide (Dominick Salvatore page no 195)

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

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

**Unit III:**

**Production Analysis:** Production function, Production function with one/two variables, Cobb-Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

**Case:1** Labor productivity and Total compensation in the United States and Abroad (Dominick Salvatore page no 253)

**Case: 2** Naveen Construction Companies (Craig H.Petersen page no 293)

**Case:3** How Xerox lost and regained International competitiveness and became a leader in information technology (Dominick Salvatore page no 278)

**Unit IV:**

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

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

Case: 2 BLP Corporation (Sumitrapal, Macmillan page no 203)

Case: 3 Mr. Martin Gets Chewed out by the Boss (W.Bruce Allen page no 150)

**Unit V:**

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

**Case: 1** Pricing of innovative product (H.Kaushal Macmillan page no 78)

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

**COURSE OUTCOMES:**

- Define Economic principles in relationship with other Functional Departments in an Organization.
- Analyze the relationship between factors of demand and supply with reference to quantity of the product.
- Illustrate different variables utilized for Production Functions.
- Outline various determinants of cost concepts based on time perspective.

- Evaluate market structures and relate price-output determinants.

### Suggested Readings:

- D.M.Mithani, Managerial Economics, HPH, 2012
- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14<sup>th</sup> edition* Pearson, 2012
- H L Ahuja, Business Economics, S. Chand & Co, 13e, 2016.
- Ivan PNG Managerial Economics, Routledge, 2013
- Chaturvedi, Business Economics, International Book House, 2012
- ‘Dominick Salvatore Managerial Economics 7<sup>th</sup> Edition Oxford 2012.
- H Kaushal & L Palsreva, Managerial Economics Macmillan, 2012
- Managerial Economics ‘Craig H. Petersen 4<sup>th</sup> Edition Pearson, 2012
- D.N. Dwivedi, Managerial Economics, Vikas, 2012
- Yogesh Maheshwari, Managerial Economics, PHI, 2012
- Mc Guigam, Moyer, Harris, Managerial Economics, Cengage, 2012
- Atmanand, Managerial Economics, Excel, 2012.
- Justin Paul, Leena, Sebastian, Managerial Economics, Cengage, 2012
- Geetika, Managerial Economics 2<sup>nd</sup> Edition, TMH, 2012,
- G S Gupta, Managerial Economics, 2<sup>nd</sup> edition, TMH, 2012
- W. Bruce Allen, Managerial Economics Theory, Applications, and Cases Viva 7<sup>th</sup> Edition 2011.
- Sumitrapal, Managerial Economics Cases & Concepts, Macmillan, 2011.
- Timothy C.G. Fisher, David Prentice and Rober Waschik, Managerial Economics - A Strategic Approach, Routledge, 2010.

## C3105 – RESEARCH METHODOLOGY & STATISTICS ANALYSIS

L T P C  
3 1 0 4

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

**Course Aim:** To understand the basic statistical tools for interpretation of quantitative and qualitative data.

### UNIT – I

#### Introduction to Research and Research Design:

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

**UNIT – II**

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

**UNIT – III**

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

**UNIT – IV**

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

**UNIT – V**

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

**COURSE OUTCOMES:**

- Explain the Research Process
- Apply sampling methods and Prepares research Report
- Analyze data by using Descriptive Statistics tools.
- Testing the hypothesis
- Analyze time series data.

**Suggested Readings:**

- KOTHARI (C R). Research methodology: Methods & Techniques (Rev. Ed.), (2006) New Age International. New Delhi
- Dr T.K.V.Iyengar & Dr B .Krishna Gandhi: Probability & Statistics, 7<sup>th</sup> edition, 2016
- Glyn Davis & Branko Pecar “Business Statistics Using Excel” Oxford University Press, 2012.
- Creswell, J. 2012. Research design: Qualitative, quantitative, and mixed methods approach (4<sup>th</sup> ed.) Thousand Oaks, CA: Sage
- Miles, M.B., Huberman, A.M. & Saldana, J. 2014. Qualitative data analysis: A methods sourcebook – Third edition. Thousand Oaks, CA: Sage.
- David Cooper, Business Research Methods, TMH, 9/e 2013.
- Donald R. Cooper, Pamela S. Schindler and J.K. Sharma, Business Research Methods, 11<sup>th</sup> Edition, Tata Ms Graw Hill, New Delhi, 2012.
- Derek, L Waller, Statistics for Business, Routledge, 2013.

- P N Arora” Comprehensives Statistics Methods” S. Chand, 2012.
- Sharma” Business Statistics” Pearson, 2012.
- Zikmund, Business Research Methods, Cengage, 2012.
- S C Gupta, ”Fundamentals of Statistics”, HPH, 2012
- C B Gupta “ An introduction to Statistical Methods” Vikas, 2012
- S L Gupta ‘Business Research Methods” TMH, 2012.
- Pannerselvam” Research Methodology” PHI, 2012.
- Ranjit Kumar “Research Methodology” Sage, 2012.
- R P Hooda “Statistics” Vikas, 2012
- Newbold” Statistics for Business and Economics” Pearson, 2012.
- Levin, Rubin, Rastogi& Siddiqui, “Statistics for Management” Pearson, 2013
- Mukul Gupta &Deepa Gupta “Research Methodology” PHI, 2013.
- Bhardwaj : Mathematics and Statistics for Business, Excel, 2013.
- David M Levine, Stephen, Kathryn A Szabat, Statistics for Managers, PHI, 2013
- Priti R Majhi, Praful K Khatua, Research Methodology, HPH, 2013
- 

### C3106 - MICROSOFT OFFICE APPLICATIONS – TOOLS

**L T P C**  
**0 0 3 1.5**

**Course aim:** The course aims is to understand Basic Computer Office Applications

#### **Unit I**

**Introduction to Application Tools (MS Word & MS Excel):** Concepts, uses, Tools, limitations, manuals -Versions. **MS Word:** Uses, functions and features of MS Word. Getting started with Word: Opening a blank or new document, general organization. Highlights and main functions: Home, Insert, design, layout, references, mailings, review, view. Using the word help function.

#### **Unit II**

**Introduction to MS Excel:** About EXCEL, Uses of Excel, New functions and features. Getting started with excel: Opening a blank or new workbook, general organization. Highlights and main functions: Home, Insert, page layout, formulas. Highlights and main functions: Data, review, view, add-ins. using the Excel help function.

#### **Unit III:**

**Introduction to MS Power Point:** About MS Power Point, Uses, functions and features of MS Power Point. Getting started with Power Point: Opening a blank or new document, general organization. Highlights and main functions: Home, Insert, design, transitions, animations, slide show, review, view. Using the Power Point help function.

**Unit IV:**

**Introduction to MS Access:** About MS Access, Uses, functions and features of MS Access. Getting started with Access: Opening a blank or new document, general organization. Highlights and main functions: Home, create, external data, data base tools. Using the Access help function.

**UNIT V:**

**Introduction to DBMS, SPSS:** Data, Information and Knowledge – Types of Databases -Database Management Systems – Merits of SPSS – Creating SPSS data set – Basic descriptive statistics. Measures of central tendency: mean, median, mode. Measures of dispersion: range, standard deviation, variance Frequencies and Distribution.

**COURSE OUTCOMES:**

- Explain the fundamental functions of MS word Application tool.
- Analyze the data using EXCEL to draw inference for decision making
- Apply statistical measures and present results with the help of graphs & bar charts
- Evaluate statistical tools for the benefit of business decisions.
- Outline the importance of DBMS & SPSS applications in business decisions.

**Suggested Readings**

- Management Information System in Business , Government and society , Rahul De, Wiley
- MIS O' Brian TMH.
- MIS – Kennett G.Lauden and Jane P.Lauden
- Shelly, MS Office, 2007, Cengage, 2009.
- Bryman, Alan; Cramer, Duncan (2011). Quantitative Data Analysis with IBM SPSS 17, 18 and 19: A Guide for Social Scientists. New York: Routledge. ISBN 978-0-415-57918-6.
- Levesque, R. (2007). SPSS Programming and Data Management: A Guide for SPSS and SAS Users (4th ed.). Chicago, Illinois: SPSS Inc. ISBN 1-56827-390-8.

## **C3107 – CORPORATE COMMUNICATIONS**

**L T P C**  
**0 0 3 1.5**

**Course Aim:** Aim is to enable students understand how to write business letters and improve written communication.

### **Unit I:**

**Introduction:** Introduction to Business Communication, Communication Barriers, Communication Media Choices, Inter cultural and Team Communication, Interpersonal skills, Non-Verbal Communication, Listening skills, Communication through Social Media, Business Meetings.

### **Unit II:**

**Developing Business Writing Skills:** Importance of Writing Business Communication, Process of Writing, Process of Revision, Kinds of Business Letters, Business Letter Writing, E-mail writing, Business Memos.

**Case Study:** Communication Complication in English.

**Case Study:** Missing Briefcase

**Case Study:** How to operate the Minolta Freedom 3 Camera

**Unit III:**

**Business Reports Writing and Presentations skills:** Writing the report, planning the Report, Steps in writing Business Reports, Parts of a Report, Corporate Report and Business Proposal. Presentation of Business Report. Do's and Don'ts in Presentations.

**Case Study :** Handling unsolicited proposals for private infrastructure projects.

**Case Study :** The key board syndrome.

**Unit IV:**

**Managerial Skills:** Team building, Leadership skills, Problem Solving skills, Analytical Skills, Negotiation skills, Time management, Decision Making, Risk Taking, Multi tasking, Adaptability, Cross Culture Competency.

**Unit V:**

**Interview Skills:** Just A Minute, Group Discussion, Corporate Grooming, Resume Writing, Types of Interviews, Pre and Post Interview Jitters, Pre Interview Techniques, Interview questions.

**Case Study :** Recruitment Drive at SOBER.

**COURSE OUTCOMES:**

- Identify basics and barriers for Communication.
- Incorporate knowledge on business letter writing, memos and correspondence.
- Analyze the reports and prepare proposals
- Evaluate individual strengths and develop Managerial skills.
- Enhance Interview skills to Groom at corporate level.

**Suggested Readings:**

- Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
- Ober Newman, Communicating in Business, Cengage Learning, 2015.
- P. Subba Rao, B. Anita Kumar, C. HimaBindu, Business Communication, Cengage Learning India. Pvt. Ltd. 2012.
- Stephen Bailey, Academic Writing for International students of Business, Routledge, 2013.
- Rajendra Pal, J S Korlahahi, Essentials of Business Communication, Sultan Chand & Sons, New Delhi, 2013.
- Lesikar: Basic Business Communication, TMH, 2015.
- David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
- Rajendra Pal, J S Korlahahi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015



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

**C3108–ERP &MANAGEMENT INFORMATION SYSTEM**

**L T P C**  
**3 0 0 3**

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

**Unit I:**

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

Case :MIS at Narayana Labs Ltd.

Case :Siba International and Functional Information System.

Case :Sigma Industries Limited (SIL)

**Unit II:**

**Management of IS:** Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control.

Case: Planning of IS at Anoop & Company.

Case : Apollo Hospitals.

Case : Implementation of OLT at Deep College of Management and Technology.

Case : Effectiveness of MIS: A Case Study.

**Unit III:**

**Building of Information Systems:** System Development Stages, System Development Approaches, Systems Analysis and Design- Requirement Determination, Strategies for Requirement Determination, Structured Analysis Tools, System Design – Design Objectives, Conceptual Design, Design Methods, Detailed system design.

Case: System requirement specification: An illustrate case.

Case: MIS at XYZ Bank.

Case: Purchase order system: application case study.

**Unit IV:**

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

Case: IBM (CVS Murthy Page No: 234)

**Unit V:**

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

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

Case: Failure in ERP System Implementation at General motors Locomotive Group (CVS Murthy Page No: 242)

**COURSE OUTCOMES:**

- Access the leadership role of MIS in Achieving business decision-making.
- Apply management information systems knowledge & skills learned to facilitate the acquisition, development, deployment and management of information system.
- Explain Design methods.
- Incorporate the knowledge on Evaluation of ERP and its Applications.
- Analyze to apply the various ERP modules for effective quality Management system.

**Suggested Readings:**

- D P Goyal, Management Information Systems – Managerial Perspective, MacMillan, 3rd Edition, 2010.
- Nina Godbole & Sunit Belapure “ Cyber Security” Wiley india 2012.
- Jawadkar, MIS Text and Cases, TMH, 2012.

- Dr Milind M Oka “Cases in Management Information system ‘Everest, 2012.
- A K Gupta, Sharma “Management of Systems” Macmillan, 2012.
- Sandra Senf “Information Technology Control and Audit” 3e, CRC Press, 2012.
- Arpita Gopal, MIS for Strategic Business Processes, Excel, 2009.
- Joseph P T, E-Commerce, an Indian Perspective, PHI, 2012
- Laudon & Laudon, Management Information Systems, Pearson, 2013
- Sanjay Mohapatra, Cases in Management Information Systems, PHI, 2011
- NirmalaBagchi, Management Information Systems, Vikas,2012
- Aman Jindal, Management Information System, Kalyani, 2010
- Murthy, Management Information System, Himalaya, 2013
- Effyoz, Management Information Systems, Cengage, 2010
- O Brien, Marakas, Behl, Management Information Systems, TMH, 2010
- Kelkar, Management Information Systems, PHI, 2012
- Rajaraman, Information Technology, PHI, 2013

**C3109 – RURAL MARKETING****L T P C**  
**3 0 0 3**

**Course Aim:** To understand the importance of Rural Marketing, Rural Environment, Problems in Rural Marketing in India and Strategies to be adopted by the corporate.

**UNIT – I:**

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

**UNIT – II:**

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

**UNIT – III:**

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

**UNIT – IV:**

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

**UNIT – V:**

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

**COURSE OUTCOME:**

- Analyze the concepts & models of Rural Marketing and Parameters in present Global Market Environment.
- Develop conceptual knowledge and factoring influencing rural market research
- Outline importance of marketing mix in rural marketing.
- Illustrate banding and marketing channels of distribution
- Identify innovative applications in rural Marketing.

**Suggested Readings:**

- C.S.G. Krishnamacharyulu, LalithaRamakrishnan, Rural Marketing: Text and Cases, Pearson Education, 2009.
- Pradeep Kashyap, Rural Marketing, 3e Perason Education, 2016.
- Balram Dogra & Karminder Ghuman, Rural Marketing, TMH, 2009.
- Sanal Kumar Velayudhan, Rural Marketing, 2e Sage publications, 2012.
- T P Gopaldaswamy, Rural Marketing, Environment, problems, and strategies, 3e Vikas Publications, 2016.

**C3110 – SOCIAL & COMMUNITY DEVELOPMENT****L T P C**  
**3 0 0 3**

**Course Aim:** Aim of this course is to make students understand social development issues and challenges they should review before taking managerial decisions.

**UNIT I:**

**Introduction:** What is the sociology of development - Neo-evolutionary, modernization and Neo-modernization theories of development - Marxist and neo-Marxist theories of development – Global approaches to development.

**UNIT II:**

**Social work intervention and contemporary issues:** Social work intervention and contemporary issues - Urban sociology, urban community development & municipal administration – Rural sociology, rural community development & Panchayati raj - Family welfare Women's welfare and child welfare.

**UNIT III:**

**Social justice and Empowerment:** Women Rights - Tribal Rights - Social Policy and Social Legislation in India: Planning in India - Rehabilitation & Resettlement Policy and Social Development - Rehabilitation Action Plan.

**UNIT IV:**

**CSR Policy and Rehabilitation & Resettlement:** World Bank and ADB standing on and Rehabilitation & Resettlement - Government of India Policy Guidelines and interventions - Millennium Development Goals – Sustainable Development Goals-Developmental Schemes in India - Social Security in India

**UNIT V**

**Corporate –Community Collaboration (CCC) and Social Development:** Social Development and Modes of CSR – Challenges and barriers to Corporate-Community Collaboration – CCC as CSR process & product-Socio-Economic Impact of CCC – Community Investment & Corporate Citizenship Programs.

**COURSE OUTCOMES:**

- Explain importance of Neo evolutionary and modernization approaches.
- Identify social work interventions and contemporary issues.
- Outline Action plans for social justice and empowerment rights in India
- Access CSR policies for resettlements and rehabilitations.
- Evaluate features of corporate community collaboration.

**Suggested Readings:**

- Willis, K. Theories and Practices of Development, London: Routledge.

- Frank, A. G) “The Development of Underdevelopment
- Timmons Roberts & Amy Bellone Hite The Globalization and Development Reader. Oxford: Blackwell
- Roberts, T.J. and A. Hite (eds) From Modernisation to Globalisation: Perspectives on Development and Social Change. (London: Blackwell, 2000)
- Sklair, L. (ed.) Capitalism and Development. (London: Routledge, 1994)
- Sklair, L. Sociology of the Global System. (London: Prentice-Hall, 1995)
- Cohen, R. and P. Kennedy Global Sociology. (London: Macmillan, 2000)
- Webster, A. Introduction to the Sociology of Development. (London: Macmillan, 1990)

**C3111 – MANAGEMENT OF TECHNOLOGY****L T P C**  
**3 0 0 3****Course Aim:** To Understand the importance of technology in conduct of business**UNIT – I:****The Process of Technological Innovation:** The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation. Strategies For Research and Development: R&D as A Business, Resource Allocation to R&D, R&D Strategy In the Decision Making Process, Selection and Implementation of R&D Strategy, R and D and Competitive Advantage, New Product Development- Techniques For Creative Problem Solving.**UNIT – II:****Financial Evaluation of Research and Development Projects:** The Need For Cost Effectiveness, R&D Financial Forecasts, Risk as a Factor In Financial Analysis, Project Selection Formulae, Allocation of Resources, DCF and Other Techniques of evaluating R&D ventures.**UNIT – III:****Research and Development:** Programme Planning and Control, Portfolio Planning, Project Planning and Control, Project Termination, Resource Allocation and Management- New Product Development: New Product Development as a Competitive Strategy, Market Research For Developing New Products, Commercialization of Research Outcomes, Industrial Design, Product Architecture and Design For Manufacture, Developing Indigenous Substitute For Raw Materials.**UNIT – IV:****Technological Forecasting For Decision Making:** The Definition of Technological Forecasting, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization For Technological Forecasting, Current Status.**UNIT – V:****Transfer of Technology:** Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.**COURSE OUTCOMES:**

- Identify the factors contributing for Technology Innovation & Importance of R&D
- Evaluation of finance in Research & Development Projects.
- Analyze effectiveness of Research & Development for New Product & market development.
- Apply technological forecasting for decision making in organization system.
- Incorporate knowledge on Technology transfer and impact on Pricing.

**Suggested Readings:**

- Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth, Tata McGraw Hill, Boston, 2015.



- V.K.Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2015.
- Norma Harison and Samson, Technology management – Text and cases, TMH, 2015
- Shane: Technology Strategy for Managers and Entrepreneurs, Pearson, 2015.
- Khandwala: Corporate Creativity, TMH, 2015.
- Lucy C. Morse, Daniel L. Babcock: Managing Engineering and Technology (6th Edition), Pearson.

**C3112 – QUALITY MANAGEMENT****L T P C**  
**3 0 0 3**

**Course Aim:** To facilitates students understand the quality concepts and tools and techniques relating to quality Management

**UNIT – I:**

**Introduction to Quality Management:** Evolution of Quality Management – Concepts of Product and Service Quality – Dimensions of Quality Deming’s, Juran’s, Crosby’s Quality Philosophy – Quality Cost

**UNIT – II:**

**Process Quality Improvement I:** Introduction to Process Quality – Graphical and statistical techniques for Process Quality Improvement – Graphical tools for data representation – 7 QC tools – Sampling, sampling distribution, and hypothesis Testing – Regression – Control charts.

**UNIT –III:**

**Process Quality Improvement II:** Process capability analysis Measurement system analysis – Analysis of Variance (ANOVA) – Design and Analysis of Experiment (DOE) – Acceptance sampling plan – TQM –Leadership.

**UNIT –I V:**

**Quality Management Tools:** Lean and JIT Quality Philosophy – Benchmarking – Process failure mode and effect analysis (PFMEA) – Service Quality – Six sigma for Process Improvement – ISO 9001 and QS 9000 – Quality Audit – Quality Circles.

**UNIT – V:**

**Product Quality Improvement:** Quality Function Deployment – Robust Design and Taguchi Method – Design Failure Mode & Effect Analysis – Product Reliability Analysis – Six Sigma in Product Development.

**COURSE OUTCOMES:**

- Identify quality management philosophies and frameworks.
- Analyze Process quality management using 7QC tools & Graphical tools
- Evaluate Applications of quality tools and techniques
- Analyzing quality management tools and suggests best implementable solutions.
- Incorporate quality functions with Management decisions.

**Suggested Readings:**

- D. C. Montgomery, Introduction to Statistical Quality Control, John Wiley & Sons, 3<sup>rd</sup> Edition.
- Mitra A., Fundamentals of Quality Control and Improvement, PHI, 2nd Ed., 1998.
- J Evans and W Linsay, The Management and Control of Quality, 6<sup>th</sup> Edition, Thomson, 2005
- Besterfield, D H et al., Total Quality Management, 3rd Edition, Pearson Education, 2008.

- D. C. Montgomery, Design and Analysis of Experiments, John Wiley & Sons, 6<sup>th</sup> Edition, 2004
- D. C. Montgomery and G C Runger, Applied Statistics and Probability for Engineers, John Wiley & Sons, 4th Edition

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**SEMESTER –II**
**C3113 - HUMAN RESOURCE MANAGEMENT**
**L T P C**  
**4 0 0 4**

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

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

**UNIT - I:**

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

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

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

Case: The Brazilian Subsidiary

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

**Unit II:**

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

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

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

Case: Backfired Surmise

**Unit III:**

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

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

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

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

Case :Mechanists Indiscipline Behaviour

**Unit IV:**

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

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

**Case:** Determining Pay Raise

**Unit V:**

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

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

Case:Corporate Spurs –A Case of Rajan Nair

**COURSE OUTCOMES:**

- Identify the basic concepts, major functions, processes of human resource management.
- Apply the principles of human resource management to the industries in the areas of Recruitment and Selection
- Identify social issues relating to human resource development in the workplace.
- Outline an ideal compensation structure with employee welfare facilities.
- Evaluate industrial relations and its systems towards Employment laws.

**Suggested Readings:**

- Gary Dessler, BijuVarkkey, Human Resource Management, 4e, Pearson 2017.
- Robert L.Mathis, John H.Jackson, Manas Ranjan Tripathy,Human Resource Management, Cengage Learning 2016.
- K. Aswathappa, Human Resource Management, Text and Cases, TMH, 2011.
- Sharon Pande and Swapnalekha Basak, Human Resource Management, Text and Cases,,Vikas Publishing , 2e, 2015.
- Mathis &Jockson, “Human Resource Management”, 2016, Cengage.
- Decenzo, “Human Resource Management”, 2008, Wiley.
- Shyamkant Gokhale “Personal Management”, Everest, 2012.
- Dr.M.A.Kahok, Illustrated Case Studies in Indian Management , Everest Publishing House, 2012.
- Ravi Dharma Rao, HRM Case Studies, Excel, 2013.
- Saiyadain. Mirza, Cases in OB & HRM, TMH, 2011.
- C.B.Mamoria&V.S.P.Rao, Personnel Management, HPH, 2012.
- Dennis R. Briscoe et al, International HRM, Routledge, 2013.
- Dr. Anjali Ghanekar, “Essentials of Human Resource Management”,Everest, 2010.
- IndranilMutsuddi, “Essentials of Human Resource Management”, Newage, 2011.
- Wayne.F.Cascio, Ranjeet Nambudiri, “Managing Human Resource Management”, 8<sup>th</sup> Edition, TMH,2010.
- SeemaSanghi, “ Human Resource Management” Macmillan, 2012
- Narendar Singh, “Human Resource Management”, Colonel (Dr.) Laxmi Publication, 2011.
- Dipak Kumar Bhattacharyya “Human Resource Management”, Excel Books, 2012.
- Uday Kumar Halder, Juthika Sarkar, “ Human Resource Management”, Oxford, 2012
- Nick Wilton, “An Introduction to Human Resource Management” Sage, 2012.
- V S P Rao, “ Human resource Management Text and Cases”, Excel Books,2011

- Chris Rowley and Keith Jackson, Human Resource Management, Routledge, 2011

### C3114 - FINANCIAL MANAGEMENT

L T P C  
3 1 0 4

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

**\*The students need Discounting Table and Annuity tables for the examination**

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

#### Unit I:

**Introduction to Financial Management:** Nature and Scope; Evolution of Finance Function – Its new role in the contemporary scenario –Goals of Financial Management - Risk-Return trade off- Concept of Time Value of Money – Future Values and Present Values (Simple Problems).

#### Unit II:

**Investment Decision and Cost of Capital-** Investment Decision Process- Developing Cash Flow; Using Evaluation Techniques –Traditional and DCF methods. Sources of finance –Cost of Capital: The concept, Weighted Average Cost of Capital and Marginal Cost of Capital. Importance of cost of capital in capital budgeting decisions

#### Unit III:

**Financing Decision:** Financial Structure- Capital Structure Theories–NI, NOI Theory, The Modigliani Miller Theory, and Traditional Theory –Concept and financial effects of leverage - Operating Leverage, Financial Leverage, and Composite Leverage. EBIT – EPS Analysis. Indifference Point/Break even analysis of financial leverage.

#### Unit IV:

**Dividend Decisions and Working Capital:** Dividend Decisions - Types of Dividend - Dividend Vs. Profit Retention Decision – Dividend Policies - Factors influencing Dividend policy-Dividend Theories: Relevance and Irrelevance of Dividends - Walter and Gordon's models - MM approach - Working Capital Decision - Concepts - Components of working capital -operating cycle - working capital determinants - forecasting working capital requirements.

#### Unit V:

**Management of Current Assets:** Management of Cash, – Basic strategies for cash management, cash budget, cash management techniques/processes. Marketable Securities: characteristics, Marketable security alternatives; Management of Receivables, Inventory Management- Valuation & Techniques- The importance of Current Assets Management in Working Capital planning.

#### **COURSE OUTCOMES:**

- Analyse the goals and functions of financial Management.

- Analyse technique for capital Budgeting and cost of capital.
- Explain the concept of capital structure and leverage
- Explain the concept Dividend and working Capital Management.
- Analyse the importance of current assets in working capital Management.

**Suggested Readings:**

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

**C3115 - MARKETING MANAGEMENT****L T P C**  
**4 0 0 4****(Students must read text book. Faculty are free to choose any other cases)****Course Aim:** Aim is to understand the basic marketing concepts through case studies.**Unit I:****Introduction to Marketing and Market Research:** Importance and scope of Marketing, Core Marketing Concepts, Marketing Philosophies, Marketing Environment, Marketing Strategies & Plans, and Changing Marketing landscape, Market Research - Definition of MR, Marketing Research process, Marketing Information systems. Marketing Research & Ethics, International Marketing Research.

Case : Bata (Rajendra.PMaheshwari page no: 03)

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

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

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

Case : Small New Phones (Adrian palmer- page no: 296).

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

Case : (Targeting) Kellogg's (lamb, Hair page no 300 )

Case : (Positioning) Nimbooz (S. Neelamegham page no 225).

Case :( Positioning) Dalda (Arun Kumar page no:195).

**Unit IV:****Distribution Decisions, Promotion & Communication Strategies:** Marketing Channels, Channel intermediates and functions, channel structure, channel for consumer products, business and industrial products, alternative channel, channel strategy decisions. The promotional mix, advertising, public relations, sales promotion, personal selling, Direct and online Marketing. Marketing communication-communication process, communication promotion mix, factors affecting the promotion mix.

Case : Barista (Arun Kumar – page no:33).



Case : Nano Car (lamb, Hair – page no:52)

Case : Indigo (lamb, Hair – page no:356).

### **Unit V:**

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

Case : Coca Cola(lamb, Hair – page no: 112).

Case : I phone ( lamb, Hair – page no: 534).

Case : Chick (lamb,Hair Page no:650)

Case : Nokia (Neelamegham page no– 645).

### **COURSE OUTCOMES:**

- Analyze the scope, concepts of Marketing and forecasting techniques in present Global Market Environment.
- Develop conceptual knowledge on consumer behavior, Marketing Mix and Product Mix
- Outline Segmentation, targeting and Positioning Goods and Services in Market.
- Illustrate marketing channels of distribution and Promotional mix
- Identify Pricing Decisions and importance of digital Marketing.

### **Suggested Readings:**

- Lamb, Hair, Sharma, Mc Daniel: MKTG, A South Asian Perspective, Cengage Learning, 2012. (For PPT, Case Solutions, video cases, Faculty may visit : [login.cengage.com](http://login.cengage.com) )
- Philip Kotler, Gray Armstrong, Principles of Marketing, 15e, Pearson Education, 2016.
- Lamb, Hair, Sharma, Mc Daniel, Principles of Marketing, A South Asian Perspective Cengage Learning, 2016.
- Paul Baines, Chris Fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition, Oxford University Press, 2015.
- Arun Kumar & N. Meenakshi, Marketing Management , Vikas, 2012
- RajanSaxena, Marketing Management, 3e, Tata Mc Graw Hill, 2012.
- Kenneth E Clow, Donald Baack, Cases in Marketing Management, Sage South Asia edition, 2012.
- Rajendra P Maheshwari, marketing management text and cases, an Indian perspective, International Book House 2012.
- Prof. M.V. Kulkarni, practical solutions to cases in marketing management, 19<sup>th</sup> Everest Publishing House, 2012.
- Adrian Palmer: Introduction to Marketing, Theory and Practice, 2<sup>nd</sup> Edition, Oxford, 2011.
- Dilip M. Sarwate, Indian cases in Marketing Management, Everest publishing house, 2012.
- S. Neelamegham, Marketing in India text & cases4<sup>th</sup> edition, Vikas, 2013.

**C3116- QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS**

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

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

**Course Aim:** The objective of the course is to provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

**Unit I:**

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

**Unit II:**

**Linear Programming Method:** Structure of LPP, Assumptions of LPP, Application areas of LPP, Guidelines for formulation of LPP, Formulation of LPP For different areas, solving of LPP by Graphical Method: Extreme point method and ISO-cost profit method, simplex method, two phase method, Big-M method, converting primal LPP to dual LPP, Limitations of LPP. Transportation Problem: Mathematical Model of transportation problem, Methods for finding Initial feasible solution : Northwest corner Method, Least Cost Method, Vogel's approximation Method, Test of optimality by Modi Method, Variation transportation, Problems like unbalanced Supply and demand, Degeneracy and its resolution.

**Unit III:**

**Assignment Model:** Algorithm for solving assignment model, Hungarians Method for solving assignment problem, variations of assignment problem: Multiple Optimal Solutions, Maximization case in assignment problem, unbalanced assignment problem, travelling salesman problem, simplex method for solving assignment problem.

**Unit IV:**

Decision Theory: Introduction, ingredients of decision problems. Decision making – under uncertainty, cost of uncertainty, under risk, under perfect information, decision tree, construction of decision tree

**Unit V:**

Queuing Theory: Queuing Structure and basic components of a Queuing Model, Distributions in Queuing Model, Differences in Queuing Model with FCFS, Queue Discipline, Single and Multiple service station with finite and infinite population.

**COURSE OUTCOMES:**

- Outline the role of quantitative techniques for business decisions.
- Acquire the knowledge of Linear Programming and Transportation methods.
- Rollout Problem Solving Model with Quantitative Techniques.
- Awareness of Decision Making Techniques.
- Ability to solve the queuing theory problems.

**Suggested Readings:**

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

**C3117– ENTREPRENEURSHIP****L T P C**  
**3 0 0 3**

**Course Aim:** The aim of this subject is to inspire students to become entrepreneurs so that they will emerge as job providers rather than job seekers.

**Unit I:**

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

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

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

Case 3: From candle seller to CEO (Arya Kumar P.No. 48)

**Unit II:**

**The individual entrepreneurial mind-set and Personality-** The entrepreneurial journey- Stress and the entrepreneur - the entrepreneurial ego - Entrepreneurial motivations- Motivational cycle – Entrepreneurial motivational behavior – Entrepreneurial competencies. Corporate Entrepreneurial Mindset, the nature of corporate entrepreneur- conceptualization of corporate entrepreneurship Strategy-sustaining corporate entrepreneurship.

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

**Unit III:**

**Launching Entrepreneurial Ventures** - opportunities identification- Finding gaps in the market place – techniques for generating ideas- entrepreneurial Imagination and Creativity- the nature of the creativity process - Innovation and entrepreneurship. Methods to initiate Ventures- Creating new ventures-Acquiring an Established entrepreneurial venture- Franchising- advantage and disadvantages of Franchising.

Case 1: Water, Water everywhere: but not a drop to drink, (Richard Blundel , Page 48).

Case 2: Critical Incident, Mark Robinson: Strategy Mapping Business (Richard Blundel, Page 48).

Case 3: Pets.com (Arya Kumar P.No. 88)

Case 4: creativity in start-ups (Arya Kumar P.No. 166)

Case 5: Opportunity – Earthmoving Industry (Arya Kumar P.No. 211)

**Unit IV:**

**Legal challenges of Entrepreneurship** - Intellectual property protection - Patents, Copyrights - Trademarks and Trade secrets - Avoiding trademark pitfalls. Feasibility Analysis - Industry and competitor analysis - Formulation of the entrepreneurial Plan- The challenges of new venture start-ups, developing an effective business model – Sources of finance - Critical factors for new venture development - The Evaluation process.

Case 1: Victoria, Tomlinson; Network. (Richard Blundel, Page 99).

Case 2: Tim Lockett, Knowing your Customers & Suppliers (Richard Blundel Page128).

Case 3: Google (Arya Kumar P.No. 248)

Case 4: Tata Motors – Nano (Arya Kumar P.No. 279)

### **Unit V:**

**Strategic perspectives in entrepreneurship** - Strategic planning - Strategic actions strategic positioning- Business stabilization - Building the adaptive firms - Understanding the growth stage – Internal growth strategies and external growth strategies, Unique managerial concern of growing ventures. Initiatives by the Government of India to promote entrepreneurship, Social and women entrepreneurship.

Case 1: To Lease or Not: A Cash flow Question (David H.Holt, Page 452).

Case 2:- Public Sector - address seed capital (David H.Holt, Page 453).

### **COURSE OUTCOMES:**

- Identify the Qualities, requirements, Risk & Ethical issues to become an Entrepreneur.
- Analyze and develop the conceptualization of corporate Entrepreneurship.
- Explore different possibilities to start an Enterprise for young Entrepreneurs.
- Outline challenging benchmarks for formulation of Entrepreneurship.
- Evaluate the application of Strategic action for growing ventures.

### **Suggested Readings:**

- D F Kuratko and T V Rao “Entrepreneurship- A South-Asian Perspective “Cengage Learning, 2012
- Arya Kumar “Entrepreneurship- creating and leading an entrepreneurial organization ” Pearson 2012.
- Richard Blundel” Exploring Entrepreneurship Practices and Perspectives,Oxford,2011.
- David H Holt” Entrepreneurship:New Venture Creation” PHI,2013.
- Vasant Desai “Small Scale industries and entrepreneurship” Himalaya publishing 2012.
- Rajeev Roy “Entrepreneurship” 2e, Oxford, 2012.
- B.Janakiram and M.Rizwana” Entrepreneurship Development: Text & Cases, Excel Books,2011.
- Stuart Read, Effectual Entrepreneurship, Routledge, 2013.
- Robert Hisrich et al “Entrepreneurship” 6<sup>th</sup> e, TMH, 2012.
- Nandan H, Fundamentals of Entrepreneurship, PHI, 2013
- Shejwalkar, Entrepreneurship Development, Everest, 2011
- Khanka, Entrepreneurship Development, S.Chand, 2012

**C3118-FIELD REPORT****L T P C**  
**0 0 2 2**

**Course Aim:** Aim is to build a bridge of relevancy between the theoretical concepts learned in the classroom and the practice of actually doing the work you are being taught to do.

**Field Projects on Consumer Attitudes:**

Consumer behavior is the study of individuals, groups, or organizations and the processes they use to select, secure, and dispose of products, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society.

It blends elements from [psychology](#), [sociology](#), [socialanthropology](#) and [economics](#). It attempts to understand the decision-making processes of buyers, both individually and in groups.

It studies characteristics of individual consumers such as [demographics](#) and behavioral variables in an attempt to understand people's wants. It also tries to assess influences on the [consumer](#) from groups such as family, friends, reference groups, and society in general.

Customer behavior study is based on consumer buying behavior, with the customer playing the three distinct roles of user, payer and buyer. Research has shown that consumer behavior is difficult to predict, even for experts in the field.

Students are expected to use any scale of their choice (Likert scale is recommended) and measure the attitudes of thirty to fifty of their friends about the products or services under selected study.

**COURSE OUTCOMES:**

- Systematically observe and accurately record the varying aspects of a situation.
- Outline importance of continuously analyzing observations.
- Analyze report's aims in mind while you are observing.
- Consciously observe, record, and analyze what you hear and see in the context of a theoretical framework.

**C3119-ANNUAL REPORT ANALYSIS****L T P C**  
**0 0 2 2****Approach: CMIE Prowess Database & MS-Excel,****Course Aim:** Aim is to show annual reports of different companies to students so that they use the knowledge gained in financial accounting and analysis and financial management for analysis of performance of the organizations on multiple dimensions.**EXERCISES**

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

**COURSE OUTCOMES:**

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

**Suggested Readings:**

- John Tennent, Guide to Financial Management, (The Economist), Viva, 2010.
- Refer Books Under 13MBA03 - Financial Accounting and Analysis, 13MBA11 - Financial Management.

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**OPEN ELECTIVES IN SEMESTER I (CHOOSE ANY ONE SUBJECT)**
**C3120– LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

L T P C  
3 0 0 3

**Course Aim:** The aim of the subject is to develop the ability to analyze and apply critical thinking and learning skills related to emerging practices that define Logistics & supply chain management in business applications.

**UNIT – I:**

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

**UNIT – II:**

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

**UNIT – III:**

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

**UNIT – IV:**

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

**UNIT – V:**

**Managing global Logistics and global Supply Chains:** Logistics in a global economy – views of global logistics- global operating levels – interlinked global economy – The global supply chains -



Global supply chain business processes –Global strategy –Global purchasing – Global logistics – Channels in Global logistics –Global alliances –Issues and Challenges in Global supply chain Management.

**COURSE OUTCOMES:**

- Analyze growing importance of Supply Chain Management.
- Identify Principles of SCM Costs and customer Profitability analysis.
- Explain importance of Benchmarking in SCM
- Outline CRM, Sourcing and factors considered for transportation
- Evaluate Global aspects in SCM

**Suggested Readings:**

- Donald J. Bowersox and David J. Closs: “Logistical Management” The Integrated Supply Chain Process, TMH, 2011.
- Edward J Bradi, John J Coyle: “A Logistics Approach to Supply Chain Management, Cengage Learning, New Delhi, 2012.
- Sunil Chopra and Peter Meindl: “Supply chain Management: Strategy, Planning and Operation”, Pearson Education, New Delhi 2013
- Rahul V Altekar: Supply Chain Management, PHI Learning Ltd, New Delhi, 2009
- Deepak P, Miiind M. Oka: “Supply Chain Management” Everest Publishing House, New Delhi.
- Manish Bansal, BabitaSingla: “Retail and Supply Chain Management “, Kalyani Publishers, New Delhi, 2012.

**C3121 – DIGITAL MARKETING****L T P C****3 0 0 3**

**Course Aim:** The Objective of this course is to understand the importance of digital marketing and its applications.

**UNIT - I:**

**Understanding Digital Marketing:** Concept, Components of Digital Marketing, Need and Scope of Digital Marketing, Benefits of Digital Marketing, Digital Marketing Platforms and Strategies, Comparison of Marketing and Digital Marketing, Digital Marketing Trends. Segmentation – Importance of Audience Segmentation, How different segments use Digital Media

**UNIT - II:**

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

**UNIT - III:**

**Digital Marketing Plan:** Need of a Digital Marketing Plan, Elements of a Digital Marketing Plan – Marketing Plan, Executive Summary, Mission, Situational Analysis, Opportunities and Issues, Goals and Objectives, Marketing Strategy, Action Plan, Budget, Writing the Marketing Plan and Implementing the Plan. Using Digital Media to Reach, Acquisition and Retention of new customers, Digital Media for Customer Loyalty.

**UNIT - IV:**

**Search Engine Marketing and Online Advertising:** Importance of SEM, understanding Web Search – keywords, HTML tags, Inbound Links, Online Advertising vs. Traditional Advertising, Payment Methods of Online Advertising – CPM (Cost-per-Thousand) and CPC (Cost-per-click), Display Ads - choosing a Display Ad Format, Landing Page and its importance.

**UNIT - V:**

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

**COURSE OUTCOMES:**

- Explain basic concept of digital Marketing.
- Analyze channels of Digital marketing.
- Aligning digital marketing plan for customer loyalty.
- Outline the importance of service delivery and pricing strategies.
- Assess the role of digital marketing in services.

**Suggested Readings:**

- Michael Miller, B2B Digital Marketing, 1e, Pearson, 2014.
- Vandana Ahuja, Digital marketing, Oxford University Press 2015
- Michael R Solomon, Tracy Tuten, Social Media Marketing, Pearson, 1e, 2015.
- Judy Strauss & Raymond Frost, E-Marketing, Pearson, 2016
- Richard Gay, Alan Charles worth and Rita Esen, Online marketing – A customer led approach Oxford University Press 2007.
- Arup Varma, Pawan S. Budhwar, Angelo S. De Nisi, Digital Marketing, Wiley, 2016.

**C3122 – PROJECT MANAGEMENT****L T P C**  
**3 0 0 3****(Students must read text book & References. Faculty are free to choose any other cases)****Course Aim:** The Objective of this course is to lay an important foundation to students in managing projects with special focus on every phase such as project planning, execution, monitoring and evaluation.**UNIT - I:****Introduction:** Introduction to Project management –Project Characteristics- Project Life cycle – Project Identification, Formulation and Implementation- Project management in different sectors: Construction, Services Sector, Public sector and Government Projects. Systems approach to project management.**UNIT - II:****Project Planning and Appraisal:** Project Planning – Project Appraisal- Feasibility study- Technical, Commercial, Economic, Financial, Management, Social Cost Benefit Analysis-Project Risk Analysis.**UNIT - III:****Project Finance :** Project Cost Estimation, Project Financing- Investment Criteria, Project Evaluation Techniques- Pay Back Period, Accounting rate of return, Net present value, Internal Rate of return, Profitability Index, Cash Flows Estimation for new and replacement projects- Cost of Capital, Risk Analysis.**UNIT - IV:****Project Planning and Control:** Planning Steps- Scheduling- Network Diagrams, Network Analysis, Critical Path, Quality Management, Project Execution, Monitoring and control, Agile project Management, Scrum, Lean Production and project management.**UNIT - V:****Organizational Behavior and Project Management:** Organizational Structure and Integration, Role of project manager, Roles in the project team, Project stakeholder engagement, Leadership in project management, participative management, team building approach, Conflict Management in Projects, Stress Management.**COURSE OUTCOMES:**

- Explain basic concept of Project Management and elements of Project Life cycle.

- Analyzefeasibility study with project planning system.
- Aligning importance of financial component for Project success.
- Outline the project controlling mechanisms during project execution.
- Assess the role of human resources and their behavioral perspectives.

**Suggested Readings:**

- John M, Nicholas and Herman Steyn, Project Management for Engineering, Business, and Technology, 5e, Routledge, 2017.
- Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation, and review, 6e, Tata McGraw Hill 2008.
- K. Nagrajan, Project Management, New Age International Publishers, 7e 2015.
- Jack Gido, Jim Clements Rose Baker, Successful Project Management, Cengage Learning, 7e 2015.
- R. Paneerselvam, P. Senthil Kumar, Project Management, PHI, 2009.
- Khanka, Business Ethics and Corporate Governance, S.Chand, 2013

**C3123 – Industrial Engineering & Management**

**L T P C**  
**3 0 0 3**

**Course Aim:** Aim of the course is to enable student towards Industrial Engineering work structure along with standards.

**UNIT – I**

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

**UNIT –II**

**WORK PLACE DESIGN :** Anthropometry. Structural body dimensions, use of anthropometry data, work space dimensions – work space for personal when seated – minimum requirement for restricted spaces work surfaces, horizontal work surfaces, work surfaces when seated, standing science of seating, principles of seat design. Nature of Man – Machine system –Fundamental man – Machine system assumptions –types of Systems  
–Data base if human factors –Human performance –types of human error in system tasks  
– task data –empirical task data – Judgmental task data.

**UNIT –III**

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

**UNIT-IV**

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

**UNIT -V**

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

**COURSE OUTCOMES:**

- Identify basics of work study and method study in work place.
- Analyze an ideal work design strategy for better outcome.
- Outline the importance of visual display and importance of job design & evaluation.
- Incorporate knowledge towards wage incentive schemes at different work structures.
- Evaluate estimating and costing estimation techniques.

**Suggested Readings:**

- Motion and time Study /Ralph M Barnes/ John Willey & Sons.
- Industrial Engineering Hand Book/ Maynard.

**C3124 - DECISION SUPPORT SYSTEM**

**L T P C**  
**3 0 0 3**

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

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

**Unit I:**

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

**Unit II:**

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

**Unit III:**

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

**Unit IV:**

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

**Unit V:**

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

**COURSE OUTCOMES:**

- Explain the decision support system basics, types and hierarchy.
- Identify DSS on the center of corporate system.
- Evaluate DSS software tools form project development.
- Outline Group decision support system and its types.
- Incorporate knowledge on data warehousing



**Suggested Readings:**

- **Efrem G.Mallach” Decision Support and Data Warehouse Systems” TMH,2012**
- Efraim Turban “Decision Support and Busines Intelligence Systms” Pearson , 2012.
- DhirajSharma : Foundations of I T, Excel, 2013.

**SEMESTER –III****C3125 - PERSONAL EFFECTIVENESS****L T P C**  
**2 0 0 2**

**Course Aim:**The aim of this course is to enable students develop soft skills necessary for employability of MBA students.

- I. Presentations
- II. Group Discussions
- III. Overcoming fear of facing Interviews
- IV. Time Management
- V. Vocabulary skills for critical corporate communication and to give effective presentations to internal and external customers of an organization.

**Suggested Reading:**

- Globarena E-Mentoring System, by Globarena Technologies Pvt. Ltd, Hyderabad. It can be provided in LAN and also can be accessed by registering in <http://gems.globarena.net>. OR ANY OTHER SOFTWARE.
- Sherfeild:Developing Soft skills-Pearson Education-2013.
- Murphy: Effective Business communication, 7/e, TMH, 2013.
- Colin BEARD: Experiential Learning, Kogan Page, 2013.
- Anandamurugan, Placement Interview Skills for Success, TMH, 1/e, 2012.

**C3126 - PRODUCTION AND OPERATIONS MANAGEMENT****L T P C**  
**3 0 0 3****(Students must read text book. Faculty are free to choose any cases)**

**Course Aim:** The course aims to introduce concepts of production and operations management in an organization and expose to analytical methods.

**Unit-I**

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

**Unit-II**

**Product & Process Design and Plant Location & Layout:** Aggregate planning (Introduction), Product Design and Analysis (Definition), new product development-its concepts, Steps of Product Design, Process Planning and Design- Selection of Process, Process Selection Decision, Process Planning Design, Responsibilities of Process Planning Engineer, Steps in Process Planning. **Plant Location & Plant Layout:** Factors Influencing Plant Location, Single Facility Location Problem. Plant Layout- Plant layout introduction, Classification of Layout, Advantages and limitations of Product Layout, Advantages and limitations of Group Technology Layout, Layout Design Procedures (Theory).

**Unit-III**

**Scheduling and Work Study:** Introduction, Johnson's Problem, Extension of Johnson's rule. Job Shop Scheduling: Introduction, Types of Schedules, Schedule Generation, heuristic Procedures, Priority Dispatching Rules. Two Jobs and Machines Scheduling. **Work Study:** Introduction, Method Study: Steps if method study, recording, selected recording techniques, Examine Steps, principles of Motion Economy. Time study, Work Sampling.

**Unit-IV**

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

Management, Stores Management – Incoming Materials Control, Store Accounting, Obsolete Surplus and Scrap Management, ABC Analysis, XYZ Analysis, VED Analysis, FSN Analysis, SDE Analysis.

### Unit-V

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

### COURSE OUTCOMES:

- Arrange the types of production systems such as Flow shop, job shop, Batch manufacturing in Production Management.
- Interpret process design and decisions for standardization.
- Outline various Plant Location and Layout Models.
- Identify Johnson's rule scheduling strategy and Procedure.
- Analyze modern Production Management tools to increase the Quality of Production.

### **Suggested Readings:**

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

**C3127 - STRATEGIC MANAGEMENT****L T P C**  
**4 0 0 4****(Students must read text book. Faculty are free to choose any other cases)****Course Aim:** The aim of this subject is to enable the students develop a holistic perspective about strategic management of an organization.**Unit I:****Introduction** - Concepts in Strategic Management, Strategic Management Process, Developing a strategic vision, Mission, Objectives, and Policies – Factors that shape a company’s strategy, Environmental Scanning: Industry and Competitive Analysis – Methods. Evaluating company resources and competitive capabilities – SWOT Analysis – Value Chain Analysis and Competitive advantage.

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

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

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

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

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

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

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

Case: Merger and Acquisition Activity During a Global Crisis: Global and in India (Hitt &amp; Ireland page 154)

Focus : Troubles in the Godrej – P &amp; G Alliance(Hitt &amp; Irelandpage. no 223)

**Unit IV:**

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

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

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

### Unit V:

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

Case 1 CISCO’s Evolution of Strategy and Structure. (Hitt & Irelandpage. no 256)

Case 2 Selecting a new CEO (Hitt & Irelandpage no 282)

Case 3 The Continuing innovation revolution at Amazon: The kindle and E-books (Hitt& Ireland page 304)

### COURSE OUTCOMES:

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

### **Suggested Readings:**

- Hitt& Ireland and Manikutty, ” Strategic Management: A South Asian Perspective”: Cengage Learning, 9e, 2012. (For PPT, Case Solutions Faculty may visit : [login.cengage.com](http://login.cengage.com))
- Mital; Cases in Strategic Management; 3<sup>rd</sup> Edition, TMH, 2013.
- Mason A Carpenter et al.”Strategic Management: A dynamic Perspective” Pearson, 2e, 2012.
- A Nag” Strategic Management: Analysis, Implementation & Control “Vikas Publishing house, 2012.
- Adrian & Alison” Strategic Management: Theory & Application” Oxford University Press, 2010.
- S K Sarangi “Modern Strategic Management” Everest Publishing, 2012.
- Wheelen, Hunger; Concepts in Strategic Management & Business Policy, 13<sup>th</sup> Edition, Pearson, 2013
- Hill, Jones; Strategic Management, 9<sup>th</sup> Edition, Cengage, 2012
- P. Subba Rao, Business Policy and Strategic Management, 2<sup>nd</sup> Edition, HPH, 2012.
- Barney, Hestrerly; Strategic Management & Competitive advantages; 4<sup>th</sup> Edition, PHI, 2013
- V.S.P. Rao, V. Hari Krishna; Strategic Management, 1<sup>st</sup> Edition, Excel Books, 2012
- AzharKhazmi, Strategic Management & Business Policy, 3/e, TMH, 2013.
- UpendraKachru; Strategic Management, 1<sup>st</sup> Edition, Excel Books, 2012
- Haberberg&Ricle; Strategic Management, 1<sup>st</sup> Edition, Oxford, 2010.

**C3128 – BUSINESS ANALYTICS****L T P C**  
**4 0 0 4****(Students must read text book. Faculty are free to choose any other cases)****Course Aim:** To understand the importance of ever-increasing volume, variety and velocity of data in organization and application of business analytics tools for decision making.**UNIT – I**

Introduction to Business Analytics, A Brief History of Analytics, Business: The Decision-Making and Execution Perspective, Analytics: A Framework for Business Analytics.

**UNIT – II**

Rational Decisions, Decision Needs and Decision Layers, Models: Connecting Decision Needs to Analytics, Stakeholders, Roles: Connecting Stakeholders to Analytics, Big Y, Little Y and Decision Framing, Decision Framing for Decision Layers, The Airline Partnership Model, Aligning the Layers: Tying the Decision Frame, Decision Frames Set Business Expectations.

Decision Making, Types of Models, Context Diagrams, Data Visualization, Mathematical Models, Big Data and Big Models, Network Models, Capability Models, Control Systems Modeling, Optimization Systems Modeling, Workflow Modeling, Deliverables from Decision Modeling.

**UNIT – III**

Data Sourcing, Transaction Processing Systems, Benchmarks and External Data Sources, Survey Tools, Analytical Output, Data Loading, Solve Data Quality IT Issues, Analytical Datasets and BI Assets ,Operational Data Store, Data Warehouse, Data Mart., Data Structuring and Transformation, Business Analytics Input Databases, Business Analytics Ready Databases.

**UNIT – IV**

Analytics Tools, Reporting, Dashboards, Data Visualization, Modeling Capabilities, Spreadsheets and Microsoft Office Integration, Data Stewardship and Meta Data Management, Collaboration, Inline Analytics Tools Deployment.

Data, Initial Data Provision, First-Cut Review of the Data, Sorts, Scatters and Histograms, Fitness for Use, Privacy and Surveillance, Ongoing Data Provision, Ongoing Data Sourcing, Ongoing Data Assessment, Data Scrubbing and Enrichment, Data Scrubbing, Data Enrichment, On Hierarchies, Tagging, and Categorizations, Manage Data Problems, Work with IT to Solve.

**UNIT – V**

Analytical Methods, Analytics Ecosystem, Placing Analytics Capabilities in the Organization, Analytics Team Skills and Capacity, Analytics Scheduling and Workflow, Tracking the Value of Analytics, Analytics Maturity Model, Process Value Management (Experiment to Evolve), Capability Value Management, Organizational Value Management, Concept to Value Realization, Criteria for Selecting the Analytics Method.

**Course Outcomes:**

- Explain the importance of Business analytics in business decision making
- Outline various decision concepts and frames for business practices
- Analyse importance of data sourcing to data structuring & Business Analytics.
- Assess analytics tools with work environment
- Evaluate analytical methods to management concepts

**Suggested Readings:**

- James Evans, Business Analytics, 2e, Pearson, 2017.
- Albright, S., and Wayne Winston. Business Analytics: Data Analysis & Decision Making. Nelson Education, 2014.
- Anil Maheswari (2017). Data Analytics. Mc Graw Hill
- Sandhya Kuruganti & Hindol Basu (2017). Business Analytics: Applications to Consumer Marketing. Tata McGraw Hill
- Kadre, Shailendra, and Venkat Reddy Konasani. Practical Business Analytics Using SAS: A Hands-on Guide. Apress, 2015.

**C3129 - SUMMER INTERNSHIP (50 Marks Seminar )**

**L T P C**  
**0 0 2 2**

**(Minimum One month)**

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

**Approach to decide Summer Internship:** After careful analysis of the job market, students are expected to understand what type of job will be suitable to their knowledge and skill set. Students are advised not to ignore their first degree and the specialization they want to do at MBA level, before deciding the summer internship. Students may work in any organization like banks, hospitals, hotels, insurance companies, charitable trusts, NGOs, Government departments etc., or work with any professional (like chartered accountants, doctor, lawyers, real estate, temples/ religious institutions etc.), small or big or any entrepreneur, manager of any business organization and understand how they are doing business. They can visit the shops, petrol bunk, dealers, distributors, retailers, companies or their branch offices in their near by cities, towns and villages to understand their business model.

Presentation of their experiences through working and observation during the summer internship will enable them to enhance their creativity towards solutions for the issues and challenges of the business organizations or professionals with whom they are associated.

Students should take covering letter/s, addressed to the organization/professional, before second mid of first semester and approach the organizations. They can use their own contacts or seek assistance from the faculty and head of the MBA department of the college to pursue the process of getting the summer internship. College is also expected to constantly approach companies and professionals and try to explore opportunities of providing summer internship to their MBA students. Students are also expected to put their serious efforts to get the summer internship because there is huge competition for getting summer internships and organizations are also expressing their inability to provide summer internship to the large number of students pursuing MBA.

**Report:** A brief report of explaining their analysis and understanding the organization they work should be presented. There is no need to present information available in the websites. Students should give reference to the web link with a brief note on what the web site contains. While there is no limit on the number of pages, about 30 pages should be sufficient for submission followed by presentation.



**Learning Outcome:**

After summer learning internship students should be able to :

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

**SEMESTER IV****C3130 - BUSINESS ETHICS AND CORPORATE GOVERNANCE****L T P C**  
**3 0 0 3****(Students must read text book & References. Faculty are free to choose any other cases)****Course Aim:** The aim of this subject is to inculcate the need for business ethics to ensure sustained business stability.**Unit I:****Business Ethics The Changing Environment:** Business Ethics-why does it matter?; Levels of Business Ethics-Five Myths about Business Ethics- Can Business Ethics be Taught and Trained?; stages of Moral development, Kohlberg's study- Carol Gilligan's Theory-Principles of Ethics.**Case:** The BHEL Disinvestment (CSV Murthy: page no.590)**Unit II:****Professional Ethics. Introduction to Professional Ethics-** Ethics in Production and Product Management-Ethics of Marketing Professionals-Ethics in HRM-Ethics of Finance and Accounting Professionals-Ethics of Advertisement-Ethics of Media Reporting-Ethics of Healthcare Services. Ethical Dilemma. Introduction, Dilemma and Ethical Dilemma-Mounting Scandals-Ethical Issues-Preparatory Ethics: Proactive steps-The software challenge.

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

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

**Unit III:****Cyber crimes and cyber Terrorism-**social,Political, ethical and psychological , dimensional , Intellectual property in the cyberspace,Ethical dimenstions of cyber crimes-the psychology, mindset & Skills of Hackers & Other cyber criminals, Sociology of cyber criminals, inforamtion Warfare.**Unit IV:****Corporate Governance I:** Does Good Governance Really matters to Corporations?-Importance of corporate Governance –Corporate Governance in India-Board Structures Processes and Evaluation-Director Independence –Board committees, Indian model of Corporate Governance.**Unit V:**

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

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

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

**COURSE OUTCOMES:**

- Identify the concept and principles of Business ethics
- Analyze the importance of Professional Ethics and relate Ethical Dilemma to Business Practices
- Outline the factors of Cyber crime and Cyber Terrorism.
- Predict stakeholder’s roles in corporate Governance.
- Review committee Reports on development of Corporate Governance.

**Suggested Readings:**

- SK Mandal: Ethics in Business and Corporate Governance, TMH, 2/e, 2012.
- Archie. B Carroll, Business Ethics-Brief Readings on Vital Topics, Routledge, 2013.
- A.C.Fernando: Corporate Governance, Principles, Policies and Practices, Pearson, 2012.
- C.S.V.Murthy: Business Ethics, Himalaya Publishing House, 2012.
- N.Balasubramanian : Corporate Governance and Stewardship, TMH,2012.
- Nina Godbole & Sunit Belapure “ Cyber Security” wiley india 2012.
- Joseph W.Weiss : Business Ethics, Thomson, 2006.
- Geethika,RK Mishra, Corporate Governance Theory and Practice,Excel,2011.
- Dr.S.S.Khanka, Business Ethics and Corporate Governance, S.Chand, 2013.
- K.PraveenParboteeach, Business Ethics, Routledge, 2013.
- Praveen B Malla, Corporate Governance, Routledge 2010.
- H.C.Mruthyunjaya, Business Ethics and Value Systems, PHI, 2013
- V Balachandram, V Chandrasekaran, Corporate Governance, Ethics and Social Responsibility, PHI, 2011
- Khanka, Business Ethics and Corporate Governance, S.Chand, 2013

**C3131-Comprehensive Viva**

**L T P C**  
**2 0 0 2**

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

**C3134 - Final Project: (GRADE)**

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

Topic:

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

Chapter I

Brief Introduction:

Review of literature:

Research Gaps:

Research Questions:

Objectives of the study:

Hypotheses:

Scope of the study:

Period of the study:

Sample:

Data Collection:

Primary Data:

Secondary Data:

CHAPTER II

Data Analysis and Interpretation:

Conclusion & Suggestions:

**References:**

Appendix i: Questionnaire (if any).

Appendix II: Definition of terms used in the report.

Appendix III: A Brief note on the Theoretical Nuances **Used for Application in the Project Work.**

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

### **MULTI STAGE PROJECT EVALUATION**

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

**Learning Outcome :**After following the three stages mentioned below for doing project work students should be able to:

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

**C3132- Stage I:** Seminar on Research Methodology for the Main Project Work - 50 Marks by supervisor (Refer Chapter I of the main project mentioned above)

**C3133- Stage II:** Statistical Analysis of Main project data - 50 Marks by supervisor (Chapter II of the main report).

**Approach :**Students should collect data for the main project from CMIE Prowess DATABASE or any other source or from the field. Students are expected to use relevant statistical tools using either Excel, SPSS, MINI TAB, or R.

### **Main Project Viva.**

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

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**MARKETING ELECTIVES**
**C3135 - CONSUMER BEHAVIOR**

**L T P C**  
**4 0 0 4**

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

**Aim:** The aim of this course is to enable MBA students take marketing decisions keeping in mind the consumer behaviour. It will help them to design primary market research studies for the mutual benefit of consumers and organizations.

**UNIT - I:**

**Understanding Consumer Behaviour:** Defining consumer behaviour, need for Consumer Behaviour, Understanding Consumer through research process, Consumer behaviour in a world of economic instability, Rural Consumer Behaviour, Consumer Segmentation, Targeting and Positioning, Segmentation & Branding, Rural Markets.

**Case:** Amazon.com, Consumer behaviour and marketing strategy (J. Paul Peter page no: 514-515)

**Unit II:**

**Environmental Influences on Consumer behaviour:** Influence of Culture, Sub Culture, Social Class, Social Group, Family and Personality, Cross-Cultural Consumer Behaviour.

**Case :** Fashion label- 'Gini & Jony' (SujaR.Nair ,page no 351-352)

**Case :** Cadbury Dairy Milk Chocolates (RamanujMajumdar, page no 293-297)

**Case :** Nescafe Instant Coffee (RamanujMajumdar page no 311-316)

**Unit III:**

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

**Case :** Titan watches (Ramanuj Majumdar, page no 303-306)

**Case :** Handling of down-age s yndrome (SujaR.Nair , page no 227-228)

**Unit IV:**

**Consumer Decision Making Processes:** Problem Recognition, Search and Evaluation, Purchasing processes, Post purchase behaviour, Models of Consumer decision making, Consumers and the diffusion of Innovations.

**Case :** Mac Vs. Pc (Michael R.Solomon page no 330-331)

**Case :** The story of Innovation of single car key to replace multiple car keys (Ramneek Kapoor page no 269)

#### **Unit V:**

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

**Case:** Active Consumerism taking care of the public interest in globalised India (Ramneek Kapoor, page no 400-401)

#### **COURSE OUTCOMES:**

- Explain important concepts of Consumer Behavior (Segmentation, Targeting, Positioning & Branding)
- Analyze the environmental influences on consumer Behavior.
- Develop marketing strategies to study consumer purchase behavior
- Analyze the consumer decision-making Models and the diffusions of innovations.
- Describe consumerism and its Ethics.

#### **Suggested Readings:**

- David L. Loudon and Albert J.DellaBitta, Consumer Behaviour, TMH, Fourth Edition, 2011.
- S. Ramesh kumar, cases in Consumer Behaviour, Pearson, 2011.
- Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2013.
- Ramneek Kapoor, N.Namdi O Madichie, Consumer Behaviour, TMH, 2012.
- Michael R.Solomon Consumer Behaviour, Tenth Edition, PHI, 330-331.
- Leon G. Schiffman, Leslie IzerKanuk, S.Ramesh Kumar, Consumer Behaviour Pearson, Tenth edition, 2011.
- Satish Batra, SHH kazmi, Consumer Behaviour-Text and Cases, Excel Books, Second Edition, 2011.
- RamanujMajumdar, Consumer Behaviour, PHI, 2011.
- Kardes, Cline, Cronley, Consumer Behaviour-Science and Practice, Cengage Learning, 2012.
- Suja R Nair, Consumer Behaviour in Indian perspective, 2<sup>nd</sup> edition, HPH, 2013.
- S. Ramesh kumar, Consumer Behaviour and Branding, Pearson, 2013.
- Dr. Shri Prakaash, Consumer Behaviour, Vikas, 2010.
- S. A. Chunawalla, commentary on Consumer Behaviour, 3<sup>rd</sup> edition, HPH, 2012.
- S H HKazmi, Consumer Behaviour and Marketing Communication, Excel, 2011.
- J.Paul Peter, Jerry.C. Olsan, Consumer Behaviour and Marketing Strategy, 7<sup>th</sup> edition, TMH, 2011.



**C3136- SALES & DISTRIBUTION MANAGEMENT****L T P C**  
**4 0 0 4**

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

**Course Aim:** The aim of this course is to enable MBA students to understand Sales Management and Sales Personnel, the role of Distribution Channels and enabling them to manage Channel partners. They can also emerge as good sales executives and help the organization's efforts towards business development.

**Unit I:**

**Introduction to Sales Management:** Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies, Selling Process.

**Case:** Plastic Industries, Inc., The role of Personal Selling in creating Market. (Richard R.Still page no 104,105)

**Case:** United air flow manufacturer of household's appliances sales people's job. (Richard R.Still page no 115 to 118)

**Unit II:**

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

**Case:** Augsberg Wiesel Ltd, manufacturer of table ware, establishment of sales territories (Richard R Still, Page no 603 to 605)

**Case:** Midland office engineering, establishment of sales budgeting program, (Richard R Still, page no 588 to 589)

**Unit III**

**Sales Force Management:** Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.

**Case: 1** Adjusting Compensation Plan to Motivate Sales Representatives( K.SridharaBatt, page no 576 to 577)

**Case: 2** Sales Force Strategy at Life Insurance Corporation(K.SridharaBatt, page no 579)

#### **Unit IV**

**Introduction to Distribution Management:** Definition of Distribution Management, need for Distribution Channels, Distribution Channels for Rural Markets, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements

**Case: 1** Fed Ex's Value Chain Solutions, (K.Sridhara Batt page no 618 to 620)

**Case: 2** The National Handloom Development Corporation.(Tapan K. Panda, Sunil Sahadev page no. 504)

#### **Unit V**

**Managing Channel Institutions:** Managing Channel Information Systems, Managing Retailers, Wholesalers, Franchisers, Designing Channel Systems, reasons for Channel Conflicts, Managing Conflict, Managing International Channel of Distribution, Ethical issues in Sales and Distribution Management

**Case: 1** Kinetic Engineering Company, Handling Channel Conflict, (Krishna K Havaladar, Vasant page no 461)

**Case: 2** Indian Ayurveda Pharmacy Limited, (Tapan K. Panda, SunilSahad page no 719)

#### **COURSE OUTCOMES:**

- Explain important concepts and Evaluation of Sales Management
- Outline various methods of sales planning & budgeting
- Interpret Management Applications to Sales force
- Formulate an Appropriate Distribution Channel with conceptual knowledge
- Identify the Ethical Issues in Sales & Distribution Management

#### **Suggested Readings:**

- Krishna K Havaladar, Vasnt M Cavale, Sales and Distribution Management, 2nd edition, TMH, 2011.
- Richard R Still, Edward W Cundiff, Norman A P Govoni, Sales and Distribution Management, 5th edition, Pearson, 2011
- Tapan K. Panda, SunilSahadev Sales and Distribution Management ,2nd edition Oxford.
- S.L. Gupta, M.K.Rampal , Cases in Sales and Distribution Management, HPH, 2009.
- K.Sridhara Bhat, Sales and Distribution Management, 1st , HPH, 2011.
- S.A. Chunawalla, Sales and Distribution Management, 3rd edition, HPH. 2012

## C3137-INTEGRATED MARKETING COMMUNICATION

L T P C  
4 0 0 4

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

**Course Aim:** The aim of this course is to enable MBA students to understand management of marketing communication, communication mix and ethical aspects of marketing communication.

### Unit-I

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

Case: Cadbury Manages a Crisis with Integrated Marketing Communications (Kruti Shah page no 59)

### Unit-II

**Budgeting, Objectives and Evaluation of IMC:** Setting Communication Objectives, DAGMAR Approach to setting objectives and measuring advertising effectiveness, allocating the Marketing Communication Budget, conducting research to measure communication effectiveness, Post- Testing tools and techniques, Evaluating other promotional tools and IMC.

Case:1 The Premium Milk Food Private Ltd. (Kruti Shah page no 820)

Case:2 Archias, Advertising (Jaishri Jethwaney, Shruthi Jain, Oxford, page no 195)

### Unit-III

**Marketing Communication Mix I:** Creative Execution in Advertising, Decision in Print, Execution on Radio, Execution on online and television, getting that 'Big Idea' of creativity.

Case: Tata Salt (Part I, II, III) (Kruti Shah page no 282,284,310-311,367-372)

### Unit-IV

**Marketing Communication Mix II:** Sales Promotion, Direct Marketing, Personal Public Relations, Publicity and Corporate Advertising, Unconventional Promotional Media: Sponsorships, Mobile Advertising, Word of Mouth, Village Farmers, Out of Home Media, World Wide Web Communications.

Case:1 Amul taste of India (Kruti Shah page no 793)

Case:2 Rasha Prankees promotion (Kruti Shah page no 600)

### **Unit-V**

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

Case: Surrogate advertising (Jai shri Jethwaney page no 475-480) & Case: The Unilever experience (Jai shri Jethwaney page no 606)

### **COURSE OUTCOMES:**

- Explain consumer behavior with Application of communication mix
- Analyze the approach to Allocate the Budget and Evaluation of Promotional tools
- Outline uses of Print, Radio, TV for creativity
- Illustrate pro's and con's of Various Promotional Mix
- Acquire the knowledge in the ethical standards in Advertising.

### **Suggested Readings:**

- Krutishah, Alan D'Souza, Advertising and promotions on IMC Perspective, TMH, 2012.
- Jaishri Jethwaney, Shruthi Jain, Advertising Management, Oxford, Second edition, 2012.
- George E Belch, Michael A Belch, Keyoorpuravi, Advertising and Promotions – An Integrated Marketing Communications perspective, TMH, 2015.
- Semenile, Allen, O Guinn, Kaufmann, Advertising and Promotions, An Integrated brand approach, Cengage, 6th edition, 2012.
- SHH Kazmi, Satish K. Batra, Advertising & Sales Promotions, 3rd edition, Excel Books, 2011.
- Terence A. Shimp, Integrated Marketing Communication Advertising and Promotion, 8th edition Cengage Learning, 2012.

**C3138 - RETAILING MANGEMENT**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To facilitate the students about the concepts of Retailing through cases so that interested students can choose retailing as their career.

**Unit I:**

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

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

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

**Unit II**

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

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

**Case:** Tanishq. (Suja Nair page no 440)

**Unit III**

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

- Case:** Nirula's. (Suja Nair Page no 448)  
**Case:** Hot Breads. (Suja Nair page no 452)  
**Case:** McDonalds India. (Suja Nair page no 459)

**Unit IV:**

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

- Case:** Café Coffee Day. (SujaNair page no 434)  
**Case:** Shoppers stop. (Suja Nair page no 470)

**Unit V:**

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

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

**Course Outcomes:**

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

**Suggested readings:**

- Piyush Kumar Sinha, Dwarika Prasad Uniyal, Managing Retailing, 2<sup>nd</sup> Edition, Oxford, 2012.
- Lusch, Dunne, Carver, Introduction to Retailing, 7<sup>th</sup> Edition, Cengage Learning, 2013.
- **Suja Nair**, Retail Management, Himalaya Publication House, 2012.
- **Aditya Prakash**Tripathi, Noopur Agrawal, Fundamentals of Retailing(text and cases), Himalaya Publication House, First Edition, 2009.
- Swapna Pradhan, Retail Management-Text & Cases, TMH, 2013.
- Dr.Harjit Singh, Retail Management a global perspective text and cases, S.Chand, 2011.
- Michael levy, Barton Weits, Ajay Pundit, Retailing Management, McGraw-Hill, 2011.
- Arif sheikh, Kaneez Fatima, Retail Management, Himalaya Publication House-2012.
- Chetan Bajaj, Rajnishtuli, Nidhi Varma, Srivastava, Retail Management, 2<sup>nd</sup> edition, oxford, 2012.
- David Gilbert, Retail Marketing Management, 2<sup>nd</sup>edition, Pearson, 2013
- BalramDogra&KarminderGhuman: Rural Marketing, TMH, 2009

## C3139 - SERVICES MARKETING

L T P C  
4 0 0 4

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

**Course Aim:** To facilitate the students about the concepts of Services Marketing through cases.

### UNIT- I:

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

Case 1: The United Indian Bank (Govind Apte Page no 55-56)

Case 2: Online air travel: Expedia, Orbitz and Travelocity lead the pack (John E.G. Bateson Page no 82-83)

### UNIT- II:

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

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

Case 2:Population growth and the urban poor (Vinnie Jauhari, Kirti Dutta Page no 106-108)

### UNIT- III:

**Innovation and Quality:** Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service

Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Servicescape – Designing Services capes.

#### **UNIT- IV:**

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

#### **UNIT- V:**

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

Case 1: Relationship between Employee satisfaction, Customer satisfaction and market share: The case of Hewlett-Packard, (Vinnie Jauhari Page 336).

Case 2: Total Assurance Ltd. (GovindApte Page 207-208).

#### **COURSE OUTCOMES:**

- Explain basic concept, classifications and characteristics of Service Marketing.
- Analyze consumer behavior and recovery strategies in service sector.
- Aligning service innovation and GAP models for service quality.
- Outline the importance of service operations and manage service process with Blueprinting.
- Evaluate challenges and match service promises with delivery.

#### **Suggested Readings:**

- John E. G. Bateson, K. Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
- Vinnie Jauhari, Kirti Dutta: Services Marketing: Operations and Management, Oxford University Press, 2014.
- Christopher Lovelock, Jochenwirtz, Jayanta Chatterjee, Services Marketing, 7th edition Pearson 2015
- Valarie A. Zeithaml & Mary Jo-Bitner: Services Marketing – Integrating customer focus across the firm, TMH, 6e, 2013.
- Nimit Chowdhary, Monika Chowdhary, Textbook of Marketing of Services: The Indian Experience, MACMILLAN, 2013.
- GovindApte: Services Marketing, Oxford Press, 2011.



**C3140 – CUSTOMER RELATIONSHIP MANAGEMENT**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To understand the importance of customer relationship management in Business.

**UNIT - I**

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

**UNIT - II**

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

**UNIT - III**

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

**UNIT - IV**

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

**UNIT - V**

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

**COURSE OUTCOMES:**

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

**Suggested Readings:**

- G. Shainesh, Jagdish, N.Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan 2005.
- Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
- Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books, 2011.
- Zikmund, Customer Relationship Management, Wiley 2012.
- Paul Greenberg, CRM at the speed of light, 4e, TMH, 2009.
- Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd, 2008

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**FINANCE ELECTIVES**  
**C3141- COST & MANAGEMENT ACCOUNTING**

**L T P C**  
**4 0 0 4**

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

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

**Unit I**

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

**Unit II**

**Costing for specific industries:** Unit costing, job costing, cost sheet and tender and process costing and their variants, treatment of normal losses and abnormal losses.

**Unit III**

**Break-even-analysis:** Application of BEP for various business problems. Application of Marginal costing in terms of cost control, profit planning, Closing down a plant, dropping a product line, charging general and specific fixed costs, fixation of selling price. Make or buy decisions, key or

limiting factor, selection of suitable product mix, desired level of profits, diversification of products, closing down or suspending activities, level of activity planning.

#### **Unit IV**

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

#### **Unit-V**

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

#### **COURSE OUTCOMES:**

- Explain different types of costs and concept of life cycle costing.
- Prepare cost sheet, process costing and treatment of losses.
- Analyze the break-even point and different market situations.
- Assess various budgets and its importance in cost management.
- Analyze reasons for cost – profit variances.

#### **Suggested Readings:**

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

**C3142 - SECURITY ANALYSIS PORTFOLIO MANAGEMENT**

**L T P C**  
**4 0 0 4**

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

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

**Unit I:**

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

**Unit II:**

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

**Unit III:**

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

**Unit IV:**

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

(b) Derivatives: Overview of derivatives Markets, Option Markets, Option Strategies and option valuation forward & future markets, Strategies. Stock index futures, interest rate futures, Swaps contracts.

**Unit V:**

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

**Course Outcomes:**

- Outline the Indian Financial System Securities Trading & Stock Market.
- Evaluate risk & return by using portfolio Analysis.
- Discuss bond analysis and valuation.
- Analyze Security analysis and derivatives market.
- Assess Performance evaluation of Mutual Funds.

**Suggested Readings:**

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

**C3143 -FINANCIAL INSTITUTIONS, MARKETS & SERVICES**

**L T P C**  
**4 0 0 4**

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

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

**Unit I:**

**Introduction:** The structure of financial system; Equilibrium in financial markets; Indicators of Financial Development, Financial system and economic development ; Financial Sector reforms after 1991 - Regulatory and Promotional Institutions: Function and Role of RBI, Monetary Policy and techniques of monetary control of RBI. The role and functions of SEBI. An update on the performance on Non-statutory Financial organization like IFCI, IRBI, NABARD, SIDBI, and SFCs .

**Unit II:**

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

Investment Pattern of LIC, GIC and other insurance companies, Competition, innovation, Role of IRDA, Challenges of Insurance Sector.

**Unit III:**

**Financial and Securities Markets:** Structure and functions of Call Money Market, Government Securities Market – T-bills market, Commercial Bills market, Commercial paper and certificate of deposits- Securities markets – Organisation and structure, Listing trading and settlement. SEBI and Regulation of Primary and Secondary Markets

**Unit IV:**

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

**Unit V:**

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

**COURSE OUTCOMES:**

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

**Suggested Readings:**

- M.Y.Khan: Financial Services, TMH, 2012.
- L.M.Bhole: Financial Institutions and Markets, TMH, 2012.
- Vasant Desai: Financial Markets and Financial Services, Himalaya,2012
- Varanasi.Bhaskar Rao, Musings of the Barefoot Bankers, BS Publications, 2012.
- Pathak:Indian Financial Systems, Pearson, 2012
- S.Gurusamy: Financial Services and System, Cengage,2012
- Justin Paul and Padmalatha Suresh: Management of Banking and Financial Services, Pearson , 2012.
- Gomez, Financial Markets, Institutions and Financial Services, PHI, 2012.
- Frank.J.Fabozzi& Franco Modigliani: Foundations of Financial Markets and Institutions, Pearson, 2012.
- R M Srivatsava : Dynamics of Financial Markets and Institutions in India, Excel, 2013.



**C3144–STRATEGIC INVESTMENT AND FINANCING DECISIONS****L T P C**  
**4 0 0 4**

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

**Course Aim:** To develop an understanding of the role of financial strategy, in the investing, financing and resource allocation decisions with in an organization. To develop an understanding of the various strategies that is in use to trade off risk and return

**Unit I:**

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

**Unit II**

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

**Unit III**

**Strategic Analysis of selected investment decisions:** Lease Financing, Leasing vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

#### **Unit IV**

**Financing Decisions:** Mergers and Acquisitions Basic Issues, Strategy, Diversification and Mergers and Acquisitions, Theories of Mergers, Types of Mergers, Cost of Mergers, Government guidelines for Takeover, Problems on Mergers & Acquisitions and cases

#### **Unit V**

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

#### **COURSE OUTCOMES:**

- Examine various risk models in Capital Budgeting
- Analyze advance tools of Capital Budgeting techniques for Business Investment decisions.
- Discuss the impact of inflation on Investment decisions.
- Signifies the information and data bank in project selection.
- Distinguish between various financing sources for investment decisions.
- Explain types of mergers and acquisitions.

#### **Suggested Readings:**

- Ravi M Kishore “ Strategic Financial Management, Taxman 2012.
- Nikiforos T. Laopodis, Understanding Investments-Theories and Strategies, Routledge, 2013.
- Prasanna Chandra: Financial Management, 8/e, TMH, 2012
- Prasanna Chandra: Projects: Planning, Analysis, Financing Implementation and Review, 6/e, TMH, 2012
- I.M. Pandey: Financial Management, Vikas 2012.
- Brigham & Ehrhardt: Financial Management, Text and Cases, Cengage, 2012.
- G.V.SatyaSekhar, Strategic Financial Management , Himalaya Publishing House 2012
- MY Khan and PK Jain: Financial Management: Text, Problems & Cases, TMH, 2012.

**C3145- INTERNATIONAL FINANCIAL MANAGEMENT**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To give an understanding about MNC Financial Management.

**Unit I:**

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

**Unit II:**

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

**Unit III:**

Foreign Exchange Market: Function and Structure of the Forex markets, major participants, types of transactions and settlements dates, Foreign exchange quotations. Process of arbitrage, speculation in

the forward market - Currency Futures and Options Markets, Overview of the other markets – Euro currency market, Euro credit market, Euro bond market, International Stock market.

**Unit IV:**

(a) Exchange Rates: Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rate systems. Managing Foreign exchange Risk. International arbitrage and interest rate parity.

(b) Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity – International Fisher Effect – Fisher Effect.

**Unit V:**

Asset–liability Management: Foreign Direct Investment, International Capital Budgeting, International Capital structure and cost of capital. International Portfolio Management. International Financing: Equity, Bond financing, parallel loans -International Cash management, accounts receivable management, inventory management. Payment methods of international trade, trade finance methods, Export – Import bank of India, recent amendments in EXIM policy, regulations and guidelines.

**COURSE OUTCOMES:**

- Enlighten the basic concepts on business methods and recent trends of IFM
- Analyze the International Monetary System.
- Outline the structure and process of Foreign Exchange Market.
- Illustrate the measurement of Exchange rate, Managing risk & relationship between inflation and exchange rates.
- Access International Standards towards Asset-Liability Management.

**Suggested Readings:**

- Jeff Madura: International Corporate Management, Cengage, 2012. (For PPT, Case Solutions Faculty may visit : [login.cengage.com](http://login.cengage.com))
- Alan C. Shapiro: Multinational Financial Management, John Wiley, 2012
- Sharan.V: International Financial Management 5Th Ed. PHI 2012
- Madhu Vij: International Financial Management, Excel, 2012.
- Ephraim Clark: International Finance, , Second Edition, Thomson.
- P.G.Apte: International Financial Management, TMH 2012.
- S.Eun Choel and Risnick Bruce: International Financial Management, TMH, 2012
- Reid. W. Click & Joshua D. Coval, PHI 2012

**C3146-RISK MANAGEMENT & INSURANCE**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To understand the concepts of Risk Management, measurement and risk management strategies using derivatives.

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

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

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

**Unit-IV:** Indian Insurance Industry: Life Insurance, General Insurance – Growth, Development Role of Insurance in the economy, Regulation of Indian Insurance Business.

**Unit-V:** Risk Management and Shareholders Wealth, Risk Retention / Reduction Decision, Alternative risks Management, Hedging with Derivative Contracts.

**Course Outcomes:**

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

**Suggested Readings:**

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

## HR ELECTIVES

### C3147 – PERFORMANCE MANAGEMENT

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To give an understanding about performance management and reward system linked with performance.

**Unit I**

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

**Unit II**

**Performance Management System and Process:** Employee Engagement and Performance Management, Overview of Performance Management as a System, Dimensions of Performance

Management. Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance

### **Unit III**

**Performance Management Planning and Development:** Introduction, Performance Management Planning, the Planning Process, Performance Agreement, Drawing up the Plan, Evaluating the Performance Planning Process. Mechanics of Performance Management Planning and Documentation: The Need for Structure and Documentation, Manager's Responsibility – Employee's Responsibility in Gathering Performance Information – Mechanics of Performance Management Planning and Creation of PM Document.

### **Unit IV**

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

### **Unit V**

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

### **COURSE OUTCOMES:**

- Explain basics of Performance Management and its theories.
- Analyze measuring results in Performance Management System.
- Outline Employee development with Performance Management planning.
- Acquire knowledge on Reward System and Team Performance.
- Evaluate Performance Management using tools & techniques.

### **Suggested Readings:**

- Bhattacharyya, Dipak Kumar (2011). Performance Management, Systems and Strategies, 1/e; New Delhi: Pearson.
- Prem Chadha (2012). Performance Management, 1/e; New Delhi: Macmillan
- Rao, T.V. (2008). Performance Management and Appraisal System, 1/e; New Delhi: Sage Publication
- A.M. Sharma (2011) Performance Management System, HPH, 2011.
- Anjali Ghanekar 'Essentials of Performance Management' Everest Publishing House, 2010.

**C3148 – STRATEGIC HUMAN RESOURCE MANAGEMENT**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** This course aims to develop students' abilities to improve organisational functioning through strategic human resource management and should be familiar with key ideas and approaches in SHRM across various industries

**UNIT I**

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

**UNIT II**

**HR Strategies:** Developing HR Strategies to Support Organizational Strategies, Resourcing Strategy – Meaning and Objectives, Strategic HR Planning – Meaning, Advantages, Interaction between



Strategic Planning and HRP, Managing HR Surplus and Shortages, Strategic Recruitment and Selection – Meaning and Need, Strategic Human Resource Development – Meaning, Advantages and Process, Strategic Compensation as a Competitive Advantage, Rewards Strategies – Meaning, Importance, Employee Relations Strategy, Retention Strategies, Strategies for Enhancing Employee Work Performance

### **UNIT III**

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

### **UNIT IV**

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

### **UNIT V**

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

### **COURSE OUTCOMES:**

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

### **Suggested Readings:**

- Mello, Jeffrey A. (2011). Strategic Management of Human Resources, 3/e; New Delhi: Cengage Learning India Pvt Ltd.
- Greer, Charles, R. (2012). Strategic Human Resource Management, 2/e; New Delhi: Pearson Education
- Boselie, Paul (2011). Strategic Human Resource Management, 1/e; New Delhi: Tata McGraw Hill.
- RajibLochanDhar, Strategic Human Resource Management, Excel Books, NewDelhi, 2008

**C3149 – MANAGEMENT OF INDUSTRIAL RELATIONS**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To understand of dynamics of Industrial Relations against the backdrop of monitoring and regulatory environment in India

**UNIT I**

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

**UNIT II**

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

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

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

### UNIT III

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

### UNIT IV

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

### UNIT V

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

### COURSE OUTCOMES:

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

### **Suggested Reading:**

- Arun Monappa (2012). Industrial Relations. New Delhi: Tata McGraw- Hill Publishing company Ltd.
- Mamoria C.B, Mamoria, G. (2010). Dynamics of Industrial Relations. New Delhi: Himalayan Publications,
- Padhi, P.K. (2012). Labour & Industrial Laws. New Delhi: PHI Learning P. Ltd.
- Kapoor, N.D. (2014). Elements of Mercantile Law. New Delhi: S.Chand & Co.
- Subramani, P N. & Rajendran, G. (2001). Human Resources Management and Industrial Relations. New Delhi: Himalaya Publishing House.
- Pylee, P V. & A Simon George. (1995). Industrial relations and personnel Management. New Delhi: Vikas Publishing House Pvt. Ltd., New Delhi.
- Verma, P. (1991). Management of Industrial Relations Reading and cases. Oxford and IBH publications.

**C3150 – COMPENSATION AND REWARD MANAGEMENT**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** It enables the student understand the concepts issues and challenges of compensation and reward management.

**Unit I:**

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

**Unit II:**

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

**Unit III:**

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

**Unit IV:**

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

**Unit V:**

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

**COURSE OUTCOMES:**

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

**Suggested Readings:**

- Richard, I. Henderson (2009). Compensation Management in Knowledge Based World, 10/e; New Delhi: Pearson Education.
- Dipak Kumar Bhattacharya, (2009). Compensation Management; New Delhi: Oxford University Press.
- Anderson, R.I. (2011). Compensation Management in Knowledge based world. New Delhi: Pearson Education.
- Milkovich & Newman. (2011). Compensation. New Delhi: Tata McGraw-Hill.
- Singh, B. D. (2008). Compensation & Reward Management. New Delhi: Excel Books.
- Martocchio, J. J. (2011). Strategic Compensation. New Delhi: Pearson Education.
- Rao, N.S. (2017). Compensation System and Performance Management. New Delhi: Himalaya Publishing House

**3151 – LEADERSHIP & CHANGE MANAGEMENT**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** The Aim of this subject is to empower the students with the concepts, theories and approaches to lead organization in the changing work environment.

**UNIT - I:**

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

**UNIT - II:**

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

**UNIT - III:**

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

**UNIT - IV:**

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

**UNIT - V:**

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

**Course Outcomes:**

- Explain concept and characteristics & styles of leadership to work Approach
- Outline leadership theories with its characteristics and its applications
- Analyze organizational change at individual, group and team level.
- Analyze change in organization structure, culture, power, and politics.
- Evaluate Employees relations and strategies to manage change.

**Suggested Readings:**

- Gary Yulk, Leadership in organizations, Pearson, 2012.
- Ranjana Mittal, Leadership Personal Effectiveness and Team building, Vikas Publications, 2015
- Peter G. Northhouse, Leadership Theory and Practice, Sage Publications, 2011.
- Barbara Senior, Jocelyne Fleming, Organizational Change, 3e, Pearson publications, 2010
- Mark Hughes, Managing Change, Universities Press, 2011.
- Nic Beech and Robert Macintosh, Managing Change, Cambridge University Press, 2012.

**C3152 – HUMAN RESOURCES ANALYTICS**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** This programme will specifically focus on the applied methods and techniques with an output orientation for improving the human resource functions in large scale organizations.

**UNIT – I**

**HR Analytics in perspective:** A Brief History of the Evolution of Analytics – Defining HR Analytics  
– Why analytics is important in human resource management? – Role of IT in changing HRM context  
– Role of Metrics – Role of ERP – Role of Analytics in Decision Making.

**UNIT – II**



People Capability Maturity Model (PCMM): Basic model and levels of maturity, assessing the maturity in HR processes of the organization, CARE Approach.

Logic, Analytics, Measures, and Process (LAMP): Relation with Human Capital Bridge framework. Hierarchical analysis of employee data for business decisions – Scan, Plan, Produce, and Predict.

### **UNIT –III**

Recruitment Planning: Recruitment Metrics - Diversity Metrics - Talent Retention Metrics - Career Progression Metrics

### **UNIT – IV**

Training and Development Plans – Training and Development Metrics – Workforce Deployment Metrics – HR Cost Benefit Metrics – HR Metrics Dashboard – Employer Branding

### **UNIT – V**

KPI Dashboard – HR KPI Scorecard – Employee Gamification as a Recruitment Technique - Employee Gamification as an Employee Engagement Technique – HR Alignment with Strategy and Stakeholders - Developing a HR Analytics Unit – Using SPSS in HR Analytics

### **COURSE OUTCOMES:**

- Explain the Evaluation of Analytics in human resources (HR) Practices.
- Analyze the PCMM, LAMP model utilization in Human Resources.
- Outline best practices for using HR analytics to support making Recruitment decisions.
- Identify ideal training and development metrics for Employee retention.
- Evaluate present HR trends for the better HR Analytics practices.

### **Suggested reading:**

- Dipak Kumar Bhattacharyya (2017) ‘HR Analytics Understanding Theories and Applications’ - SAGE PUBLICATION
- Alexis A. Fink and Michael C. Sturman (2017) ‘HR Metrics and Talent Analytics’, The Oxford Handbook of Talent Management, Edited by David G. Collings, Kamel Mellahi, and Wayne F. Cascio
- Martin R. Edwards, Kirsten Edwards (2016) ‘“Predictive HR Analytics’ Kogan Page.

**ENTREPRENEURSHIP ELECTIVES**

**C3153 -START – UP MANAGEMENT**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To understand new venture creation opportunities, its resources, and requirements for Enterprise Start-up.

**UNIT - I:**

**Start-up opportunities:** The New Industrial Revolution – The Big Idea- Generate Ideas with Brainstorming- Business Start-up - Ideation- Venture Choices - The Rise of The start up Economy - The Six Forces of Change- The Start-up Equation – The Entrepreneurial Ecosystem – Entrepreneurship in India. Government Initiatives.

**UNIT - II:**

**Startup Capital Requirements and Legal Environment:** Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions- Constructing a Process Map - Positioning the venture in the value chain - Launch strategy to reduce risks- Startup financing metrics - The Legal Environment- Approval for New Ventures- Taxes or duties payable for new ventures.

**UNIT - III:**

**Starting up Financial Issues:** Feasibility Analysis - The cost and process of raising capital – Unique funding issues of a high-tech ventures - Funding with Equity – Financing with Debt- Funding startups with bootstrapping- crowd funding- strategic alliances.

**UNIT - IV:**

**Start-up Survival and Growth:** Stages of growth in a new venture- Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures- Scaling Ventures – preparing for change - Leadership succession. Support for growth and sustainability of the venture.

**UNIT - V:**

**Planning for Harvest and Exit:** Dealing with Failure: Bankruptcy, Exit Strategies- Selling the business - Cashing out but staying in-being acquired- Going Public (IPO) – Liquidation.

**COURSE OUTCOMES:**

- Develop a start-up Enterprise with Big Idea Generation.
- Analyze start-up capital requirement by analyzing legal factors.
- Interpret feasibility Analysis towards funding issues.
- Access growth stages in new venture and reasons for scaling ventures.
- Evaluate financial stability and decide on expansion possibilities.

**Suggested Readings:**

- Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, CengageLearning, 2016.
- AnjanRaichaudhuri, Managing New Ventures Concepts and Cases, Prentice Hall International, 2010.
- S. R. Bhowmik& M. Bhowmik, Entrepreneurship, New Age International, 2007.
- Steven Fisher, Ja-nae' Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur's Road Map, 2e, Routledge, 2017.
- Vijay Sathe, Corporate Entrepreneurship, 1e, Cambridge, 2009.

**C3154 –MSME MANAGEMENT**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To understand the setting up and management of MSMEs and initiatives of Government and other institutions support for growth and development of MSMEs.

**UNIT - I:**

**Introduction for Small and Medium Entrepreneurship (SME):** Concept & Definition, Role of Business in the modern Indian Economy SMEs in India, Employment and export opportunities in MSMEs. Issues and challenges of MSMEs

**UNIT - II:**

**Setting of SMEs':** Identifying the Business opportunity, Business opportunities in various sectors, formalities for setting up an enterprise - Location of Enterprise – steps in setting up an enterprise – Environmental aspects in setting up, Incentives and subsidies, Rural entrepreneurship – Women entrepreneurship.

**UNIT - III:**

**Institutions supporting MSMEs:** –Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions, Investment Institutions, Central level institutions, State level institutions, Other agencies, Commercial Bank – Appraisal of Bank for loans. Institutional aids for entrepreneurship development – Role of DST, SIDCO, NSIC, IRCI, NIDC, SIDBI, SISI, SIPCOT, Entrepreneurial guidance bureaus.

**UNIT - IV:**

**Management of MSME:** Management of Product Line; Communication with clients – Credit Monitoring System - Management of NPAs - Restructuring, Revival and Rehabilitation of MSME, Problems of entrepreneurs – sickness in SMI – Reasons and remedies — Evaluating entrepreneurial performance

**UNIT - V:**

**Role of Government in promoting Entrepreneurship:** MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

**COURSE OUTCOMES:**

- Explain basic concepts of SME and challenges of MSMEs.
- Outline the opportunities to Set-Up SSI/SME Units and role of rural & women entrepreneurship.
- Illustrate roles of various institutions supporting MSMEs.
- Management of MSME, NPA & sickness units.
- Evaluate role of Government in Promoting Entrepreneurship.

**Suggested Readings:**

- Vasant Desai, Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2003.
- Poornima M Charanthimath, Entrepreneurship Development Small Business Enterprises, Pearson, 2006.
- Paul Burns & Jim Dew Hunt, Small Business Entrepreneurship, Palgrave Macmillan publishers, 2010.
- SumanKalyanChaudhury, Micro Small and Medium Enterprises in India Hardcover, Raj Publications, 2013.
- Aneet Monika Agarwal, Small and medium enterprises in transitional economies”, challenges and opportunities, DEEP and DEEP Publications.

**C3155-FAMILY BUSINESS MANAGEMENT**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To understand the importance of family-owned businesses for achieving competitive advantage in the market place.

**UNIT - I:**

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

**UNIT - II:**

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

#### **UNIT - III:**

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

#### **UNIT - IV:**

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

#### **UNIT - V:**

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

#### **COURSE OUTCOMES:**

- Explain generation rules and theories of Family Business.
- Analyze the importance of Governance in Family Business Challenges.
- Develop next generation leaders as Successor for Family Business.
- Outline life cycle stages and transgenerational entrepreneurship.
- Describe future of family business in Institutional change.

#### **Suggested readings:**

- Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
- Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
- Sudipt Dutta, Family Business in India, Sage Publications, 1997.
- Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
- John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.
- M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010.

**C3156-ENTREPRENEURIAL FINANCE**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To Understand the role of Entrepreneurial Finance, Planning and valuation of an Enterprise.

**UNIT - I:**

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



**UNIT- II:**

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

**UNIT - III:**

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

**UNIT - IV:**

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

**UNIT - V:**

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

**COURSE OUTCOMES:**

- Outline the role of entrepreneurial Finance and screening venture opportunities.
- Evaluate components for organizing & operating the venture.
- Discuss importance of finance in venture life cycle.
- Analyze mechanisms & methods to venture valuation.
- Assess agencies for financing growing venture.

**Suggested Readings:**

- Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
- Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
- Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.

- M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
- Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.

### **C3157-ENTREPRENEURIAL MARKETING**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To Understand the marketing challenges and to apply marketing tools and models for entrepreneurial marketing.

#### **UNIT – I:**

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

**UNIT – II:**

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

**UNIT – III:**

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

**UNIT– IV:**

**Entrepreneurial Market Development Strategies:** Positioning, Segmentation, targeting, entrepreneurial communication strategy, entrepreneurial pricing strategy, entrepreneurial distribution strategy, building customer relationships, marketing plans.

**UNIT – V:**

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

**COURSE OUTCOMES:**

- Explain important concepts and basics of Entrepreneurial marketing.
- Outline various strategies for Enterprise Growth.
- Interpret growth strategies and models.
- Formulate an Entrepreneurial Market Development strategy with conceptual knowledge.
- Identify the tools utilized for Entrepreneurial Marketing.

**Suggested Readings:**

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

**C3158-CREATIVITY, INNOVATION AND ENTREPRENEURSHIP**

**L T P C**  
**4 0 0 4**

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

**Course Aim:** To Understand the creativity and innovations management aspects in an enterprise.

**UNIT - I:**

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

**UNIT - II:**

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

**UNIT - III:**

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

**UNIT - IV:**

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

**UNIT - V:**

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

**COURSE OUTCOMES:**

- Explain concepts and importance of Creativity for economic development.
- Outline various models and mechanisms of creative problem solving.
- Interpret creative intelligence abilities and thinking strategies.
- Formulate an Appropriate innovative ideation methods and theories of outsourcing.
- Identify the system approach to Micro and Macro Perspective of Innovation.

**Suggested Readings:**

- Pradip N Khandwalla, Lifelong Creativity, An Unending Quest, Tata McGraw Hill, 2004.
- Vinnie Jauhari, Sudanshu Bhushan, Innovation Management, Oxford Higher Education, 2014.
- Innovation Management, C. S. G. Krishnamacharyulu, R. Lalitha, Himalaya Publishing House, 2010.
- A. Dale Timpe, Creativity, Jaico Publishing House, 2003.
- Brian Clegg, Paul Birch, Creativity, Kogan Page, 2009.
- P. N. Rastogi, Managing Creativity for Corporate Excellence, Macmillan 2009.

